

Supporting Community Led Housing Training

Syllabus for Spring 2020 course



Copyright East Cambs Community Housing

Training commissioned by:

Eastern Community Homes

From:



Module	Session Title	Content	Expected Learning Outcome(s)
Part 1 Getting Started (Tue 18 & Wed 19 February 2020)	G1 Getting Started – what is the community trying to achieve?	Define purpose and common values – what are the core values and principles for the group; what will be their vision and mission.	To understand the common threads across community led housing organisations and where they vary and give examples leading to assisting members agreeing their purpose and values.
	G2 Getting Started – the options for community led housing	To deliver broad options based support to potential community led housing projects which draws on existing experience and knowledge of sector options / stakeholder mapping. Trainers will need to understand all the variations which are based on: <ol style="list-style-type: none"> a) Project delivery options – community land trust, cohousing, housing (rental) co-operative, self / custom build, self-help community organisation, mutual home ownership organisation, voluntary unincorporated group working with an enabling partner b) The total stages of community led housing – group, site, plan, build and live c) Legal and governance options – co-operative, community benefit society, community interest company, company limited by guarantee and charity d) Development options, locating potential sites and assessing viability – new start up group, existing organisation (current housing provider or community anchor) and developer led approach e) Post development management options – long term organisational management whether the organisation is self-managed, employee or agency managed f) Ownership, management and occupancy options – freehold or long leasehold; management agreement or short term leasehold; tenancy, lease or shared ownership g) Project management options – self managed, procured or outsourced and new build / refurbishment – this determines which skills, knowledge and experience the group need regarding site, plan and build stages h) Financing options – individual and organisation financing through debt, grant, equity, community share / loanstock issues, mixed use development, non-residential, sales and rents – this will also be influenced by legal / governance options and statutory / regulatory responsibilities 	To understand the options for community led housing and be able to impartially present these to groups, existing organisations and enabling developers.

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	G3 Getting Started – how to build support within the local community	Building support through recruiting members, getting local buy-in, running campaigns, building consensus, developing partnerships and embracing equality and diversity.	To develop the key skills in negotiating, building relationships, influencing stakeholders, developing group dynamics and managing conflict.
	G4 Getting started – basic governance in community led housing organisations	An introduction to the principles of good governance and roles and responsibilities within community led housing organisations. <ul style="list-style-type: none"> • Openness and accountability – what are the roles and responsibilities of members • Democratic and consensus decision making – how are decisions made, what information should decisions be based on and how are decisions recorded. 	To understand what good governance looks like, the pitfalls that organisations must avoid and how enablers can spot them, what is the role of members and how key decisions are made.
Part 2 Planning for Community Led Housing (Tue 10 & Wed 11 March 2020)	P1 Planning for Community Led Housing – the development process	Development training – to understand the costs, risks, tenure options and the role of partners, how to interface with local / neighbourhood plans and undertake community consultation leading to gaining local authority support and navigating the planning process.	To enable groups to undertake community consultation and gain support for their project, to understand the process of self-procured development or how to outsource / procure / locate support from partners and the stages of the planning process.
	P2 Planning for Community Led Housing – initial business planning	Outline business and financial plan – to scope and shape the proposed development and how it will be paid for.	To enable the group to scope their project and work up outline plans that inform decision making processes which are based on sound and realistic financial assumptions.
	P3 Planning for Community Led Housing – finding the right site	How to identify suitable sites, to negotiate for sites with public and private sector landowners and develop a scheme action plan.	To enable the group to locate viable sites, work an outline proposal and develop an action plan for developing a scheme.
	P4 Planning for Community Led Housing - professional advice, contract design and procurement	Designing specifications and determining suitable delivery mechanisms – will the scheme be developed by the group or on their behalf? If they are procuring support then they will need to be able to shape specifications, manage procurement and monitor contract compliance and delivery.	To enable the group to locate appropriate professional services and to design and manage contracts and specifications.

Module	Session Title	Content	Expected Learning Outcome(s)
Part 3 Building Community Led Housing (Tue 7 & Wed 8 April 2020)	B1 Building Community Led Housing – development risk management	Development risk management – how to identify and manage risk in the development process.	To understand development risks and how to manage them; the ability to advise on whether to tolerate, treat or transfer risk.
	B2 Building Community Led Housing – financial modelling	Creating a financial plan for the development and understanding the trade-offs that are created by decisions regarding tenure, price, sales risk, ownership and management; the impact of variable cost factors, time delays and development phasing.	To understand the factors that influence a development financial model and can construct and explain a financial plan to group members, the local community and other stakeholders.
	B3 Building Community Led Housing – working with registered social landlords and the regulatory framework	Ways of working in partnership with housing associations and the key performance indicators they must comply with – detailed explanation of partnering options and regulatory requirements and statutory responsibilities.	Detailed knowledge of the options for partnering with a housing association, the Regulatory Framework and how it impacts on community led housing organisations that are acting as managing agents’ policies and procedures.
	B4 Building Community Led Housing – membership matters	Getting the basics right – member involvement, calling meetings, minute taking and setting agendas.	Detailed knowledge of how to prepare for involving people once the homes are built.
Part 4 Living in Community Led Housing (Tue 12 & Wed 13 May 2020)	L1 Living in Community Led Housing – managing a housing scheme	Managing a housing scheme – will the scheme be self-managed, employee managed or agency managed? <ul style="list-style-type: none"> • Performance management (self-managed) – how should decisions be made regarding which volunteer does what and how should performance be managed? • Performance management (agency management) – what is a management agreement and how should performance be managed? • Performance management (employee managed) – recruitment, contractual requirements, legal responsibilities and performance management processes. 	Detailed knowledge of management options and frameworks for performance management.
	L2 Living in Community Led Housing – housing management and maintenance	How do you define services standards (lettings and allocations, void management, repairs and grounds maintenance, rent and service charges arrears, complaints, anti-social behaviour) and ensure effective delivery? What are landlords’ statutory and regulatory responsibilities?	Detailed knowledge of housing management and maintenance processes, policies and procedures.

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	L3 Living in Community Led Housing – financial management	On-going financial control – budgeting and long-term financial modelling, rent and service charge setting and collection, financial procedures and accounting.	Understanding of long-term financial planning, financial control and accounting standards.
	L4 Living in Community Led Housing – excellence in governance	Ensuring excellent governance – how to ensure on-going good governance.	Detailed knowledge of excellence in governance across legal models.
	L5 Living in Community Led Housing – statutory, legal, governance and regulatory responsibilities for board members	Clarity of roles and responsibilities – who is responsible for what?	To understand what the roles and responsibilities of Board members, officers, members and residents across legal and delivery models are; what are the relevant legal, statutory and regulatory responsibilities that Board members have.
	L6 Living in Community Led Housing – long term business planning	Planning for the future – how does a successful community business plan and sustain over the long term?	The ability to enable groups to review their mission and to forward plan (are they managing an existing scheme and / or planning for further schemes?), undertake SWOT analysis, identify risk, manage change, agree appropriate targets and stress test assumptions
	L7 Living in Community Led Housing – identifying and managing risk	Risk management – identifying and managing functional and cross-functional risks within a community led housing organisation.	Detailed knowledge of the risks that are faced by community led landlords and effective systems of internal control.

Further Information

Trainer

The trainer for this course is Blase Lambert, Chief Officer of the Confederation of Co-operative Housing (CCH) [<http://www.cch.coop/>]. The CCH promotes the excellent work done by co-operative housing organisations; fosters communication between its members; and campaigns for quality co-operative solutions to meet housing need.

Timing

Each training session will run between 10am and 4pm, apart from the March dates which will start at 10.30am and finish at 4.30pm.

Accreditation

Attendees who complete all four modules and an online exam become accredited technical Community Led Housing Advisers.

Cost

The cost of attending the four module course is £1,200 + VAT per person. Should any delegate only wish to attend a single module, then a single module charge of £400 + VAT per module will apply. You will be invoiced for the payment due at the time of booking and payment must be made in line with the terms stated on the invoice. Refunds will only be given if written notice of cancellation is provided at least two weeks' before the date of the first module to be attended.

Places available

30 places are available on a first-come first-served basis.

Venue

The venue for all four modules is the William Collyn Community Centre, Wellbrook Way, Girton, Cambridge, CB3 0GP [<http://www.williamcollyn.co.uk/>]. The Centre has a free car park or is a 10 minute taxi ride from Cambridge station. It is also a very short walk from the Citi6 bus stop, which departs every 30 minutes from Cambridge Bus Station and takes around 15 minutes to get to Girton. The Centre is fully wheelchair accessible and has a hearing loop installed.

Refreshments

Tea and coffee will be readily available at the venue and a buffet lunch will be provided each day as part of the course cost. Please specify any dietary requirements at the time of booking.

Accommodation

For those travelling from further afield who require overnight accommodation, there is a Premier Inn (Premier Inn North Cambridge), one mile away [<https://bit.ly/34uEKIM>]. Other options are available further afield.

Terms and Conditions

To make sure that you get the best out of this training and to ensure that this accredited training opportunity is open to as many people as possible, there some terms and conditions you need to be aware of and agree to abide by:

- Turn up on time ready to participate. This is so you get the most out of the training.
- Stay to the end of each session. To make sure you get the full benefit of attending. If you can't stay for the duration of the session, don't book on it.
- Let us know beforehand if you're not going to be able to attend the session. This will enable us to offer the place to someone on the waiting list.
- Give feedback. We need to know if this course has met your needs and, if not, why not. You will be asked to complete a feedback form and you are expected to do so.

To book

Please visit: https://www.smartsurvey.co.uk/s/clha_training/

Eastern Community Homes, the new community led housing hub for the East of England, is being managed and facilitated by Cambridgeshire ACRE. For more information please visit our website at <https://easterncommunityhomes.com>