Community Led Housing Project
Briefing Note No. 19-008

Service :   Housing and Commercial Development
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Brief Summary:
Wiltshire Council, in partnership with Community First and Wiltshire Community Land Trust has set up a partnership project to advise and support communities to address their housing needs.

What is Community Led Housing?
Community led housing is about local people playing a leading and lasting role in solving local housing problems, creating genuinely affordable homes and strong communities in ways that are difficult to achieve through mainstream housing.

Community led housing proposals should ensure that:
- meaningful community engagement and consent occurs throughout the development process. The community does not necessarily have to initiate and manage the process, or build the homes themselves, though some may do;
- the local community group or organisation owns, manages or stewards the homes and in a manner of their choosing, and this may be done through a mutually supported arrangement with a registered provider that owns the freehold or leasehold for the property; and
- the benefits to the local area and/or specified community must be clearly defined and legally protected in perpetuity.

Community led housing comprises a wide range of ownership, occupancy and management models including (but not limited to):
- community land trusts;
- custom and self-build;
- co-operatives; and
- cohousing.

Community led housing is a sector within the housing profession that is gaining increased profile, in part, from the housing affordability issues and the lack of diversity within the mainstream delivery of housing. Often it is considered to be a means of delivering affordable housing for the community. However it is not exclusively about delivering affordable housing as defined in the National Planning Policy Framework.

Community led housing can involve market sale, discount market sale, shared ownership, market rent, discount market rent and rent to buy, or a combination thereof. Furthermore it may be about providing different types of housing in a community to meet their needs, for example, market housing suitable for older homeowners/occupiers wanting to downsize as their current home is under occupied and/or proves to have accessibility issues for them.

Community led housing can empower local communities, making them more resilient and able to address issues such as:
- Affordable housing;

- Need for downsizer accommodation;
- Ageing population / accessibility;
- First time buyers;
- Supporting community facilities; and
- Fuel poverty.

How can Community led housing support Wiltshire Council's Business Plan?

Community led housing can contribute to the delivery of many goals of Wiltshire Council's Business Plan better than a mainstream approach. To rely only on mainstream housing for each of these goals would involve risk due to the lack of diversity in the market. Furthermore mainstream housing approaches, in some cases, cannot contribute to these goals at all, or can only offer limited fulfilment of the goals compared to community led housing.

Growing the economy:
- More affordable homes to rent and buy
- Development where it is needed
- Public land released for homes and jobs
- Regeneration of town centres

Strong Communities:
- Strong community leadership
- More services and assets devolved to parish councils and community groups
- More Neighbourhood Plans
- More volunteers and work with the volunteer sector
- High recycling rates and reduced litter
- Military and civilian communities are well integrated
- Reduction in anti-social behaviour
- Reduction in substance misuse

Protecting the Vulnerable:
- Reduced social isolation and loneliness
- Improved mental health
- Suitable accommodation in place for vulnerable younger and older people

What is the Community Housing Fund?

The Community Housing Fund was set up by the government to help support community led housing. The £60 million fund has been made available to nearly 150 local authorities, with Wiltshire Council being awarded £650,000.

What is the Wiltshire Community Led Housing Project?

In response to this award Wiltshire Council, in partnership with Community First and Wiltshire Community Land Trust, has set up a partnership project to advise and support communities to address their housing needs.

The project vision is to enable and support community groups to deliver housing development that provides defined community benefits which are protected in perpetuity; and to provide a legacy for community led development. Localism and innovation lies at the heart of this and it will help to build stronger and more resilient communities. Community led housing can be complimentary of the on-going Neighbourhood Planning work of the council and its communities.

Community led housing needs to have meaningful community engagement and has to have widespread community support. This means the community needs to have a common vision and shared values; they need to be empowered. This project will support and enable groups seeking to deliver alternative solutions to their community needs beyond the mainstream delivery mechanisms. It can also support community groups working in a developer-community partnership.

The project team has been established with two project managers, a senior planning officer and a housing enabler. It is a cross service project.

Qualifying community groups can apply for grants to cover project set up costs up to £10,000 and for pre-development feasibility costs up to £40,000 (the latter grant is repayable, unless the project does

not go ahead). Applications will be considered on a first come first served basis, are designed to cover qualifying project costs and are subject to qualifying terms and conditions. Guidance notes have been produced for those seeking to apply and the project team can provide further advice. There are other grant funding opportunities as well and the project team can provide advice and signpost community groups as appropriate.

What has happened so far and what will be happening?
The project is supporting seven community groups across Wiltshire including the formally incorporated Community Land Trusts of Seend and Nadder. These seven groups are being supported in their establishment, and land identification and negotiation work. Going forward, further support will be given through the planning, building and living stages of their projects as appropriate.

Promotion of community led housing across the area is being pursued and is on-going to try and establish a wider network of community groups, the project aims to establish at least 20 groups by November 2020.

Strategic work is taking place across the housing and planning services to secure more positive policy frameworks for community led housing, as appropriate.

More widespread networking is taking place to build up relationships with potential development partners for community groups, including within the council's own services, registered providers, and developers.

The project, through partnership working, will seek to establish a self-sustaining model for the delivery of community led housing advice beyond the project timespan of November 2020 and is networking with neighbouring authorities and established/ing community led housing hubs.

The project plan has recently been formally agreed between the project partners and details all the scheduled work. This is attached for further information. The project is funded entirely by the Community Housing Fund and is programmed to run until November 2020.

How will this impact on councillors?
The project is engaging directly with the communities that councillors represent. Councillors ought to be aware of the project in their discussions with the community and may be able to promote the project services being offered through their activities.

Furthermore, widespread promotion of the project is on-going and it is likely that councillors may be approached as a result of this promotion. They can direct any such queries to the project team officers.

In addition, as the community groups develop it is likely that they will be engaging with the planning system and seeking planning approval for their schemes. Such applications could be across Wiltshire and members may be approached by local people as with any development proposals in their area. Community led housing should have widespread community support, but it may not be total. Each proposal will be assessed on its planning merits and councillors ought to form their own views in light of it being community led housing.

Some proposals may be determined by planning committees and members of the planning committees may be given further information and advice on community led housing as appropriate.

The community housing project managers James Taylor and Vicky Bodman will be happy to discuss any member queries. More information is available in the attached project action plan and on the Council's website (the content of which will be under review):
http://www.wiltshire.gov.uk/housing-community-fund

Summary and conclusion:
In summary community led housing is borne out of the localism agenda and seeks to empower local communities to address their housing needs and diversify mainstream housing delivery.

The council has been awarded funding to support community led housing and set up a partnership project with Community First and Wiltshire Community Land Trust. The project is programmed to run to November 2020 and is entirely funded by the government's Community Housing Fund.

The project has helped to establish and support a number of groups across Wiltshire and will continue to do so. This will include supporting groups through the planning stage of development.

The project is supporting cross service work to build positive policy frameworks for community led housing going forward.

The project is carrying out widespread promotion of community led housing and networking with potential partners for community groups and potential partners for a self-sustaining legacy to provide on-going community led housing support beyond the project timeframes.

The project action plan is attached for more information on community led housing and the project. The community housing project managers James Taylor and Vicky Bodman will be happy to discuss any member queries.

Wiltshire Community Led Housing Project (WCLHP)

WCLHP Plan (2018-2020)

Table of Amendments

Version	Description	Date	Amended by
1.0	For PM discussion.	04/12/2018	JT
1.1	For PM discussion following review	05/12/2018	VB
1.2	Insertion of Topic Paper as introduction, further proofing and minor drafting changes.	10/12/2018	JT
1.3	Re-drafted to reflect project team and December Steering Group feedback to date. Formatting.	04/01/2019	JT
1.4	Amended to reflect meetings with Helen Taylor and Georgina Clampitt-Dix.	16/01/2019	JT and VB
1.5	Amended to reflect January Steering Group feedback and discussions.	21/01/2019	JT
1.6	Paragraph 4.23 and action 25 removed following Cllr Clewer feedback.	29/01/2019	JT
1.7	Model 6 removed as requested by Cllr Clewer.	30/01/2019	JT
1.8	Approved by partners. Final formatting and checks.	06/02/2019	JT
FINAL	Signatures added. Final proofing.	21/02/2019	JT

Foreword:

In December 2016 the Government wrote to Wiltshire Council to announce a £60m Community Housing Fund to support Community Led Housing (CLH) developments in local authority areas where the impact of second homes is particularly acute. Wiltshire Council was awarded £650K from this fund by Homes England.

This project and action plan is the response to this award and is a partnership between Wiltshire Council, Community First and the Wiltshire Community Land Trust. The project has the objective of empowering local communities to deliver innovative solutions to their community needs.

Within the largely rural context of Wiltshire this is likely to mean addressing housing need and in turn, addressing the loss of and threats to facilities that benefit the rural communities. However this project is for all of the communities within Wiltshire, which includes urban contexts too. Across Wiltshire there are a wide range of challenges faced by our communities and this project aims to enable them, in a manner of their choosing, to redress those challenges and build a legacy for on-going delivery of community led development.

Lynn Gibson

Chief executive, Community First

Trevor Cherrett

Chair, Wiltshire Community Land Trust

Richard Clewer

Housing cabinet member, Wiltshire Council

1. Introduction to Community Led Housing

This Action Plan should be read alongside other key documents including:
- Wiltshire Community Plan 2011-2026
- Wiltshire Council's Business Plan 2017-2027
- Wiltshire Council's Core Strategy 2006 - 2026 (adopted January 2015)

What is the meaning of Community Led Housing (CLH)?

1.1. The CLH Toolkit sets out what CLH is considered to be by the national organisations representing the various sectors.
https://clhtoolkit.org/introduction-clh/what-community-led-housing-clh

1.2. The toolkit sets out that:

"Most CLH has five main features:
- ***It is often small scale*** *– in rural areas, most schemes are under 20/25 homes and some are smaller; in urban areas some much larger schemes are now being promoted and delivered*
- *Schemes are usually **set up and run by local people in their own communities**, often with external support from housing associations, local authorities or regional and national support organisations*
- *It provides **genuinely affordable homes for rent, shared ownership or sale** on sites that are often difficult for mainstream housing providers to develop*
- ***Schemes meet long-term local housing needs**, by the community retaining a legal and/or financial interest in the homes provided and ensuring they are always available to local people who need them*
- *CLH is **not for profit, involving considerable voluntary effort"***

1.3. However, importantly the toolkit goes on to caveat this and explain that *"some community-led housing schemes are based around groups of people coming together to foster community living and these may not require subsidy, meet local housing needs or be not-for-profit."*

1.4. Whilst the toolkit sets out what the industry bodies consider CLH to be, it is not legally defined and often it is used as an umbrella term for a range of ancient and modern models. The Community Housing Fund (CHF) Prospectus (Homes England, July 2018: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/721611/CHF_prospectus_-_FINAL.pdf)
provides what may be the closest available thing to a definition in paragraphs 6 to 8:

6. Community-led housing is about local people playing a leading and lasting role in solving local housing problems, creating genuinely affordable homes and strong communities in ways that are difficult to achieve through mainstream housing.

7. In order to ensure that the schemes supported by the Community Housing Fund are truly community-led, proposals should ensure that:

• meaningful community engagement and consent occurs throughout the development process. The community does not necessarily have to initiate and manage the process, or build the homes themselves, though some may do;
• the local community group or organisation owns, manages or stewards the homes and in a manner of their choosing, and this may be done through a mutually supported arrangement with a Registered Provider that owns the freehold or leasehold for the property; and

1.5. This poses a reasonable basis for any definition, but certainly the definition of the Wiltshire CLH Project given it is (currently) entirely funded by the CHF. It is important to stress that under this definition the community benefit must be protected in perpetuity.

What are the models for CLH?

1.6. Projects may be one or a mix of models and may even be a separate approach sharing common characteristics but not wanting to be labelled. Below brief descriptions of the various models are set out, including helpful links to provide greater detail and further helpful reading; and examples to help illustrate what the model may look like in practice.

Model 1 - Community Land Trusts (CLTs):
CLTs are a form of CLH, set up and run by ordinary people to develop and manage homes as well as other assets. CLTs act as long-term stewards of land/housing but they may delegate the development and/or management of the asset.
The CLH Toolkit suggests that CLTs *"provide affordable homes for local people in need – for rent or shared ownership - by acquiring land and holding it as a community asset in perpetuity".*
Links: http://www.communitylandtrusts.org.uk/ http://wiltshirecommunitylandtrust.org.uk/ https://wessexca.co.uk/ https://www.seendclt.org/about.html
Example: St Minver, Cornwall (Self-build example in rural CLT context) http://www.communitylandtrusts.org.uk/what-is-a-clt/success-stories/rural-clts/st-minver-clt

Model 2 - Co-housing:
These are groups of self-contained dwellings with the benefit of shared additional facilities which are all managed by a group. The shared facility may be a large kitchen where group meals are shared, or a hall where meetings and classes may be hosted.
The CLH Toolkit suggests that they involve *"groups of like-minded people who come together to provide self-contained, private homes for themselves, but manage their scheme together and share activities, often in a communal space".*
Links: http://www.cohousing.co.uk/ https://www.brightgreenfutures.co.uk/about-bgf/bright-green-futures-communities/ https://www.housinglin.org.uk/Topics/type/Living-Closer-The-Many-Faces-of-Co-Housing/
Example:
Ashley Vale Self-build, Bristol (Mixed-use self-build project with a group coming together and

using separate financing options)
https://www.selfbuild-central.co.uk/first-ideas/examples/ashley-vale-bristol/

Model 3 - Housing Co-operatives and mutual housing associations:
This is a form of CLH where it is built and managed by members of a group, with democratic collective control, to influence the scheme and its management.
The CLH Toolkit suggests that they *"involve groups of people who provide and collectively manage, on a democratic membership basis, affordable homes for themselves as tenants or shared owners".*
Links:
http://www.cch.coop/
Examples
Housing co-op in a rural context with 3 buildings in 7 acres of land.
http://www.earthwormhousingcooperative.org.uk/
A housing co-operative based in Bristol aimed at those on low incomes with environmentally friendly values.
https://www.triodos.co.uk/projects/cog-housing-co-operative/475

Model 4 - Self and custom build:
The Self-build and Custom Housebuilding Act 2015 (as amended by the Housing and Planning Act 2016) provides a legal definition of self-build and custom housebuilding. The Act does not distinguish between self-build and custom housebuilding and provides that both are where an individual, an association of individuals, or persons working with or for individuals or associations of individuals, build or complete houses to be occupied as homes by those individuals. To be exempt from the Community Infrastructure Levy (CIL) units must be occupied by the self-builder initially and for at least 3 years post completion.
In considering whether a home is a self-build or custom build home, relevant authorities must be satisfied that the initial owner of the home will have primary input into its final design and layout. (Source: https://www.gov.uk/guidance/self-build-and-custom-housebuilding).
Links:
http://www.legislation.gov.uk/ukpga/2016/22/section/9/enacted
http://www.wiltshire.gov.uk/housing-self-build
http://www.wiltshire.gov.uk/spp-shma-2017-final.pdf
http://localselfbuildregister.co.uk/localauthorities/wiltshire-council/
https://www.planningportal.co.uk/info/200130/common_projects/49/self-build_homes
http://www.ecomotive.org/what-we-do/self-build-services/
https://www.veteransselfbuild.co.uk/
Examples:
Fishponds Road, Bristol (Self-finish example in urban CLT context)
http://bristolclt.org.uk/blog/projects-2/
Example of partnership to delivery accommodation of ex-servicemen and affordable homes.
http://plymouthnewsroom.co.uk/top-prize-nelson-project/

Model 5 - Self help housing:
This is about groups of local people bringing back into use existing and empty properties that for various reasons are not in use and have no known or anticipated date when they will find a 'permanent' re-use. Often short–term redevelopment on leasehold arrangements, but this can change depending on circumstances.
Links:

http://self-help-housing.org/
Example:
Somerset Care and Repair utilising grant funding to bring empty property across the county into use.
http://self-help-housing.org/case-studies/somerset-care-repair-securing-funding-from-las/
Example of ex-offenders learning new skills to help with their employment and housing through renovation projects.
http://self-help-housing.org/case-studies/the-restore-trust-bristol/

Model 6 - Voluntary unincorporated group working with an enabling partner:
It may be the case that a community group does not wish to label itself and may wish to work without a legal structure and recognition. They may be very informal and working with an enabling partner that has a legal structure so that they may be able to deliver outcomes.

What are the tenure types and locations for CLH?

1.7. It is important to recognize that CLH is a sector within the housing profession that is gaining increased profile, in part, from the housing affordability crisis and the lack of diversity within the delivery of housing. Often it is considered to be a means of delivering Affordable Housing for the community. However it is not exclusively about delivering Affordable Housing within its formal meaning. It is quite possible that CLH schemes will involve a combination of the options such as market sale, discount market sale, shared ownership, market rent, discount market rent and rent to buy. Furthermore it may be about providing different types of housing in a community to meet their needs, for example, market housing suitable for older homeowners/occupiers wanting to downsize as their current home is under occupied and/or proves to have accessibility issues for them.

1.8. A pure self-build project, for example, is likely to produce open market housing. It can be a more affordable model for housing delivery, but it is not necessarily Affordable Housing in policy terms and will at some point in the future find its way to the open housing market. But this does not mean that it is not a community-led home as long as it was part of some defined community benefit that has been protected in perpetuity. That community benefit may not have been defined as the provision of Affordable Housing; it may have been about securing open market down sizer accommodation or a community facility.

1.9. It is important for the community group to consider what community benefit they wish to realise and the mechanism to secure this. It will be important they gain legal advice. For example affordable homes may be protected by the community retaining the freehold and a planning consent linked to a section 106 legal agreement that defines the terms of affordability.

1.10. In Wiltshire the CHF funding has been based on high levels of second home ownership, which it is understood relates to affordability issues in rural communities. However CLH can be both a rural <u>and</u> urban solution. In fact if the sector is to grow to significant numbers it will necessarily involve urban locations (or the creation of new urban locations) or there could be conflict with sustainable development and wider countryside protection objectives.

How can CLH be delivered?

1.11. Development can be delivered with no community involvement, or it can be community-led by and for the community, with a range in-between. Within this spectrum CLH can take a range of forms, not only in terms of the model, but also the degree of community involvement through the planning, building and living phases of a development. Figure 1 below illustrates this spectrum, with CLH being reflected within points 3-6.

1. Developer-led housing with no community engagement.

2. Developer-led housing with community engagement.

3. Developer-led housing with 'meaningful' community engagement and clearly defined community benefit that is legally protected in perpetuity.

4. Community-led housing carried out and managed by a developer.

5. Community-led housing carried out by a developer and managed by the community.

6. Community-led housing carried out by the community and managed by the community.

Figure 1 – Development spectrum from mainstream delivery to 'pure' CLH.

Developer-led housing with community engagement:

1.12. Most developments now would be around point 2 on the spectrum, the mainstream UK model of developers leading on proposals. Most medium to large scale developers are now well versed in carrying out some form of community engagement. Many communities see this engagement as tokenistic however, and simply paying lip-service to good practice or local validation requirements to provide a Statement of Community Involvement.

Developer-led housing with 'meaningful' community engagement and clearly defined community benefit that is legally protected in perpetuity.

1.13. Based on the CHF Prospectus' meaning of CLH the line may be around point 3 on the spectrum above. This may be surprising as on face value it is clearly developer-led. However the Prospectus at paragraphs 6-8 (as set out above) does not require the proposals to be initiated by the community. Nor does the process or development have to be carried out by the community. What is required is that the community play a leading and lasting role. The leading role may simply be 'meaningful' community involvement. The lasting role may be defining the community benefit and protecting it in perpetuity.

1.14. What is meant by meaningful? It can be defined in simple terms as important, serious and worthwhile. In the context of CLH it may mean that some important influence on the final proposals, sufficient to gain widespread community support, has been achieved. Without the

outcome of widespread community support it cannot reasonably be considered to be 'meaningful' engagement.

1.15. Furthermore and equally importantly the community needs, in a manner of their choosing, to own, manage or steward the housing.

1.16. Finally and again, equally importantly the community benefit from the project needs to be well defined and protected in perpetuity. For example if the community benefit is the delivery of affordable homes, then the terms of the affordability need to be defined and protected forever (including from the Right to Buy).

1.17. An example of developer-led CLH is evolving at Oakfield, Swindon where the Nationwide is taking a developer-community partnership approach and seeking to have meaningful community engagement to shape the proposals, deliver the desired community benefits and ensure they are protected in perpetuity.
https://www.nationwide.co.uk/oakfield

1.18. It is essential that the validity of a developer-led approach to CLH is understood as it increases the broad potential of CLH. Developer-community partnership may be a valid approach; the balance of the relationship needs to be treated with care. The project is open to a number of different models or combinations of models including the different types of CLH, but also it may in fact be developer-led too in partnership with a community. With this broader scope there is greater potential for expanding this sector in Wiltshire and diversifying the housing market and empowering local communities to solve their housing problems by working in partnership with developers.

1.19. This approach has the potential to significantly scale-up (larger developments of more houses) and scale-out (more developments of similar size) the delivery of CLH and help to diversify the housing market from the current, mainstream delivery model.

Community-led housing carried out and managed by a developer.

1.20. The next step in the spectrum (point 4) is reflective of the Wessex CLT model that this project initially aspired to replicate. There has been some success in the Wiltshire project with community groups forming and looking at rural exception sites to solve rural affordability issues. The community lead on the initial project inception, often selecting sites and then once they are established, work alongside a developer partner. The developer partner tends, but does not have to (it depends on what the community wants) plan and build out the project and ultimately manage the housing too as a Registered Provider. This model is about meeting limited needs of rural communities suffering from a lack of affordable housing. It has limitations for scaling-up, but it has significant potential for scaling-out / replication; and the project has largely focused on this to date.

Community-led housing carried out by the community and managed by the community.

1.21. The spectrum continues to flow, arguably to a utopian form of CLH where the proposals are conceived, realised, and managed entirely by the community (point 6). It is hard to envisage how this may happen and in terms of scaling up and scaling out this sector it is limited. However it is important to remain open minded to such scenarios and support any groups coming forward with such an appetite.

What is the Business Case for CLH?

1.22. There are clear areas of synergy with Wiltshire Council's Business Plan 2017-2027 and the field of CLH. The Business Plan (http://www.wiltshire.gov.uk/council-democracy-business-plan) sets out 3 priorities, namely:

- Growing the economy,
- Strong Communities,
- Protecting the Vulnerable.

1.23. CLH can contribute to the delivery of the following goals of the Business Plan better than a mainstream approach. To rely only on mainstream housing for each of these goals would be high risk due to the lack of diversity. Furthermore mainstream housing approaches in some cases cannot contribute to these goals at all, or can only offer limited fulfilment of the goals compared to CLH.

Growing the economy:
- More affordable homes to rent and buy
- Development where it is needed
- Public land released for homes and jobs
- Regeneration of town centres

Strong Communities:
- Strong Community Leadership
- More services and assets devolved to parish councils and community groups
- More Neighbourhood Plans
- More Volunteers and work with the volunteer sector
- High recycling rates and reduced litter
- Military and civilian communities ae well integrated
- Reduction in anti-social behaviour
- Reduction in substance misuse

Protecting the Vulnerable:
- Reduced social isolation and loneliness
- Improved mental health
- Suitable accommodation in place for vulnerable younger and older people

1.24. The following is taken directly from CLH Toolkit (https://clhtoolkit.org/introduction-clh/business-case-community-led-housing) setting out their business case for Community Led Housing.

> *"Community-led housing can and does support the strategic priorities of local authorities and housing associations in ten important respects:*
>
> 1. ***It adds to the supply of new homes, particularly those not readily delivered by the market***
>   *As well as tackling larger schemes on standard sites, community-led housing organisations can overcome the barriers presented by small, often complex sites that may be of little interest to mainstream developers, meeting a local need that would otherwise not be met.*
> 2. ***It can provide genuinely and permanently affordable homes for people in need***
>   *Community-led housing provides a way of delivering permanently affordable rented homes, with rents linked to median incomes, capped at Local Housing Allowance rates or up to 80% of a market rent, as well as also providing different forms of low cost home ownership. Many CLH groups have developed new and locally tailored products to address particular affordability issues in their communities.*

3. ***It can give social housing tenants a stronger voice***
   Public sector tenants have an increasingly important role to play in the management of social housing, post-Grenfell. Community-led housing can help to ensure the safety and security of local communities, tackling familiar issues around equality and diversity, whilst giving a voice to those who are marginalised and vulnerable.

4. ***It diversifies the housing market and increases choice***
   Many community-led housing schemes involve a mix of tenures that not only enable local people to remain in their area but also maintain the viability of the community by increasing choice and diversity.

5. ***It can reduce the opposition to development***
   Homes targeted at local people, that are genuinely affordable by them and available to them on a long-term basis without, in many cases, a Right to Buy, can be decisive in winning local support. This applies as much in urban areas as rural ones. Community-led housing is also becoming an increasing feature of Neighbourhood Plans in many areas.

6. ***It can support urban and rural regeneration and help return empty properties to use***
   In both urban and rural areas, community-led housing can play a role in refurbishment as well as new provision. Working closely with local authorities and housing associations, existing community organisations, particularly those with assets already, can help to add to the available housing stock through acquisitions and conversions of unused housing, attracting new investment, rebuilding local confidence in neighbourhoods and strengthening local economies.

7. ***It can empower local communities, helping them to become more self-reliant and resilient***
   Encouraging communities to become more sustainable and resilient is a key feature of many community-led housing schemes. Empowered communities make decisions about their areas, often leading to practical, self-generated solutions to local problems. Community-led schemes enable local people to remain in their area and help maintain the viability of their community.

8. ***It can enable older people and vulnerable people to live well in their own communities***
   Community-led housing schemes can enhance well-being and reduce dependence by enabling older people to have a role in decision-making and the chance to be part of active and self-sufficient communities that encourage mutual care and support. They can help local authorities manage demand for support services at a time of public spending pressure.

9. ***It can lever in financial and other resources that are not available to other housing providers***
   Community-led schemes have access to significant dedicated capital and revenue grants and loans, both from Government and the social investment sector. They are increasingly using crowd funding and community bond issues to raise their own scheme funding, keeping the homes they produce genuinely affordable to local people.

10. ***It can strengthen and help sustain local economies***
    Community-led housing schemes often make use of local labour and can re-invest surpluses in the local economy to help maintain or improve community facilities and services. In rural communities this can mean bringing pubs, post offices and shops into community ownership. In urban areas where market failure is a problem, it can increase confidence in a neighbourhood, bring stability and help attract further investment.

The need for a CLH project in Wiltshire:

1.25. CLH is about local people taking a leading and lasting role in solving housing problems. The CHF has been set up to support development proposals with meaningful community involvement; where the community group owns, manages or stewards the homes in a manner of their choosing; and the benefits to the community are clearly defined and legally protected in perpetuity.

1.26. This project is entirely financed by the CHF and is complementary to the work the Council is undertaking with communities on neighbourhood planning. The funds have been allocated on the basis of high levels of second home ownership and to help address affordability issues in rural areas. However the scope of CLH and its potential to diversify the housing market is notable. There is potential to scale-out, and scale-up. This project can help to understand the appetite for CLH initiatives, not only to address the rural affordability issues, but also urban affordability issues and urban and rural market housing issues. Further it can help understand the appetite for diversifying the housing delivery models in Wiltshire by scaling up and scaling out CLH and realizing the community benefits beyond affordable housing in rural areas.

1.27. 'Local housing, community living: prospects for scaling up and scaling out community-led housing' by Andrew Heywood (The Smith Institute, January 2016) defines what it means by "scaling up" and "scaling out" activities. Scaling up is the *"growing existing organisations and expanding outputs"*. Scaling out *"involves horizontal expansion through the creation of new groups while maintaining the small scale of individual groups to preserve their responsiveness and accountability to individual localities"*.

1.28. For the purpose of this plan, and to put this another way; to scale-up CLH simply means larger developments of more houses, and to scale-out CLH means more developments of similar size. Typically on a rural exception site this will be 3-10 units.

1.29. The business case for CLH is strong and it relates directly to the social, economic and environmental priorities of Wiltshire Council and its partners.

1.30. It is important to acknowledge that CLH does not all look the same, sometimes it will be developer-led and sometimes it will be developer initiated, but ultimately it will empower the local community, galvanize community support and benefit the community in perpetuity.

1.31. CLH can include the model of delivery on rural exception sites via a CLT model. The project has been doing this. However this project also needs to explore, promote and support other models in order to understand and seek to generate a wider appetite for CLH.

2. The Vision and Mission Statement:

2.1. The vision for the CLH Project in Wiltshire is to enable and support community groups to deliver housing development that provides defined community benefits that are protected in perpetuity; and to provide a legacy for community led development to scale-out and scale-up. Localism and innovation lies at the heart of this and it will help to build stronger and more resilient communities.

2.2. CLH needs to have meaningful community engagement and has to have widespread community support. This means the community needs to have a common vision and shared values; they need to be underlined empowered. This project will support and enable groups seeking to deliver alternative solutions to their community needs beyond the mainstream delivery mechanisms. This will be achieved through a number of work streams:

> **i.** Provision of advice and mentoring to community groups throughout their journey by a community development enabler;
>
> **ii.** Management of applications by community groups to access the CHF;
>
> **iii.** Promotion of CLH through a range of communication avenues e.g. parish council meetings; local press and local radio.
>
> **iv.** Promoting the housing registers to ensure housing needs are captured, including encouraging communities to promote the housing registers themselves;
>
> **v.** Promotion of CLH to developers and building relationships with them e.g. Registered Providers;
>
> **vi.** Supporting the development of positive planning policy for community led housing and its delivery through plan making processes;
>
> **vii.** Upskilling of relevant stakeholders e.g. Wiltshire Council members and development management planners;
>
> **viii.** Build a website as a portal for advice promoting and supporting CLH in Wiltshire with links to relevant sources of help and advice, such as national toolkits, and Wiltshire Council's planning policy and advice, and its housing registers etc.
>
> **ix.** Use this website as a virtual meeting place for communities to share ideas and work through challenges; e.g. a website with a discussion forum;

2.3. Furthermore the project must enable a self-sustaining legacy to support the community led development sector beyond government funding. The work steams above will result in a legacy; and will contribute to a self-sustaining one. However the following specific work stream needs to be developed to support this:

> **x.** Produce a self-sustaining financial model to ensure that community-led development solutions continue to be promoted and supported through a hub that can provide advice and mentoring to community groups; ensure that any web-based provision remains live; and that a forum for group networking is managed.

3. The Objectives and challenges:

3.1. It is important that the project sets out Specific, Measurable, Achievable, Realistic and Time-orientated (SMART) objectives. The project objectives have evolved as the nature of the CLH sector has become clearer and as the experience within Wiltshire has built up since the initial project bid in March 2017.

3.2. The following agreed objectives have evolved from the initial Wiltshire Community Land Trust project bid, the Community Land Fund spending decision report, the project terms of reference, and the response to the Ministry of Housing Communities and Local Government's 2018 letter.

Objective 1:

Commence development (build/renovation) on at least 3 CLH schemes by November 2020;

Objective 2:

Obtain planning permission for at least 3 further CLH initiatives by November 2020;

Objective 3:

Commence project work/group formation on a total of at least 20 CLH initiatives by November 2020;

Objective 4:

By November 2020 develop a self-financing legacy for CLH in Wiltshire to include features such as:

o   Face to face mentoring and enabling service.

o   A 'live' website to provide and signpost communities to helpful information and provide a forum to network, share experience and raise questions.

4. Delivering the Vision – the Strategy and Actions:

Work stream i) - Provision of advice and mentoring to community groups throughout their journey by a community development enabler:

4.1. The project has now recruited to the 4 FTE roles and is made up of 2 Project Managers – Vicky Bodman (VB), James Taylor (JT), 1 Senior Spatial Planner – Mark Henderson (MH) and a Project Enabler – Rebecca Lockwood Norris (RLN), Cindy-Ann Carter (CC) (job share). Actions have been assigned based on the skills and experience of those individuals and will need to be kept under review, for example, in the event of staffing changes.

4.2. The team is based within Wiltshire Council and sits within the housing and spatial planning functions and therefore supported by the managers of those services, including Helen Taylor (HT) who has been leading on Topic Papers for the Local Plan Review. The team and the work is also supported by a strong partnership including the Wiltshire Community Land Trust and Community First, an organisation with extensive leads into the community and two trained Community Organisers when additional independent community engagement is required.

4.3. The whole project team will be responsible for providing enabling advice and mentoring to the community groups through attendance at group meetings and responding to verbal and written queries. Principally this responsibility will fall to the project managers but where required (due to technical knowledge on, for example, planning or housing) they will be assisted by the appropriate team member.

4.4. As appropriate the project managers shall assist the community groups with the creation of their project plans.

4.5. As the project develops it is inevitable that duplication of issues will be identified and these can be addressed through the production of template documents, such as group governance, allocations policies, heads of terms between partners etc. Making this information available to groups will help to avoid duplication and replication. Some of these documents such as the allocations policy will need to be agreed by project partners.

Actions:

1. Project Managers to continue to advise and assist groups. VB to lead on existing groups with assistance/deputising from JT. New community groups will be allocated a main point of contact within the project either VB or JT. This will be determined based on workloads and experience. The main point of contact will be assisted / deputised by the other project manager. The arrangements should be kept under review depending on workloads, experience, and relationships with the group (VB/JT).

2. Provide existing and new groups advice from wider project team as and when skills and experience may be of assistance to the community group (All).

3. Undertake initial planning site suitability assessments as identified by groups. Ongoing (MH).

4. **Co-ordinate Rural Housing Need Surveys as required by groups to evidence need and determine mix. Ongoing (RLN/CC).**

5. **Facilitate development partnerships at the request of the community groups to help projects be realised. This will require a network of contacts to be established and grown. Ongoing (JT/VB).**

6. **Build portfolio of templates for documents that groups will need to produce and help them save time by giving them a starting point that other groups have utilised. Ongoing (VB/JT).**

Work stream ii) - Management of applications by community groups to access the Community Housing Fund:

4.6. CLH like any development requires resourcing. The volunteering time within a project does not result in financial costs and it is expected that some basic costs beyond their time may be burdened by the volunteers themselves, such as IT and other administrative requirements, hosting meetings and providing refreshments.

4.7. However, the Community Housing Fund has been set up to enable and help CLH opportunities. Grants can be applied for to cover project set up costs up to £10,000 and for pre-development feasibility costs up to £40,000 (the latter grant is repayable, unless the project does not go ahead.) There are also other grant funding opportunities to enable projects. Overall budget management is the responsibility of the Steering Group with advice from the Project Managers.

4.8. Advice on grant funds can be obtained from the Project Managers and applications for funding will be assessed by the Project Enablers.

4.9. It is essential for the projects going forward that funds are made available to the community groups in a timely manner where they are justified and meet the necessary qualifying criteria.

Actions:

7. **Project Managers to be the first point of contact and can deal with general enquiries with assistance from Enablers as required. Ongoing (VB/JT/RLN/CC).**

8. **Project Enablers to be responsible for determining and processing the applications for CLH fund monies, justifying and accounting of decisions. Head of Housing will be responsible for the sign off of these funds. This must be reported to the project managers. Ongoing (RLN/CC).**

9. Quarterly reviews to be undertaken by the Project Enabler to ensure that spend has been in line with the approval. (RLN/CC)

10. Budgets to be reported at all Steering Group meetings by the Project Managers. Currently monthly – to be reviewed and adjusted as agreed with Steering Group (VB/JT).

Work stream iii) - Promotion of CLH through a range of communication avenues:

4.10. The general public's knowledge of CLH is low within the UK and an important part of the project will be to raise the profile and understanding of the sector across Wiltshire. Only in doing this will there be the creation of opportunities to scale-out and scale-up the delivery of CLH.

4.11. It is important that throughout the project opportunities to raise the profile, awareness and understanding of CLH are undertaken. Targeting established community groups will be important in this, as well as taking advantage of success stories to promote the wider message. It is anticipated that success can breed success and so when a number of projects have developed and projects have been delivered it will galvanise interest and mean that promotional work can taper off.

4.12. Periodically through the project it will still be necessary to communicate with the following groups to see if they are interested in listening to what CLH is about and in the process to encourage the formation of new CLH groups:

- Town and Parish Councils through the Wiltshire Association of Local Councils (WALC), supported by Community First;

- Wiltshire Area Boards;

- Neighbourhood Plan Groups; and

- Wiltshire Village Halls Association (WVHA) through Community First;

4.13. Throughout the project it will be valuable to raise the project profile by providing a stall to promote CLH at public events, such as the opening of new community campus buildings or village events (where there is a known demonstrable housing need in that parish).

4.14. At various milestones in any project there will be positive news stories and working with those groups, this presents a key opportunity to promote CLH through the local press and radio.

4.15. The use of social media needs to be explored to support this work and how best this can be achieved considering social media communication must be channelled through the Council's communications team. For example, alternatively it may be best to utilise the Community First brand as appropriate or going forward utilise any preliminary hub brand.

Actions:

11. Project newsletter to be produced, distributed and reviewed quarterly (VB).

12. Make contact with all Town and Parish Councils that have expressed interests in CLH. Q1-Q2, 2019 (JT/VB).

13. Make contact with Town and Parish Councils that do not have some form of community groups established to see if they would be interested in a community-led development project. Q3, 2019 (JT/VB).

14. Identify the need for community events to promote CLH. Ongoing. (All).

15. Continue to seek out appropriate positive news stories within projects and encourage the projects to publicise this within local media. Ongoing (JT/VB).

16. Attend Neighbourhood Planning workshops to promote affordable/community led housing opportunities to Neighbourhood Planning groups at early stages of their Plan. Ongoing. (RLN/CC).

17. Investigate, establish and update a social media platform for the project if appropriate. Investigate potential and determine next steps. Q1-Q2, 2019. Once complete, review within project team and refer to Steering Group as necessary (CC).

18. Update on project for Community First Newsletter, published Autumn each year. Q2, 2019 and Q2, 2020 (VB/JT).

19. Produce publicity information to coincide with industry promotional events such as Community Housing Week. Ongoing (All).

Work stream iv) - Promoting the housing registers to ensure housing needs are captured, including encouraging communities to promote the housing registers themselves:

4.16. There is the potential for hidden housing need to go unrecognized and this may result in projects not being followed through, or being planned based on inaccurate evidence on need. It is therefore essential that people are made aware of the need to be on the housing registers in order for this project to address the actual needs of the communities that it is here to help.

4.17. The strategy for promoting this (through this project) will be to include this information within any communications literature and as part of any presentations to potential and existing groups.

4.18. Going forward it will be emphasised to the groups that they need to promote these registers in order to build up a strong evidence base for their projects along with any housing needs surveys.

Actions:

20. Produce a leaflet on CLH to include clear information on the housing registers. Start Q1, 2019 (RLN/VB/JT).

21. Distribute leaflet via community groups, libraries, council hubs, with rural housing need survey packs, Neighbourhood Plan Groups and via Wiltshire Village Halls Association. By end of Q1, 2019 (RLN/VB/JT).

22. Promote the housing registers to the areas where community led projects are taking place. Ongoing (All).

Work stream v) - Promotion of CLH to, and building relationships with, developers e.g. Registered Providers:

4.19. There has already been much work on building relationships with existing Registered Providers that operate in this area. Further networking however is important in acknowledgement that a broad spectrum of options needs to be established for community groups that wish to work in partnership with an RP within any CLT type model. This is important as it may ensure more positive terms for any community group, ensure better alignment of values between partners, but moreover reduce the risk of capacity issues developing and delay in proposals coming forward. The issue here is that some RPs may not have capacity to handle more than one or two construction projects at any time and most operate outside of Wiltshire too.

4.20. In addition and mindful of the wider scope of CLH beyond the Wessex CLT model it is important to seek out more partnership working with private developers. It may be that they can be utilised solely for a build phase, rather than management.

4.21. In acknowledgement of the opportunities to significantly up-scale the CLH sector through developer initiated schemes (with meaningful community engagement and well defined community benefits protected in perpetuity) then it is important to reach out to this sector and explore ways of working together to produce a different model to large-scale house building.

4.22. The potential for the self-build and custom house build market to make a meaningful contribution in the CLH sector has to be acknowledged. Serviced plots for a mix of affordable and market self-build homes may be supported by rural communities. Crudwell Parish Council, for example, has been exploring this through their neighbourhood plan. There is also some overlap with the Council's statutory responsibilities to ensure an adequate supply of land for this sector. The strategy here is to utilise the Self-Build Register to help individuals and groups on this register to realise their ambitions where there is a clear synergy with the definition of CLH.

4.23. The Council has a developing portfolio of new build and is well versed and practiced at delivering and managing affordable housing for the benefit of communities. Furthermore there are developing strategies to expand Council new build. The strategy of the project here is to build stronger working relationships and understand how some of these Council projects may evolve into CLH initiatives. For example, this may include joint working on an army veterans' scheme.

4.24. During any community group's journey it will be necessary to build up community support through connecting to the community and, depending on the model, encourage membership participation. In the event of a project being developer initiated this will need to investigate and build community support.

Actions:

23. Communicate with Registered Providers active in Wiltshire and neighbouring local authority areas to see if they are interested in delivering and/or managing community developments. Q3-Q4, 2019 (CC/RLN).

24. Use the self-build register to identify potential CLH self or custom build group or groups with a clear housing need in Wiltshire, and work with partners to identify additional information. Q1-Q2, 2019. In the event of any groups or potential groups being identified, communicate with those groups and individuals with a view to facilitating the establishment of one or more CLH groups. Q2-Q3, 2019 and Q2-Q3, 2020 (JT/VB/RLN)

25. Continue to work on models and templates in relation to AH allocations policies and heads of terms between groups and developer partners/contractors etc. (RLN/CC/VB/JT).

26. Engage with Strategic Assets team on their upcoming projects including any army veteran's proposals, supporting their work and seeking opportunities for CLH where appropriate e.g. army veteran group. Q2-Q3, 2019 (JT/VB).

27. Build on networking and upskilling opportunities across all CLH models. For example visit Ecomotive to understand their CLT/self build/co-operative experience and the potential for cross working on their Bristol CLH Hub project. Ongoing. (all)

28. The project will utilise the Community First engagement team to help promote CLH (2 engagement officers over 3 days) where appropriate. This will be a work stream to be initiated by interest from a community group or a developer, rather than a required action (JT/VB).

Work stream vi) – Supporting the development of positive planning policy for community led housing and its delivery through plan-making processes:

4.25. A positive and effective planning policy framework can support the delivery of community led housing. There are now examples of adopted and emerging policies within local plans that explicitly provide 'support' and 'encouragement' to such proposals.

4.26. The Wiltshire Core Strategy contains a suite of policies that facilitate the delivery of housing, including a rural exception policy for all settlements across Wiltshire where there is an identified need for affordable housing and support by the local community. However, no explicit reference is made to CLH. Through the review of the Core Strategy (being taken forward as the Local Plan Review) consideration should be given to the need to provide greater support for CLH through more positive planning policies.

4.27. Through the project evidence is being gathered to support the development of policy and inform the Wiltshire Local Plan Review process. Established forms of communications between officers within the council will be maintained in order to develop appropriate evidence.

4.28. The values of CLH are linked clearly to the localism agenda and there is the opportunity also for parish councils to deliver community led housing through their Neighbourhood Plans or Development Orders.

4.29. Raising awareness (and knowledge) of CLH with officers supporting the preparation of neighbourhood plans will be important to ensure that neighbourhood planning groups are fully aware of the potential options to deliver housing and where to access additional support on CLH; as well as wider integration with the work of the council on neighbourhood planning.

Actions:

29. Attend Housing and Spatial Planning liaison meetings (4-6 weeks) as necessary to advise on CLH and support development of evidence for Local Plan Review, undertaking any consequential actions to agreed timescales. (MH/CC/JT/HT)

30. Input into the housing focus group (member/officer working group) set up to inform the Local Plan Review with the development and refinement of options for housing policies. (MH/CC/JT/HT)

31. Undertake seminar/workshop for spatial planning and development management officers on CLH to: raise awareness and provide basic understanding, and clarify the inter-relationships with neighbourhood planning. Q1-Q3, 2019 (MH/CC/JT/VB)

32. Consult Heads of Spatial Planning and Development Management when developing guidance notes to ensure they meet the training needs of officers as well as local communities. Ongoing (MH/CC/JT/VB)

33. Engaging with Neighbourhood Planning groups to enable them to explore CLH as identified by Neighbourhood Planning Manager, Link Officers or direct enquiries. Ongoing (VB/JT/MH).

34. Establish and maintain a database of land that has potential for CLH to inform plan making and monitoring of the project. . Ongoing (MH and CC).

Work stream vii) - Upskilling of relevant stakeholders:

4.30. This is an important part of the project delivering on its targets. Without local Wiltshire Councillors, members of planning committees and development management planners that understand what is meant by CLH then the fact it is community led and positive will not be given any weight in the decision making process. Whilst the planning framework is not set up to support proposals at this time; if the proposals have community support, will produce community benefits and have been through meaningful community engagement then the fact its community led can be an 'other' material consideration. This can weigh positively in the decision making process.

4.31. It is possible for this project to reach out to members of Wiltshire Council. This can be done in a number of ways as community groups go through their journey. It may be via written communication, face to face meetings or attending events such as planning committee meetings to give a short presentation and address any questions that decision makers may have.

4.32. The project will reach out to Community Engagement Managers and development management planners (that are acting as link officers on neighbourhood plans already or case officers on pre-planning and planning applications). The project can work with them as the community goes on its journey attending pre-application meetings for example. More generally they can be reached by hosting or attending events (such as team meetings) to give a short presentation and address any questions that may arise.

Actions:

35. Produce and circulate Members Briefing Note to promote CLH to Wiltshire Council members. Q1-Q2, 2019 (JT/VB).

36. Seek meeting with the local ward member when there is progress of any CLH planning proposals. Unknown but likely to be no earlier than Q4, 2019 (JT/VB).

37. Based on progress of any proposals seek invitation to attend and present to one or more of the Area Planning Committees to promote what the project is about and the relevance of it in decision making. Q1-Q2, 2020 (JT/VB).

38. Seek invitation to attend and present to a development management team meeting in order to promote what the project is about and how it may be a material consideration in decision making. Q3-Q4, 2019. Presentation to be scheduled at earliest convenience after that. (MH/CC/JT/VB).

Work stream viii) - Build a website as a portal for advice promoting and supporting CLH in Wiltshire with links to relevant sources of help and advice, such as national toolkits, and Wiltshire Council's planning policy and advice, and its housing registers etc:

4.33. The project has discussed the need for an on-line toolkit specific to Wiltshire. However there are a number of national toolkits already and it is highly likely that there would be a significant level of duplication. Furthermore the need to keep a toolkit up to date is a significant task of itself. Production and management would be a significant use of resources and be of limited value given the duplication. Further there are numerous sources of information to support groups making planning applications and to produce such guidance would again be duplication and intensive on resources; and unlikely to be kept up to date thus swiftly becoming out of date.

4.34. The project already has webpages hosted by Wiltshire Council and Community First. However it is likely to be important going forward, depending on the requirements of a self-sustainable model for Wiltshire, that this becomes a separate entity.

4.35. It is considered that the production of a stand-alone website is a realistic option for the project and would serve as a gateway to CLH in Wiltshire. The strategy would be to have a series of pages outlining the concept of CLH, the partnership project that is taking place in

Wiltshire and the ways in which we can offer support and advice to community groups (including access to funding). Furthermore there would be a series of links to wider information and most significantly an industry accepted national toolkit. This would be an expansion of the existing web offer in terms of information, but it would be manageable in terms of keeping it up to date. Moreover it would have a degree of independence so that it can potentially be utilised beyond the time frames of this project.

4.36. This website offer would be complementary facility to what is arguably most important for new community groups, which is direct contact and enabling.

Actions:

39. Review the existing on-line offer of the project (Wiltshire Council and Community First) and up-date contents in line with action plan introduction and provide links to existing toolkits etc. Q1-Q2, 2019 (JT/VB).

40. With steering group partners develop a stand-alone website to host the project's on-line communication. Set links from the partners' pages to this content and then provide minimal and basic information in these locations. . Q3, 2019 – Q1, 2020 (JT/VB).

Work stream xi) - Use this website as a virtual meeting place for communities to share ideas and work through challenges:

4.37. It is also important, particularly within a large geographical area where the communities involved are committing their time and energy in addition to their busy working and family lives, that there is a virtual network for more day to day issues. This will also be important to enablers as community housing expands and face-to-face time will be more limited for groups. It would therefore compliment the Basecamp Network supporting urban and rural communities in Wiltshire with advice provided by Wiltshire's project team.

4.38. A stand-alone Wiltshire website has the potential to set up a Wiltshire forum for those interested or already involved in CLH to share their ideas and problems. It would be open to people that are thinking about starting their own projects, or are encountering problems that other communities may well have found solutions to and can assist with. This will be an invaluable networking provision in Wiltshire and enablers will be able to utilise this to make the most efficient use of their time.

4.39. It may be necessary to explore making this a member's only facility to ensure a degree of accuracy within any advice that is provided. The idea will need to be developed and evolve from experience.

Actions:

41. In conjunction with partners develop a virtual meeting space/forum for Wiltshire CLH groups from the project website. Q2-Q4, 2020 (JT/VB).

Work stream x) - Produce a self-sustaining financial model for CLH:

4.40. One of the key outcomes of this project is to ensure that it proves valuable to community groups beyond its own funding. The only way that this can be achieved, ensuring that the project enabling work continues, and that any web-based resources are kept up to date, is to provide a financial model to facilitate this.

4.41. The Wessex CLT has an established model and has focused this on the CLT delivery model utilising a Registered Provider. At the time of writing it is hard to envisage a wider model that could be applicable to a wider set of CLH solutions. But it is inevitable that any model will need to be based on community groups paying a fee for the advice that they receive in order to gain support and advice.

4.42. Given the financial structures of such groups and the lack of resources it is likely that this will have to be paid only where a development reaches its conclusion. The fee would have to be built into the development costs of the project and covered by any loans secured against the future asset. There will therefore be a (significant) lag in service provision and payment. There are other means of funding too, such as grants, philanthropic gestures and crowdfunding. These too may be sources of income for any community group and used to pay for the advice. It is clear that this is a point that requires significant consideration and involves risk.

4.43. The Steering Group agreed in December 2018 that the project will not charge any fees for the advice and work it carries out until a financial model has been set up.

4.44. Future fee income could be utilised to cross fund the web-based legacy of the project, or it may be partially or fully funded by advertising on the website or membership fees to any forum. The implications of the various approaches would need to be explored and worked through by the Steering Group.

Actions:

42. Develop a payment structure, means of accepting payment and recycling the funds into the project, and terms of reference between the project and community groups as to what services they can expect to receive for any fee. This will need to be agreed with the Steering Group and be suitable for a range of CLH models. Q1-Q4, 2019 (JT/VB).

43. Review and report on the project's payment structure, payment processes and terms of reference seeking the Steering Groups approval of review findings and actions as necessary. Likely May 2020 and November 2020 (JT/VB).

Appendix 1 – Wiltshire Community Led Housing Project Plans:

Overall project action plans, officer action plan, group formation progress etc. can be found in this Excel document:

WCLHP Plan Appendix 1 Actions (live)