

## The Steadings Community Management Trust Deliverables and areas of responsibility

A financial model has been prepared to ensure financial self-sufficiency in the long term through income derived from the endowed assets and community facilities, and a community management charge from residents and businesses of The Steadings. A summary of the principles underpinning the financial model is set out below which will ensure that the TSCMT will be self-sufficient from the beginning, and financially sustainable in the long term. The details are contained within the s106 agreement

- BDL will provide initial start-up funding to the TSCMT;
- The s106 Agreement defines the “Estate Rentcharge Scheme” as the service charge regime under which occupiers of the Development will be required to pay an annual contribution towards the cost of maintenance, management and community development services provided by the TSCMT (referred to as the “Community Charge” in the TSCMT’s Articles of Association);
- The s106 Agreement also provides for other sums of money to be paid to the TSCMT
- Under the s106, BDL is also obligated to transfer the elected Endowment Asset to the TSCMT, which will help provide long -term funding.

### Deliverables and areas of responsibility

#### 1. Public open spaces

A prime responsibility for the TSCMT will be to manage and maintain all the public open spaces. The 40.9ha of Green Infrastructure (GI) will comprise a network of interconnected green (and blue/aquatic) spaces, which fulfil various functions including:

- formal and informal areas for sport and informal recreation
- areas to produce food
- safe and convenient pedestrian and cyclist routes between key destinations
- retention/provision of habitats
- accessible natural green space
- structural landscaping
- SuDS
- private and semi-private amenity space
- settings for heritage assets

The S106 allows for backstop dates for transfer to the TSCMT’s management based on numbers of occupied dwellings. The proposed masterplan provides for green infrastructure to be transferred ahead of the S106 requirements

## **2. Sports facilities**

The s106 allows for a series of sports facilities to be provided including an Indoor Sports Centre, three tennis courts and two mini football pitches. The Indoor Sports Centre will be a multifunctional community building, incorporating a four-court sports hall (690 sq m), a fitness suite (250 sq m), and ancillary facilities; e.g. changing rooms, toilets, office, storage rooms, etc. It is expected that the TSCMT will own and manage the tennis courts and football pitches, and subject to the agreed Endowment Scheme (see sub-section 6.1.4), may also own the Indoor Sports Centre.

## **3. Suds**

The SUDS responsibilities fall into two categories:

- Below ground (i.e. storm drains, drainage pipes, etc)
- Above ground including attenuation ponds

The CMT will assume responsibility for the above ground SUDS where they are located in open space areas which are to be transferred to the CMT, given the link with the management of the public open spaces. However, the responsibility for the below ground SUDS will be reviewed when appropriate and an options appraisal prepared, with the CMT being one option under consideration. Any decision will also take into account the character of the devices employed for the underground SUDS and the quality assurance of their construction.

## **4. Community Services**

There are a considerable range of community services that Community Trusts do and could undertake, depending on the local needs and the capacity of other local alternative service providers. The Steadings TSCMT will be well placed to lead on other social, economic and environmental initiatives which respond to the needs of both the existing and the new local residents. It will provide a suitable vehicle to take forward practical responses, for example, with regard to encouraging greener lifestyles, biodiversity initiatives such as demonstration wildlife gardens and management of green corridors, green travel initiatives in support of the Travel Plan, community orchards, provision for young people, and employment support initiatives. These activities will be achieved through the planning, development, resourcing and implementation of a range of relevant programme activities designed to encourage and support all aspects of community life. These might be provided for their own intrinsic benefit, but can also be the means to achieve other social objectives such as the provision of local training and employment, perhaps for a target group of disadvantaged people.

- Encourage Low Carbon (Green) Lifestyle Amongst Residents
- Intermediate Land Uses
- Other And New Initiatives

## **5. Finance**

The structure of finance for the TSCMT is a crucial aspect in determining its ability to be viable both in the short and the long term. The TSCMT Business Plan sets out the financial structure and associated model for anticipated income and expenditure which will ensure that firm foundations are laid from the beginning and that the TSCMT will be self-sufficient and financially sustainable in the long term. A financial model has been prepared over the anticipated 13 year construction period of the development utilising principles that ensure financial self-sufficiency in the long term through income derived from an annual levy from both residents and commercial tenants, and also the endowed asset and community facilities. The TSCMT will be underpinned in the early years with revenue and start-up funding through contributions from the developer, some

identified within the S106 agreement and some outside. Over the course of the development the TSCMT's long term stewardship responsibilities will grow to include:

- The ownership, management and maintenance of all the public open space
- Endowed community facilities serving a variety of needs,
- An endowment to generate income
- Roles in community development and engagement
- Administrative and support costs in respect of the above

These responsibilities extend in perpetuity, meaning that the TSCMT must plan in the short term to maintain sufficient funds for longer term requirements, including the enhancement and replacement of assets at points in the future.

In the medium to long term, the TSCMT will have eight main areas of revenue income open to it: Community Charge on all residents and commercial space within The Steadings

- Income derived from endowed assets (land, property and/or money)
- Sessional use and letting of Community Centre and charges for the use of community assets as applicable and appropriate
- User charges for activities provided directly by the TSCMT
- Project support, community grants (and/or in-kind services) from the Town Council (subject to further discussions with CTC).
- External grants for revenue and capital projects
- Project management fees
- Interest on reserves and endowment

The expenditure of TSCMT will fall into four main headings:

- Management and maintenance of Green Infrastructure and play spaces including sinking funds for long term replacement
- Facilities Management including maintenance, operation and sinking funds of the Community Centre
- Core infrastructure costs for TSCMT, financial management, staff and operations
- Project costs for activities and service delivery

### **5.1 Community charge**

The Community Charge is based on an agreed formula. It has been agreed by TSCMT that the Community Charge will be capped (plus CPI) for 5 years at a fixed figure for each property size (based on numbers of bedrooms) as shown in the table below. For the purpose of agreeing the cap, TSCMT has proposed that the charge for a 3 bedroom property will not exceed £300 (plus CPI) as a benchmark from which to agree the level of charge on other unit types. The cap (plus CPI) will be fixed for five years from the occupation of any dwelling on the development. After five years, it will be reviewed by the TSCMT Board and if increases are deemed necessary/appropriate to improve resident services, a proposal will be put to the residents for formal approval, and a revised version of the Business Plan will be submitted to CDC for approval pursuant to the section 106 Agreement. The section 106 agreement makes provision for subsequent variation of the approved Business Plan, subject to CDC's written approval. If any proposed increases of the caps are rejected by the residents, and/or by CDC, the Community Charge will remain within the approved caps below.

Maximum Annual Community Charge Based on Bedroom Numbers		
Item	Number of Bedrooms	Cap (plus CPI)
1.	1 bedroom apartment	£225
2.	2 bedroom house/apartment	£275
4.	3 bedroom house	£300
5.	4 bedroom house	£400
7.	Commercial floor space	To be determined

The cost liabilities that can be legally charged against the associated income collected from residents are described in the draft Community Charge documentation as the maintenance, renewal and replacement of the following:

- Soft landscaping (as part of open spaces owned by the TSCMT)
- Bins for dog waste and litter including emptying bins
- Footpaths (within open spaces owned by the TSCMT only)
- Cycleways (within open spaces owned by the TSCMT only)
- Railings and fences (on TSCMT owned property only)
- Public Art
- Site Interpretation and information boards
- Trees and tree grills (located on all land owned by the TSCMT only)
- The fabric of all buildings transferred to the TSCMT
- Seating (on TSCMT owned property only)
- Litter picking (on TSCMT owned property only)
- Street lighting (on TSCMT owned property only)
- Informal natural green space
- Outdoor Sports Pitches
- Children and Young People’s Play Spaces
- Allotments
- Accessways including roads, pathways and cycleways (until adopted by highways)
- Reasonable apportionment of staff and other management overheads
- Estate including offices workshops depots compounds garages and plant rooms

Purchase lease replacement and maintenance of equipment and any management buildings as overheads associated.

## 5.2 Services covered under Community Charge Community Services

All community activities undertaken by the TSCMT including:

- Supporting the community and community groups with information, assistance, advice, representation, finance, training, resources and facilities and otherwise promoting the Estate as a vibrant and sustainable community, and promoting networking and the exchange of information to this end
- operating or promoting events, exhibitions, workshops, meetings, competitions, conferences for skills, crafts, trades, arts, business activities, training, personal development, education, entertainment, sport, community issues and leisure purposes
- administering and promoting community facilities including community centres, play areas, sports facilities, allotments
- representing and promoting the Estate and its community on a local, regional and national basis including to external public or quasi-public bodies and to visitors

- researching and collecting and promoting information on the history and heritage of the Estate and its immediate area including the collection of documents, media, artifacts and other materials.

### **5.3 Estate Maintenance**

The provision, improvement, operation and maintenance of each part of the Estate and anything on it whether that exists at present or is added or acquired at a later date, including provision, improvement, operation and maintenance of:

- accessways including roads, pathways, and cycleways (until adopted by a highways authority) including: (a) kerbs, traffic islands, turning areas, lay-byes, traffic control measures, and parking areas intended for shared, communal or public use; (b) bridges, abutments, embankments, underpasses, cuttings and all other support structures; (c) signs, displays and road markings; and (d) parking controls, speed measurement and vehicle recognition systems
- hard landscaping including squares, courtyards and other shared or public places
- soft landscaping including verges, flowerbeds, parks, and play areas
- open space including fields, woods, meadows, nature reserves, cliffs, gorges and other natural features
- lighting, street furniture, bins, and signage
- community and leisure facilities including community centres, meeting places, sports grounds allotments and all related structures
- monuments, statues, public art, water, and decorative features
- water areas, water control and irrigation systems (until adopted by a drainage authority) including lakes streams ditches and other watercourses, drains culverts, pipes soakaways, berms, pumping stations and wetlands
- security and monitoring systems including CCTV identification and entry control systems
- safety equipment including warning signage lifesaving medical facilities
- all building and structure provided for or used in connection with the Services whether on or off the Estate including offices workshops depots compounds garages and plant rooms
- repairing or remediating defects to any part of the estate, including buildings, providing that any possible claims under insurance policies or applicable warranties have first been exhausted

### **5.4 Estate services**

- management of the Estate in accordance with the principles of good estate management; providing a security presence on the Estate including the costs of staffing, accommodation, CCTV, and vehicles
- insurance obtained by the TSCMT including building, infrastructure and asset insurance, public liability, property owner's liability, and all other insurances as the TSCMT may from time to time deem necessary, together with the cost of obtaining valuations and processing and settling claims
- recording and preserving legal title to the Estate, and taking action to protect the same against legal challenge, physical incursion or trespass, or other detrimental event
- transport management planning including the monitoring of traffic movements, the provision of information on public transport systems, the creation or facilitation of car clubs and ride sharing services, and the promotion of walking, cycling, and other environmentally friendly means of transport including the sponsorship of walking bus schemes and provision of

electrical points for car charging and any other function or activity or thing required by any regulatory transport strategy

- traffic and parking management including signage, road markings, vehicle ticketing, removal and clamping, vehicle recognition systems, including on public highways in the event of emergency, to provide safety for maintenance work, or the promotion of walking, cycling, and other environmentally friendly means of transport including the sponsorship of walking bus schemes and provision of electrical points for car charging and any other function or activity or thing required by any regulatory transport strategy
- monitoring of the environment including air and water quality and usage, contamination, spillage, hazardous substances, noise monitoring, carbon generation, and the taking of steps to maintain the environment and prevent or mitigate problems
- promoting of and operating environmentally friendly practices including waste reduction, recycling, re-use, and exchange
- monitoring and promotion of health and safety on the Estate and in the provision of the Services and maintaining records and files to this effect
- provision, protection and monitoring of wildlife habitats, nature reserves, Sites of Special Scientific Interest and other designated protected areas and protection of flora and fauna
- control of pests and vermin
- management of surface water, lakes, streams and other watercourses, culverts, holding tanks including monitoring testing pumping
- emergency planning including preparation and upkeep of plans, liaison with emergency services and statutory authorities, and provision of buildings, services, plant, machinery, stores and management systems for the same
- enforcement of any covenant or condition contained in any transfer, agreement, lease, underlease, licence or deed where, in the reasonable opinion of the TSCMT, such enforcement would be in the interests of prudent estate management
- taking of any action or making of representations considered desirable or expedient by the TSCMT in respect of any statute concerning highways, drainage, refuse collection, planning, public health, rating, or any other matter relevant to the Estate
- provision and upkeep of Estate plans, registers, and records for the purposes of estate management, asset maintenance, and the monitoring of safety, traffic, environmental and other information
- provision of utility services necessary to support the provision of the Services
- compliance with all legislation and legal and planning obligations relevant to the Estate and its management and the provision of Services including all legal advice as to obligation or liability and all precautionary or necessary works required for compliance
- the employment of the TSCMT and the payment of an appropriate fee to the TSCMT
- where the management of the Estate is not carried out by the TSCMT, the employment of other managing agents and the payment of an appropriate fee to them.

## **5.5 Communication**

All communication including providing information to the Residents including by the provision of internet and intranet services, electronic transmission, radio, newsletters, publications, posters, notices and information exchanges

- providing information on Services and their cost including statements of account and other financial information

- providing information on community activities, groups, teams and societies
- providing and supporting the exchange of information on employment, volunteering, helplines and other activities useful to the community
- dealing with enquiries, comments and complaints relating to the Estate
- carrying out polls, questionnaires, surveys and other means of establishing the views of Residents
- carrying out consultation processes with Residents and Recognised Tenants' Association, committees, interest groups, adjacent landowners and occupiers, public and private authorities
- liaison with public regulatory and statutory bodies
- preparation, publication and transmission of all documents, notifications, and advice necessary under this section, including all necessary translations.

## **5.6 Estate Management & Support Functions**

- The employment of professional, administrative, secretarial, technical, artisan, manual and support staff, and guards, wardens, park rangers and other staff required for the delivery of the Services including: salaries, tax, national insurance, sick pay, pensions, benefits and insurances; training, coaching and otherwise improving staff skills and performance; advertising, interviewing, testing and taking references, including employment agency fees; preparing and maintaining employment contracts, records, disciplinary procedures, performance reviews; and appraisals; disciplinary action, redundancy, compensations, awards and damages; and uniforms, protective clothing, equipment, and means of communication.
- Accommodation costs involved in the provision of the Services including: the provision operation and maintenance of buildings and other structures including management offices, security offices, workshops, depots, compounds, garages, plant rooms, community centres, sports facilities; heating, lighting and powering such buildings and structures, and the rates, taxes and other regulatory, administrative and statutory charges payable upon them; furniture including desks, benches, seating and storage; equipment including telephone, computers, copiers, printers and software; consumables including stationery, computer supplies and materials.
- The Total Cost of plant, equipment and tools including: vehicles including provision, maintenance, servicing, insurance, tax and other statutory charges, fuel and consumables; and plant, machinery, equipment and tools
- Engaging professional advisers or consultants as may be required or useful from time to time including: legal advisers for advice on legal responsibilities or liabilities, preparation or interpretation of contracts, sales, leases, licences and other documents, defending or pursuing actions accountants and auditors for auditing the accounts relating to the Community Charge and advising on accounting, tax, employment and other financial issues surveyors for the purposes of measuring, maintain plans, carrying out valuations, estimating costs, specifying and supervising maintenance or construction work; engineers for advice on infrastructure, services and other engineering matters and specifying and supervising maintenance or construction work. Legal and Financial Functions All and any ancillary functions including
- all secretarial, management, accounting, and operational functions of the TSCMT in relation to the Estate of any other company established to assist in the provision of Services

- acquiring any interest in land or buildings necessary to the provision of the Services including by the acquisition by freehold, leasehold, commonhold, licence, easement, or other interest whether within the Estate or outside it
- leasing, hiring or otherwise financing any item acquired for the purposes of provision of the Services
- allowance for depreciation or other spreading of costs on buildings, plant equipment and other assets acquired for the purposes of providing the Services
- raising of funding or other financial support for the Estate including sponsorship and grant aid and for any element of its community
- dealing with any approvals, consents, or licences for which the TSCMT is responsible or is a consultee
- operating and maintaining bank accounts, loan facilities, overdrafts, deposits, and other means of handling the Community Charge and the funding of the provision of the Services