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Community–Led Housing Accelerator
GLA Small Sites Small Builders (SSSB)
Project Model Guidance

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Project Model Guidance

Contents

Glossary:
GLA = Greater London Authority
DHLUC = Department for Housing, Levelling Up and Communities
SSSB = Small Sites Small Builders
LPA = Local Planning Authority
CLH = Community-Led Housing
LBBD = London Borough of Barking and Dagenham
CLH-Accelerator = project undertaken by Archio, Be First and CLH London in LBBD

Introduction

This is a collaborative project between Archio Architects, Be First (LBBD's regeneration company) and Community Led Housing London (CLH London), with funding from the GLA Small Sites Small Builders fund.

Project brief:
The project brief was to develop a 'Community-Led Housing Accelerator', with the aim of speeding up the process of facilitating community-led housing in London Borough of Barking + Dagenham (LBBD).

LBBD / Be First are intending to release 4 sites for community-led housing in autumn / winter of 2024. This accelerator will help Be First define the site release documents and increase the number of groups who can bid for these.

Please refer to the **'Community-Led Housing Accelerator, GLA Small Sites Small Builders (SSSB), Case Study'** document for a detailed account of the work undertaken during the GLA SSSB funded CLH Accelerator project.
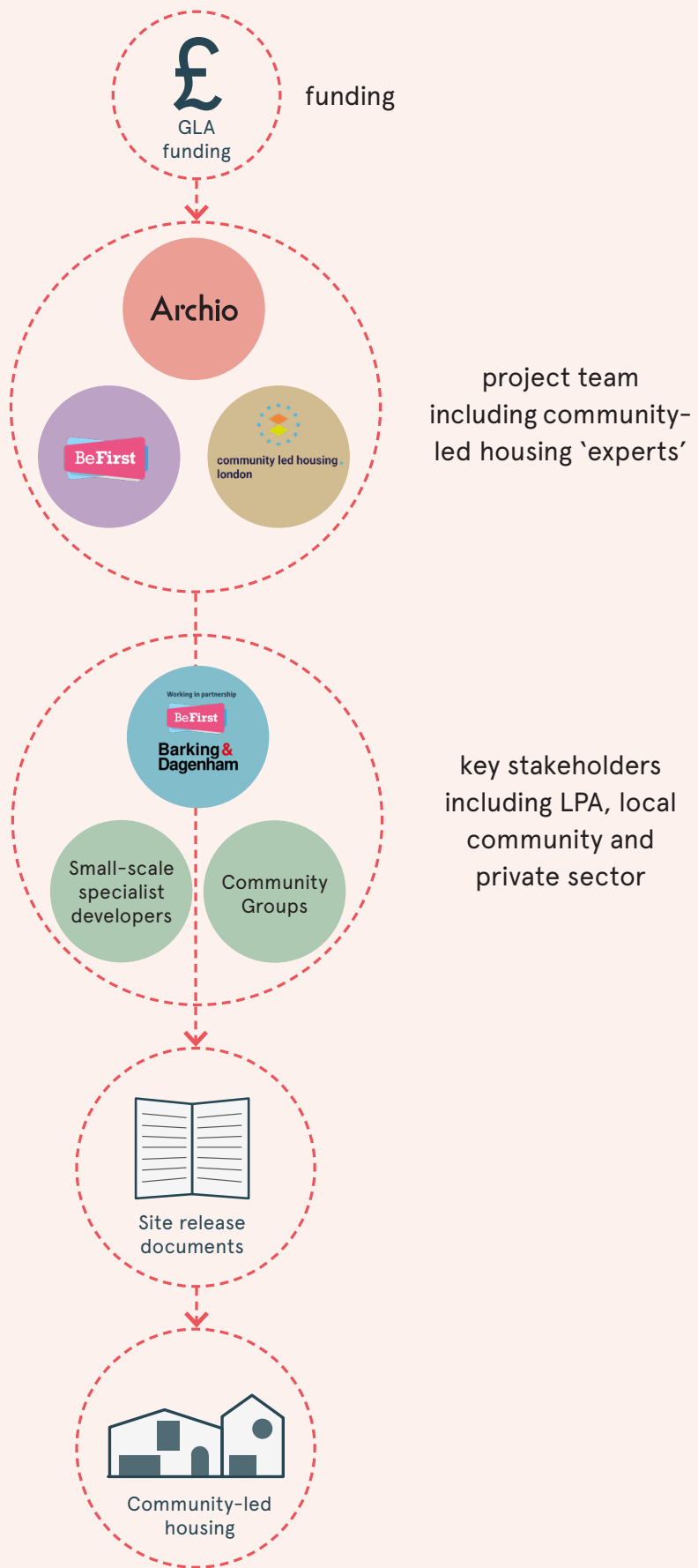
This document:
This document is a series of prompts, tips and suggestions that aim to provide practical guidance on how to implement a similar project elsewhere e.g. another borough.

A note on assumptions:
The examples in this document refer to the 'Community-Led Housing Accelerator' project undertaken by Archio, Be First and CLH London in 2024. The exact context, processes and outcomes are therefore scenario-specific and will likely differ if a similar model was applied elsewhere.

This document is therefore structured as follows, taking in reflections and lessons learnt throughout the CLH Acclerator project:

- 'Have you considered' with example project model
- 'How to' with example project plan
- Additional tips and suggestions, including example co-design tools taken from Archio's 'Co-Design Toolkit' (also highlighted in blue sections throughout)
- 'What else might change' if a similar project was carried out elsewhere

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GLA funding

funding

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project team including community-led housing 'experts'

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Small-scale specialist developers

Community Groups

key stakeholders including LPA, local community and private sector

Site release documents

Community-led housing

Above: diagram for the Community-Led Housing Accelerator model (Archio)

Before you begin, have you considered...

Based on implementing a similar project with the aim of speeding up the process of releasing LPA small sites for community-led housing, have you considered:

Motivation
· Ideally start the process as early as possible so it can be useful in legitimising and mandating an idea. The project will provide reassurance to Council stakeholders by building a research evidence base they can refer to.
· Have you already identified sites? Do you have a sense of what might be possible or do you need to carry out some initial feasibility / due diligence?

Funding / cost / resource
· How will the accelerator project be funded throughout it's duration? Make a realistic resource and funding plan before starting work.
· Have you made an allowance for additional spends that could come up e.g. venue hire for in-person workshop or printing costs?

Knowledge / expertise
· Do you have the required skillset (e.g. community-led housing knowledge) and resource available in-house, or do you need external support?
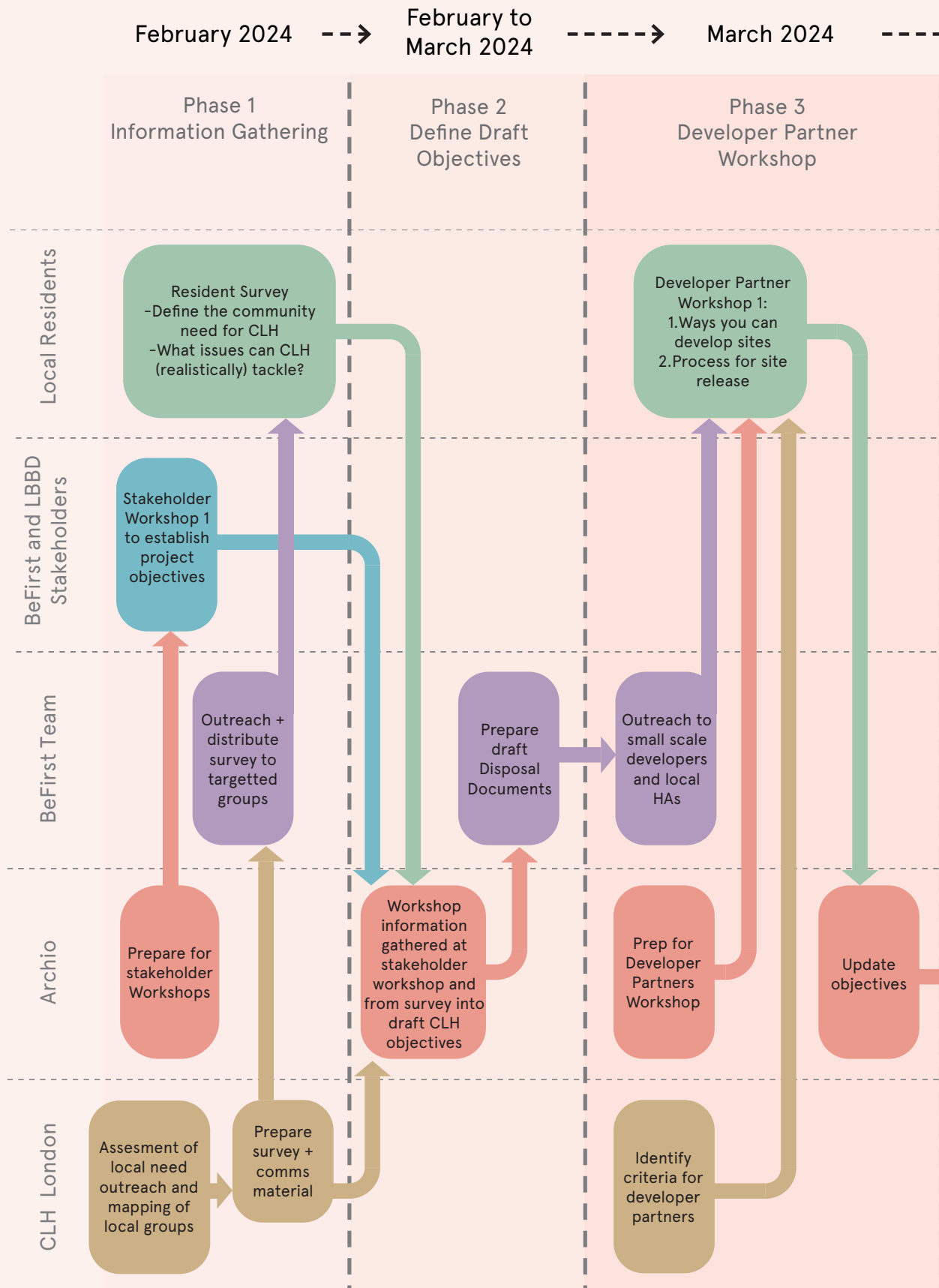
Key stakeholders
· Are there existing relationships with key stakeholders e.g. the local community and the private sector? Or do these need establishing?
· Allow sufficient time early on in the process to make connections and develop relationships.
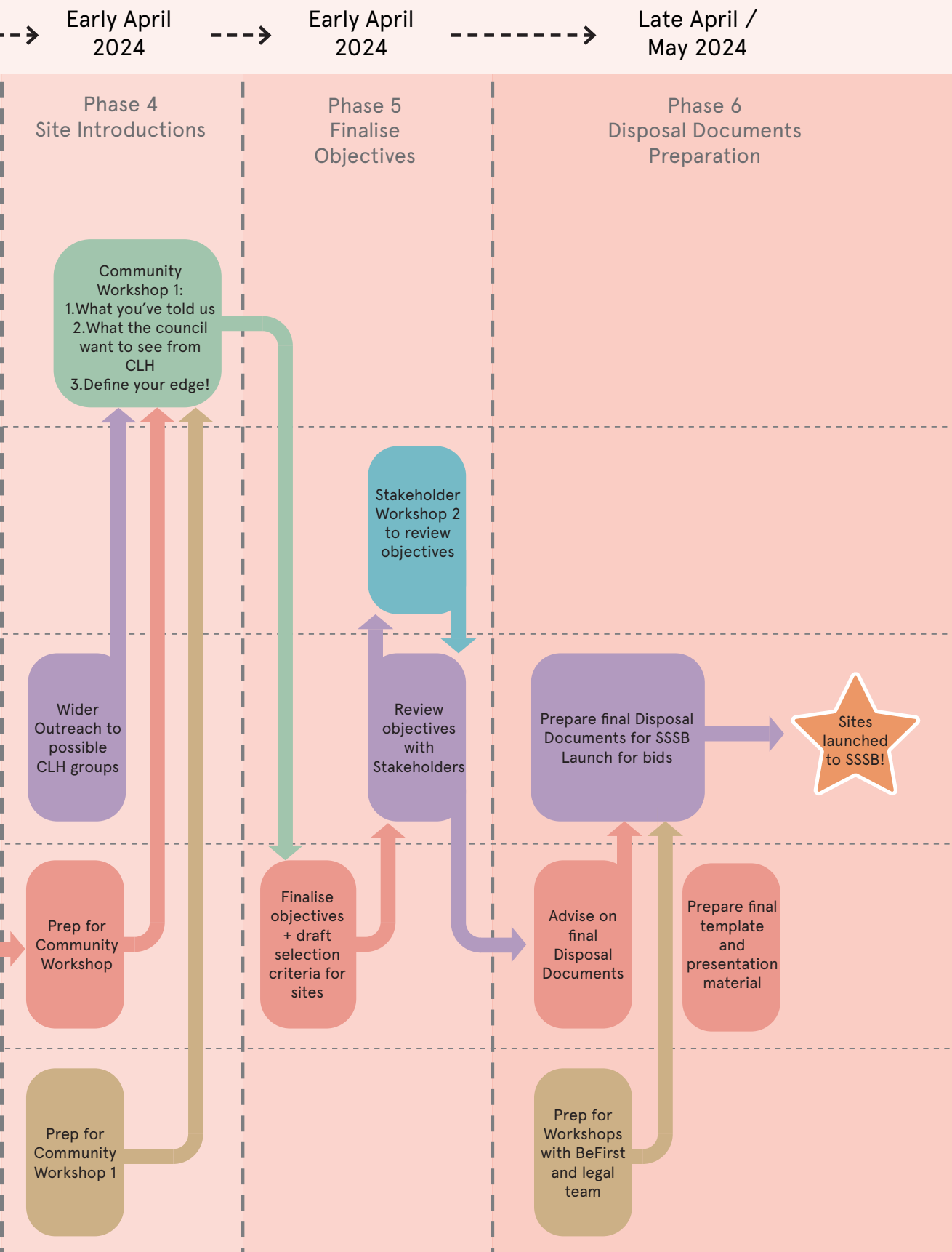
Output / outcome
· Agree a format for information gathering and sharing so you can robustly chart the project's progress and findings.
· Allow sufficient time to establish key themes from your findings, assess against the project's objectives and translate into an output such as disposal criteria
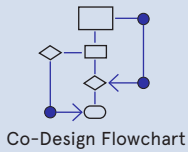
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Diagram: project process diagram for the CLH-Accelerator (Archio)

February 2024 --->   February to March 2024 ----->   March 2024 ----

	Phase 1 Information Gathering	Phase 2 Define Draft Objectives	Phase 3 Developer Partner Workshop

Local Residents

Resident Survey
-Define the community need for CLH
-What issues can CLH (realistically) tackle?

Developer Partner Workshop 1:
1. Ways you can develop sites
2. Process for site release

BeFirst and LBBD Stakeholders

Stakeholder Workshop 1 to establish project objectives

BeFirst Team

Outreach + distribute survey to targetted groups

Prepare draft Disposal Documents

Outreach to small scale developers and local HAs

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Prepare for stakeholder Workshops

Workshop information gathered at stakeholder workshop and from survey into draft CLH objectives

Prep for Developer Partners Workshop

Update objectives

CLH London

Assesment of local need outreach and mapping of local groups

Prepare survey + comms material

Identify criteria for developer partners

Early April
2024

Early April
2024

Late April /
May 2024

Phase 4
Site Introductions

Phase 5
Finalise
Objectives

Phase 6
Disposal Documents
Preparation

Community
Workshop 1:
1. What you've told us
2. What the council
want to see from
CLH
3. Define your edge!

Stakeholder
Workshop 2
to review
objectives

Wider
Outreach to
possible
CLH groups

Review
objectives
with
Stakeholders

Prepare final Disposal
Documents for SSSB
Launch for bids

Sites
launched
to SSSB!

Prep for
Community
Workshop

Finalise
objectives
+ draft
selection
criteria for
sites

Advise on
final
Disposal
Documents

Prepare final
template
and
presentation
material

Prep for
Community
Workshop 1

Prep for
Workshops
with BeFirst
and legal
team

How to...

Co-Design Flowchart

Community Engagement Plan

Workshop Agenda

Workshop Pattern

Options Workshop & Scenario Testing

Project plan
Before you start, establish a project plan that sets out a clear process of what should be expected at each stage. This should include the engagement plan, main project activities, when they will happen, who is involved and what their role and responsibilities are. The plan can be used to review the project's progress against programme and establish workstreams ahead of project milestones.

Designate the meeting or workshop owner who is responsible for issuing agendas, minutes and tracking actions. Set up regular project team meetings and send out calendar holds for any workshops that require external attendance e.g. LPA stakeholders.

Cost
Establish a realistic resource and funding plan that is costed to accurate rates and available time. Over the four month duration of the CLH-Accelerator project, project team meetings were held bi-weekly and for 1 hour 30 minutes. Stakeholder workshops were typically held online and for 2 hours. The public community workshop was held in-person and for 2 hours, but travel time and expenses needed to be accounted for.

Recording your findings
The CLH-Accelerator project involved a broad variety of research methods to help gain a fuller understanding of stakeholder's key considerations, issues, priorities and concerns. Methods included desktop studies, online surveys, online workshops, in-person workshops and site visits.

Before starting, establish a clear workshop pattern and method for information gathering / sharing e.g. folders with shared access. Record online and in-person workshops with the same level of rigour and in a format that is easy to pick up and understand.

Turning findings into an output
Recording data in a consistent and simple way made it much easier the project team to summarise key themes and considerations in the CLH-Accelerator project.

Nevertheless it was still a challenge to synthesise the key findings into a realistic and deliverable output. Open discussion was helpful to critique and challenge the team's thinking, but it is also posed more questions when we were aiming for answers. Using a scenario-testing tool such as the 'site disposal matrix' pictured below helped to focus discussion around a set of options and facilitate informed decision-making.

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How to...

Be open to considering an alternative site disposal process
In the CLH-Accelerator project, the context of low land values in LBBD coupled with challenging sites informed the proposal for a 100% qualitative assessment, with the aim of avoiding a skew of awarding the bid to the highest financial offer, rather than the robustness of community-led housing / social value benefits. This is a new approach in comparison to a more traditional bid process, but could be a relevant consideration to other local authorities who have a similar site and value context.

Additional tips and suggestions

Resident Experience Mapping
Our public community workshop included an activity that asked residents to map their experiences onto specific locations in Barking and Dagenham. This provided detailed insight into how places in the borough works for the people who use it the most.

Resident Experience Mapping

Hopes and Fears exercise
We used different iterations of the 'hopes and fears' exercise across all our workshops, principally to understand people's key motivations, priorities and concerns.

Hopes and Fears exercise

Scenario Testing
During our private sector workshop we asked participants for feedback based on scenarios that set out different expectations and intentions around possible methods of site disposal for community-led housing.

Scenario Testing

Visual Imagery
Throughout the CLH-Accelerator project we used visual imagery to help explain and describe, or 'myth-bust', what community-led housing can mean and look like. We used this at the beginning of presentations or workshops so that all participants had the opportunity to learn, whether they had pre-existing knowledge or not.

Physical Modelling, Visual Imagery, Animation & Virtual Reality

Project Group
In our public community workshop we held an exercise that asked participants to tell us about their priorities for community-led housing in LBBD. For this exercise we split participants into smaller groups to give opportunity for more detailed discussions that might become unwieldy in an open format.

Resident Project Group

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Diagram: site disposal matrix for the CLH-Accelerator (CLH London)

Key
Green indicates our agreed (?) approach
Pink indicates decisions to be made
Blue indicates (proposed) options to be left open to bidding developers

Actors		Site preparation	Disposal/procureme
	Be First / LBBD	Assessment criteria weighted towards quality and cost assumptions **OR** Viability modelling on all sites to either arrive at an asking price or confirm nil value.	Vendor in Disposal se bidde **OR** Procurement of d manag
	Development partner	Informing disposal process	Required to submit c and cost su **OR** Required to submit Ec of previous ex
	Local community	Informing disposal process	None **OR** Community panel, re groups, are selected support procureme review
	Prospective residents	None	None

nt	Delivery	Post completion
eeking preferred r evelopment er	Limited other than agreeing terms of lease **OR** Financing delivery and overseeing contract management	None **OR** Retain ownership for defects period then handover ownership to resident group
design proposal mmary ol with examples perience	Developer finances and manages delivery **OR** Development manager, coordinating day-to-day under contract from BF	Retain ownership for defects period then handover to resident group **OR** None
presenting local d by Be First to ent and design v	Individuals are nominated via open call post planning, acting as participants to latter-stage design decisions and trained to take on ownership/mgmt uppon completion **OR** Developer names a local group within their submission (meeting criteria set by BF) and proposes stategy to nominate and train prospective residents **OR** Developer requests to be match-made with a group and proposes stategy to nominate and train prospective residents	None
		Consolidate group governance and take on ownership at end of defects period.

What else might change...

As set out at the beginning of this document, the examples in this document refer to the 'Community-Led Housing Accelerator' project undertaken by Archio, Be First and CLH London in 2024. The exact context, processes and outcomes are therefore scenario-specific and will likely differ if a similar model was applied elsewhere. Below is a summary list of other site release documents that would change:

· Housing need requirements
· Statement of social value
· Range of community-led housing models proposed
· Method for assessing cost / financial appraisal

Draft Disposal Criteria

Evaluation Criteria Summary					
		Criteria	**Key requirements**	**Score**	
Quality	1	**Relevant experience**	Please provide a summary of relevant past projects and experience in community led housing and development	15%	100%
	2	**Overview of your proposed scheme**	Please explain the proposed scheme design for your chosen site including: • Design principles • Outline feasibility • Response to technical pack • Design and construction standards to be incorporated • Schedule of accommodation	25%	
	3	**Community Led Strategy**	Please explain the proposed community led housing strategy including: 1. Forming/identifying the community 2. Participation during delivery 3. Handover of the homes 4. Long-term ownership/management/stewardship Please provide a summary of the ways in which the proposed community led housing strategy achieves social value	20%	
	4	**Project Management**	Please set out how the project will be managed, the stakeholders and consultants involved and your project programme, showing credible timescales for key stages of planning, construction and completion.	25%	
	5	**Financial Appraisal**	Please provide an 'open book' viability assessment/appraisal, including the key cost and value assumptions. This should include a residual land value for the site (this will not be assessed as a financial offer but any residual value will be expected to be paid to Be First as part of the land transaction). Set out your approach to funding the scheme, including indicative sources of finance.	15%	

Above: draft disposal criteria summary for the Community-Led Housing Accelerator model (Be First)

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