Worksheet Stage 2: Taking stock of project details and opportunity

*The content of this worksheet is intended to provide prompts only. Please amend to suit your place, project or approach. The questions and prompts have, where possible sought to include prompts provided in the* [*Homes England Garden Communities Toolkit*](https://www.gov.uk/guidance/garden-communities/legacy) *and* [*Building with Nature Standards Framework*](https://www.buildingwithnature.org.uk/standards-form)*. The content of this worksheet might help with other stages, too. If you get stuck, work through the stages and return back, when needed.*

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| **WORKSHEET Stage 2: Taking stock of project details and opportunity** |
| Key question  | *Notes and supplementary considerations* | **Notes**  | **Next steps**  |
| **Taking Stock** |
| **Assets:** The broad categories of assets to be provided in the development, and which of these might be owned/managed by a stewardship body. Where possible, include typology, extent, number.  | * Parks and open spaces
* Children’s play areas
* Sports pitches
* Community facilities such as village halls and meeting places
* Leisure facilities (formal and informal)
* Public realm areas such as public car parks, squares, etc. (highlight if it has potential to be income generating)
* Private parking areas / driveways
* Verges and street lighting
* Commercial property such as retail units, offices, business premises, etc
* Utilities related infrastructure such as SUDs
* Energy related infrastructure
* Other

See also: **Table 1** of [Built Today, Treasured Tomorrow](https://www.tcpa.org.uk/resources/built-today-treasured-tomorrow-a-practical-guide-to-long-term-stewardship/) (TCPA, 2014) |  |  |
| **Remit:** The role of the stewardship body in community development as well as asset management. This includes how the stewardship body might hold the assets.  | * What community development role is required on site?
* What part could a stewardship body play in this?
* What type of management is required for each of the assets listed above?
* Which of the assets listed above might the stewardship body own, and which might it control?

What other functions might it have? E.g. Farmland management, energy generation, local transport, arts and creative industry initiatives? |  |  |
| **Governance:** Any local governance structures that are already in place or proposed through the project  | * What Parish Councils (existing or proposed) - if any - are in place?
* Do you think the stewardship body should be controlled by the community it governs.
* Where the site involves renewal – are there Local Economic Partnerships who might be involved?
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| **Land ownership:** Who is the current landowner, who will be the landowner in the long-term, including whether any ownership might be transferred to the stewardship body. | * Who is the current landowner?
* Who is the intended long-term landowner?
* Could the stewardship body become all or partial landowner?
* Is the landowner likely to want to work in partnership with a stewardship body?

What are the pros and cons of this?  |  |  |
| **Finance:** The council’s principal perspective on a funding model for stewardship in terms of the use of service charges and/or endowments. Initial estimates of the costs of managing and maintaining the assets in the long-term to inform a business plan. Potential sources of funding for the stewardship body | * Does the council have a starting position on the use of service charges to pay for stewardship?
* What type of capital investment will be needed?
* Development capital? Growth capital? Working capital?
* What revenue generating assets are included?
* What might the initial costs of this be? (Perhaps the developer shave already prepared costs? Refer to Stage 4, too)
* What potential funding sources are available?

E.g.* *A cash endowment (if so where will the endowment come from? how will the size of the endowment be calculated?)*
* *B Income from property assets (e.g. if the entity owns commercial or other income generating property)*
* *C Service charges paid by residents*
* *D Local taxation (the stewardship body could be a parish council)*
* *E Charges for services (e.g. maintaining highways verges)*
* *F A combination of the above*

*[Source:* [*Building with Nature Standards Framework*](https://www.buildingwithnature.org.uk/standards-form)*]*See also: Chapter 3 of [Built Today, Treasured Tomorrow](https://www.tcpa.org.uk/resources/built-today-treasured-tomorrow-a-practical-guide-to-long-term-stewardship/) (TCPA, 2014) |  |  |
| **Legal options:** Potential suitable legal options to provide appropriate protection for a stewardship body, and the future of the assets it manages.  | The main types of legal structure that can be adopted by stewardship bodies are listed below (they are not mutually exclusive):* trusts (charitable or otherwise, or unincorporated associations);
* limited companies (limited by shares or guarantee) –
* including community interest companies;
* charities, or, from 2013, charitable incorporated organisations (the CIO is the new legal structure for charities);
* co-operatives; or
* industrial and provident societies.

**Table 2** of the [Built Today, Treasured Tomorrow](https://www.tcpa.org.uk/resources/built-today-treasured-tomorrow-a-practical-guide-to-long-term-stewardship/) (TCPA, 2014) sets out the key features and pros and cons of the various models.Factors affecting legal status [Source: [Building with Nature Standards Framework](https://www.buildingwithnature.org.uk/standards-form)]:* A Will it have charitable status?
* B Will it be directly accountable to local residents or by a body of appointed trustees?
* C Will it have any investors to whom profits would be distributed?
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