



LIDSING GARDEN COMMUNITY

FRAMEWORK STEWARDSHIP PLAN

Prepared for:

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1. INTRODUCTION & CONTEXT

- 1.1. The Lidsing Garden Community is a single-landowner controlled proposal to provide a new, sustainable settlement on the northern side of Maidstone district between Rainham and Lordswood.

GARDEN CITY PRINCIPLES

- 1.2. As part of the development of a “Garden Community” it has been recognised that the scheme will need to be designed and implemented in accordance with the accepted Garden City principles. These have been developed and set out by the TCPA over a number of years and provide a good guideline towards what can be considered to meet the criteria to be called a “Garden Settlement” of some type.

- 1.3. The TCPA website defines the principles as follows:

The Garden City Principles are a distillation of the key elements that have made the Garden City model of development so successful, articulated for a 21st century context. Taken together, the principles form an indivisible and interlocking framework for the delivery of high-quality places.

A Garden City is a holistically planned new settlement which enhances the natural environment and offers high-quality affordable housing and locally accessible work in beautiful, healthy and sociable communities. The Garden City Principles are an indivisible and interlocking framework for their delivery, and include:

- *Land value capture for the benefit of the community.*
- *Strong vision, leadership and community engagement.*
- *Community ownership of land and long-term stewardship of assets.*
- *Mixed-tenure homes and housing types that are genuinely affordable.*
- *A wide range of local jobs in the Garden City within easy commuting distance of homes.*
- *Beautifully and imaginatively designed homes with gardens, combining the best of town and country to create healthy communities, and including opportunities to grow food.*
- *Development that enhances the natural environment, providing a comprehensive green infrastructure network and net biodiversity gains, and that uses zero-carbon and energy-positive technology to ensure climate resilience.*
- *Strong cultural, recreational and shopping facilities in walkable, vibrant, sociable neighbourhoods.*
- *Integrated and accessible transport systems, with walking, cycling and public transport designed to be the most attractive forms of local transport.*

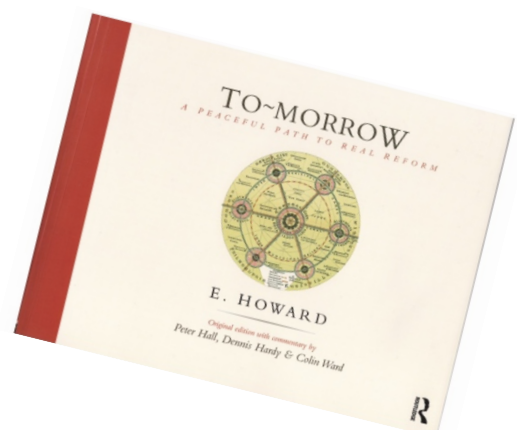
- 1.4. The application of these principles covers a wide range of the aspects of masterplanning, design and planning. They encompass the need for stewardship and leadership, underpinned by the idea of capturing an element of the resultant land value increase as a resource to help build the community. They require the delivery of a variety of homes and house types and local employment, all set in a well-designed landscape that enhances and captures the benefits of the natural environment for everyone. It suggests that the settlement should provide for local, walkable neighbourhoods that allow most aspects of life to be undertaken without the need to travel very far, but to ensure that where travel further afield is necessary, it can be undertaken sustainably.
- 1.5. The Lidsing Garden Settlement proposals have adopted all of the garden city principles, as set out by the TCPA, and the various studies and supporting documents that have been produced tackle different aspects of the way that the scheme responds to and seeks to deliver against the principles.

THE STEWARDSHIP PLAN

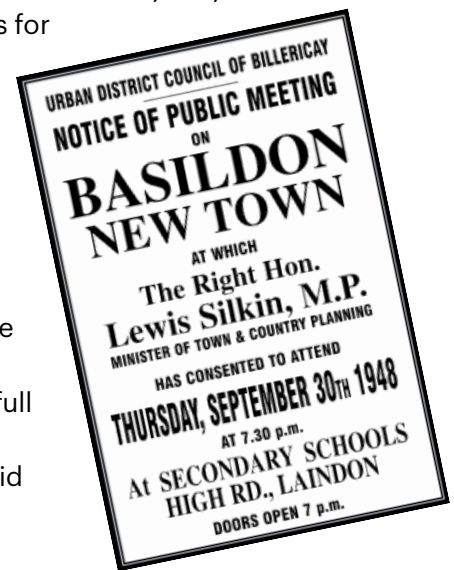
- 1.6. This document provides a first step along the road towards the development of the stewardship plan for Lidsing and should be considered a “living document” that can be developed, enhanced, adapted and re-configured to provide a handbook enshrining the way that stewardship is delivered as the development is planned, delivered and lived in over coming generations. Aside from the formal structures, the principles of which are set out in this document, the Stewardship Plan should be the repository of the “Vision” for Lidsing as a place that is managed and guided by the plans and aspirations of the community that live and work there.
- 1.7. The stewardship plan considers the first three of the Garden City principles in a holistic way, setting out (at this early stage) the initial thinking and ideas for the way that the local community will be engaged to take a stake in their location. This will be achieved through the provision of assets in community ownership, that are managed through a perpetual body in the control of the community, to provide social, environmental and community benefits for all, and through the provision of funding and establishment of legal bodies that are capable of holding and managing those assets.

CHALLENGES OF STEWARDSHIP

- 1.8. The development of a stewardship plan is challenging – not least because there are now many calls on the resources that might be released as a result of development activity. The need for infrastructure, support for affordable housing along with the need for utility provision and early delivery of supporting land uses like schools and GP surgeries all make a call on the value created by development. It is also legitimate that developers and landowners should make a return on the considerable investment and risks that they take in promoting large, new, sustainable developments.
- 1.9. This challenge was recognised in the very earliest days of the Garden City movement. Ebenezer Howard’s seminal “Tomorrow – A peaceful path to Real Reform”, the book that started the Garden City movement, tackles this issue. Howard recognised that he acquired land at agricultural



- rates for the first Garden Cities, and so all of the development uplift was available to him to apply to placemaking.
- 1.10. He goes on to say that this will not be possible in the future, once landowners recognise the true value of the asset that they possess.
 - 1.11. At that time, Howard didn't really have a solution.
 - 1.12. The book suggests only a reliance on philanthropy and altruistic action by landowners and wealthy individuals (who, it seems Howard imagined, would continue to want to fund good development as a charitable exercise), but also suggests that Government may need to legislate in the future.
 - 1.13. He pointed at the development of the railways, where Government had stepped in through a range of Railways Acts to bring "rogue landowners" to heel where they may ransom progress along a particular line by demanding higher prices for their part of the land.
 - 1.14. Howard talks in similar terms, whereby Government would have to resolve this issue – but had no self-contained solution to the reality that land for development could not in the long term be acquired at agricultural values.
 - 1.15. Government did step in eventually with the formation of The New Towns Commission, which proposed a series of New Towns around the country. These didn't always follow the full range of Garden City principles, and there have been some social issues in some of these places as a result. But they did at least benefit from Government under-writing of land acquisition.
 - 1.16. They were delivered by public corporations that were financed by the Government through Treasury loans. The boards were appointed by Central Government (arguably undermining the Garden City principle of local ownership and operation), but importantly, they were given compulsory purchase and planning powers.
 - 1.17. Today, there is a clearer expectation that landowners and developers will embrace these principles within the economic evaluation of their schemes, and that they will suggest mechanisms by which some level of land value uplift capture will be achieved. This is clearly a different model to the one that Howard envisaged, with its slightly unrealistic reliance on altruism (and may be one reason why he only managed to deliver two Garden Cities directly – Letchworth and Welwyn).
 - 1.18. However, all is far from lost, as the level of uplift that is derived by large scale development proposals today, along with the more sophisticated approach to contributions that can be taken through provisions like S106 agreements, sets a foundation from which Garden City principles can be delivered.
 - 1.19. At Lidsing, the delivery of community ownership and management of assets provided as part of the development – either through "in kind" provision of completed assets or by capital funding contributions, means that there are sufficient resources available to allow the building of a new, sustainable and self-managing community across the site.



STEWARDSHIP AT LIDSING

- 1.20. The stewardship model adopted at Lidsing is designed to provide a framework for community stake holding, in perpetuity, as an inherent part of the way that the development is formed from the outset. It will enable local people to control, develop, enhance, manage and participate in the widest possible range of tangible, digital and virtual assets that are of relevance to their community.
- 1.21. At this stage, through this Framework Stewardship Plan, it is appropriate to set out the foundation of the stewardship proposals as part of the Maidstone Borough local plan-making process. The stewardship model will be a “living” document, that is enhanced and developed through the planning process, and then continues to be amended to suit the community as the guardianship of the plan shifts to them as the development is occupied. Hence, the objective is to set out the principles that will guide the development of the stewardship body that will be formed at Lidsing, should it be approved in due course.
- 1.22. The stewardship arrangements for Lidsing will be further developed over time, as the proposals for the scheme are designed and planned through the formal planning approval processes. Sitting alongside the Framework Stewardship Plan is a Stewardship Matrix, which shows how the different aspects of stewardship are managed along the pathway from inception, through planning and construction into a complete development, that manages itself into the future.

LIDSING GARDEN COMMUNITY

- 1.23. Maidstone BC’s Local Plan identifies Lidsing Garden Community (Site Allocation Policy LPRSP4(B) – LIDSING GARDEN COMMUNITY). It describes the settlement as a landscaped proposal that will deliver a new community that is well connected to its surrounding areas. There is a requirement to provide new transport connections with the surrounding area, and this in and of itself will open up opportunities for a wider community to benefit from the assets and facilities that the development is able to provide.
- 1.24. In considering the infrastructure requirement for the new community, the Local Plan states that there will be the need for “a bespoke infrastructure funding agreement based on the value captured from the development, expected to be higher than that which would ordinarily be captured using a borough CIL approach, and should be spent on infrastructure locally, and in the surrounding areas where suitable”. It goes on to identify a range of facilities and amenities that would be expected to be provided (and which are potential assets that the stewardship body could own, manage and develop over time):
 - A full suite of open space that meets the Local Plan criteria, and including:
 - 3.33 Ha Amenity green space
 - 1.19 Ha Play space
 - 7.6 Ha sports provision
 - 0.95 Ha of allotments
 - 20 Ha natural/ semi natural open space
- 1.25. Lidsing will be a highly sustainable new settlement. Its principles rooted in a robust masterplan which respects the rural setting and seeks to minimise car dependency. Lidsing is part of what was concluded by the Sustainability Appraisal to be the most

sustainable spatial option for meeting the borough's future needs, respecting the existing character of the area and delivering a settlement for the 21st century.

- 1.26. The masterplan for Lidsing has been developed through a series of challenges set by current thinking in high quality design for new settlements. This design thinking includes the guidance published by the TCPA, in taking forward and modernising the aspirations of the original Garden City movement, alongside other aspects of good planning and placemaking that do not feature in Garden City objectives.
- 1.27. Hence, the vision for Lidsing assimilates a wide range of aspects, including stewardship, that will ensure that Lidsing (which is at the smaller end of the scale for what was envisaged as a garden community) will deliver a sustainable living and working environment that will remain robust in perpetuity.

2. THE HISTORY AND CONTEXT OF LIDSING

- 2.1. One of the key factors that makes Lidsing different to many other similar strategic development allocations is the context of its ownership and promotion. In a parallel of Howards approach to his Garden Cities, the Lidsing site is in a single family control, and moreover is being promoted by the family directly. This creates a particular context to proposals that is quite different to the way that land may be promoted by a specialist developer, who has expertise in site promotion, but who has little or no connection to the land itself.
- 2.2. At Lidsing, the site owners have been involved in the site for generations and intend to continue to be involved in the site, and the surrounding land, for generations to come. This means that the creation of a sustainable legacy underpins the proposals and makes them especially suitable for a genuinely long-sighted stewardship approach.

HISTORY

- 2.3. The family farming business was started by the current owner's grandfather in 1935. He returned to farming after a service career in the Royal Marines based in Chatham Dockyard, but was essentially returning to his roots, having been born in 1893 at Upper Sharsted Farm to a shepherd.
- 2.4. Together with his two sons, he built the farming business up as they rented Sharsted Farm during the war and were then able to buy it outright in 1950. The business was successful, and together the father and sons managed to add the nearby Gibraltar Farm and Lidsing Court in 1959.
- 2.5. The farm continued as a going concern thereafter – but in 1973 they were approached by the Council, who wanted to expand the Medway towns through the construction of North Dane Way. This meant the acquisition of land from this and neighbouring farmers, and a deal was eventually struck where the land for the road was provided at no cost, in exchange for farmland to the west of the road being allocated for residential building. This was, perhaps, an early example of today's "land value capture", or at least, of pragmatic delivery of much needed housing and infrastructure.

LONGEVITY AND LEGACY

- 2.6. The family is clear that, even if and when the Lidsing community is built out, the Attwood family will still own and farm 350 acres in the Capstone Valley, on land running from Lidsing, north past the Capstone Country Park to Darland Banks. This will maintain a long-term presence in the area beyond the completion of the Lidsing settlement.
- 2.7. By the end of the planned Maidstone Local Plan period (2037/8) the family will have achieved more than 100 years living, landowning, and farming in this part of Kent. As a result, the family is keen to ensure that their knowledge of the land, and its management, is maintained and contributes to the way that Lidsing is established and subsequently managed. Generations of knowledge of the soil, the sub-strata, how it drains and where there are historic agricultural signatures should, rightly and properly, be enshrined in the way that the land is approached for the future.
- 2.8. It is this aspect that has underpinned the proposal to create a 20ha area of open space and parkland to the south of the M2. This land can be managed for a wide range of purposes,

with differing and managed levels of human access and the ability to facilitate a range of leisure and countryside activities whilst retaining large swathes as natural capital. The family would therefore want to maintain an active participation in the stewardship body, in order to bring and share their extensive experience in land management to the Lidsing community, and for the wider benefit of everyone who may visit.

- 2.9. This long-term involvement and desire to maintain both an asset legacy and an active legacy in the area makes a significant difference to the stewardship model at Lidsing.

3. STEWARDSHIP AIM & OBJECTIVES

STEWARDSHIP AIM

- 3.1. The stewardship plan is founded on community building, and so its aim is to engage and involve local people actively in participating in the management and development of every type of community asset.
- 3.2. These assets are categorised in the following types:
- **Physical** – Physical assets are generally land and buildings but could also encompass pieces of equipment or other physical objects as well.
 - **Digital** – Digital assets allow the stewardship body to explore the way that the community interacts, develops and supports itself on the internet, through social media and emerging digital technologies. It should place the community at the forefront of all manner of digital asset benefits, and especially to encourage a wider participation by digital media to people who are less able to take part in the physical environment, due to infirmity or impairment. They can also encompass initiatives like discounted access to utilities, transport or communication technology, using the scale of the development to derive discounts that can benefit the community.
 - **Virtual** – Virtual assets go to the heart of the people and community – they are the events and cultural assets that so often make a place and allow its residents and community to recognise it as their place, or home. The regular summer fete, Christmas market, clubs and societies, and so on need to be initiated, developed, owned and sustained as virtual assets, as they are the building blocks of community and contribute so much to the quality of life and sense of place.

STRATEGIC OBJECTIVES

- 3.3. The strategic objectives, building on the aim, are as follows:
- Stewardship goes beyond pure management, and provides a means for community ownership of assets
 - Stewardship will put the Lidsing community at the heart of community building and place-making
 - Stewardship will be achieved by a locally managed organisation structured in a flexible way to plan and deliver a range of services of public benefit
 - Stewardship will be structured to seek to ensure that assets (physical, digital or virtual) can be maintained to a high standard for collective benefit in perpetuity.
 - The stewardship body should be entrepreneurial in its approach, and be willing to adapt, enhance, change and develop the asset base to ensure it remains relevant to the community it serves.

PROPOSALS FOR THE STEWARDSHIP BODY

COMMUNITY LAND TRUST

- 3.4. There are several models that have been commonly used for the provision of community stewardship, varying from simple Trusts through to multi-level companies with limited liability, and sometimes owned by an over-arching Trust. However, as Lidsing is relatively small in new settlement terms, and has a landowner promoter who wishes to be involved in the establishment of the stewardship body and then maintain a connection with it through a legacy-led approach, it is considered that the most appropriate model for Lidsing is to set up a Community Land Trust (CLT). The scale and objectives for Lidsing are ideally suited to this type of stewardship body, which is consistent with establishing a guiding Board of Trustees that can change over time to reflect the state of the development and involvement of key groups and individuals.
- 3.5. The CLT approach does not preclude the creation of subsidiary bodies – Trusts, CIC's or other forms of limited liability body, to take on the specific aspects of managing a particular asset or entity.
- 3.6. The advantage of a Community Land Trust approach is that it would be:
 - **Easily accessible** - it would ultimately be community led with a Trust Board that is established and publicised within the community. The CLT approach allows for an easy transition from the promoter / developer taking the lead at the outset with a staged and planned shift to community ownership over time, as the development progresses. The proceedings of the CLT can also easily be communicated and made available to stakeholders.
 - **Transparent** – the CLT means that there will be clarity about what the body does and does not do, and residents and stakeholders can be made aware of this. It will publish regular information about operations, costs, activities, proposals and plans and should operate under a series of Key Performance Indicators (KPI's) that are reported on to stakeholders.
 - **Proactive** – the CLT board structure means that it can be open to suggestions and ideas, whether these are in respect of operations, or in the management of assets and the ways that they could or should be enhanced. The CLT will be clearly (legally) in control of the assets but can adopt a flexible and approachable management style that makes it open to suggestions from residents and stakeholders regarding potential opportunities that may be beneficial to the community.

THE COMMUNITY TRUST APPROACH

- 3.7. A community-based Trust would be an independent, not-for-profit organisation (and in this case would be anticipated to have charitable status, although this will be for the start-up Trustees to determine at the appropriate time) with defined aims and objectives configured around responding to local needs and delivery of public benefits in a suitably defined area.
- 3.8. This defined area would typically be the site – and, at Lidsing, will certainly include the whole of the site, but it could also have a locus beyond the site itself. Inclusion of the surrounding area in its scope of operations may be advantageous in being able to respond to digital and virtual needs in the wider community, and benefit Lidsing residents and the

wider community through a broader scale of operation where appropriate. Again, this will be an issue for the initial Board of Trustees to consider when the CLT is legally formed.

- 3.9. The scope and outcomes of the CLT will be defined in such a way that they are measurable in terms of public benefit, and the Trust can (and should) be set up to take its place in the local area. This means that KPI's may be set for different aspects, albeit that these should be capable of review and amendment over time to reflect community aspirations.
- 3.10. The Lidsing Community Trust (LCT) would be a bespoke organisation, set up with specific reference to the particular assets that would be delivered up by the development of the site. This would focus the LCT towards local ownership and accountability, emphasise the benefits of collective responsibility and partnership and encourage partnering across all types of community assets and activities.
- 3.11. The Trust would be set up broadly as a "community enterprise", meaning that it would:
 - be structured to ultimately be led by the community, as early as this was practicable (noting that this doesn't preclude Trustee positions being held by other than residents, but that the community should ultimately have the controlling interest and Chair the Board of Trustees);
 - hold and manage community assets – physical (most likely land or buildings), digital or virtual, directing how these should be used to best benefit the local community on an on-going and flexible basis to maximise the benefits gained (and noting that some "virtual" assets may ultimately be handed over to others in terms of "ownership");
 - adopt a self-help ethos, encouraging voluntary community participation at all levels, but procuring professional help and advice where appropriate;
 - work in partnership with the local authority and other service and asset based stakeholders, but retaining its independence and avoiding dependency;
 - adopt an open-minded, entrepreneurial approach to new enterprises that would achieve public benefits through the management, enhancement, development, renewal or changes to the assets it holds.

CHARITABLE STATUS

- 3.12. It is anticipated at this stage that the Lidsing Community Trust would have charitable status, although this would need to be investigated fully prior to the formation of the Trust as part of the planning implementation. However, for the purposes of considering the likely structure of the Trust the following benefits of charitable status should be taken into account:
 - Management of liability for Trustees and Directors
 - A well-established, commonly understood accountability through Membership
 - Establishes "not for profit" culture and motivation
 - PR benefits
 - Tax benefits
 - Scope for fund-raising
 - More attractive to volunteer / community involvement

CONCLUSION

- 3.13. The final decision on the structure of the Lidsing Community Trust should be taken once the diversity and complexity of the assets it is to control has been determined. This will develop over the coming planning process period, and so it would be expected that this would be known by the time that any planning application was lodged.
- 3.14. Once the scope and nature of the asset base has been fixed, a final decision can be made on the details of the Trust structure.

4. GOVERNANCE

OVERVIEW

- 4.1. At this stage, consideration has been given to the most likely governance structure that would meet the demands of a charitably established Community Trust. It is expected that this would form the basis for the stewardship body going forward, but this should necessarily be amended and refined during the planning process and beyond to ensure that the overall objectives of stewardship at Lidsing can be best achieved.
- 4.2. Ultimately the preferred governance model is fundamental to the nature and style of its management and accountability, particularly to the sense of ownership and practical involvement of residents and key stakeholders going forward.

GOVERNANCE STRUCTURE

- 4.3. The governance structure for the Trust must provide an appropriate and accountable legal framework for the ownership of community assets of all types. It must provide a framework for strong management, have a community focused attitude to service delivery and being held accountable, and must manage its resources prudently and appropriately to ensure the continued delivery of public benefits.
- 4.4. The Trust will be set up with an over-arching Board of Trustees, and below that would be committees specific to the particular aspects of management of activities of the stewardship body. This provides an efficient structure, as individuals with an interest, for example, in organising events do not have to sit through debates about agreeing new contracts for management of grass cutting on open space. The Board takes the overview, and the committees concentrate on specific areas of implementation.
- 4.5. Committees would be expected to form close working relationships with other groups that would be of particular relevance to them. An illustrative structure is shown in the diagram below, featuring the minimum committees that would be expected to be required, but certainly not limiting the body to that. It is likely that there need to be specific committees at Lidsing that would manage the large area of open space, and specific assets like the village hall, for example:

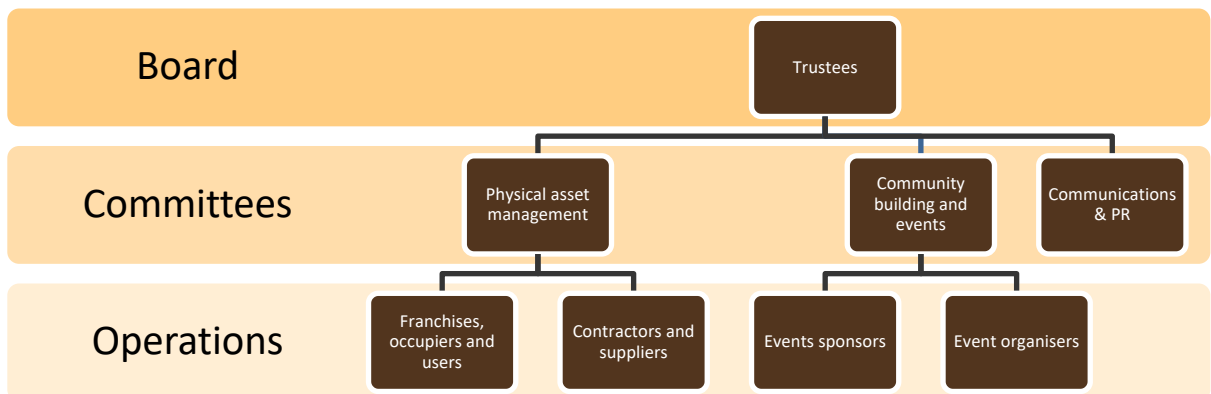


Figure 3.1 – Illustrative / Minimum Board and Committee Structure

ESTABLISHING THE TRUST

- 4.6. It is proposed that there would be a “Stewardship Body Agreement” established between the planning authority and the promoters, which would be required as a pre-commencement planning condition. This agreement would set out the aims and intentions of the Trust, most likely with an outline business plan appended and details of how the Trust is to be established. It would also define the planning authorities consenting role in confirming that the Trust meet the aims and objectives that developed during the planning phase – building on this initial Framework Stewardship Plan.
- 4.7. The way that this process develops through the planning process is set out on the stewardship matrix, where each stage of the development process is mapped to a particular aspect of the stewardship body.

MEMBERSHIP AND RIGHTS

- 4.8. The Trust will require a suitable legal constitution or articles of association, and it would be anticipated that the promoter would fund the legal support necessary to ensure that this was achieved against the aims and objectives set for the Trust. The constitution will establish Membership of the Trust relative to the aims and objectives. This will mean that Members would be expected to have a direct interest in the activities of the Trust:
- Homeowners
 - Tenants of social housing or private rented homes
 - Representatives of social landlords with houses on site
 - Business owners and operators with premises on site
 - Representatives of community groups and voluntary organisations that are operating on the site
 - Employees of the Trust, if appropriate to their role and responsibilities
- 4.9. None of these groups would be forced to become Members (i.e. it should not be a condition of purchase on the site) but relevant people should be encouraged to participate. The Membership will need to be periodically reviewed to ensure that Members continue to maintain their interest in the Trust – i.e., homeowners or tenants who move away from Lidsing will need to have their Membership revoked.
- 4.10. It would be expected that Membership would be included in the service charges paid by homeowners on the site – and this, in and of itself, should encourage them to want to be active Members in order to understand how and where their money was being used. Membership would be free for residential tenants (that is to say it would be included in the service charges paid to their landlord). Social landlords would be paying a service charge for their properties, and so this would entitle them to Membership, as would businesses on the site.
- 4.11. In this respect the stewardship body is fundamentally (and intentionally) different to a traditional Management Company structure, where the Social Landlord would typically be a member of the Management Company, whereas individual tenants would not. For a stewardship body the key is that it should be at the heart of the community, should be building the community and should deliver against the aspirations and needs of the community – and hence, the entire community necessarily need to be Members.

- 4.12. Community groups and relevant Trust employees would be granted free membership, as their contributions would be expected to enhance the operation of the stewardship body.
- 4.13. The constitution will detail that Memberships will be limited on a property or organisation basis. Hence, Membership will be one per household (in terms of any voting rights – all household Members would be able to attend meetings and participate where appropriate), and one for businesses and other organisations – including social landlords (otherwise their numerical property holding would give them an unhealthy controlling voting interest).
- 4.14. Membership would confer the following rights and entitlement:
- attendance and the ability to participate and contribute at the General Meetings when they were called from time to time – there would be at least one each year
 - attendance to observe Trust Board meetings to ensure transparency (but contributions and participation would only be at the invitation of the Chair of the Board, and usually notified and agreed in advance of the meeting)
 - the ability to submit and vote on resolutions
 - the right to vote on any proposed changes to the constitution or the name of the Trust which were allowed for in the constitution (for example, a motion to wind up the Trust would be unconstitutional)
 - at the AGM, to receive the Trustees' report, the accounts and the auditors' report, and to appoint the Trust's auditors
 - for residents, the opportunity to participate in the appointment of the Resident Trustees and to stand in that capacity themselves

THE BOARD

- 4.15. At this stage only an indication is provided of the potential make-up of the Board, and this will be refined as the stewardship body is developed in further detail towards the planning application. At present it is envisaged that the Board would be constituted broadly along these lines (but this would be determined on formation of the Trust when more details are known):

Organisation / representative of	Number envisaged (to be determined on formation)	Appointed by
The landowner / family representative (but with a proviso that they could not be Chair once development was complete)	One	By appointment
Housebuilders / developers	No more than two at any one time, and falling away to none on development completion	By appointment

Organisation / representative of	Number envisaged (to be determined on formation)	Appointed by
Commercial Business representatives	Two	By election of businesses on site
Chair of Primary School of Governors	One	By appointment
Social Housing Providers	One per provider represented on site	By appointment
Voluntary/Community/faith interest representatives	Ideally one or two, but not more than four	By appointment
Residents	Increasing over time from two to eight. Initially places would be related to development phases, to ensure equal representation by both early and later residents	By election of residents on site
Co-opt	As agreed from time to time	By Board members

Table 4.1 – Potential make-up of Stewardship Body Managing Board

- 4.16. It should be noted that the role of the housebuilders / developers on site would likely be temporary, during the development and construction phase, and would then fall away once the scheme was completed, leaving the local stakeholders to take on the entire responsibility in perpetuity.
- 4.17. The wider trustees would be appointed by their respective nominating organisation but would then be required to act as independent Trustees, as required under charity commission guidance and relevant legislation. This would mean that they must act in the best interests of the charity and not either themselves or their organisation.
- 4.18. The appointment of Resident Trustees should be phased over time, with an initial elected representative at an early stage of development, and then others added as time goes on. This means that the stewardship body isn't flooded with early take-up residents for some time before later arrivals get the chance to stand for election.
- 4.19. Trustees will have a three-year term of office, irrespective of how they are appointed. It will be appropriate for the constitution to allow for people to stand again, and the detail of this will need to be set out in due course.
- 4.20. The constitution will also establish when the Board should meet, to take reports from its committees, employees and advisors, to set policy, make decisions and direct the overall

operations of the Trust. The tasks of the Board will inevitably evolve with time and experience, and as increasing assets and responsibilities are passed to it, but are likely to revolve around:

- defining policy and strategy
- considering new opportunities for diversifying, amending, adapting or changing assets to ensure the aims and objectives are met
- overseeing an ongoing programme of community building, cultural and social activities
- ensuring financial viability
- supporting, advising and approving the Business Plans and budgets
- approving contractor and service agreements for any sub-contract activities
- appointing professional advisors and consultants where appropriate
- agreeing priorities
- setting performance indicators for projects and staff
- appointing (and, if necessary, removing) and managing staff and employees
- appoint (if included in the constitution) a “Trust Manager” once this role transfers from the promoter to the Trust (n.b. the Trust Manager, if appointed, would not be expected to have a voting position on the Board, but would clearly be intended to attend and report to Board meetings)
- ensure relevant processes and regulations are followed in respect of the charitable aspects of the Trust
- approving accounts before publication
- representing the Trust to outside agencies and forums

4.21. The constitution will define a suitable quorum for the board, but this would be expected to be half the members or more. Board votes would generally be undertaken on a simple majority basis, but the constitution may dictate that certain matters (for example, the appointment of the Chair, or approval of a wholly new enterprise above a certain financial expenditure) will require a higher margin to carry them.

4.22. The appointment of the Chair, potentially a Vice-chair and other necessary officers on the Board (Secretary) would be matters for the Board to determine by voting amongst themselves.

5. POTENTIAL ASSETS

- 5.1. The sections below set out what may be considered at the current time as potential assets which could be appropriate for the stewardship body at Lidsing to take long term ownership of. This is not an exhaustive list, and some elements may fall away, for one reason or another, and others may be added, consistent with the Framework being a “living document”.
- 5.2. Further work needs to be completed to define the exact assets and provisions that will be made, but some consideration has been given to particular requirements for Lidsing (in addition to the more generalised list of likely provisions set out below).
- 5.3. It is intended that the settlement will be provided with a Community Hall which would be capable of hosting a range of community and business activities, including clubs and interest groups. Parts of this space could also provide for offices, perhaps for local community interest groups or charities and start-up small business ventures. This type of initiative may be operated as a separate, wholly-owned subsidiary of the CLT.
- 5.4. Sports and playing field facilities will also be an important provision, available for all ages to support a healthy community. This would potentially link to initiatives such as a cycle hub – often these have a café, sales and repair facilities and cycle hire. With the development of electric bikes, e-scooters and other personal mobility devices, this type of facility can be a centre for the support and promotion of active travel from the site.
- 5.5. Health and wellbeing may also be supported by the provision of a surgery or GP space, but this would be subject to agreement with the CCG locally. However, the stewardship body should be able to play a key role in maintaining the health of the community.

PHYSICAL ASSETS

- Open space
- Amenity space
- Playing fields
- Recreational space
- Allotments
- Community gardens
- Green and blue infrastructure – linked to Building with Nature Standards
- Water bodies
- Community building – including café, social spaces, associated enterprises and local office rental
- Utility assets
- Cycle facilities, hire and repair centre
- Arts and cultural heritage

VIRTUAL ASSETS

- Devise, initiate and promote activities and events that specifically build a strong sense of community, targeted at the particular needs of the community.
- “Meet the Neighbours” events - as residents move in
- Accessing Sustainable Transport - taster trials for local cycle hire
- Support for sub-groups in the community
- Parent and toddler groups
- Developing and promoting volunteering opportunities for residents to participate in
- Initiating and organising a site based local trading opportunity
- Support for schools in local and cultural environmental education
- Support for community groups involved in education
- Provide community health schemes - for example, training schemes for first aid and ensuring the provision of defibrillators across the site
- Develop volunteering opportunities – especially related to sustainable initiatives

DIGITAL ASSETS

- Design standards – the potential for value creation is potentially significantly enhanced.
- Member benefits – e.g. discounts on rental of Trust facilities, cheaper insurance or Broadband through negotiation with providers.
- Dissemination of community information through managed social media and web presence.
- Hosting community webpages for groups within the site.
- Journey planning and travel links and information – and, potentially, direct access to preferred sustainable travel partners

6. FUNDING & FINANCE

OVERVIEW

- 6.1. The stewardship body will require two sources of funding (like most commercial organisations):
- **Capital** – the up-front investment capital that is needed for it to acquire assets (either through purchase or delivery “in kind”)
 - **Revenue** – on-going lines of income that will allow it to continue operating in the future, and ideally in perpetuity

CAPITAL FUNDS

- 6.2. The capital requirement to establish the Lidsing Community Trust is anticipated to be met by:
- **Endowments** – this is a contribution from the landowner / developer to set up the Trust at the outset. There would certainly need to be a financial element to this to pay for the establishment of the legal body in the first place and cover other costs at the outset. There may be other elements where provision can be made in terms of funding – through a Section 106 or a Planning Condition, and other elements that may be made through the endowment of land or buildings into the ownership of the Trust.
 - **Charitable grants** – as the Lidsing Community Trust is likely to be a charity itself, then routes to charitable giving become available – for example, to establish natural / environmental enhancements, to construct arts and cultural facilities, for community benefits for lower income sectors and so on. The Trust would be expected to apply for corporate level grants and funds for projects where appropriate, in line with the approach taken by other charities aside from public fundraising (which is a revenue opportunity – see below).
 - **Bonds** – there are a small number of bond issues that are for charities and social enterprises. This may be a growing area of opportunity.
 - **Natural Capital Accounting** – this is an emerging area, where green infrastructure assets can be monetised in terms of their worth to society or business. An example would be where an open space provides SUDS features that save the water company money, or where open space also provides the location for a GSHP or solar array, which can be long-leased to an energy company for a capital sum.

REVENUE INCOME

- 6.3. The ongoing operation of the Trust, once established, will rely on a range of sources of revenue income, which are expected to include the following:
- **Estate management / service charges** – charges imposed on householders, social landlords and business and commercial properties, and reflecting the value they receive from a well-run and proactive management of the community assets.

- **Direct Trading income** – rental of community buildings, income from events (franchise opportunities), income from leases within space or on land owned by the Trust (sports clubs, F&B leases etc); and
- **Public fund raising** – charitable bodies can adopt fund-raising efforts to bolster income and in order to help meet their charitable objectives (social, community, environmental).

BUSINESS PLAN

- 6.4. A “Stewardship Body Agreement” would need to be established between the planning authority and the promoters to set out the aims and intentions of the Trust; a business plan will form a key part of this process.
- 6.5. A business plan will be prepared for the Lidsing Community Trust, once the scope and nature of the assets to be transferred into it has been finally determined. This business plan is anticipated to be submitted in accordance with a ‘pre-commencement’ planning condition attached to a permission relating to the site. The business plan will need to set out the means by which the Trust would be expected to become established and to sustain itself.
- 6.6. It will be important that the business plan sets out the capital requirement and how it will be met. This needs to be sufficient to properly establish the Trust as a going concern, such that it can then pursue other routes to capital funding and re-investment of surplus revenue funds.
- 6.7. The business plan will be sufficiently detailed that the Planning Authority and stakeholders can see that the principles with regard to stewardship have been applied.
- 6.8. The business plan will need to consider the phasing of development, and the programme for delivery of the various assets, and hence develop a cash-flow profile for the Trust. The cash-flow profile will be set alongside the viability assessment of the development overall so that it is clear that the stewardship model is viable in its own right, but also within the context of the overall development.

ACCOUNTING AND MANAGEMENT SYSTEMS

- 6.9. The Trust will establish appropriate accounting and management systems with regard to its operations. A financial policy will be approved by the Board and will be reviewed periodically to address such matters as:
 - Bank account
 - Management of capital assets
 - Management of surplus fund investments
 - Management of revenue collection – separated into service charges, leases and rents and occasional income
 - Day to day management of income and accounts
 - Monitoring expenditure
 - Procurement processes and approval of expenditure – capital and revenue
 - Appointment of suppliers and contractors

- Procurement of insurances - public and employee liability insurance, buildings and contents, trustee indemnity cover.
- 6.10. Accountancy, payroll and HR functions will be required by the Trust from its inception, and these will be outsourced unless a suitably qualified Trustee is elected to the Board.
- 6.11. The Trust will be required to operate within the law and to formally approve and implement its own policies as an employer and trading entity. Policies likely to be required, in addition to the financial management ones, are:
- Health and Safety
 - Equalities (Equal Opportunities)
 - Safeguarding (Children and Vulnerable Adults)
 - Personnel including contracts of employment and terms and conditions
 - Financial procedures including appointment of suppliers and contractors
 - Rules for operation of the Board
 - Confidentiality and declaration of conflicts of interest
 - Governance issues for the Board
 - Data Protection
 - Social media and digital asset management
- 6.12. In addition, more detailed policy and practice guidelines will be developed and documented over time, particularly as the community development work rolls out and for the effective operation of the community facilities including lettings policies (long term and sessional), security, child protection, public relations, confidentiality, training, and administration as required.
- 6.13. The Trust will require public and employee liability insurance and also buildings and contents cover as soon as it runs events, employs staff, undertakes maintenance work, and takes over the Community facilities respectively. The Trustees are also likely to want trustee indemnity cover.

APPENDIX A – STEWARDSHIP MATRIX