**NORTHSTOWE**

**LONG TERM STEWARDSHIP BRIEF**

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|  | **Description** |
|  | Work with the appointed Project Team[[1]](#footnote-2) to:* Review the scale of the requirements including a site-wide indicative schedule and plan of physical, digital and virtual asset that will require long-term stewardship including a critical review of the assets proposed for adoption
* Identify [locally] active stakeholders and organisations with the desire to take an operational or development role in any Long Term Stewardship Vehicle or management of any specific asset
* Assess the potential and capacity of the identified stakeholders and organisations organisation to undertake any operational role (with or without additional support) in the short, medium and long term.
* Review the s106 and other legally established mechanisms which will inform any stewardship options
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|  | Identify, critically assess and provide delivery risk assessment of the potential corporate structures and governance structure of long-term stewardship vehicles that may be appropriate (including transitional arrangements and timetable for establishing the preferred stewardship vehicle), making a clear recommendation, taking into account:* The proposed vision and objectives of the scheme and stakeholders
* Planning and statutory requirements
* Homes England (and partners) delivery strategy and programme
* Homes England’s objective to achieve a full exit at the appropriate stage for each asset
* Tax implications of the proposed structure
* The future role of residents and stakeholders based identified as part of the consultation and engagement process
* Outcomes of community engagement (from all sources)
* The aspirations of the Long Term Stewardship Vision to consider the lived experience of residents and desire to deliver a co-ordinated approach to stewardship
* The delivery objectives of Northstowe Phase 2 and Phase 3
* Lessons from and synergies with the stewardship approach for Northstowe Phase 1 (delivered by others)
* Homes England’s desire for wider stakeholders to take lead corporate responsibility where possible
* Take account that the scheme may include co-housing/specialist housing and commercial elements in the broader scheme
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|  | Working with the appointed Project Team, prepare a Detailed Business Plan[[2]](#footnote-3) for Northstowe Phase 2 together with indicative cost profiles for Phase 3 to ensure long term financial sustainability including: * Identify whether the established residential service charge would achieve long term financial sustainability.
* Define approach to the introduction of commercial service charges and/or LTS vehicle ownership of commercial assets (see also comment).
* Identify the initial working capital required from Homes England (or other stakeholders) pending service charge contributions
* Identify any additional capital contributions which may be required to achieve financial sustainability.
* Highlight any implications for stewardship of the proposed Phasing Plan
* Provide detailed assessment and critical analysis of the potential additional funding sources and income streams to contribute to the financial sustainability or placemaking objectives including:
* Bids for funding (eg National Lottery, Heritage Lottery, sporting bodies, public art etc)
* Commercial sources of funding (eg car parking, market or retail income, operational or ground rent income from commercial assets within the scheme) identifying the asset which would be required to transfer
* Energy generation potential (eg ESCO, MUSCO)
* Full financial model including appropriate assumptions on long term management cost and viability, financial planning for capital replacement and sinking fund provision
* Provide a sensitivity analysis for the Business Plan testing scenarios of slippage of disposal programme, delayed/non-payment of service charge contributions, delayed/accelerated asset completion, delayed corporate structure set up (eg Trust)
* Clear recommendations arising from the review of potential governance and corporate structures work
* Outline the next steps and programme to progress the preferred long-term stewardship approach
* Ensure alignment with client and stakeholder feedback
* Reflect any financial or management implications of any established/emerging public art strategy impacting on the project.
* Reflect any financial or management implications of any emerging meanwhile uses or enlivenment activity
* Provide supporting information in respect of long term stewardship to support the case for funding approval (including where necessary the Treasury Green Book Appraisal for Endowments if required)
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|  | Attend meetings (online or in person, as agreed), with Homes England and the Project Team to:* Advise on and undertake engagement on stewardship with LTS, Town/Parish Councils, Existing residents’ groups, stakeholder groups
* Ensure effective interface and consistency with the broader community engagement (where undertaken in parallel)
* Agree attendance and role at events forming part of the broader community engagement strategy
* Provide advice and support to the communications strategy in respect of stewardship including social media engagement
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**Northstowe Key Documents (tbc)**

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|  | Name | Prepared by | Date |

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|  | Northstowe Maintenance and Management Planning requirements and Strategy v2 | Tibbalds | 03/07/23 |
|  | Northstowe Phase 2 Phasing Plan  | Homes England | 02/01/2024 |
|  | Northstowe Package Plan | Homes England | 27/02/20 |
|  | Management and Maintenance Plan (phase 2) | Tibbalds | 28/6/23 |
|  | Northstowe Phase 2 Stewardship Open Space Area Schedule  | Tibbalds? | 27/6/23 |
|  | Phase 2 Stewardship Plan | Tibbalds | 07/02/2024 |
|  | Phase 3A Stewardship Plan | Tibbalds | 07/02/2024 |
|  | Phase 3B Stewardship Plan | Tibbalds | 07/02/2024 |
|  | Phases 2, 3A, 3B Stewardship Schedule | Tibbalds | 07/02/2024 |
|  | Placebranding Strategy | Homes England | [date] |
|  | Placemaking, Enlivenment Strategy | Homes England | [date] |
|  | Standard TP1 Transfer wording |  |  |

Information Requirements in order to proceed with work:

Plan of Assets (check above sufficient)

Schedule of Assets (check above sufficient)

Legal review of conveyancing terms of properties disposed (confirm available)

**Timescales**

Completion by [End July ]

1. The Project Team includes all internal staff of the Client and appointed advisors, legal and collaboration partners, stakeholders and contractors [↑](#footnote-ref-2)
2. [↑](#footnote-ref-3)