



**community led housing .  
london**

resource and advice hub

# **Associate CLH Advisers**

## **Call for Interest**

**September 2019**

SUPPORTED BY  
**MAYOR OF LONDON**



# 1. Introduction to Community Led Housing London

When communities and future residents are at the centre of housing development and management, their creativity and inherent interest in long term value helps achieve more successful places for us all.

Community-led housing shares the following principles:

1. *A requirement that meaningful community engagement and consent occurs throughout the process. The community does not necessarily have to initiate and manage the development process, or build the homes themselves, though many do.*
2. *The local community group or organisation owns, manages or stewards the homes and in a manner of their choosing.*
3. *A requirement that the benefits to the local area and/or specified community must be clearly defined and legally protected in perpetuity.*

The CLH definition covers a range of approaches including housing co-operatives, community land trusts (CLTs), and cohousing. A determined and enthusiastic group of people is as important as any theoretical model.

**CLH London** is supported by the Mayor of London, to provide funding and advice. We are hosted by CDS Co-operatives, and our advisory group also includes: the National CLT Network, the Confederation of Co-operative Housing, and UK Cohousing.

We aim to boost community led housing in London by providing community groups and organisations with information and advice, capacity building, and technical support. We also help boroughs and others to create opportunities for community led housing, and work with funders and professionals to create the right environment for the sector to thrive.

## 2. Community Led Housing Associate Advisers

We are looking for consultants to join a team of Associate Community Led Housing Advisers.

Advisers should help to address the difficulty many community-led housing groups and organisations face in accessing high quality specialist advice. This is not only due to limited funds, but also due to a limited knowledge of what to ask for and who can help, particularly at the early stages of a community groups' development. Sometimes invaluable input can be provided in a short session or piece of work, saving months of frustration for a community group. The team may also be asked to advise other stakeholders in creating opportunities for community-led housing.

Being a CLH Adviser is an incredibly rewarding way to spread your specialist knowledge into community led projects and allows your expertise to be applied to new situations.

Associate CLH Advisers are encouraged to act as part of the CLH London team, exchanging experience, contacts, and support. The hub will invite to make this easier, and Advisers will be welcome to use the physical offices of the hub, as a coworking environment, if they wish.

### 3. What Community Led Housing Advisers will do

The Advisers need to have a very particular combination of skills and knowledge. They should:

- i) Have the personal skills to guide, mentor, and support groups and schemes, giving them space to make their own decisions, rather than acting as a project manager or lecturer.
- ii) Understand various community-led housing models including Cohousing, Community Land Trusts, mutual and non-mutual Cooperatives (including Mutual Home Ownership Societies), Tenant Management Organisations, Self-help, etc. and how these can overlap, in order to encourage groups to think openly about the right models for their objectives and ambition.
- iii) Have a broad knowledge of housing development, delivery and management, to pass on skills and knowledge required to access the professional support needed to take an idea through the planning and development process.

The most effective Advisers are those who can quickly understand a groups' issues, and the issues of a given context, and then provide specific guidance related to their broad specialist insight or knowledge. This may take the form of discussions at key meetings or facilitating conversations between stakeholders. More specifically, the Advisers are likely to be called upon to:

- Help identify and clarify group objectives, purpose and common values
- Help establish good governance and democratic procedures with clear roles and responsibilities
- Support the shaping of strategy and routes appropriate to the groups' objectives, 'sense checking' the approach and scope or ambition.
- Support groups to understand the regulatory environment in which they operate, including procurement, best consideration and State Aid regulations.
- Explain the legal constitution & incorporation for different CLH models
- Discuss ways of building membership, and community engagement where appropriate
- Discuss development options (tenure, partnerships with RPs and private developers, costs, risks)
- Help define timescales for the group to be working to; suggest key documents, organisational tools and processes;
- Support groups to identify, access and leverage opportunities and resources;
- Act alongside the group, making introductions and building relationships as required
- Help identify funding and fundraising opportunities appropriate to the scope and scale of the group;
- Explain and signpost relevant development financing options; support investment readiness;
- Provide an overview of construction methods and contract management options
- Provide an overview of housing management issues, and mortgage-ability issues
- Advise on briefs for further/detailed work

Advisers will **not** be expected to carry out substantial work for the group, such as business planning, development appraisals, site due diligence or capacity studies, or provide formal professional legal advice or financial advice (particularly as these are regulated).

We offer separate funding for groups to access other relevant consultants such as solicitors, surveyors, architects, and financial advisors etc. This involves incorporated groups being offered repayable grants to commission such professionals themselves, although they may need CLH Adviser time to help with this. CLH Advisers are expected maintain a separation between the Adviser role and any potential consultancy work, to avoid conflicts of interest, or be open about potential conflicts.

## 4. How the Associate CLH Advisers and their Assignments will work

All Adviser sessions and assignments will be coordinated and approved by CLH London. The table below sets out the kind of support that can be offered through CLH London, either directly or through Associate CLH Advisers. Some groups will be further progressed, and the stages identified above will not always run in a neat sequence.

Initial Enquiry / Application	"Site Stage" Funding Application	"Plan Stage" GLA Revenue application
<p><b>CLH London</b> will meet the group to assess their needs, provide basic initial advice, and coordinate input from <b>Associate Advisers</b> as needed. This will typically be following and application and for an allocated number of half-days per quarter.</p>	<p><b>CLH London</b> and <b>Associate Advisers</b> continue to be on hand to guide the group (extent to be allocated quarterly for each group)</p> <p><b>Consultants</b> funded for discrete pieces of work (contracted by groups receiving grants)</p>	<p>Groups select their own <b>consultants</b> to project manage and prepare a planning application. There should be a range of funding available at this stage. Associate Advisers are no longer paid to support the group.</p>
<p>Offered free to groups following an assessment, paid for by CLH London at a set half-day rate.</p>	<p>There is a Grant Agreement with the group. Grants may be repayable if and when there is a "start on site"</p>	<p>Grants may be repayable if and when there is a "start on site"</p>

Typically, CLH London will work with groups who make an Initial Enquiry, to understand them better whilst offering advice. This will be equivalent to a negotiated application and assessment process for groups. We may invite Associate Advisers to some initial sessions. Assignments may be treated flexibly and on an ad hoc basis at these stages.

We will encourage groups to make a formal application sooner rather than later. This will allow Advisers to be formally assigned. CLH London will email each group naming Associate Advisers and briefly setting out the scope and basis of the support/guidance to be provided - in effect awarding 'paid-for Adviser time'.

Associate Advisers will be assigned to a group or project by CLH London on the following criteria:

- Availability
- Suitability to the groups' broad objectives
- Relevant skills / experience
- Existing or potential conflict of interests

Advisers will undertake some of the activity listed in section 3 above. Generally, assignments should be a collaborative active engagement with the community group. Occasionally similar equivalent guidance may be required for a public-sector organisation or other stakeholder seeking to initiate or learn from a CLH project.

CLH Advisers will have a rolling contract with CLH London (CDS Co-operatives Ltd for contractual purposes). However CLH Advisers should treat the group as the 'client' for each assignment, with CLH London invited to meetings, copied into emails, kept up to date with project details and development, as well as time spent with a group.

Our website and grant agreements include a Group Responsibility clause<sup>1</sup>, which should make clear the nature of the advice, however CLH Advisers may wish to maintain their own appropriate professional indemnity insurance.

<sup>1</sup> The CLH Group must appreciate that, while our team and Associate Advisers have wide experience, they are not acting as a surveyor, solicitor, financial adviser, land agent, accountant, architect etc. Where appropriate we can help the group find

Normally CLH Advisers will be assigned to work with a group for a predefined time allocation. This will be measured in half-days. A typical half-day “session” may include preparation, a face to face meeting, follow-up points, contacts, emails or phone calls. There is a standard rate of £250 per half-day including VAT and expenses, for Associate CLH Advisers.

There may be lower demand for certain Advisers, and CLH London cannot guarantee a steady stream of assignments.

Associate Adviser appointments may be made on a rolling basis. Appointments will be reviewed by CLH London annually.

### **Accreditation for CLH Advisers**

We know that very few consultants will have all the skills outlined in section 3. Even where a consultant has some experience of working with one or two community groups, these may not be transferable or useful for others.

Community Led Homes (the national membership bodies) have developed a [training and accreditation programme](#), to ensure CLH Advisers are delivering a consistent and non-prescriptive outline of the options available to groups.

Associate Advisers would be expected to pursue accreditation. Although this may not always be in place for practical or economic reasons. This will be taken into consideration as we coordinate assignments.

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relevant professionals, but the group acknowledges that they will be wholly responsible for ensuring that all relevant and independent advice is obtained, and all necessary contractual obligations are in place.

## 5. Expression of Interest and Process

### If you are interested in joining the Community-led Housing Adviser Team

Please provide the following information to [info@communityledhousing.london](mailto:info@communityledhousing.london)

#### A. Basic information

- Full name of the consultant who will be providing support.
- Title/position in organisation
- Telephone number
- Email address

#### B. Relevant Experience

Provide **up to 2 examples** of previous work demonstrating relevant experience in delivering some or all of the services described in section 3. Your experience does not have to be in community-led housing and may be transferable. Please include the **client name, budget, start/end date, and your specific role** in no more than **1 A4 page per example**.

#### C. Your Approach

Describe your approach to guiding, mentoring, and supporting groups and schemes, and encouraging groups to think openly and clearly about their objectives and how to achieve them **in no more than 1 A4 page**.

#### D. Quotation

Confirmation of acceptability of £250 per half-day including VAT and expenses.

#### E. Potential Conflict of Interest

Provide a statement of any involvement and potential conflict of interest the consultant may have in acting as a CLH Adviser.

### **Selection Criteria**

Selection will be based upon the responses provided above, and an initial meeting. The Project Director will review submissions in consultation with members of our Funding Application Review panel.

Selection will be based on:

- Breadth and depth of relevant experience - 50%
- Approach and understanding of the adviser role - 50%

Expressions of interest received will be considered on a rolling basis, where they complement and grow the range of Advisers we are able to assign to groups.