

# South of Ashford Garden Community

Stewardship at Chilmington Green, 13<sup>th</sup> May, 2022

Speakers:

Ben Lockwood, Deputy Chief Executive, Strategic Lead for  
Chilmington Green and Chair of the Chilmington Management  
Organisation

Simon Cole, Assistant Director, Planning and Development

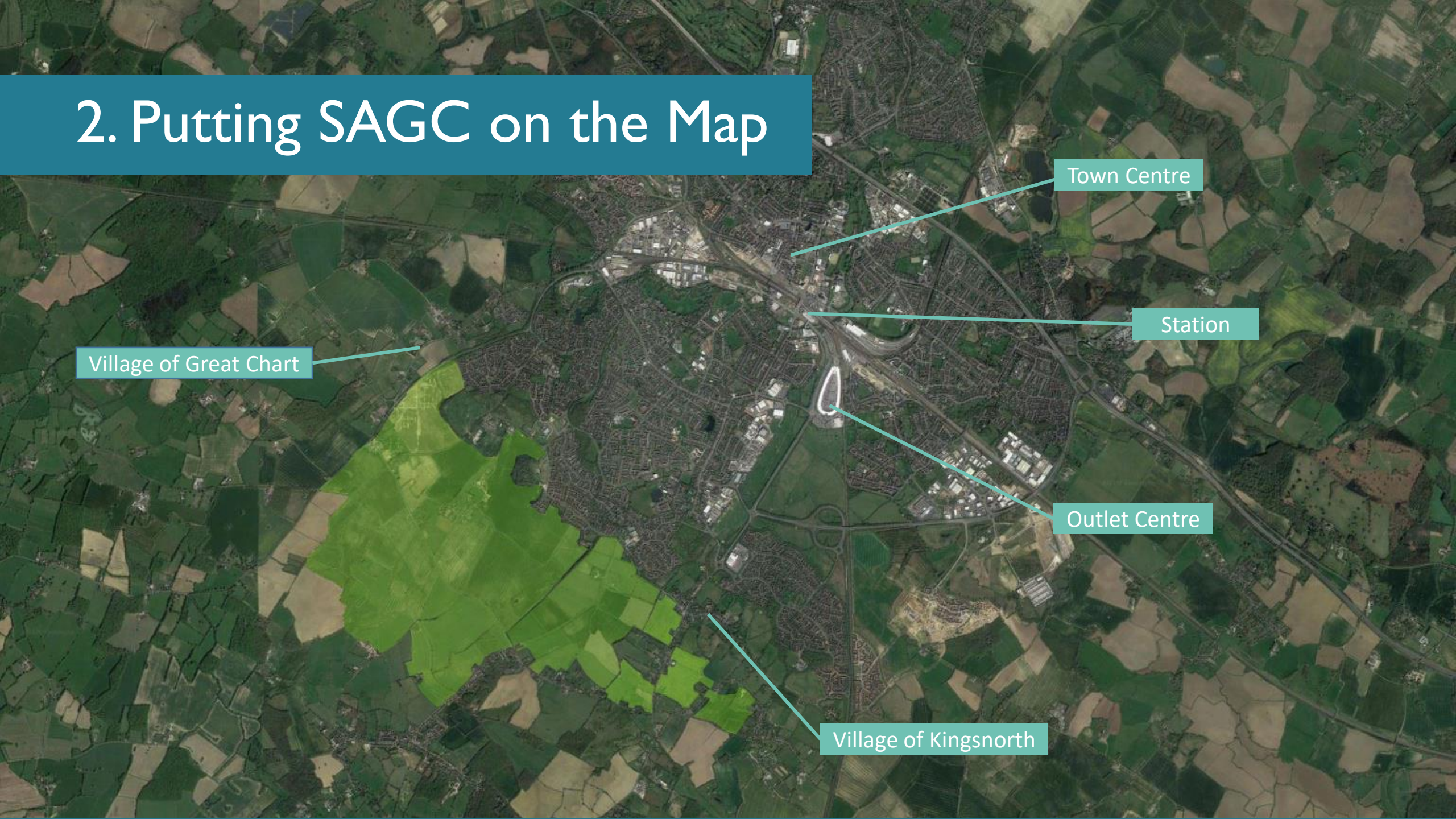
SallyAnne Logan, Enabling and Delivery Team Leader & CEO of The  
Chilmington Management Organisation

# 1. Introduction

The South of Ashford Garden Community comprises of three developments (Chilmington Green, Court Lodge and Kingsnorth Green) representing 7,250 homes (2,175 affordable), over 1,000 jobs, a 142 hectare Discovery Park along with new schools, health provision, play spaces and ecological areas to be protected.

- The Council's largest, most complex, longest running project
- Part of the 'BIG 8'
- Corporate, cross service project
- Over 50% open space
- Aiming to be a model for sustainable living
- Chilmington Management Organisation is operational

## 2. Putting SAGC on the Map



Village of Great Chart

Town Centre

Station

Outlet Centre

Village of Kingsnorth

### 3. Current Works on Site

- All Phase I (1,501 homes) infrastructure granted planning permission and constructed
- RM applications granted for C900 homes (2/3 of Phase I) plus further 160+ RM now with the LPA
- Secondary school application to be determined shortly and open Sept 2023
- First primary school opened on site September 2021
- CMO first premises on site (but not open for use)
- Three developers active on site
- 213 dwellings now occupied
- Outline planning permissions for Court Lodge (1000 dwellings) and Kingsnorth Green (550 dwellings submitted
- Natural England nutrient mitigation issues

# 4. Chilmington Management Organisation



**CHILMINGTON MANAGEMENT  
ORGANISATION**

[cmo.org.uk](http://cmo.org.uk)

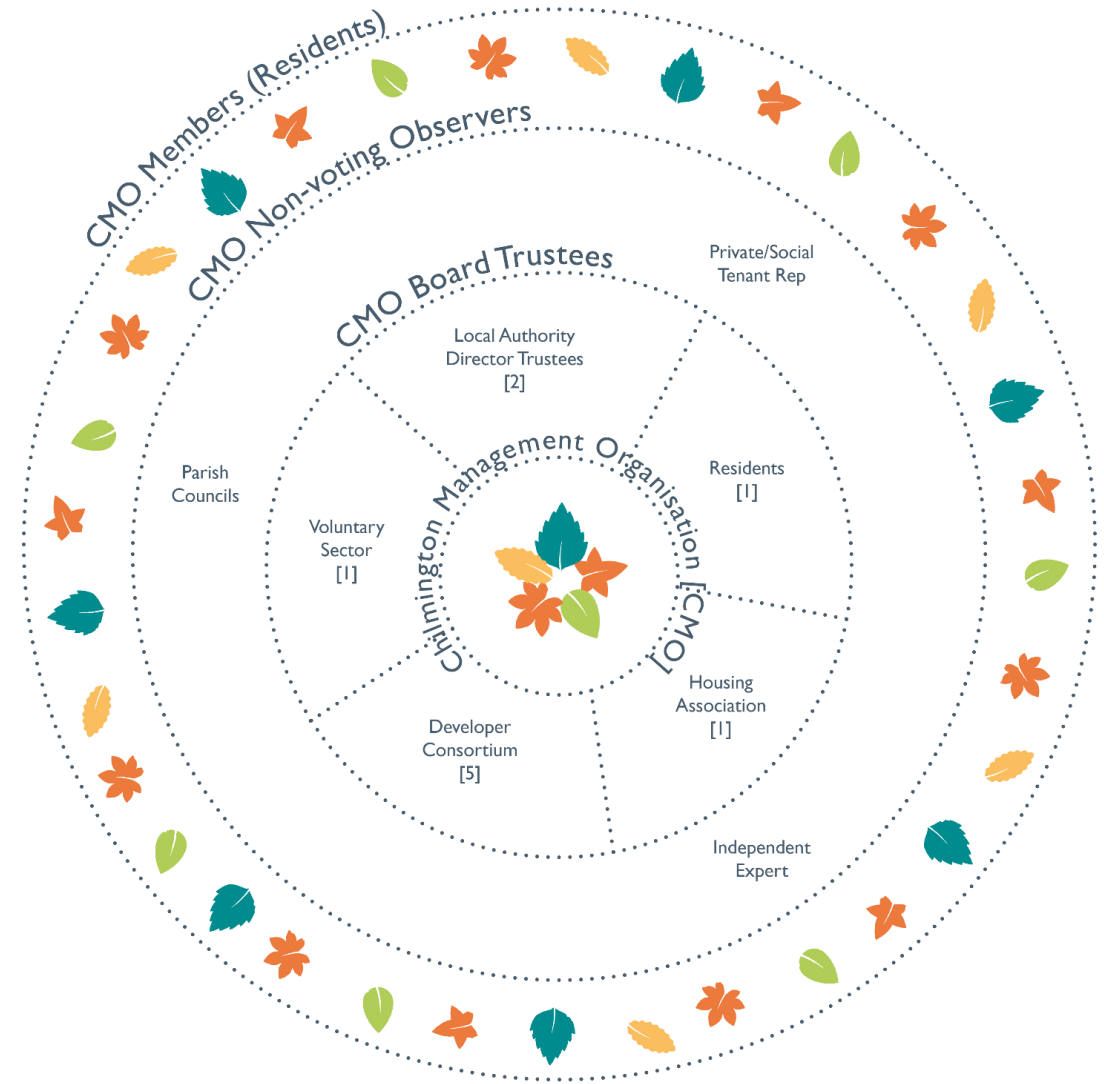
To own, manage and maintain excellent community spaces and buildings, creating a community for present and future generations

- Community focused stewardship
- Community development is vital
- Long term sustainability
- But NOT a private management company

# 5. Planning for Stewardship

- Principle set in AAP
- S106 Heads of Terms defined requirements for bringing forward the stewardship model;
  - Detailed Business Plan for 20 years
  - Governance Structure – balance of decision making
  - Partnership Working Group
  - All typical Borough Council assets to be endowed to stewardship body
  - Resident Charging
  - Commercial assets, no commuted sums, set up grant, deficit grant, etc
- S106 - further detail provided to heads of terms
- Local authority investment to bring forward CMO in partnership with developers
- Corporate investment – recognising the holistic value to the council

## 6. CMO Governance



# 7. Functions of the CMO

## Commission In House operation

- Grounds Maintenance
- Open Space
- Management
- Maintenance

## Financial Management and Investment

- Collecting Estate Rent Charge
- Raising Income Through Grant Giving

## Asset Management

- Hiring/Leasing Community & Sports Buildings
- Play Areas
- Open Spaces
- Eco Projects

## Community Development

- Working With the Existing & New Community and in Partnership with the Parish Council
- Promotion/Events
- Green Living
- Grants



# 8.The Scope of Stewardship

- Opportunities now more broad ranging than ever;
  - Strategic road adoptions (beware!)
  - Data trusts
  - Steward for biodiversity net gain areas
  - Steward for wetland areas (phosphate and nitrate issues)
  - Community energy hubs/trusts
  - And more.....

# 9. CMO Business Model

- Aim: secure long term financial sustainability
- No material public sector or developer support post build completion
- Revenue generating commercial assets
- Asset base supporting future investment

## Endowments to the CMO

- Community Assets (buildings)
- Public Open Spaces
- Commercial Property

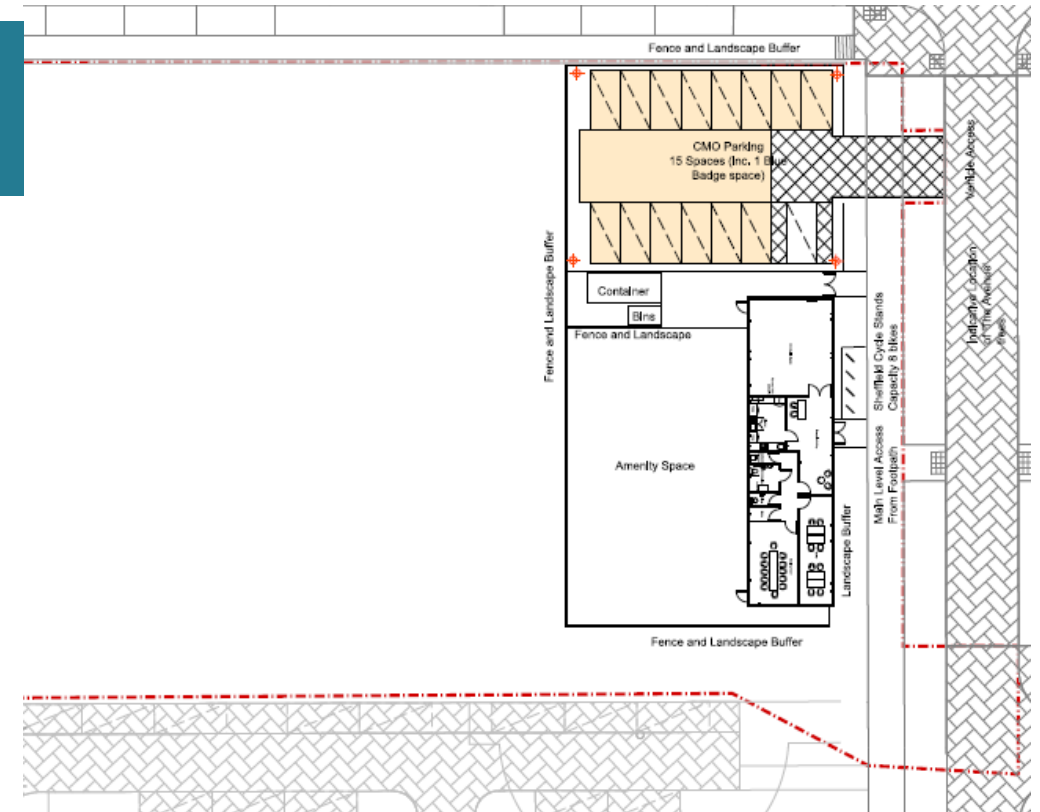
# 10. Rent Charge Deed I



Property size	Annual Estate Rent Charge (subject to future indexation)	% of Standard Estate Rent Charge
1 Bedroom Flat	£146.57	35%
2 Bedroom Flat	£209.37	50%
2 Bedroom House	£272.18	65%
3 Bedroom House	£418.75	100%
4 Bedroom House	£502.51	120%
5 or more Bedroom House	£670.01	160%

# II. CMO Community Cabin

- CMO operational since August 2019. Charitable status achieved March 2021
- Council running CMO under contract
- First premises opening uncertain
- Information Pack
- Delivering community development programme in line with occupations



## 12. Key Lessons Learnt (a)

- Stewardship is a corporate issue (for the council) and must be supported and driven as such
- Appoint an interim body, led by developer but that has council, parish and wider community input
- Agree the vision for the stewardship body early on with all partners
- Think beyond the planning and construction phase. Decisions at the Planning stages have long term implications for operating the stewardship body
- Community engagement and involvement is key (but think about timing)
- Don't tie yourselves in knots with detail in the S106. Things change. You need certainty but flexibility to respond to trends and innovations
- Other legal contracts are advised to wrap around the S106 (eg Framework Agreement)
- Lock stewardship body into wider development partnership working (Chilmington Together), ensuring there are benefits to all partners and they want to participate, 'own' and celebrate the success of the stewardship body

# 13. Key Lessons Learnt (b)

- Keep matters simple, wherever possible – three RCD's is difficult to manage in delivery!
- RCD legislation is complex and requires an expert from early on
- Include set up grant in s106 and deficit grants (or similar) in s106 to cover cash flow in early years
- Don't under estimate specialist advice and support costs such as legal, business and financial planning, etc
- Include coordination funding to appoint dedicated staff to lead the early phases of delivery
- Provide for a varied income base as early as possible which is not reliant on developer contributions
- Setting RCD processes early and agreeing these with developers/conveyancers is vital (developer pack)
- Impact of external environment – organisation needs to flex and be nimble to economic and societal challenges
- Agree processes and detail to adoption of assets to ensure consistency and minimise ambiguity