

Seend Community Land & Asset Trust

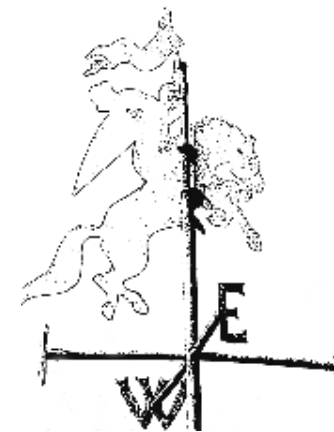
Outline Business Case



What kick-started Seend's CLT?

The primary motivation was derived from starting the neighbourhood plan in 2015, and also:

- Acknowledgement of an ageing demographic across a parish of 1100 souls
- Loss of the Seend Village pub
- Threats to Seend Post Office and Stores
- Approaches from predatory ex-parish landowners and developers with no defined Wiltshire Core Strategy or Strategic Land Allocation Assessment requirement for housing in the parish
- Somebody on the Seend NP had a light turned on by Ian Crawley's (National CLT Network) CLT presentation organised by Community First at Devizes Town Hall in 2016/17



One elephant, or two?

A Neighbourhood Plan Rural Housing Needs Survey was conducted in 2016. The survey had obvious flaws and there were 2 elephants:

- 1 - Social housing need.
- 2 – Everyone else's need – we called this 'hidden need'.
- 2 was bigger than 1 and 2 could not be met by market housing because Seend has been a prime victim of house price inflation and low turnover/low availability.
- Right-to-buy had reduced the available low-turnover social homes to below Wiltshire's average for the settlement size.
- Developers were proposing 44 homes with the minimum number of so-called "affordable" on an unacceptable site capable of accommodating 100+ homes. The majority were "executive", feeding the ongoing cycle of ignoring local affordable need.
- Build standards would have been poor and not as 'eco' as they could be.



CLT? - on't do it!

Obviously, if there is no credibly established community affordable housing need, or no community-based project, such as a community shop/pub/asset then don't do it.

Most rural Wiltshire communities will have a Rural Housing Needs Survey. If yours is older than 2 yrs have the PC make a new one and be prepared to assist with the lick-and-stick and the leg work. Sharing or taking ownership demonstrates commitment.



Localism Act 2011

Empowers local people to decide how their local community will develop.

- If we didn't do it for ourselves, others would do it for us.
- The community and our local rural environment would pay the price.
- Landowners and developers would exploit our valued rural landscape to the tune of £4m, taking landscape views and footpaths and leaving us with something we didn't want, didn't need and couldn't afford.



A vision in the night

- Old buffers saw a vision – everyone else was too busy!
- Visited Toller Porcorum – small Dorset parish of 250 and a NP of just 13 pages.
- Tollerites did CLT for themselves – a new Post Office with a flat above and a small number of good quality homes.
- Buffers were inspired by the Dorset example using our parish enemy, Aster Homes!



Building community support

- Community Land Trusts in a nutshell
 - Leaflet put out in 2 versions by the National CLT Network – we used the old version because we thought it was better.
 - Adapted to include a short survey to gauge support.
 - Hand delivered and collected.
 - Not a fantastic rate of response but enough to keep the vision alive.



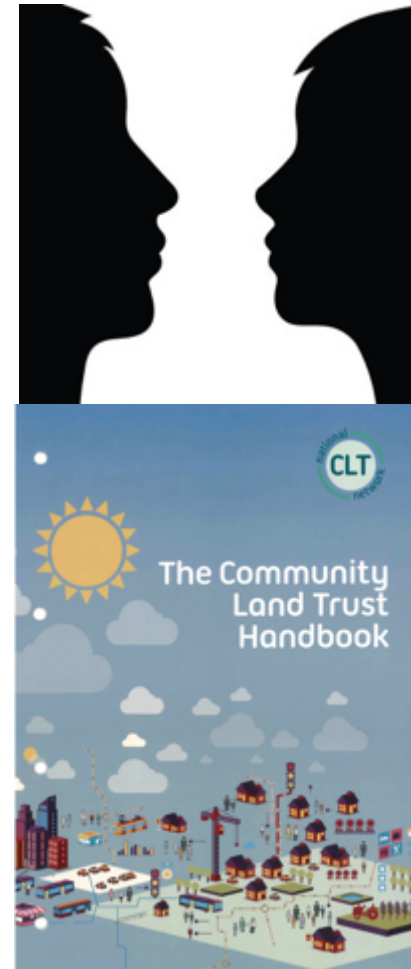
Building community support

- With >10% support get the Council onboard
 - If you don't have PC support you will never get off the ground and PCs need to be convinced and able to spot the potential.
 - CLTs are a force multiplier for PCs.
 - Wise PCs will add the CLT to their ***getting things done*** toolbox
 - CLTs should never cut across, or interfere with PC work.
 - Work to a common local cause, don't let the CLT become an extension of the PC forum.
 - Shared equity – shared credit – be quietly determined, but be humble.
 - Value support received and acknowledge it. Evangelism without congregation is a cause lost.

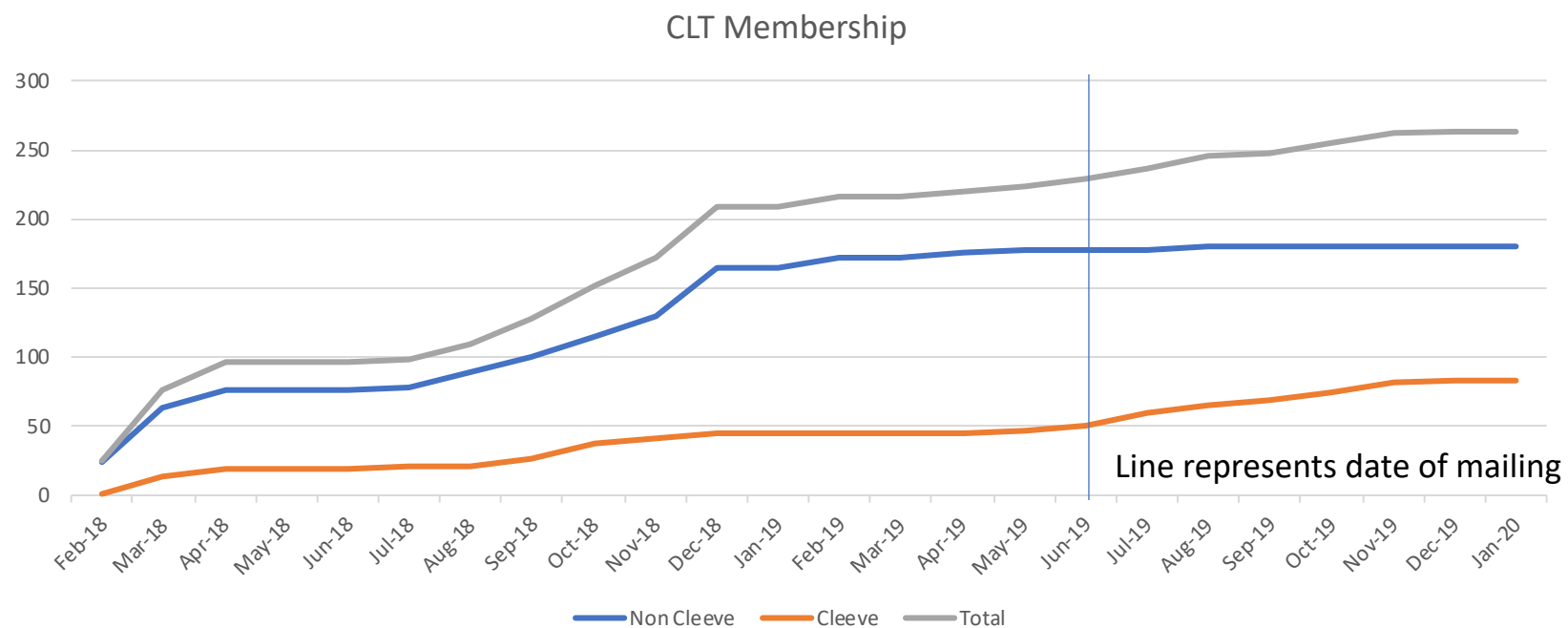
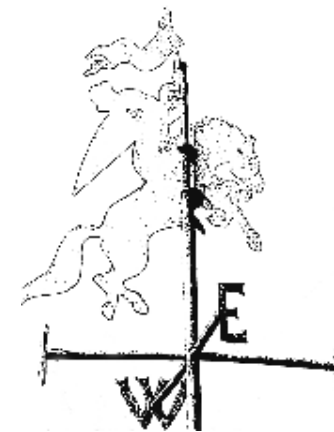


Building community support

- The value of F2F
 - If you want to sell a product use TV or the web/social media.
 - If you want to sell an idea then go eyeball to eyeball.
 - Infiltrate!
 - Coffee mornings
 - Meeting places
 - Talk Talk Talk – Write Write Write
 - Raise the local subject, raise the local profile
 - Raise 10% support and more will follow with curiosity
 - Convert the curious with curious possibilities – not “project fear”



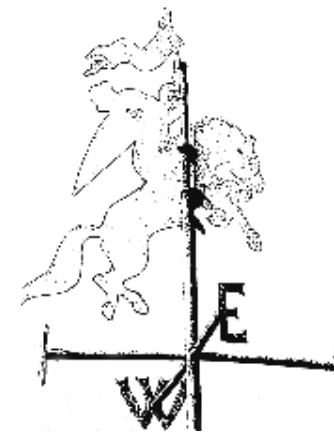
Seend CLT Membership trends



George Clarke made this for a February 2020 presentation
Never stop recruiting!

Have a communications strategy and use it

- Use every means at your disposal to communicate.
- Cater for the non-digital 20%.
- Recognise that some people will ignore you at first and then join later. Some of these folk can be both demanding and distracting as they play catch up.
- Engage with everyone, but be patient and kind with those who simply don't get it.
- Recognise that you can't take everyone on the journey and know when to stop trying with those who can't travel with you.
- Always remember to work for the whole community and not just the CLT members. Consensus=CLT=Consensus.
- Underpin your communications strategy with a good member/subscriber database populated with data from a one-time collection at joining.



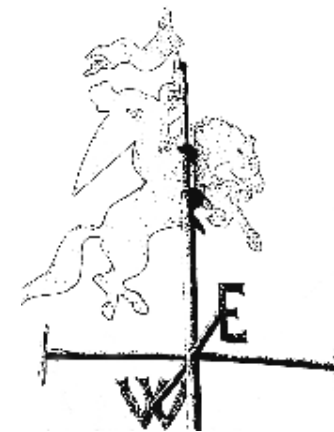
Legal entity – importance of choices

- Seend CLT supporters chose the Community Interest Company CIC as a form of legal entity.
 - A charity was thought too restrictive for evolution.
 - A mutual not corporate enough.
 - CIC as possible profit-making for community benefit and capable of evolution into a future registered housing provider or manager of community assets
 - Whatever you choose, think of the future possibilities and drawbacks. What is right for one community may not be so for another.



Recruiting the right people

- Qualities – board or management:
 - Balance rests on one point – a credible motivated chairperson.
 - Underpinned by a board of community spirited lifelong learners who understand the community served– there is a learning curve!
 - Somebody who understands both process and detail – there's a lot of detail to be assimilated. Business background ideal.
 - A people person looking after relationships. Committed Parish Councillor ideal.
 - A person who is a good communicator with the practical digital skills to do just that.
 - Board numbers - 5 might be optimum with 3 a minimum.
 - For the selected volunteers it will take 3 to 4 years of their time.
 - From the outset some of the Seend buffers thought it might be their last significant contribution to our community. COVID-19.....!

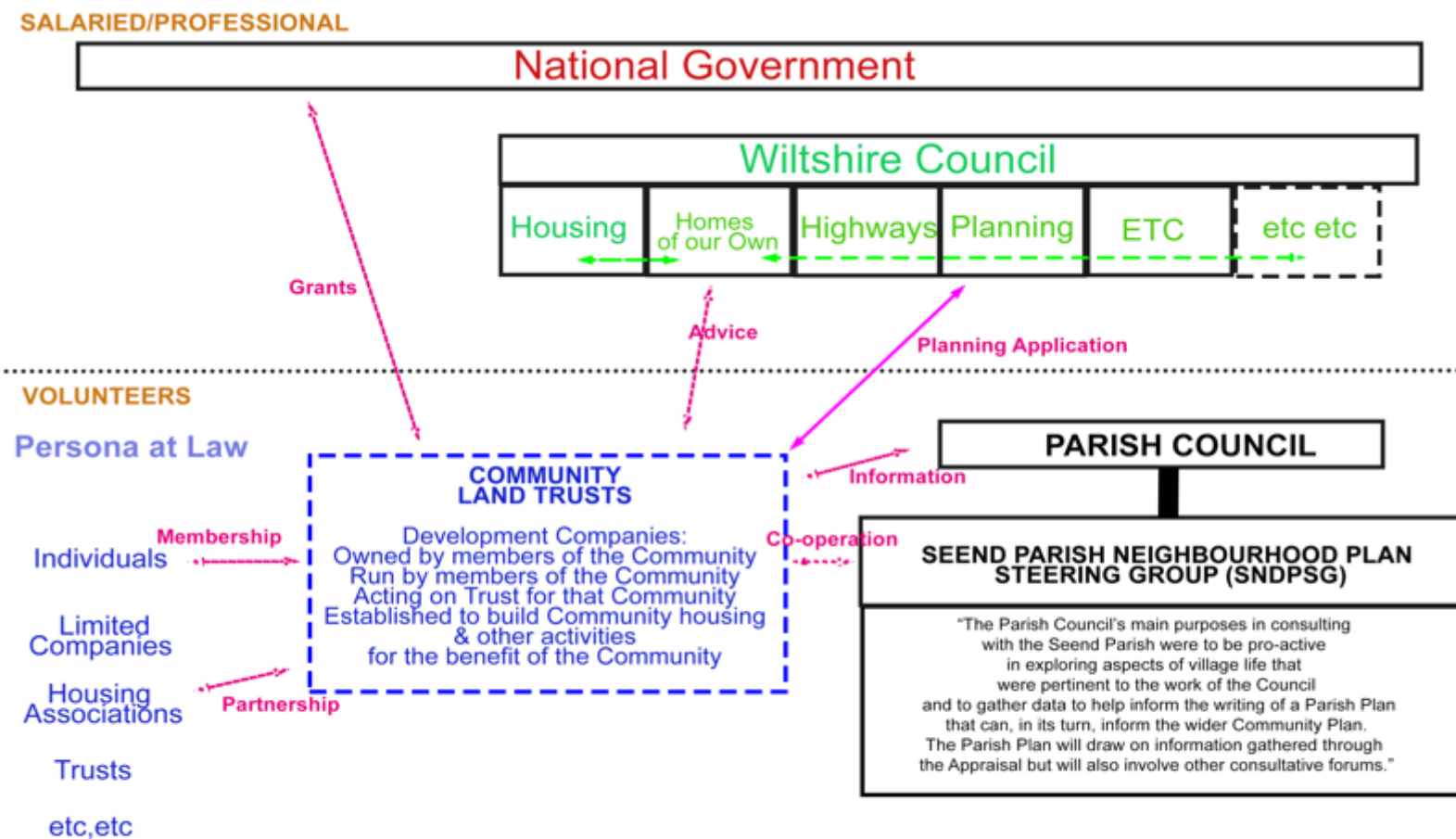
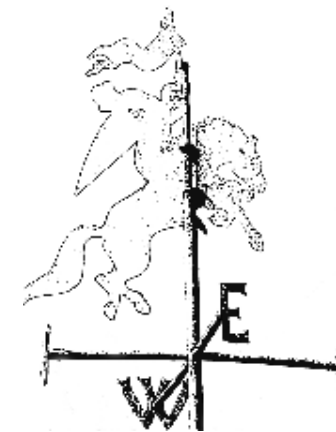


Kickstart funding

- Funding will always be an issue:
 - National and local government is committed to local engagement. They know it costs money and are prepared to support local initiatives if they show promise of delivery.
 - Seend kickstarted with funded evangelists from NCLT Network and Wiltshire Community Land Trust Network (Ian Crawley & Trevor Cherrett).
 - Seed corn funding of £500 from Seend Parish Council – part of this was used for the updated rural housing needs survey.
 - Seed corn funding from Wiltshire Council – against a simple budget projection spreadsheet for:
 - Admin expenses – NCLTN start-up membership
 - CIC set up
 - Print and distribution
 - Hall hire
 - Web site, domain name and email provider fees
 - Funding is where partnership working starts!
 - Everyone needs a Rebecca Lockwood Norris.



Partnership working – our George made this!



Effective partnerships reduce decision time – keep players in the information loop

Project funding

- Housing Association Registered Housing Provider (RHP):
 - Beauty Parade
 - Will RHP deliver whilst CLT credibly remains in control?
 - Success perhaps lies in the community consultation phase?
 - Statement of Community Involvement – planning requirement
 - Ideally RHP balance sheet capital must be available.
 - Ability to raise funds – life of current HE public funding round compared to likely project timescale.
 - Decide who pays for what across RIBA build stages
 - Project plan – Project budget – Project cashflow

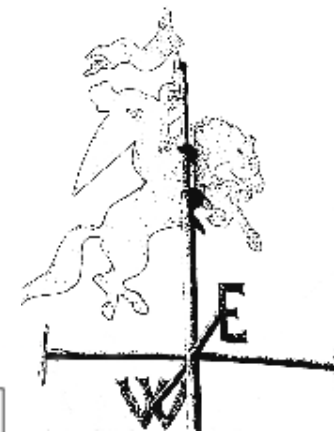


Project funding – Revenue & Capital



- Homes England (HE) Community Housing Funding:
 - Know Your Customer process – HE wants to be sure you will succeed and that your project is capable of delivery within CHF round timescale.
 - HE Revenue Funding is bid for and managed by the CLT
 - Wilts Council greatly helped with this by structuring the costs budget.
 - Controls on what Revenue Funding can be used for.
 - Funding paid across 4 HE ‘milestones’.
 - HE Capital Funding is bid for and managed by the RHP.
 - Investment appraisal/feasibility study/viability assessment (all one thing) but essential by Milestone 4 application.
 - Seend did not make the deadline, funding end was in sight, HE was flexible and the good working relationship supported decision making.

Project funding – Revenue funding Milestones



Milestone	Maximum payment <u>claim</u> at each milestone
Milestone 1 Body corporate, or equivalent legal entity, established. Summary/outline of proposed project.	Not more than 25% of total CHF allocation
Milestone 2 Initial community housing proposals developed - outline business / finance plan, viability / feasibility assessment, site identified	Not more than 50% of total CHF allocation, inclusive of previous milestone payments
Milestone 3 Progress on developing community-led housing proposals - Results of feasibility study / site identified	Not more than 90% of total CHF allocation, inclusive of previous milestone payments
Milestone 4 Detailed housing proposals developed - approach to achieving planning consent and building control consent established, detailed design drawings produced	At least 10% of the total CHF allocation

Seend is not approved yet and success is never a certainty.

