

Cabinet Report

Report of Interim Head of development, Regeneration and Housing

Author: Gerry Brough

Telephone: 01235 422470

Textphone: 18001 01235 422470

E-mail: gerry.brough@southandvale.com

Wards affected: Blewbury Harwell

Cabinet member responsible: Mike Murray

Tel: 01235 422520

E-mail: mike.murray@causewayland.com

To: CABINET

Date: 7 October 2016

Future Maintenance of Open Space at Great Western Park

Recommendations

- (a) To support implementation of the proposed management and maintenance arrangement outlined in Option 2 of TLT's proposal (attached as Appendix 1 to this report), and
- (b) To authorise the Head of Development, Regeneration In consultation with the relevant cabinet members to take whatever action is required, to expedite this proposal as soon as practically possible and to negotiate terms for the disposal of the land and enter into all necessary documents

Purpose of Report

1. To provide Cabinet members with a revised, more detailed proposal from The Land Trust (TLT) that builds on their initial proposal and provides a clearer understanding of how, under their ownership (in perpetuity), they can ensure that the public open space land within Great Western Park (GWT) will be appropriately managed and maintained to allow public enjoyment of that land.
2. To seek member support for undertaking whatever actions are necessary to implement Option 2 within TLT's proposal, as soon as practically possible.

Corporate Objectives

3. Accepting the recommendations in this paper will contribute to the following Corporate priorities:

Corporate Priority	Contributes to (Yes/No)
• excellent delivery of key services	No
• effective management of resources	Yes
• meeting housing need	No
• building the local economy	No
• support for communities	Yes

Background

1. A paper outlining a proposed approach for future management and maintenance of public open space in Great Western Park (GWP), Didcot was presented to SODC cabinet briefing on 14 June 2016 and to VoWHDC cabinet briefing on Friday 17th June 2016.
2. This arrangement involved the transfer of land and associated Section 106 (s106) commuted sums to The Land Trust, as part of a legal agreement whereby they would assume responsibility for on-going management and maintenance of all open spaces, due to be transferred from the developers to either SODC or VoWH Council's (with the exception of Boundary Park), in perpetuity.
3. SODC Cabinet agreed that "it was happy in principle to consider passing the land over to the Land Trust and wished to consider the matter again once the options had been further developed and evaluated."
4. VoWHDC Cabinet agreed that it "was happy in principle to consider passing the land over to the Land Trust but wished to assess this alongside the alternative of the council ring-fencing the s106 funds and managing the open space and community facilities itself."
5. With regard to the various options, initial market testing has determined that the first option available to Council i.e. to **use a commercial provider**, is prohibitively costly. This is confirmed by reference to Option 1 of the revised Land Trust proposal (**Appendix 1**), which involves continuing with the existing provider for a period of time, pending the move towards a more cost-effective model. It is evident from this option that available s106 funds are soon exhausted. If South and Vale were to establish a similar arrangement with a private contractor, on-going maintenance costs would need to be met from future Council revenue budgets once the s106 funds are exhausted.
6. Similarly, the Waste and Parks Services Team Manager has confirmed that the second option available to the Council i.e. **undertaking on-going maintenance using the Council's Waste and Parks Services team** would very quickly exhaust any s106 funds. An ongoing Council revenue budget would be required, thereafter, to maintain Great Western Parks open spaces in-perpetuity. An in-house solution is therefore not a feasible option, given current and likely future constraints on Council revenue budgets. Meanwhile, developers are moving forward with planned land and s106 transfers;

Council officers, who previously dealt with such transfers, have moved on to other roles within the Council; and the cost of employing existing maintenance contractors is rapidly depleting funds received as part of previous s106 agreements.

7. The third option open to the Council i.e. **using a charitable organisation to maintain open space in perpetuity**, would therefore appear to be the only viable long-term solution. Although some other, local charitable organisations (e.g. Earth Trust) may be capable of undertaking the type of work required, they do not have the same experience as TLT when it comes to undertaking similar work on such a large scale. Consequently, the third option - where the charitable organisation is TLT - would appear to be the best possible option available to both SODC and VoWHDC.
8. Before recommending this option as the best possible option, however, legal advice has been sought to determine whether;
 - a. transferring land to TLT for them to subsequently maintain in perpetuity constitutes State Aid and/or
 - b. a full-scale commercial tendering process is not required, when initial market testing has indicated that no commercial landscape management companies would be willing to produce a proposal for the maintaining the relevant open space, in perpetuity, using only available s106 funds.
9. This external legal advice has confirmed the following
 - The transfer of the land to the Trust will not constitute state aid providing that the Council retains an enforceable right to ensure that the land is open to members of the general public to enjoy without charge or discrimination.
 - The solicitors have also recommended that the Council consider a number of other conditions including a restriction on the Land Trust disposing of this interest to any non-charitable/not for profit body unless there is an overage provision.
 - In setting conditions requiring the Land Trust to properly manage and maintain the land, the solicitors recommend that the Council should adopt a property type obligation and not seek to set out any form of detailed service type specification, since doing the latter may cause an unnecessary procurement risk.
10. The draft cabinet paper is therefore a means of providing cabinet with;
 - a. Information concerning the areas of open space to be contained within TLT's proposal and the basis on which this could be managed and maintained, in a sustainable manner.
 - b. Details of the financial model the Land Trust's will use to provide an "in-perpetuity solution.
 - c. Confirmation that the proposed arrangement does not contravene procurement or state aid regulations.
11. The information contained within the attached, revised proposal from TLT (see Appendix 1), includes information regarding three options for future management and maintenance of the open space land on GWP.
12. The first option involves using the existing contractor to undertake as much of the work as possible. The second option involves TLT operating as a Managing Partner, working and supporting local groups and bodies that want to have a direct role in maintaining

their open space and community assets. The third option involves TLT appointing a full-time on-site Land Trust warden. This approach would normally only be adopted in the event that there are no suitable local bodies to take on management – in which case TLT would undertake this role directly by letting and managing landscape contracts through their Estates Team, or, employing dedicated members of staff as site warden/s.

13. VoWHDC's request to consider whether they could ring-fence the section 106 funds and manage the open space and community facilities itself would likely incur costs somewhere between option one and option two. Officers involved in current open space maintenance have confirmed that they could not provide the required level of service TLT propose to deliver in options 2 and 3 for the same amount of funding.
14. Officers are of the view that the revised Land Trust proposal, attached as **Appendix 1** (TLT's initial proposal is included within this document, as **Appendix 2**), provides a sound basis for moving forward to conclude land management agreements with TLT, involving the simultaneous transfer of s106 commuted sums and associated land assets, subject to:
 - a. A regular annual review being carried out to ensure that The Land Trust perform to expectations and that the management and maintenance is being undertaken in accordance with agreed service standards
 - b. Suitable legal conditions being put in place to ensure that the Land Trust;
 - i. cannot subsequently dispose of any of the land transferred to them without the Council's consent, and/or
 - ii. that transferred land and S106 commuted sums will be automatically transferred back into Council ownership, should TLT fail to uphold their obligations under the contract (to include a requirement to involve local residents and local community groups in any future, major management and maintenance decisions).
 - c. Future proposals being submitted by TLT, in due course, for the possible future management and maintenance of various community buildings on GWP, as they are transferred to the Council's under existing s106 agreements.

Options

15. Options that have considered are as follows:
 - a. Receive land transfers and associated s106 contributions from developers, maintain the open spaces using council staff and allocate a sufficient revenue budget in future years to cover on-going maintenance costs once the s106 funds have been exhausted.
 - b. Receive land transfers and associated s106 contributions from developers, and contract out the on-going maintenance of open spaces to external landscape contractors. Allocate a sufficient revenue budget in future years to cover on-going maintenance costs once the s106 funds have been exhausted.
 - c. Receive land transfers and associated s106 contributions from developers, and immediately transfer these to The Land Trust so that they can maintain open spaces on an on-going basis. Due to the ability of the land trust to leverage s106 funds against charitable donations, government grants and community involvement, there is no need to allocate an additional future revenue budget to cover on-going maintenance costs.

Financial Implications

16. The proposed agreement with Land Trust means the Council should not be required to allocate any additional revenue funding towards open space maintenance on Great Western Park, over and above the value of the s106 payments – which will be passed over to the Land Trust.
17. There will however likely be external legal costs associated with the drafting of any legal agreement. These will need to be met from current budgets. Alternatively, either or both parties (the Council and the Land Trust) could possibly agree to deduct their respective legal costs from the S106 payments, as part of any legal agreement. This would slightly reduce the amount of s106 payments available to The Land Trust, but would not have a significant impact on the future cash flows included in **Appendix 1**.

Legal Implications

18. A significant amount of work will need to be undertaken by our legal team to agree a suitable agreement with The Land Trust, which protects the Council's position and ensures that The Land Trust meet their agreed obligations and continue to maintain the open spaces to the required high level, as specified in the various s106 agreements.
19. Any documents relating to the disposal of the land to The Land Trust will need to include sufficiently stringent clauses to ensure that any failure to comply with the obligations imposed provide the Council with an ability to:
 - a. Recover any land previously transferred to The Land Trust
 - b. Recover any remaining s106 payments transferred to the Land Trust , less any reasonable costs incurred in maintaining the land to that point.

Risks

20. Key risks are as follows;
 - That an acceptable legal agreement cannot be agreed between the parties to provide essential safeguards needed, by the council, in relation to performance and service standards.
 - That potential contractual disputes could arise in relation to any perceived failure, on behalf of The Land Trust, to meet their contractual obligations in relation to performance and service standards.
 - That future costs of maintenance turn out to higher than forecast, thereby reducing the time period covered by the s106 payments and, consequently, requiring The Land Trust to secure higher levels of additional funding and/or community involvement than currently forecast .
 - That The Land Trusts' is unable to secure the additional funding sources and community involvement anticipated, leading to a situation where they may require additional future Council support at some time in the future.

Other implications

21. An annual report will need to be produced and presented to Council, so they can be reassured as to the Land Trust's management of the open space land.

Conclusion

22. The revised proposal from TLT provides sufficient assurances concerning their ability to fund the on-going management and maintenance of public open spaces in GWP.
23. TLT are a bona-fide UK charity, with a proven, successful track record of managing public open spaces in many parts of the UK.
24. The proposed agreement with TLT could potentially provide a basis for the creation of a more strategic partnership agreement between TLT and both Council's, which could provide a future model for managing and maintaining all public open space within Didcot Garden Town – thus enabling both Council's to focus scarce resources in other parts of their respective districts.



South Oxfordshire and Vale of White Horse District Councils

Great Western Park

04/08/2016



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Introduction

This paper provides more detail of the financial aspects and delivery of the proposed management and maintenance of c.57 hectares of Public Open Space (POS) at Great Western Park (GWP). The information has been put together in response to feedback received following presentations given to both South Oxfordshire (SODC) and Vale of White Horse (WHDC) District Councils Cabinets, and is supported by our initial proposal that is appended to this document.

The Land Trust believes that it can provide a sustainable solution to management and maintenance of the POS at GWP, providing quality open space and well maintained community infrastructure, in perpetuity.

As a charity established specifically to deliver benefits to communities and wildlife through management of land and assets under our ownership, we have set out within our appended proposal the range and type of activities that we would seek to deliver at GWP. These activities can be explored in more detail once we fully understand the physical layout of the site, with an annual programme of events and targeted delivery to provide direct benefits to Environment, Health, Education, Social cohesion and Local economy.

In taking a freehold or long leasehold transfer of land and community assets with the accompanying S106 contributions, the Trust will provide partners with the long term security through our approach to investments combined with a proven track record in creating places that people want to live work and play – case studies on sites under management can be provided on request.

The Trust currently has in excess of £115 million within its investment portfolio and the funds secured for GWP will be managed as part of this investment to maximise the returns to be achieved with any funds ring fenced for this site. More detail on our approach to financial management is contained within the appended proposal.

As an experienced and established land management charity we have dedicated teams in place to provide the resources and expertise required to take on the liabilities that come with land ownership. We have regionally based Estates Officers that work closely with centrally based Finance, Communications and Fundraising teams. In taking a transfer of POS at GWP the Trust will maximise the income to be secured against the S106 contributions and seek to leverage additional investment to deliver our charitable aims on site.

We see our involvement at GWP as being the first steps in helping to deliver Garden Town principles for Didcot and the wider area and provide the economies of scale to maximise any future development investment. The Trust's Development Team would work closely with SODC and WHDC to provide a management model that delivers against Placemaking principles, creating a high quality environment for existing and future communities.

Summary

The Trust was first approached by Rural Development Services (RDS) in December 2015 inviting us to provide an alternative exit strategy for the transfer and management of POS at GWP to support the delivery of 3,300 new homes.

Following initial discussions with RDS, the Trust provided an indicative costed proposal setting out how we would manage and maintain land identified within the Open Space Strategy. Our initial costs were based on assumptions and expectations of land and associated infrastructure to transfer. These have since been reviewed and amended within this paper following subsequent site visits and discussions held with Anna Robinson (Strategic Director), and most recently Gerry Brough (Interim Head).

Our revised costed proposal is based on the limited information currently available (see Appendix and B for description of land to be transferred and associated s106 contributions), and therefore should be viewed as indicative and possibly subject to change. Once detailed site plans are provided at practical completion we will fully cost the management of land and infrastructure to transfer and update predicted budgets. **Whilst the allocation of costs will change once more detail is made available, the Trust believes it can deliver in perpetuity management within the S106 budget available.**

To provide a comparison of services we have costed three options that include use of contractors and direct employment of site based wardens/staff. All three options are costed for 26 years with in perpetuity options discussed thereafter.

The annual returns are based on annual S106 contributions to transfer and are detailed within the cash flows given under the 'Cost' section.

Management Approach

The Land Trust's preferred management model is to work and support local groups and bodies that want to have a direct role in maintaining their open space and community assets. We provide a structure that enables local delivery without the burden that land ownership and financial management brings with it. Our managing partners are chosen specifically to get the greatest added value from each sites and further information on how we do this is contained within our proposal.

At this stage of proceedings we have not yet had the opportunity to consult local groups in any detail. We have identified some of the potential interested bodies through discussions and introductions provided by SODC staff, and during our site visits undertaken. If the Trust does secure some formal interest in GWP we would progress these initial discussions further and engage other bodies within the community that we would seek to work in partnership with.

One organisation that we have opened up a direct line of conversation with is the charity taking on management of the formal sports provision at Boundary Park. We believe that there could be a natural partnership with the sports charity with a sharing of resources to deliver management and maintenance of the pitches and wider POS. Both the 'Managing Partner Warden' and 'LT Warden' options include costs built in with a view to working closely with the sports charity to deliver economies of scale for the GWP scheme.

Our experience has shown that employing Managing Partners on site provides the most cost effective approach to managing land with significant added benefit delivered through our Partnership Agreement. **In the event that there are no suitable local bodies to take on management, the Trust can undertake this role directly.** If this was the case at GWP the options would include letting and managing landscape contracts through our Estates Team, or, employing dedicated members of staff as site warden/s.

Costs

Assumptions

Each of the three options has been given a 26 year cash flow to show predicted spend against annual investment returns. The returns on the investment have been calculated at 3.5 % in accordance with Treasury best practice and all figures are inclusive of VAT and shown at today's rate.

The costs of annual management identified within quarters 1-4 have been worked out as a percentage of the total cost of managing the 57 hectares to transfer (see Appendix A and B). When more detail is available we will itemise the management costs within each annual transfer, rather than the percentage costs currently used for the purpose of this paper.

The Trust has opened up discussions with the current landscape contractors (Gavin Jones) to discuss a continuation of their services, at least for the first years of transfer, until sufficient funds are available to employ site based wardens. A priority for the Trust is to better understand the real costs of managing the existing landscape and early year's costs until we have appointed site staff.

The costs of capital replacements have been identified from the point that each leap/leap/suds/play area etc. transfers. **Quantities of fencing, dog bins and furniture are not provided within capital replacements although the maintenance and repair of these items are covered as an overall percentage within the quarterly budgets.** We expect the benefit of warranties held for the capital items to transfer to us, reducing costs within first few years of management.

The Land Trust management charge is calculated as a cost to deliver our expected role within each of the given options. This will vary depending on the level of responsibility taken on to deliver activities that include site inspections, letting of landscape contracts and delivery of our charitable objectives.

The Options of 'Managing Partner Warden' and 'LT Warden' have been costed on the basis that an onsite works compound and office are to be provided at the sports hub. We have included equipment, training, salary and on-costs of 1.5 fte staff. We have not included rent and utilities costs for use or maintenance of the building. If a contribution was required for use of such facilities we will work these costs into the revised cash flow and funding forecast.

The Trust's financial portfolio manager's (CCLA) has consistently achieved higher returns than the 3.5% returns we model against. Any increase above the 3.5% would go back in to management of the GWP site, or used to grow the funding pot to achieve higher annual returns. This is discussed further for each of the options given below:

Cash flows

Option 1 - Contractor

		31/03/2017	31/03/2018	31/03/2019	31/03/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026	31/03/2027	30/03/2028	30/03/2029	30/03/2030	30/03/2031	29/03/2032	29/03/2033	29/03/2034	29/03/2035	28/03/2036	28/03/2037	28/03/2038	28/03/2039	27/03/2040	27/03/2041	27/03/2042	31/03/2043			
Assumed return	3.50%																														
Invested at beginning of the financial year		287,133	2,337,743	3,253,310	3,177,027	3,262,323	3,788,345	4,128,432	4,043,177	4,109,099	4,347,177	4,245,602	4,116,422	4,020,227	3,914,834	3,808,265	3,699,890	3,551,848	3,436,554	3,311,401	3,184,402	3,054,907	2,759,031	2,514,752	2,358,280	2,157,018	1,890,694				
Interest earned at end of year			6,723	77,320	109,365	106,496	108,776	124,732	138,021	134,552	136,305	144,700	139,885	136,687	133,110	129,505	125,838	120,785	116,927	112,682	108,385	104,003	93,801	85,608	80,419	73,556	64,475	66,174			
LT Management Fee		(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)		
Funds available for site expenditure/re-investment		25,000	25,000	18,277	52,320	84,365	81,496	83,776	99,732	113,021	109,552	111,305	119,700	114,885	111,687	108,110	104,505	100,838	95,785	91,927	87,682	83,385	79,003	68,801	60,608	55,419	48,556	64,475			
Quarterly maintenance	Q1	-3550.3457	(19,800)	(26,792)	(26,792)	(27,976)	(32,172)	(34,789)	(34,789)	(36,049)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	
	Q2	-3550.3457	(19,800)	(26,792)	(26,792)	(27,976)	(32,172)	(34,789)	(34,789)	(36,049)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	
	Q3	-3550.3457	(19,800)	(26,792)	(26,792)	(27,976)	(32,172)	(34,789)	(34,789)	(36,049)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)
	Q4	-3550.3457	(19,800)	(26,792)	(26,792)	(27,976)	(32,172)	(34,789)	(34,789)	(36,049)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)	(39,850)
VAT	20%	(2,840)	(15,840)	(21,434)	(21,434)	(22,381)	(25,738)	(27,831)	(27,831)	(28,839)	(31,880)	(31,880)	(31,880)	(31,880)	(31,880)	(31,880)	(31,880)	(31,880)	(31,880)	(31,880)	(31,880)	(31,880)	(31,880)	(31,880)	(31,880)	(31,880)	(31,880)	(31,880)	(31,880)	(31,880)	
Sub-total		(17,042)	(95,038)	(128,603)	(128,603)	(134,286)	(154,425)	(166,987)	(166,987)	(173,035)	(191,280)	(191,280)	(191,280)	(191,280)	(191,280)	(191,280)	(191,280)	(191,280)	(191,280)	(191,280)	(191,280)	(191,280)	(191,280)	(191,280)	(191,280)	(191,280)	(191,280)	(191,280)	(191,280)	0.00	
Temp Ops																															
Cap replacement																															
Neaps/Leaps/SuDS/Youth shelters/Play areas/								(48,000)	(15,000)	(21,500)	(19,500)	(18,000)	(48,000)	(16,500)	(21,500)	(19,500)	(18,000)	(48,000)	(16,500)	(21,500)	(19,500)	(18,000)	(153,000)	(101,500)	(21,500)	(54,500)	(103,000)				
VAT	20%	0.00	0.00	0.00	0.00	0.00	0.00	(9,600)	(3,000)	(4,300)	(3,900)	(3,600)	(9,600)	(3,300)	(4,300)	(3,900)	(3,600)	(9,600)	(3,300)	(4,300)	(3,900)	(3,600)	(30,600)	(20,300)	(4,300)	(10,900)	(20,600)				
Sub-total		0.00	0.00	0.00	0.00	0.00	0.00	(57,600)	(18,000)	(25,800)	(23,400)	(21,600)	(57,600)	(19,800)	(25,800)	(23,400)	(21,600)	(57,600)	(19,800)	(25,800)	(23,400)	(21,600)	(183,600)	(121,800)	(25,800)	(65,400)	(123,600)				
Staff costs																															
VAT recovered?	no	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Sub-total		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Sub-total		167,095	2,190,863	3,177,027	3,127,105	3,189,394	3,647,534	4,043,177	3,957,362	4,003,971	4,245,602	4,116,422	4,020,227	3,914,834	3,808,265	3,699,890	3,551,848	3,436,554	3,311,401	3,184,402	3,054,907	2,759,031	2,514,752	2,358,280	2,157,018	1,890,694	1,955,169				
Transfer in year		287,133	2,170,648	1,062,447	-	135,217	598,951	480,898	-	151,737	343,206	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
C/fwd		287,133	2,337,743	3,253,310	3,177,027	3,262,323	3,788,345	4,128,432	4,043,177	4,109,099	4,347,177	4,245,602	4,116,422	4,020,227	3,914,834	3,808,265	3,699,890	3,551,848	3,436,554	3,311,401	3,184,402	3,054,907	2,759,031	2,514,752	2,358,280	2,157,018	1,890,694	1,955,169			

Option 2 - Managing Partner Warden

		31/03/2017	31/03/2018	31/03/2019	31/03/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026	31/03/2027	30/03/2028	30/03/2029	30/03/2030	30/03/2031	29/03/2032	29/03/2033	29/03/2034	29/03/2035	28/03/2036	28/03/2037	28/03/2038	28/03/2039	27/03/2040	27/03/2041	27/03/2042	31/03/2043	
Assumed return	3.50%																												
Invested at beginning of the financial year		287,133	2,235,215	3,165,758	3,126,457	3,244,532	3,826,846	4,218,384	4,194,868	4,339,155	4,649,659	4,636,549	4,540,624	4,543,778	4,531,576	4,531,546	4,530,527	4,465,627	4,464,102	4,460,091	4,427,408	4,425,784	4,218,340	4,118,833	4,102,041	4,054,323	3,946,116		
Interest earned at end of year			2,599	73,864	107,178	105,564	109,763	127,471	142,941	142,209	146,398	157,824	154,119	154,342	153,908	153,920	153,884	151,614	151,629	151,488	150,349	150,327	143,067	139,805	139,316	137,661	133,924	138,114	
Less																													
LT Management Fee		(25,000)	(9,700)	(9,700)	(9,634)	(13,980)	(13,769)	(14,317)	(16,627)	(18,644)	(18,549)	(19,095)	(20,586)	(20,102)	(20,132)	(20,075)	(20,077)	(20,072)	(19,776)	(19,778)	(19,759)	(19,611)	(19,608)	(18,661)	(18,235)	(18,172)	(17,956)		
Funds available for site expenditure/re-investment		25,000	9,700	7,101	64,230	93,198	91,795	95,447	110,845	124,296	123,660	127,302	137,238	134,016	134,210	133,833	133,843	133,812	131,838	131,852	131,729	130,738	130,719	124,406	121,570	121,145	119,705	133,924	
Quarterly maintenance	Q1	-3550.3457	(3,476)	(4,751)	(4,798)	(5,060)	(5,819)	(6,355)	(6,419)	(6,718)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)		
	Q2	-3550.3457	(3,476)	(4,751)	(4,798)	(5,060)	(5,819)	(6,355)	(6,419)	(6,718)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)		
	Q3	-3550.3457	(3,476)	(4,751)	(4,798)	(5,060)	(5,819)	(6,355)	(6,419)	(6,718)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)		
	Q4	-3550.3457	(3,476)	(4,751)	(4,798)	(5,060)	(5,819)	(6,355)	(6,419)	(6,718)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)		
VAT	20%	(2,840)	(2,781)	(3,801)	(3,839)	(4,048)	(4,655)	(5,084)	(5,135)	(5,374)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	0.00	
Sub-total		(17,042)	(16,685)	(22,803)	(23,031)	(24,290)	(27,933)	(30,506)	(30,811)	(32,246)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	0.00	
Temp Ops			(111,485)	(20,000)																									
Play area inspections and repair			(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)		
Cap replacement																													
Leaps/Neaps/Play areas/Youth shelters/Warden machinery and tools					2,500.00	8,050.00	2,500.00	76,300.00	25,550.00	21,500.00	42,000.00	26,050.00	118,800.00	16,500.00	32,050.00	19,500.00	20,500.00	84,350.00	19,000.00	21,500.00	50,050.00	18,000.00	223,800.00	109,550.00	24,000.00	54,500.00	113,550.00		
VAT	20%	0.00	(24,697)	(6,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)		
Sub-total		0.00	(148,182)	(38,400)	(16,900)	(22,450)	(16,900)	(90,700)	(39,950)	(35,900)	(56,400)	(40,450)	(133,200)	(30,900)	(46,450)	(33,900)	(34,900)	(98,750)	(33,400)	(35,900)	(64,450)	(32,400)	(238,200)	(123,950)	(38,400)	(68,900)	(127,950)		
Staff costs			(40,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)		
VAT recovered?	no	0.00	(8,000)	(10,600)	(10,600)	(10,600)	(10,600)	(10,600)	(10,600)	(10,600)	(10,600)	(10,600)	(10,600)	(10,600)	(10,600)	(10,600)	(10,600)	(10,600)	(10,600)	(10,600)	(10,600)	(10,600)	(10,600)	(10,600)	(10,600)	(10,600)	(10,600)		
Sub-total		0.00	(48,000)	(63,600)	(63,600)	(63,600)	(63,600)	(63,600)	(63,600)	(63,600)	(63,600)	(63,600)	(63,600)	(63,600)	(63,600)	(63,600)	(63,600)	(63,600)	(63,600)	(63,600)	(63,600)	(63,600)	(63,600)	(63,600)	(63,600)	(63,600)	(63,600)	0.00	
Sub-total			64,566	2,103,311	3,126,457	3,109,315	3,227,895	3,737,486	4,194,868	4,187,418	4,306,453	4,636,549	4,540,624	4,543,778	4,531,576	4,531,546	4,530,527	4,465,627	4,464,102	4,460,091	4,427,408	4,425,784	4,218,340	4,118,833	4,102,041	4,054,323	3,946,116	4,080,040	
Transfer in year		287,133	2,170,648	1,062,447	-	135,217	598,951	480,898	-	151,737	343,206	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
C/fwd		287,133	2,235,215	3,165,758	3,126,457	3,244,532	3,826,846	4,218,384	4,194,868	4,339,155	4,649,659	4,636,549	4,540,624	4,543,778	4,531,576	4,531,546	4,530,527	4,465,627	4,464,102	4,460,091	4,427,408	4,425,784	4,218,340	4,118,833	4,102,041	4,054,323	3,946,116	4,080,040	

Option 3 - LT Warden

		31/03/2017	31/03/2018	31/03/2019	31/03/2020	31/03/2021	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026	31/03/2027	30/03/2028	30/03/2029	30/03/2030	30/03/2031	29/03/2032	29/03/2033	29/03/2034	29/03/2035	28/03/2036	28/03/2037	28/03/2038	28/03/2039	27/03/2040	27/03/2041	27/03/2042	31/03/2043	
Assumed return	1.50%																												
Invested at beginning of the financial year		287,133	2,238,215	3,198,638	3,166,081	3,291,080	3,880,522	4,279,400	4,263,440	4,415,507	4,744,020	4,739,460	4,652,330	4,664,539	4,666,659	4,676,227	4,685,242	4,630,668	4,639,774	4,646,709	4,635,295	4,645,577	4,450,383	4,363,489	4,359,680	4,325,331	4,230,888		
Interest earned at end of year			2,879	75,180	108,700	107,322	111,764	129,721	145,447	144,980	149,791	161,497	158,091	158,622	158,505	159,019	159,319	157,400	157,777	158,008	157,601	157,974	151,131	148,297	148,250	147,050	143,781	148,081	
Less																													
LT Management Fee		(25,000)	(9,700)	(9,700)	(9,806)	(14,178)	(13,999)	(14,578)	(16,920)	(18,971)	(18,910)	(19,538)	(21,065)	(20,621)	(20,690)	(20,675)	(20,742)	(20,781)	(20,530)	(20,580)	(20,610)	(20,557)	(20,605)	(19,713)	(19,343)	(19,337)	(19,180)		
Funds available for site expenditure/re-investment		25,000	14,700	11,821	60,374	89,522	88,323	92,186	107,801	121,476	121,070	125,253	135,432	132,471	137,933	132,831	133,277	133,538	131,869	132,197	132,398	132,045	132,368	126,418	123,954	123,913	122,869	143,781	
Quarterly maintenance																													
	Q1	(3,550)	(3,476)	(4,751)	(4,798)	(5,060)	(5,819)	(6,355)	(6,419)	(6,718)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	
	Q2	(3,550)	(3,476)	(4,751)	(4,798)	(5,060)	(5,819)	(6,355)	(6,419)	(6,718)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	
	Q3	(3,550)	(3,476)	(4,751)	(4,798)	(5,060)	(5,819)	(6,355)	(6,419)	(6,718)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	
	Q4	(3,550)	(3,476)	(4,751)	(4,798)	(5,060)	(5,819)	(6,355)	(6,419)	(6,718)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	(7,576)	
VAT	20%	(2,840)	(2,781)	(3,801)	(3,839)	(4,048)	(4,655)	(5,084)	(5,135)	(5,374)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	(6,060)	
Sub-total		(17,042)	(16,685)	(22,803)	(23,031)	(24,290)	(27,933)	(30,506)	(30,811)	(32,246)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	(36,362)	
Temp Ops		(111,485)																											
Play area inspections and repair		(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	
Cap replacement																													
Leaps/Neaps/Play areas/Youth shelters/Warden machinery and tools					(2,500)	(8,050)	(2,500)	(76,300)	(25,550)	(21,500)	(32,000)	(26,050)	(118,800)	(16,500)	(32,050)	(19,500)	(20,500)	(84,350)	(19,000)	(21,500)	(40,050)	(18,000)	(223,800)	(109,550)	(24,000)	(54,500)	(113,550)		
VAT	20%	0.00	(24,697)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	
Sub-total		0.00	(148,182)	(14,400)	(16,900)	(22,450)	(16,900)	(90,700)	(39,950)	(35,900)	(46,400)	(40,450)	(133,200)	(30,900)	(46,450)	(33,900)	(34,900)	(98,750)	(33,400)	(35,900)	(54,450)	(32,400)	(238,200)	(123,950)	(38,400)	(68,900)	(127,950)	0.00	
Staff costs		(40,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	
VAT recovered? yes		0.00	(40,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	0.00	
Sub-total		0.00	(40,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	(53,000)	0.00	
Sub-total		67,566	2,136,191	3,166,081	3,155,863	3,281,571	3,798,501	4,263,440	4,263,769	4,400,814	4,739,460	4,652,330	4,664,539	4,666,659	4,676,227	4,685,242	4,630,668	4,639,774	4,646,709	4,635,295	4,645,577	4,450,383	4,363,489	4,359,680	4,325,331	4,230,888	4,374,669		
Transfer in year		287,133	2,170,648	1,062,447	-	135,217	598,951	480,898	-	151,737	343,206	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
C/fwd		287,133	2,238,215	3,198,638	3,166,081	3,291,080	3,880,522	4,279,400	4,263,440	4,415,507	4,744,020	4,739,460	4,652,330	4,664,539	4,666,659	4,676,227	4,685,242	4,630,668	4,639,774	4,646,709	4,635,295	4,645,577	4,450,383	4,363,489	4,359,680	4,325,331	4,230,888	4,374,669	

The above cash flows confirm that, as the s106 sums are gradually used to pay for on-going maintenance, the sum available for investment is reduced accordingly.

For each management option, the reducing sums available for investment and the returns generated by these sums at years 11, 20 and 27, are as follows:

Options	Sum available for Investment at year 11	Returns at year 11	Sum available for Investment at year 20	Returns at year 20	Sum available for Investment at year 27	Returns at year 27	Annual costs (excl. Capital investment) from year 27
1 Contractor	4,347,177	144,700	3,311,401	108,385	1,890,694	66,174	216,280
2 Managing Partner Warden	4,649,659	157,824	4,460,091	150,349	3,946,116	138,114	117,918
3 LT Warden	4,744,020	161,497	4,646,709	157,601	4,230,888	148,081	113,543

Please not all costs are inc VAT and at today's rates

Summary of Options

Contractor

The RDS annual landscape management costs (£159,400) and capital replacement of site infrastructure will see a gradual reduction in the S106 monies. Funds available at year 27 will deliver returns of c.£66k with predicted annual operations costing c.£216k with an average additional capital replacement cost of c.£31k per annum. On current maintenance specifications, this option is not sustainable as an approach to long term management.

If a greater return was achieved above the 3.5 % predicted average this would go directly back into the funds to grow the investment to try and make up the shortfall between the annual costs and predicted returns. It is unlikely that the investment funds would reach the level required to generate the annual returns, even with significant higher returns achieved, and further reductions in the annual costs would therefore be required.

There is scope to reduce the specification of management post development completion along with decisions made on the reduction of full life replacement of play areas to allow this option to be viable. There are potential large savings to be achieved by reducing works under contract and this option could work if savings were put in place at year 11 onwards.

Managing Partner Warden

The annual returns expected at year 27 would be c.£138k per annum based on returns of 3.5%. The annual operations are expected to cost c.£118k leaving a surplus of c.£20k. The capital replacements for this options are costed at an average of c.£63k per annum leaving a predicted shortfall of c.£43k in overall costs of managing GWP.

If the investment delivers modestly better returns on the predicted average of 3.5 % it is likely that the site can continue to be managed to the same specification without any site budget savings. If we achieve returns greater than 4% the additional funds could be put towards other assets, such as the community buildings, or used to fund discreet community projects onsite.

If the 3.5% average is not exceeded we would expect to manage the site in budget through a slight reduction in management specification although as the largest proportion of costs are in providing employment the savings on changing management regimes would be less than under a contractor relationship.

Land Trust Warden

This option potentially offers the least expensive management option due to VAT being recovered on staff costs. The annual operations budget at year 27 is expected to be c.£114k with returns expected to be c.£148k. Capital replacement is averaged at £62k per annum spent over 26 years leaving a potential shortfall of £28k. The periodic nature of spend is likely to make this shortfall irrelevant.

Any continued improvement on investment returns above 3.5% is likely to generate additional income that can be put towards maintenance of additional assets and community projects.

Options Appraisal

1 = least 3 = highest

Option	Value for money	Charitable aims	Placemaking	Total
Contractor	1	1	1	3
Managing Partner Warden	2.5	3	3	8.5
LT Warden	3	2	3	8

Value for Money

The LT Warden option scores highest in value for money due to the recovery of VAT achieved on staff costs allowing for 20% savings. The additional cost of managing staff in house has been kept low and this could experience some increase.

The employment of a 0.5 fte staff could be more difficult under a contract with the Trust, rather than with a Managing Partner that should hopefully provide economies of scale with existing operations. For these reasons the scoring for VfM of both Managing Partner and LT Warden are very similar and either option could perform better depending on how the site develops.

Charitable aims

The delivery of the Trust charitable objectives is expected to be highest under a Managing Partner appointment. Working in partnership with existing staff and community groups to deliver community outreach and a range of on-site activities targeting training, education and health activities fits our model. We would also expect to achieve good charitable outputs and outcomes from direct appointment of staff although our preferred approach would be to provide financial and management support to local bodies to deliver the range of KPIs identified within our appended proposal.

Placemaking

We have scored placemaking against the principles of Garden Towns that include the following:

- Strong vision, leadership and community engagement
- Land value capture for the benefit of the community
- Community ownership of land and long-term stewardship of assets
- Mixed-tenure homes and housing types that are affordable for ordinary people
- Beautifully and imaginatively designed homes with gardens in healthy communities
- A strong local jobs offer in the Garden Town itself and within easy commuting distance of homes
- Opportunities for residents to grow their own food, including allotments
- Generous green space, including: a surrounding belt of countryside to prevent sprawl; well-connected and biodiversity-rich public parks; high-quality gardens; tree-lined streets; and open spaces
- Strong local cultural, recreational and shopping facilities in walkable neighbourhoods
- Integrated and accessible transport systems.

We believe the Trust's approach to land management provides direct and measureable benefits to each of the above Garden City principles. This is discussed further within our proposal document with examples of how we deliver against each of the above themes.

Financial Management

The Trust's financial modelling of endowments is calculated at an average annual return of 3.5%. The Trust's fund manager's (CCLA) is currently achieving returns in excess of 4% and has reported that the expectation is for this to continue within 2016/17. It is proposed that any additional income secured above the 3.5% is spent directly on site management, or, invested to increase the GWP endowment pot to provide a greater annual return.

The Trust will enter into a Funding Agreement with SODC/WHDC that clearly sets out the requirements of funding that includes investments and returns being ring fenced for this site. The Funding Agreement will be used by independent auditors to assess the Trust has correctly managed its finances as part of its annual auditing of accounts, as required under Charity Law.

The Trust can provide annual statements of returns achieved by CCLA that identifies the performance of the GWP funds. This can be provided to SODC/WHDC along with annual expenditure to show the current status of S106 funds.

Additional Assets (Community Buildings)

The Trust has been asked to consider the management and maintenance of Community Buildings to be built at GWP. The ownership of community buildings fits well with the Trust's model and we would be keen to explore options for taking on responsibility of these community assets to help deliver our wider charitable objectives.

If we explore the transfer of buildings under the preferred management options it is likely that the Trust would be in a position to meet costs of management and maintenance with the additional S106 contributions, if, the annual returns achieved were at a rate of 4%, rather than the 3.5% we base our financial forecasting on. The full life replacement of the buildings would not be guaranteed although a scenario where the amount of play areas were reduced in the long term, or, other income was generated, or funding accessed to reduce expenditure, could potentially make this viable.

The Trust would be willing to work with SODC and WHDC to enable the transfer of the buildings and suggest that this could happen at the end of the development phase. The freehold of the buildings would be retained by SODC for the development period with the Trust delivering management and maintenance under contract with a view to transfer of the assets with a better understanding of the net costs involved.

Conclusion

The Trust is seeking approval from both SODC and WHDC Cabinets to proceed with our appointment as preferred land managers at GWP.

If this approval is secured we recommend that we progress the preferred option of establishing a Managing Partner Warden on site (Option 2).

The Trust will progress the terms of transfer with the Development Consortium and SODC and provide a more detailed costing once tenders are received back on early year's works, and in the longer term once costs have been identified and agreed for the appointment off a Managing Partner/s.

Appendix A – Land Transfer Plan (Areas proposed to transfer to Land Trust given in Appendix 2)



Figure 1.2: Public Open Space, Outdoor Recreation and Play Facilities, Delivery Strategy .REV B

Appendix B – Areas to transfer to Land Trust

Category	Description	Funds	Complete	Transfer	Size	Year
POS	POS X	113,387.50	Jul-24	Jul-15	1.36	Mar-17
POS	POS B	118,389.29	Mar-16	May-16	1.42	Mar-17
PUS	PUS C	12,382.28	May-16	May-16	0.57	Mar-17
PUS	General PUS (first half)	37,146.85	May-16	May-16	1.71	Mar-17
POS	POS Community Centre	5,827.38	Jul-15	Jul-16	0.068	Mar-17
POS	POS A (West)	268,460.66	Jan-16	Apr-17	3.22	Mar-18
POS	POS E	55,026.49	Mar-16	Apr-17	0.66	Mar-18
SUDS	SUDS A	94,211.25	Jan-16	Apr-17	1.13	Mar-18
Play	5. LEAP (POS F)	116,762.76	May-16	May-17	0.97	Mar-18
Play	11. Youth Shelter (POS F)	47,519.73	May-16	May-17	n/a	Mar-18
POS	POS F	10,838.57	May-16	May-17	0.13	Mar-18
PUS	PUS F	1,955.10	May-16	May-17	0.09	Mar-18
Play	22. LEAP (POS G)	116,762.76	Jul-16	Jul-17	0.39	Mar-18
POS	POS G	66,698.69	Jul-16	Jul-17	0.8	Mar-18
Play	34 LEAP (POS K)	116,762.76	Aug-16	Aug-17	0.04	Mar-18
PUS	PUS K	4,561.89	Aug-16	Aug-17	0.21	Mar-18
POS	POS A (East)	315,983.10	Sep-16	Sep-17	3.79	Mar-18
POS	POS D	896,255.98	Sep-16	Sep-17	10.75	Mar-18
SUDS	SUDS D	41,687.02	Sep-16	Sep-17	0.5	Mar-18
PUS	PUS J	17,161.41	Sep-16	Sep-17	0.79	Mar-18
Play	20. LEAP/NEAP (POS I)	203,655.97	Aug-17	Aug-18	1.44	Mar-19
Play	29. Youth Play Facility Skate Park (POS F)	176,501.84	Aug-17	Aug-18	0.04	Mar-19
POS	POS I	158,407.69	Aug-17	Aug-18	1.9	Mar-19
POS	POS L	503,570.61	Mar-18	Mar-19	6.04	Mar-19
Allotments	32. Allotment	20,311.29	Mar-18	Mar-19	0.68	Mar-19
Play	30. Youth Shelter (POS W)	47,519.73	Mar-20	Mar-21	n/a	Mar-21
POS	POS W	29,179.83	Mar-20	Mar-21	0.35	Mar-21
SUDS	SUDS W	39,184.00	Mar-20	Mar-21	0.47	Mar-21
PUS	PUS W	6,082.52	Mar-20	Mar-21	0.28	Mar-21
PUS	PUS Z	13,251.22	Mar-20	Mar-21	0.61	Mar-21
Play	39. LEAP (POS Q)	116,762.76	Mar-20	Apr-21	0.32	Mar-22
Play	41. LEAP (Natural Play) (POS R)	116,762.76	Mar-20	Apr-21	0.15	Mar-22
POS	POS N	44,687.55	Mar-20	Apr-21	0.54	Mar-22
POS	POS O	5,001.79	Mar-20	Apr-21	0.06	Mar-22
POS	POS P	101,715.30	Mar-20	Apr-21	1.22	Mar-22
POS	POS Q	40,852.03	Mar-20	Apr-21	0.49	Mar-22
SUDS	SUDS N	15,840.36	Mar-20	Apr-21	0.19	Mar-22
SUDS	SUDS O	12,505.83	Mar-20	Apr-21	0.15	Mar-22
SUDS	SUDS P	5,001.79	Mar-20	Apr-21	0.06	Mar-22
Pill Pond	M. Pill Pond	65,855.55	Mar-20	Apr-21	1.78	Mar-22
Pill Pond	Additional funds (SUDS M)	64,108.49		Apr-21	0.77	Mar-22
Allotments	40. Allotment	9,856.95	Mar-20	Apr-21	0.33	Mar-22
Play	43. LEAP (Natural Play) (POS S)	116,762.76	Mar-22	Mar-23	0.45	Mar-23
Play	42. LEAP/NEAP (POS T)	203,655.97	Mar-22	Mar-23	0.54	Mar-23
POS	POS S	20,009.88	Mar-22	Mar-23	0.24	Mar-23
POS	POS T	58,361.01	Mar-22	Mar-23	0.7	Mar-23
SUDS	SUDS S	16,673.99	Mar-22	Mar-23	0.2	Mar-23
SUDS	SUDS T	40,018.40	Mar-22	Mar-23	0.48	Mar-23
PUS	PUS S	8,689.32	Mar-22	Mar-23	0.4	Mar-23
PUS	PUS Y	16,726.94	Mar-22	Mar-23	0.77	Mar-23
POS	POS U	35,016.61	Oct-23	Oct-24	0.42	Mar-25
POS	POS V	87,540.84	Oct-23	Oct-24	1.05	Mar-25
SUDS	SUDS V	29,179.83	Oct-23	Oct-24	0.35	Mar-25
Play	46. LEAP (POS BROWN LAND)	116,762.76	?	Jul-25	0.26	Mar-26
POS	POS (Bloor/Brownland)	22,510.77	?	Jul-25	0.27	Mar-26
SUDS	SUDS X	119,222.92	Jul-24	Jul-25	1.43	Mar-26
PUS	PUS X	8,906.55	Jul-24	Jul-25	0.41	Mar-26
PUS	PUS (Bloor)	8,460.41	Subject to overall p	Jul-25	0.39	Mar-26
PUS	PUS General- second half	37,146.85	Subject to overall p	Jul-25	1.71	Mar-26
Allotments	44. Allotment	30,195.39	Jul-24	Jul-25	1.02	Mar-26
POS	POS H	NOT	TRANSFERRING	TO	LT	

Key: SUDS = Sustainable Urban Drainage System, POS = Public Open Space, PUS =Public Urban Space
LEAP = Local Equipped Area for Play, NEAP = Neighbourhood Equipped Area for Play, MUGA = Multi-Use Games Area



South Oxfordshire and Vale of White Horse District Councils

Great Western Park

24/03/2016



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An outline proposal to South Oxfordshire District Council

1. Introduction

The Land Trust welcomes the opportunity to provide outline proposals for how we might take on the long-term management of the strategic green infrastructure elements at Great Western Park, Didcot.

In responding, we recognise the scale and complexity of the challenge but also see it provides an exciting opportunity to help deliver a new, sustainable community for Didcot for the long-term. Within our submission we have highlighted a range of issues and opportunities which need clarifying in due course. However, overall we believe we have the necessary skills and resources to deliver a sustainable long-term solution and we would be very pleased to work with you to help take it forward.

2. Scope

Based on our experience elsewhere, we see the scope for the management of the greenspace at Great Western Park to make a real contribution to South Oxfordshire District Council's wider aspirations for Didcot as a Garden Town. We would do this by helping to develop and nurture a new aspirational, attractive and vibrant place where a high quality environment becomes a catalyst for delivering a whole range of social, environmental and economic benefits. This includes protecting land values and future development opportunities by creating a destination of choice for residents. We would do this by delivering a unified model for managing and maintaining the green space and related assets in perpetuity.

Such an approach would be based on an integrated, long-term ethos and seek to:

Take on the long-term ownership of the public greenspace and related assets and thereby deliver an agreed management plan and address short, medium and long-term land management issues;

Provide multi-functionality and flexibility in how the greenspace is used and managed to ensure that all areas are used to best effect. This would be kept under constant review to ensure the open space continued to provide maximum benefit and can adapt to local need when a change in use is required;

Deliver economies of scale by adopting a holistic approach, spreading risk and liability and optimising funding streams that include attracting additional grants and income from sources available to third sector organisations;

Provide an integrated solution that will be a catalyst for delivering the Trust's charitable aims that will provide significant benefits to community, health, art, education and conservation whilst ensuring cost effectiveness and financial viability across the entire scheme;

Provide employment and skills training in greenspace management by appointing dedicated landscape staff.

Involve the community whilst protecting them from day to day risks and liabilities with a range of opportunities from volunteering to membership on 'Friends of' style groups that will have a role to help shape the future of the greenspace;

Provide connectivity, integrating the new green space resource with the surrounding area, thereby further enhancing it's benefit to the wider environment and population and;

Safeguard the green spaces and the benefits they deliver at Great Western Park, in perpetuity.

3. Our Proposal

Based on the above, our involvement would therefore aim to:

Be responsible for and manage the varied requirements for the:

- Public open space;
- Play facilities;
- Public urban space;
- SuDS including attenuation basins (although we will need to understand more about the technical engineering aspects of the scheme before we are able to provide a definitive position on this);
- Network of new cycle and walking routes;
- Areas of ecological value such as the Pill Pond wildlife area;
- Play, and recreation areas;
- Allotments

Build local community capacity by involving local residents and stakeholders in the management process and add value to wider community inclusion aspirations along with working with those groups and bodies already established on site and in the local community to ensure that existing networks are strengthened through our involvement;

Build a partnership with existing local initiatives such as the Earth Trust to help ensure that on-site conservation management measures complement wider conservation needs, by putting in place an Ecological Management Plan that is constantly reviewed and updated by our Estates Team to enhance biodiversity and deliver specific habitat and species targets, and;

Manage and maintain areas on an interim basis during the development period if required.

Seek to add value to Oxfordshire Learning Network by creating opportunities for a whole range of land and art based activities in conjunction with local social housing providers and residents, schools and colleges.

Work with Community First Oxfordshire to build and sustain long-term associations with residents and local community groups.

Our proposal thus reflects our typical approach to managing open space and aims to meet the

broad aspirations identified in the public open space strategy and maintenance plans. It is important to note however that at this stage all figures we provide are for indicative purposes only and are based on a range of assumptions that will need to be confirmed in due course. The basis of these assumptions are identified in Appendix 2, 3, 4 and 5 below, and are related to on-going annual operations, periodic capital replacement, staffing and set-up costs. It should also be noted that at this stage we have not included any costs for additional work other than that shown. This means they do not currently take into consideration taking on either Boundary Park (or Sports Hub) or the three community buildings. As more detailed information becomes available in due course we will be happy to adjust these figures to give a more accurate picture.

Based on the above provisos we currently estimate that to provide a one off endowment sum required to provide in perpetuity funding for the green space resource as identified is in the region of £xxx million (including VAT and at today's prices). This leaves a potential shortfall of approximately £x from the currently available commuted sum figure of £x. We do however believe that there are additional opportunities that can help address this current shortfall along with creating a potential solution for Boundary Park and the community buildings. These are identified below:

NB. Please note that the above endowment calculation does not include costs related to a site compound or office for the 1.5FTE landscape staff. It would be our intention for the staff to be able to use the new facilities at Boundary Park sports hub or one of the community buildings. If this was not agreeable then the costs would need to be reviewed in light of this, and the endowment sum would increase.

4. Additional Opportunities

Following our discussions we have also identified a number of other opportunities which taken together and dealing with the whole site on a holistic basis have the potential to make a significant contribution to meeting the above shortfall. This might be by either helping contribute to cost savings and/or increasing the total investment sum available, whilst also delivering a range of additional benefits for the long-term. These include:

1. Being able to use the workshop and tool storage facilities at the Boundary Park Sports hub to provide a full-time on-site works compound and office. In the context of this we would also be keen to explore the opportunity for the Hub grounds staff to take on wider POS management by providing them with additional resources to expand their capacity and match funding on the purchasing of shared machinery and equipment. This could include the appointment of 1.5 FTE landscape managers that would be responsible for the wider GI resource. By establishing such a grounds maintenance team we believe we could create significant economies of scale that would enable us to establish a sustainable full time on-site resource.
2. Working with the sports clubs in the context of the arrangements outlined in 1 above. We have costed for the purchase and replacement of equipment and tools that could be used for management of the wider GWP landscape. If we could draw down £1 million in one lump sum at day one we could create a sustainable c.£35k income stream in perpetuity.

This with the proposed cost savings of a combined resource might be sufficient to deliver the works identified within the current identified c. £100k annual cost available for the next 10 years only. The basis of such an arrangement would be that the Trust would be able to take on the long leasehold of the asset and works in partnership with the sports clubs NOT replace them.

3. Taking on overall responsibility for delivering the Arts strategy. We see exciting opportunities to integrate the Arts Strategy within the wider management of Great Western Park and related community work and education and health activities for example. We could for example, invest the majority of the available capital (say £600,000, leaving a reasonable sum of £50,000 for capital work) as part of our wider endowment portfolio. This would allow us to ring fence the money and create a sustainable, annual arts budget year on year. Combining this with other resources, we believe this would enable us to establish an “artist in residence” who would work with the community on a whole range of related activities and ensure that the arts strategy is given a lasting legacy.
4. Taking ownership and management of the three community centres on site on behalf of the local community. Subject to agreed funding the Trust could ensure that these facilities continue to provide a cost effective resource for the whole community. However, whilst we are happy to consider taking on ownership and maintenance responsibilities of these it is unlikely that we would be able to guarantee full life replacement.
5. Amending management regimes and reducing items of costly infrastructure that might not be required in the long-term. The Trust would seek to reduce the frequency of cuts to areas of grassland that are not required to be maintained as formal amenity areas in the long term. We would also review the amount of LEAPS and NEAPS and consider the amount that should be retained as full life replacements. This would remove a costly item and allow resources to focus on a reduced number of play areas to ensure they deliver maximum benefit, rather than maintaining a larger number that do not provide any additional value.

Taking the above as a whole we therefore believe that we can reduce our current endowment shortfall to a region of £0.5m

6. Finally, based on the considerable potential that we have for becoming an active participant and exemplar for the Garden Towns initiative we would be keen to explore further opportunities to draw down additional funding to meet the remaining shortfall. This would be to deliver shared objectives and support Didcot’s Garden Town status and thereby becoming a more competitive destination for inward investment by establishing and maintaining an attractive and vibrant environment in which people will aspire to live and work.

5. How we’d do it

The following provides an overview of our broad approach and how we might apply it to Great Western Park:

Funding

Our model would use endowment funding derived from the S106 commuted sum to underpin long-term maintenance needs and effectively permanently remove maintenance liability. The Land Trust is built on solid financial foundations and we hold an investment portfolio of over £110m which continues to build as they take on new land. Our portfolio allows us to achieve very competitive rates of return on invested capital. Exposure to market volatility is limited through a low risk strategy managed by CCLA Investment Management, a company specialising in the management of charity investment. All our investments are bundled together to get maximum value from the financial markets. Within that, the endowment of funding of each site, including interest gains and expenditure are separately reported.

All investments are bundled together to get maximum value from the financial markets. As outlined above, within that, the endowment or sinking fund for each site, including interest gains and expenditure are separately reported.

Where we hold endowments these are usually of an 'in perpetuity' type, where we do not expend the capital but seek to grow this to protect against future inflation to cover future costs.

In addition, we explore all other opportunities to supplement 'base line' funding to ensure that "added value" objectives are met. These opportunities will include the potential to draw down additional funding from;

- Heritage Lottery Fund (HLF)/Landfill Communities Fund
- Countryside Stewardship
- Sports grants
- Health and education
- Volunteering
- Social Enterprise
- Sponsorship

Green spaces that add value to the development.

We believe that getting the most out of the on-site green infrastructure site will be essential in delivering a sustainable long-term community and we are confident that we can provide the necessary long-term assurances to make it happen. We offer a unique solution to greenspace management and there are important distinctions between ourselves and perhaps more traditional alternatives based on either management companies or even Local Authority control. Furthermore our business is driven by a guiding set of broad charitable objectives that address all aspects of a sustainable new community. Specifically these cover:

Economy: Where we can help maintain and improve the local environment thereby making it a more attractive place to invest and live as well as support and develop local environmental projects; identify a wide range of other funding opportunities that will bring additional money into the local area, create new opportunities for local jobs and businesses (including social enterprise); manage the area in a business like and cost effective manner which maximizes the returns from local income generation.

Health: Where we would seek to develop the green space resource as part of the wider network of sustainable access routes, thereby supporting healthier lifestyles and healthier living. Linking into other opportunities to develop these areas as a local resource for other health related initiatives and delivering a healthy attractive environment. In particular we would seek to ensure that the green space makes a positive contribution to the delivery of the wider SODC Green Infrastructure

Strategy and become an integrated part of the wider network of accessible routes, natural green spaces and public amenity areas in and around Didcot.

Environment: Seeking to build and strengthen existing areas of conservation and wildlife value and ensure that all elements of the green network provide a value to the local environment and connecting them ecologically to the wider area. Specifically, we will seek to utilise the wildlife area, low intensity management areas and the network of linked spaces created for walking and cycling at the earliest opportunity, using managing agents best placed to optimise their benefit to wildlife and biodiversity.

Education: By providing opportunities for the greenspace resource to be used for a broad range of education and lifelong learning opportunities. These might include links to local school and college curricula as well as local training and apprenticeship schemes and will specifically involve developing opportunities with the new schools on site. As outlined above we feel there is also significant scope to support the wider objectives of the Oxfordshire Learning Network.

Social Cohesion: Very often at the heart of what The Land Trust does, we would ensure the local community (new and existing) are involved with and feel part of the local area. This would include working with and/or supporting the Parish Council and the Great Western Park Residents Association; enabling them for example to be part of the overall governance and strategic planning structure, be involved with the development of a "Friends of" body, community engagement, as well as potentially land management opportunities either directly or through volunteers.

Utilising our expertise at the earliest opportunity, we would therefore seek to create the appropriate green-space management framework to safeguard that long-term measures are firmly in place well before the new community arrive, thereby ensuring a) that there is an existing attractive environment in which to invest and move into, and b) structures are in place to enable new residents to take an active part in the local community and local environment from day one. This framework would aim to set out key issues of governance, roles and responsibilities, timeframes, landscape zones, priorities and objectives.

Working in partnership with local residents and interest groups

We recognise that successful community engagement is not necessarily easy, but we do see that it is fundamental to helping to ensure the long-term benefits and sustainability of the scheme. Our approach is firmly based on the premise that a "community" that feels good about their environment very often feel better about themselves and helps create a greater sense of well-being in which a more positive approach to wider social and economic activities can take place. In

practical terms the opportunity to engage with local people on how their local green space might be maintained, used and managed can make a significant contribution to creating a sense of worth in the area; thereby contributing to its better care and reducing maintenance costs in the long-term. By our very nature, we believe this work is most effectively done locally, and we will ensure locally derived managing agents with the appropriate skills in for example, conservation, green space management, community participation, project management are engaged to work fully and potentially employ, offer training and apprenticeships and provide business opportunities within

the local community. Whilst the scope is quite broad, these might include the development of social enterprises and franchising for activities from cycle hire, refreshments, landscape maintenance work, guided walks, outdoor health and fitness through to dog walking services. As outlined above, initial discussions suggest that there is a very good fit between our model and the objectives of the Didcot Garden Town initiative.

In practical terms we will seek to embed the green space resource as a local opportunity for health, education and training. This could include for example, the development of a tree nursery to provide a valuable training resource as well as a means of propagating locally derived tree stock for future use on site.

Health activities might include:

- Health Walks;
- Green Gyms (fitness activities tied into environmental conservation activities); and
- Buggy Fit (fitness sessions specifically for new mums which incorporate the buggy).

Long-term stewardship projects might include:

- Volunteer rangers
- Wildlife surveys and habitat creation to increase biodiversity;
- Encouraging a 'friends of' group to help the community take ownership of public open spaces; and
- Heritage project to link into history of the area.

Whilst highlighting the value of community involvement, The Land Trust's role will also ensure that necessary safeguards are in place to i) protect the community from risk and liability (therefore enabling "emotional ownership" rather than "legal ownership") and ii) safeguard the green space assets in perpetuity and ensure that they (and the benefits they deliver) can't be lost in the future.

Low cost maintenance solutions

In the spirit of the above, our aim is to develop a cost effective solution that can be self-sustaining in the long-term and we would do this by bringing the whole green space resource under a single unified regime at the earliest opportunity, thereby enabling a co-ordinated approach best able to deliver flexibility, local benefits and cost efficiencies.

The basis for our cost effective solution is that we ensure we optimise on the wide range of benefits to the local area that the estate provides whilst ensuring that costs are kept down by

seeking wherever possible to; work with the pattern of nature (by avoiding excessive and inappropriate grass mowing for example), using sustainable and resilient materials, utilising wider funding opportunities and recycling resources locally.

By 'single unified regime' we mean that we will take on ownership and responsibility for all the non-adopted greenspace assets for the long-term. As well as providing a clean break with no associated long-term costs to the developers it gives economies of scale to the Trust, and ensures that overall objectives are clear, management and maintenance (and managing agents) are complimentary and coordinated, lines of responsibility and communication are simple and transparent, funding opportunities are maximised and changes to circumstances can be more readily responded to.

Management and our added value role

As outlined above, we manage our sites day to day through the most cost effective and/or appropriate means, either through contractors or through local partnership arrangements with public agencies (such as the Forestry Commission), local authorities, charities (such as Wildlife Trusts, Woodlands Trust, RSPB), local community organisations and social enterprises – the managing agent and a priority for delivery would be to establish who the key local bodies would be.

We agree roles and responsibilities of any managing agent prior to appointment, but would envisage the role including:

- active involvement in the preparation of a Management Plan;
- physical maintenance of the site, staffing, and coordinating the roles of other partners;
- ensuring the health and safety of visitors to the site;
- responding to damage to the site; and
- community engagement and consultation.

Once the role is agreed, the appointment would be secured through a legal agreement, with the managing agent working to an agreed Management Plan and budget. The main objective would be to provide a widely agreed, economic and efficient site maintenance regime that offers the prospect of well planned, long term sustainable public use, with all risks managed at an affordable cost.

We would propose that specific management prescriptions for the site would be incorporated within a Management Plan; the purpose of this Plan is four-fold:

- to give both yourselves and ourselves assurance that the site, and the investment in it, will be well managed;
- to act as a flexible framework within which the managing agent can manage the site based on their expertise, knowledge and experience; and
- to give information to interested members of the public, local and other organisations, as to how the site will be managed and opportunities for their involvement; and

- to ensure that the greenspaces at Great Western Park fit within the wider Green Infrastructure Strategy and are able to quickly demonstrate the local benefits of increased social and environmental capital.

The Management Plan prepared by the Trust would satisfy this requirement and include a maintenance schedule and estimate costs for management based on the indicative landscape areas. It would also provide all stakeholders with information regarding the history, current condition and future aspirations for the site and outline the long-term aims and objectives for the management of the site, together with detailed management recommendations for the first 5 years of management as required to maximise the conservation and amenity value.

As management requirements are likely to change over time as the site matures, even within the initial 3 year plan period, the plan would be reviewed annually in order to take account of

changing circumstances and ensure that the objectives and management proposals remain appropriate. We note that the current Landscape Management regime for example outlines 3

phases, 0 – 3 years, 3 to 10 years and 11+ years. Annual draft budgets would also be submitted by managing agents three months prior to commencement of the new financial year. These budgets are reviewed by our Operations Directorate to ensure that the proposed outputs and outcomes are consistent with the Management Plan and that the level of funding required is within the amount available from the project allocation.

6. Conclusion

Based on initial indicative assessment, we believe the current resources available through the S106 go a long way to providing a basis for in perpetuity management of the public open spaces at Great Western Park, however there is a shortfall which potentially reduces the scope to deliver a truly holistic and sustainable solution.

We have however identified a range of other opportunities which taken together, significantly enhance our ability to deliver a high quality scheme. These include working within the context of Didcot Garden Town initiative, exploring further the opportunities for a collaboration with the associated sports clubs and associations to manage Boundary Park and the rest of Great Western Park and related assets in a unified way, taking on responsibility for delivering an arts programme, and working alongside Oxford Learning Network and Community First Oxfordshire to deliver shared objectives.

We hope you find the information we have presented of interest and would welcome further discussions with you to consider these options further.

Next Steps

In the first instance, once you have had the opportunity to read and reflect upon this indicative proposal, we would welcome the opportunity to discuss it with you. Such discussions will be

invaluable to address any questions you might have and allow us to respond to any inadvertent misunderstandings we might have.

We look forward to discussing further our indicative proposal with you. Nevertheless, please do not hesitate to contact us ahead of such a meeting if any aspect needs further clarification or if you have any specific queries.

Jonathan Ducker
Head of Business Development South

Email: jonathanducker@thelandtrust.org.uk
Mobile: 07920 283433

24/03/2016

Appendix I – Management Area Plan

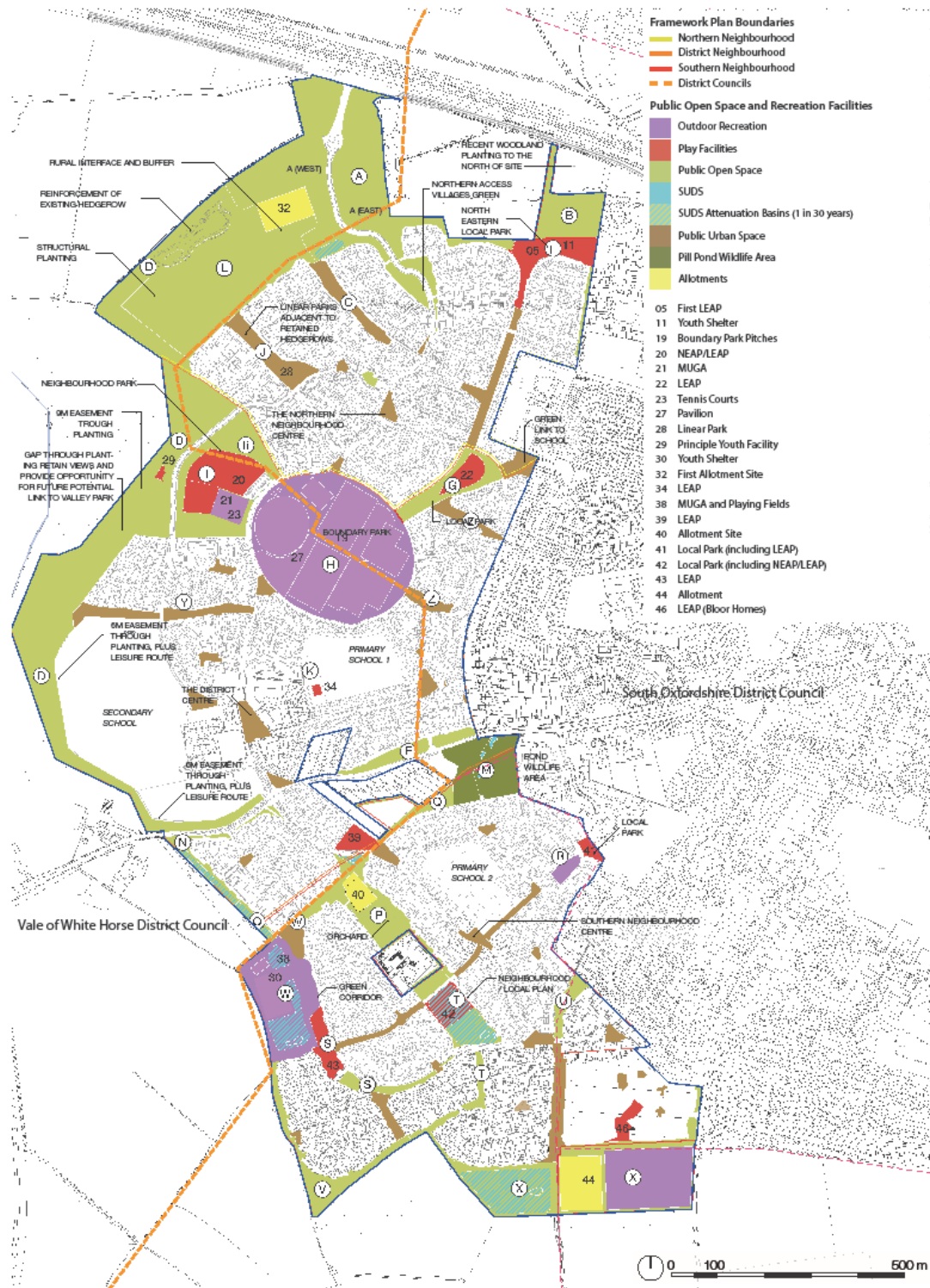


Figure 1.2: Public Open Space, Outdoor Recreation and Play Facilities, Delivery Strategy .REV B

Appendix 2: Permanent Operations – Activities and Quantities estimates

Activity	Quantities	Units
Land Types		
Public Urban Space	7.94	ha
Public Open Space	35.48	ha
SUDS	4.96	ha
Orchards		
Allotments		
Litter		
Fortnightly Cleanse	20.00	ha
4 weekly cleanse	50.33	ha
Fly Tipping Collection and Removal	5.00	Skips
Site Bin Waste Disposal	1.00	Budget
Play Areas & Youth Areas		
Play Areas Maintenance	11.00	Budget
Play area inspection- weekly	11.00	Ranger
Monthly operational inspection	11.00	Ranger
Play area inspection annual (ROSPA)	11.00	Ranger
Youth Shelters		
Habitat Works		
Amenity Grassland	1.00	Ranger
Meadow Grassland	1.00	Ranger
Mown Paths	1.00	Ranger
Shrubs maintenance	1.00	Ranger
Buffer Strips	1.00	Ranger
Aquatic Planting annual cut	1.00	Ranger
Tree management	1.00	Ranger
Hedgerow Cutting	1.00	Ranger
Infrastructure		
Dual Waste Bin Emptying/Cleansing	50.00	Ranger
Pesticides	1.00	Budget
Checking on light functioning	1.00	Contractor
Vehicle On Costs	1.00	Budget
Annual Contractor Budget	1.00	Budget
Annual Tree Survey	1.00	Budget
Annual Tree Works	5.00	Days
Fencing repair/maintenance	1.00	Budget
6 Month Footpath Inspection	1.00	Budget

2m surfaced Footpath repair/maintenance	1.00	Budget
Annual Footpath Drain Inspection	1.00	Budget
Bench and Picnic Table Repairs/Maintenance/Inspection	60.00	No
Pedestrian Gate Repair/Maintenance	15.00	No
Vehicle Gate Repair/Maintenance	6.00	No
Antisocial Behaviour	1.00	Budget
Materials	1.00	Budget
Fuel	1.00	Budget
Contingency	10.00	%

Appendix 3: Sinking Fund for Capital Replacement and Cyclical Operations:

Activity	Life	Quantities	Units
LEAPS	20.00	9.00	budget
NEAPs	20.00	2.00	budget
Play Area Works	5.00	1.00	budget
Skateboard Park	10.00	1.00	budget
Skate board park repairs	5.00	1.00	budget
Youth Shelter	20.00	1.00	budget
Dual Waste Bins	8.00	50.00	no
Fencing	25.00	1,000.00	m
Pedestrian Gates	10.00	20.00	no
Vehicle Gates	10.00	6.00	no
2m wide surfaced footpath	25.00	2,000.00	m2
Benches	10.00	60.00	no
Picnic Tables	10.00	10.00	no
Interpretation Boards	10.00	5.00	no
H&S signs	4.00	15.00	no
Allotment	20.00	1.00	budget
Commercial ride on mower	5.00	1.00	budget
Hedge Trimmer	5.00	2.00	budget
Petrol Strimmer	5.00	2.00	budget
Brush Cutter	3.00	3.00	no
Pressure Washer	3.00	1.00	no
Turf Aerator	3.00	1.00	no
Tools	3.00	1.00	no
Chainsaws	3.00	2.00	no
Vehicle	10.00	1.00	budget
Uniform	1.00	1.00	budget
Volunteer Equipment	3.00	1.00	budget
Sit on path sweeper	5.00	1.00	no
Kawasaki Mule 600 vehicle	5.00	1.00	no
Chem safe and herbicide and PPE	2.00	1.00	budget
Towed gritter	5.00	1.00	no
Flail	5.00	1.00	no
SUDS: dredge	5.00	10.00	no
SUDS replacement	50.00	1.00	budget
Lighting Columns	18.00	20.00	no
Bulbs	3.00	20.00	no
Electronic gears	7.00	20.00	no
Tarmac Surfacing	25.00	1,500.00	m2

Appendix 4: Staffing

Position	Salary
1 FTE Ranger/Gardener	1.0
0.5 FTE Ranger/Gardener/Community Liason	0.5

Appendix 5: Temporary Operations (Establishment Costs):

Activity		Quantities	Units
Land Trust Site Development			
Business development plan		1.00	budget
community engagement		1.00	budget
Vegetation Works			
Replacement of failed planting/materials		1.00	budget
Purchasing of Equipment for Rangers			
Commercial ride on mower		1.00	budget
Hedge Trimmer		2.00	budget
Petrol Strimmer		2.00	budget
Brush Cutter		3.00	budget
Pressure Washer		1.00	budget
Turf Aerator		1.00	budget
Tools		1.00	budget
Chainsaws		2.00	budget
Vehicle		1.00	budget
Uniform		1.00	budget
Volunteer Equipment		1.00	budget
Sit on path sweeper		1.00	budget
Kawasaki Mule 600 vehicle		1.00	budget
Chem safe and herbicide and PPE		1.00	budget
Towed Gritter		1.00	budget
Flail		1.00	budget

Appendix 6: Land Trust Safeguards:

Introduction

- The very nature of our work as a UK based independent charitable trust who manage open spaces on behalf of local communities requires us to have the necessary systems and safeguards in place to ensure that even in the unlikely event of the Land Trust ceasing to operate, all our land and its associated assets will continue to be protected for the public good in perpetuity (or for the term of the agreement). The following outlines some of the key ways these safeguards are put in place and managed:

How we operate

- We are a not for profit body. This ensures that all the available resources are deployed for the benefit of each individual site we own and the delivery of the Trust's charitable objectives.
- We aim to deliver high standards of management on all our sites, this is recognised as an essential element of our risk management strategy
- We are governed by an independently appointed Board of Trustees who provide expert guidance, drive the long-term vision and protect our reputation and values. Our members who include the National Trust, the Woodland Trust and the Government's Homes and Communities Agency, and Board hold our Senior Management Team to account in terms of ensuring consistent and long-term delivery out of long term objectives.
- We are specialists in the risk and liabilities associated with green space management and operate strict protocols to help ensure that all risks and liabilities are fully understood and accounted for from the outset.
- All our sites benefit from being part of a national network with all the benefits of economies of scale, capacity and access to skills and expertise this brings. Where appropriate sites sit within a wholly owned Management Company as a subsidiary of the Land Trust and are managed in accordance with local needs.
- We identify and appoint appropriate local Managing Partners to manage the site on behalf of ourselves and the local community, this helps ensure that we maintain strong local connections and keep abreast of locally evolving issues.
- For each scheme we take on, we develop a comprehensive site Management Plan. This document represents a contractual agreement between ourselves and those that carry out work on our behalf ("Managing Partners") and outlines specific aims and objectives for site maintenance, delivery of our charitable objects and community involvement. We generally set this plan for a 10 year period to ensure all partners plan for investments over the longer term. This is reviewed regularly to provide comfort that it is delivering our commitments and that the expected outputs are being delivered. Managing Partners are also required to provide detailed quarterly reports against which we judge their performance and we review the Management Plan and contract annually.

- Where we operate service charges, these are not fixed and include a sinking fund element. This allows us to account for additional un-expected costs. The sinking fund is modelled in perpetuity
- We can also adopt hybrid funding models that enable us to hold both an endowment as well as a service charge. Amongst other things this helps reduce the potential impacts of debt management as well bringing down overall service charge rates.

Our governance and accountability

- Our Articles of Association set out our governance structure, charitable objects and operating principles. Copies are available on request.
- Income from individual endowments is ring fenced to provide income for site management costs and support, with agreement, the Trust's charitable objectives;
- Income from service charges is ring fenced and apply only to the land it relates to and is audited yearly against site expenditure.
- We are governed by legislation in the Trustee Act 2000 and the Charities Act 2006. As a Company Limited by Guarantee and Registered Charity (No. 1138337), we are accountable to both Companies House the Charity Commission, who have approved our charitable objects and monitor our performance against them.
- It is suggested by the Charity Commission that any charity maintains operational capability of a minimum of six months costs. We manage our funds to take this into account, however in the unlikely event that we cease to operate, the remaining assets which would include the protected endowment funds would be given or transferred to another charity or charities having charitable objects similar to ours, including all land, money and associated agreements.
- In addition we have a "Care and Maintenance Plan" that is regularly reviewed by our Board to ensure that we as an organization remain wholly focused on site management.
- Further details on The Land Trust can be found here: www.thelandtrust.org.uk

T. 01925 852005

E. enquiries@thelandtrust.org.uk

www.thelandtrust.org.uk

Registered Charity No: 1138337