

## Making Buildings Work Honeycomb



- 1) **Design & Build:** architectural, M&E, aesthetic, also operations and service design; phasing and minor works and legal, planning and regulatory considerations.
- 2) **Income Generation:** business ideas, business case, financials, routes to market/marketing, traded income, membership scheme, project and grant funding. Also, critical question about market demand, who are you customers, what identifiable communities are there – interest or geographic based? Market research, gaps in the market, competition analysis, demand stimulation.
- 3) **Ownership:** What is the 'ownership' status: freehold, long lease, short lease, partnership, mixed site and licenses? Also, wider considerations asset transfer, peppercorn rent, sliding scale, profit share. What about community ownership and shareholders?
- 4) **Partnership:** Who are the other organisational stakeholders? Could they be possible anchor tenants, joint ventures, delivery partners, customers & key alliances? Are there identifiable geographic communities or communities of interest?

- 5) Social Impact & limitations:** What is the social change and impact you wish to make - What are the social, economic, environmental? How aligned is the asset with the aims of the organisation? How will impact be measured and managed? Who are the beneficiaries, customers, clients? Also, what the limitations to activity, what is your policy on what you are prepared and not prepared to do?
- 6) Governance, Structure & Staff:** What is the best legal structure to achieve the outcomes you want and how is this governed? What is the subsequent staffing? What skills and capacity do you have, what is missing? Think about your interests, aptitudes and passions? The skills and staff needed for the development phase verse management of the business, once up and running are often different.
- 7) Funding & Finance (Capital & Revenue):** Is there funding currently available for your idea, is it fundable or investable? What is the funding strategy and portfolio, can capital works be phased? Is there revenue funding available, what about cash-flowing? Is your organisation in good financial health, do you have the right financial management systems in place?
- 8) Communication:** Quality, consistent and effective communication is fundamental throughout, not just externally with stakeholders, members, communities, contractors, partners, clients, media and customers; but also, internally with your own team.