



## **Lockleaze Neighbourhood Trust**

# **Community Led Housing in Lockleaze Feasibility Study 2018**

VIVID REGENERATION LLP

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## 1. Executive Summary

There is little doubt that a community-led housing (CLH) scheme is both desired and achievable in Lockleaze. The residents and other stakeholders who have been involved are passionate and articulate about the need to improve housing choice and affordability for local people and they have shown a real willingness to engage, shape, learn and drive forward a scheme, as well as influence other housing development activity in the area. It has been emphasised throughout the process how lengthy and sometimes difficult this type of project can be and how much time and effort would be needed. They have acknowledged this but remained focussed on the opportunity for more community control and positive about the potential long-term reward for current residents and for the next generation.

This project has done THREE significant things in THREE months: It has

- 1. Engaged, inspired and motivated residents and stakeholders:** Through the workshops and meetings with other networks and stakeholders, a meaningful conversation has started around Community-led housing and is gaining in momentum. Everything from the affordability and wellbeing issues that need addressing, the types of housing that might be built, design concepts, costs, layout options, and tenure have been discussed. Residents have built up enough knowledge and confidence to start to explore the ideas more widely within the community and with continued support, they will have the capability to form a Steering Group with other stakeholders and move the project forward
- 2. Identified current opportunities:** Several development sites have been identified and discussed and the timing is right to move these discussions forward – once sites are built out the opportunity is gone. Some basic design ideas and viability work has also been done to show how a scheme of 21 affordable homes could be delivered on the ‘test site’ at Constable Road. The political support is there to support a CLH scheme in Lockleaze, and BCC officers are well placed to discuss opportunities in the context of the Housing Delivery Plan and growing partnership working practices across the city.
- 3. Provided resources, links and funders:** In terms of funding, again the timing is good with some funding available through Power to Change, National CLT Network and potentially the new Community Housing Fund, the details of which are still unknown. This project can benefit from the groundwork that has been done by other communities in Bristol and utilise their templates, some of which are included as part of this report. The emerging West of England Community Homes will also provide a great source of expertise and support. Discussions with funders have commenced and to date these have been very positive.

It is worth noting here also that as well as setting up a CLH project, there is a wider spectrum of involvement that the community are beginning to have and can develop via the Lockleaze Planning Group, such as getting involved in the planning process, developing a design statement, getting involved in selection processes for architects or developers, identifying opportunities and proposals for section 106 or CIL funding, negotiating a local lettings plan and developing training and work opportunities.

Bristol is a recognised centre of innovation for community-led housing, it has a variety of projects underway, a supportive Council administration and a newly funded ‘hub’ which will provide coordinated support, development and funding opportunities as well as being a voice for the sector with BCC and other partners. So, it is an opportune time for Lockleaze to be part of this growing sector, especially as housing costs are even higher than on some of the more outlying estates and will continue to push residents out who want to stay, or force them into insecure or unsuitable housing.

This project and the resulting report hopefully provide a sound platform upon which the local community can take forward their hopes and ideas to build some great new homes for local people in the future.

## 2. Background

Lockleaze Neighbourhood Trust (LNT) incorporated as a Charity (1063275) and Company (3372115) in 1997 and has been serving the community of Lockleaze ever since. Until 2015, LNT activities and services were predominantly delivered from the Cameron Centre, a community building owned by Bristol City Council (BCC). In 2014 LNT moved their operation into the new Lockleaze Hub (owned by the Housing Association, United Communities). LNT is also still currently managing the Cameron Centre.

The Hub is a vibrant community centre that hosts different community groups, runs activities, and hires out meeting rooms. LNT also rent out other ground floor units to Boing! soft play and SR Homecare.

**LNT Vision:** Lockleaze residents are resilient, skilled, confident and able to achieve positive change for themselves and their community

**LNT Mission:** Our mission is to bring people, information and organisations together and support residents to develop and deliver projects that create local opportunities and community spirit

In 2016 LNT developed a new Strategic and Operational Plan for the organisation and in 2017 worked with partners to carry out a comprehensive survey to gather the views of local people. Over 700 people took part and there have been many community conversations since. The results of the survey are being used to inform the development of a new Community Plan for the area.

A key priority that emerged from this community research was the issue of housing and particularly housing affordability and derelict sites in Lockleaze.

In late 2017 LNT submitted a bid to Locality's "Community-led Buildings Pre-feasibility funding". The purpose of applying for the grant was to explore the role that LNT could play in delivering community led housing and if this approach could:

- Support a strong resident voice in the development of the area
- Support the development of affordable housing in the area
- Create a source of sustainability income for community activities, services and amenities

LNT was looking to achieve the following outcomes:

- Increase resident awareness and understanding of the art of the possible around influence and ownership of local housing
- Understanding of costing, different governance, ownership and tenure models and financial viability
- A dialogue with BCC around community owned housing (as distinct from self-build, or social housing) and what is needed to get an option on a site
- Explore design wants and needs of residents
- Start to identify some local design principles that might apply to new site proposals.

## 3. What is Community Led Housing?

Community led housing is residential accommodation and ancillary space and facilities developed and/or managed by local people or residents, in not for profit organisational structures. The range of models that can be adopted for providing CLH includes self-build housing, co-housing, co-operatives, mutual housing, tenant-controlled housing, and community land trusts (CLTs).

The Building and Social Housing Foundation's (BSHF) criteria for projects to qualify as CLH are:

- Community integrally involved throughout the process
- Community groups/organisation taking a long term formal role in stewardship of the land and the homes

- Benefits to the local area and or community of interest must be clearly defined and legally protected in perpetuity.

CLH can involve new-build, regeneration and the use of existing buildings. CLH groups may involve members from the same geographical area, such as in Lockleaze, or members with a shared community interest or common link (e.g. Refugees, Older People, LGBT). The latter are often known as 'intentional communities'

There are three main ways in which community-led groups become involved in the CLH process as set out by the Building and Social Housing Foundation are as follows:

**Group led:** Grass roots groups respond to local housing need or demand, or people decide to develop their own homes.

**Extension of community-based activity:** Existing community-based organisations with local roots decide to provide housing in addition to their current activities.

**Developer-Community partnership:** A local authority, landowner, housing association or small builder which wants to provide housing that benefits the local area in perpetuity, draws on community-led housing expertise to recruit 'founder members' from within the community and support them to take over ownership, stewardship and/or management of the homes.<sup>1</sup>

#### Key requirements for Community Led Housing

- Committed individuals with a shared vision
- Some kind of formal structure e.g. charitable, Community Land Trust
- Suitable land/building: council, private, residential, agricultural, industrial
- Money and / or skills for development plans and employing professionals
- Ability and willingness to access grants and loans
- Time –schemes (with land identified) takes anywhere from 3 to 10 years

### 3.1 Income Generation

In the long term a community-led housing scheme with the land and possibly other assets could have the potential to provide an income for other community development activities in Lockleaze. Once loans are repaid they could receive ground rents (7-10k per annum on a 20-unit scheme) or rental streams on properties if they choose to take on more equity (see viability). There are suitable partners in the Bristol Housing Association sector who are proving flexible and supportive partners for CLH schemes and grant/loan availability is being pulled together to make it easier for groups to access.

## 4. Purpose and scope of the report

The report draws together key information that is relevant to developing a community-led housing project in Lockleaze, including

- What is Community-led housing
- Local context and some housing data, including housing needs
- Information about potential local housing sites
- Governance options
- Tenure options
- Information on costings and an example viability
- An example budget
- Potential sources of funding

<sup>1</sup> Taken from Bristol Community Led Housing Hub BCC Policy Recommendations Document 2017

The report also documents the engagement which took place with local groups and networks, including LNT trustees and the focussed work that took place with a group of residents during two workshops in February and March 2018. As well as developing engagement, these explained and explored housing need in the area, developed plans which explored the potential for one site in particular, and identified whether there was an appetite to take a community-led housing scheme further.

Finally, the report sets out some next steps in the form of an action plan for LNT and residents wishing to move forward with a project.

NB. At this stage it is not clear which is the site with the best potential for a community-led scheme, so the site used to explore designs was a 'test site' rather than a firm preference. It was chosen as it is probably the most straightforward and manageable and it is one that BCC could identify for a CLH site, even though it currently does not have that status.

## 5. National context

It's a crucial time for the housing sector. The housing crisis is as severe as it has ever been, the fire tragedy at Grenfell Tower in London has thrust social housing into the spotlight and the government's position on housing, and its approach to the social housing sector, has changed significantly in recent months. The lack of affordable, decent homes is affecting families across the whole country.

**Home ownership is slipping out of reach:** On average, house prices are now almost seven times people's incomes. No matter how hard they work, it's becoming more and more difficult for young people to save up and buy a home of their own. In the last decade, home ownership fell for the first time since Census records began.

**Housing costs are hugely expensive:** Many of the people on the housing ladder did so by taking out risky mortgage loans that stretched them to their financial limit. Now that the economy is struggling, people are finding it harder to meet their monthly repayments, often with dire consequences.

**More families are renting from private landlords:** There are now more than nine million renters in private rented accommodation, including almost 1.3 million families with children. Renting can be incredibly unstable, with soaring rents, hidden fees and eviction a constant worry. And it can mean living in dreadful conditions too – one third of private rented homes in England fail to meet the Decent Homes Standard.

**Levels of homelessness are rising:** The ultimate impact of the housing crisis is the huge numbers of people forced out of their homes altogether. The number of homeless households has risen to more than 50,000 a year. Some of these households – many with dependent children – will then wait for years, sometimes in temporary accommodation. And more than 2,000 people a year will have no roof over their head at all, ending up sleeping rough. (Source – Shelter)

## 7. Bristol context

Like other parts of the country, Bristol is facing a crisis in the availability of social housing and other affordable housing types. An increase of 1,900 new households a year across the city is projected between 2016 until 2036 (BCC Corporate Strategy). The average house price in Bristol in 2016/17 was £290,197 and the average rent in Bristol is £1,027 per month (SW average is £770) amounting to 46% of the average monthly income. The mean average earning is £26,551 so the ratio of house price to earnings is 10.9. (source NHF Homes Truths 2016/17 report). There are around 9,000 applications on the Housing Register resulting in homelessness, overcrowding, living with parents and other forms of housing stress. At the time publication there were 500 families in temporary accommodation.



Against these worrying trends, there is growing enthusiasm from individuals, new groups and existing community-based organisations to become actively involved in tackling local housing needs. There is now a record of good work to build on and new development groups continue to form. See [Appendix 1](#) for list of current Bristol projects.

The hard work of creating existing projects has raised the capacity of both individual groups and of the sector more generally to such an extent that Bristol is now seen as one of the national centres of innovation for CLH activity. The National Lottery Funder Power to Change has recognised this by agreeing to support a network of existing project development groups in Bristol to create a CLH 'hub' for the city. This will be used as a case study to pilot best practice for a national roll out of CLH hubs across the country.

## 8. Lockleaze context

Lockleaze was largely built in the 1940s and 1950s to provide new homes for Bristol residents re-housed from central city areas due to war damage. It benefits from having well-built semi-detached 3 bed homes, public open spaces, local shops, schools and community facilities but with relatively low density these are difficult to sustain. The area is well connected to the motorway system with good access to the city centre with a range of employers close by, but public transport is still limited. However, the proportion of Local Authority housing is higher in Lockleaze than other parts of the city. In addition, there is a lack of diversity in the housing stock, with limited accommodation for single occupancy. Over time this has affected the balance and sustainability of the community. Between the 2001 and 2011 census there was significant population change in the ward with an 18% increase (against UK average of 8%) without a corresponding increase in supply of housing. The current population is approximately 13,000. Like the picture elsewhere, the chronic shortage of housing has created significant increases in house prices, which are now moving beyond levels that residents can afford. Those in need of social housing are either so far down the housing list they will never be successful, or if they meet local housing criteria have little hope of being housed locally (where they have a support network and local connections).

More generally, Lockleaze is located 3 miles north of Bristol City Centre. It lies within the Northern Arc Regeneration Area set out in Bristol Core Strategy policy BCS7. To the north of the area lie employment hubs including the Ministry of Defence, Hewlett Packard and the University of the West of England, along the outer ring road. To the east runs the historic park of Stoke Park that creates a green corridor along the M32 into St Werburghs. The west boundary of Lockleaze is constrained by the mainline railway connecting Bristol Temple Meads and Bristol Parkway. Gainsborough Square is the commercial and community heart of the neighbourhood. The regeneration of square began in 2012 and has seen new homes built, a new community facility (the Hub) and an improved green space and square.

### 8.1 Local Housing Context: Key Points

These points are generated from a combination of local census information, current housing needs data and a local community survey (for a detailed analysis see [Appendix 2](#))

- Lockleaze has a higher percentage of social housing than the national average but slightly lower than Bristol average
- BCC remains the main landlord of social housing stock. There is a growing private rented market which in 2011 was 18% of homes and is likely to be higher than this in 2018
- Lockleaze is made up of predominantly 3-bed semi-detached homes with only 10% of accommodation being flats
- Lockleaze has slightly more overcrowding than the Bristol average (6.3%)
- House prices in Lockleaze have been increasing and are significantly higher than many of the other former council estates especially those located further from Bristol City Centre such as Lawrence Weston

- There is a marked difference in rent levels between BCC, Social Landlords and Private landlords
- Local people are interested in seeing a broad range of housing types with affordable housing featuring most highly along with a call for smaller homes and flat types
- The highest (social) demand in the area is for 1 bed and 2 bed properties
- In 2017, less than 3% of affordable homes in the area were re-let and of the 39 homes that became available, the majority went to band 1 and band 2 households (high priority)
- There were more than 100 bids on 14 of the properties that became available in Lockleaze in 2017
- United Communities reported over 800 bids for a single house on one occasion
- There is no current analysis of the demand for the private rented market or shared ownership so further analysis or survey work could be undertaken
- The analysis clearly demonstrates that the demand for social housing outstrips supply several times over, that the focus to house highest priority households means that many people are not able to change their situation.

## 9. Potential sites

In March 2018 Bristol City Council (BCC) adopted the “Lockleaze Estate Regeneration and Housing Delivery Plan” , a development plan for property owned by BCC, to enable the delivery of around 800 new homes.

The main sites are listed below in Table 1 and illustrated in the map. The delivery method proposed will involve several approaches to developing sites including:

- Joint Venture Partnership
- Sale to Homes West Partners (Registered Social Landlords)
- Bristol City Council (HRA) direct delivery of council homes
- Self-build/community led housing.

For full details see [Appendix 3](#).

Since there is currently not a fixed site or sites that has been identified for community led housing in Lockleaze (other than some difficult pocket sites), 3 sites have been scrutinised for the purposes of this report. One is a large strategic site with existing buildings on it, and with a potential for multiple uses, the second is medium sized site which is already identified for affordable housing provision and the third site is small and identified for housing. Looking at all three with varying levels of detail means that the community have a range of options to think about and alternatives if a particular scheme is deemed not suitable or too difficult to deliver.

**Table 1: Lockleaze Sites**

1. Romney House/Lockleaze School	10. Downman Road	18. Crome Road (30-48 even)
2. Lockleaze Day Centre & Blake	11. Morris Rd site 1	19. Constable Road (17-43 odd)
3. Cameron/Police	12. Mulready Close	20. Constable Road (14/16)
6. Blake Road	13. Romney Ave	21. Constable Road (26-32 even)
	14. Rowlandson Gardens	22. Brangwyn Grove
		24. Edward Bird House (adjacent



7. Bonnington Walk	15. Turner Gardens	to)
8. Branwhite Close	16. Herkomer Close	31. garage site
9. Constable Road	17. Crome Road (6-20 even)	



Bristol City Council

### Site 1. Cameron Centre and Police Station Site (Site 3 on the Map)

A draft design and planning brief has been completed for this large, strategic site – exert below.

“The development of this site is critical to the success of the regeneration of Gainsborough Square. The development of this site could help to:

- Increase the density of the area to help support the existing facilities and improve the viability of new facilities in the area.
- Reconnect Gainsborough Square to Purdown
- Create a gateway to Gainsborough Square to improve the legibility to the area
- Create active frontages onto the community street imagined around Gainsborough Square and the site is located at the highest point of the square, on the north east corner. The site is bounded to the east by Conder House (sheltered / retirement housing) that fronts onto Romney Avenue and The Bristol to the west. On the opposite side of Cameron Walk is the United Communities mixed use development which sets the standard for new development on Gainsborough Square along Cameron Walk”

### Site 2. Crome Road Sites (Sites 17 and 18) and/or Constable Road (Site 19)

Site capacity 78 approximately. Currently out to tender with Housing Associations only. LNT could propose a partnership for some community-led homes.

### Site 3. Constable Road (Sites 20 and 21) – the ‘test site’

BCC estimate site capacity at 13 homes approximately. This site (or two linked sites in fact) has been selected as a ‘test site’ for the purposes of this piece of work, which provides residents with a reasonably straightforward site to develop some outline proposals for. The site is split across Turner Gardens where it meets Constable Rd and presumably had a small number of houses on them previously (tbc).



## 10. The workshops

Resident workshops were organised to explain and explore community led housing. Recruitment for the events was carried out by LNT and Vivid at several local meetings where the CLH feasibility project had been presented, promoted and discussed.

The first two were held at The Hub over two evenings in February and March 2018, and the third will be held after publication to disseminate the report and galvanise the support of residents for the action plan. There were 6 residents at the first and 10 at the second, many of whom are also members of the local planning group that has recently established in the area.

Vivid were also accompanied by a local architect, Colin Powell from GCP at both workshops and he walked residents through design processes and thinking, leading on to some potential layouts and plans. This

method of design development is a way of involving residents much earlier and more deeply in a housing scheme than via traditional consultation processes. It brings their ideas to life very quickly and demystifies the architectural process, enabling them to quickly develop a confident, collective voice on design issues. It also builds excitement and motivation in a dynamic way, as they see their knowledge and ideas translated into physical plans.

Alongside the workshops, both individual meetings and group presentations took place, which kick started discussions with BCC officers and elected members and also garnered interest within the local area through the Lockleaze Network and the LNT Trustees.

### Workshop 1

The first workshop set out the expectations and introduced community-led housing, why it exists and how it is being delivered elsewhere in the city. Residents were then talked through a typical design process and what aspects drive projects forward. Discussions were then opened to explore how local people felt about housing in general in the area and how a community led scheme might meet a local need.

The following graph demonstrates the range of feedback and the full set of comments are listed in [Appendix 4](#). Overall it was a useful starting point and residents started to think carefully about what options could be explored to solve local issues around affordability, fuel costs, value of and desire to protect green space, food poverty, wellbeing (especially mental health), noise pollution, overcrowding and much more. The full content of workshop 1 is in [Appendix 4](#).

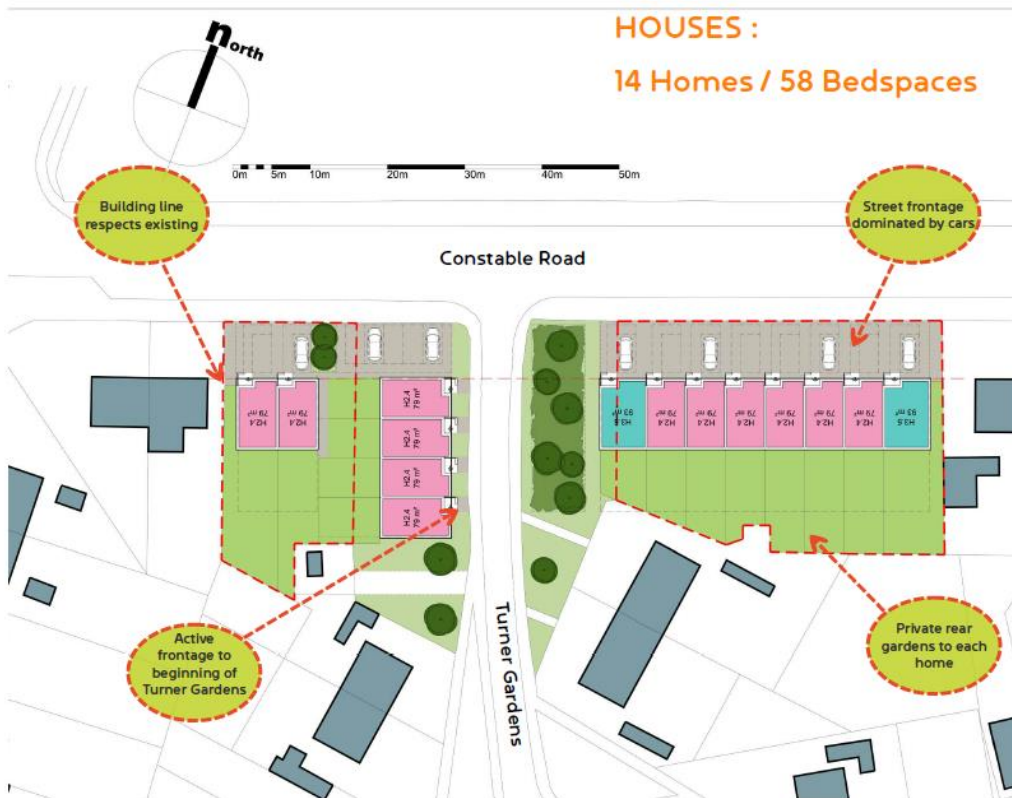
### Workshop 1 – Issues raised and discussed by residents



## Workshop 2

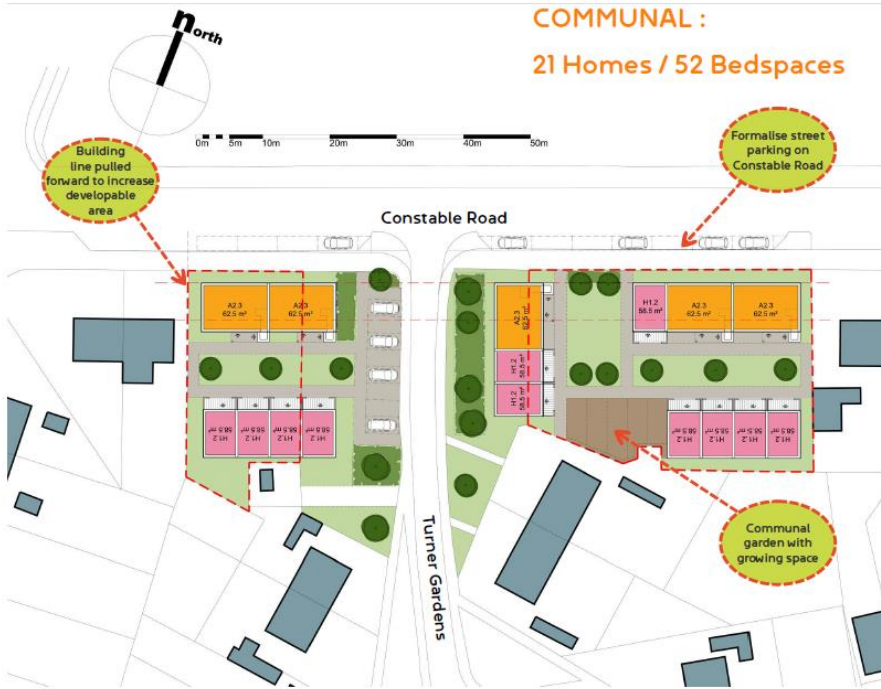
Workshop two went into more detail with residents about local housing needs data (as presented in this report) and gave a snapshot of affordable housing tenure types. Again, the full detail is in [Appendix 5](#). Residents then spent time looking at and discussing the options presented by the architect for the test site. The options showed a range of layouts and sizes, which delivered different outcomes for the site. Option 1 showed a standard scheme with 14no. 2 and 3 bed homes with off road car parking. Option 2 showed a more 'communal' scheme with more emphasis on shared growing space than on parking and with some 1 bed homes as well as 2 bed apartments (21no. in total). The final option showed a scheme of 20no. 2 beds 3 storey flats offering some communal growing space as well as parking. Residents were drawn mainly towards the communal scheme where the potential to grow food, have social interaction space and to have an intergenerational scheme was quickly identified. Interestingly it shows one bed houses rather than flats which is unusual, and it would be interesting to see what impact this might have on promoting community cohesion. On the other two schemes there was a general concern about the scale of building (option 3) and the dominance of parking, and on all three there were suggestions about the potential to expand the site using adjacent low- quality land with poor quality homes on them. All the feedback is noted in [Appendix 5](#) and it demonstrates that there is already an emerging collective voice focussing on affordability, social connection and wellbeing.

# Initial Ideas - opt.1





# Initial Ideas - opt.2



# Initial Ideas - opt.3



## 11. The preferred layout

Residents identified that the 'communal' (option 2) offered the most potential for meeting local needs in the area and provided an alternative approach to the standard social housing scheme. It offers one-bedroom houses and two-bedroom flats with less focus on parking and more on communal green and growing space as well as the opportunity social interaction.

## 12. Example viability

An example viability of the preferred scheme on Constable Road demonstrates how a 100% affordable scheme of 11 x 1 bed houses and 10 x 2 bed flats could be made to work financially. It shows how a mixture of low rent and low cost shared ownership homes can be built if sufficient grant can be secured and the cost of land is discounted. This is a very broad-brush viability that has been developed using the National CLT financial appraisal tool. There are many unknowns such as grant levels (and timing), land value (and discounts), interest rates and detailed build costs however it has been checked by a NCLT technical adviser and the assumptions made are considered reasonable. A summary of the appraisal can be seen below and the full workbook is available from LNT.

The key points to note are it delivers

- Rental levels well below Bristol Local Housing Allowance (LHA) rates
- Shared ownership monthly costs well below private rented sector
- Debt repaid in 15 years (and therefore a sustainable income stream beyond this)

Development cost £2,620,776

Suggested land value £217,500 inc stamp duty

Contract value £2,093,850

Dev' interest 6%

LTL interest 4%

		m2	Rent p wk 65% market	LHA
Affordable rents	1b2p flat	7	£115	£129
	2b3p flat	6	£135	£156
		13		
SO	1b2p flat	4	£150,000	£75,000
	2b3p flat	4	£175,000	£87,500
		8		£650,000 Total receipts

Total units 21

Grant £1,155,000 £55,000 Average GPU

Residual mortgage £815,776 £62,752.00 per rented home

Loan term 25

Potential to repay in 15

Shared Ownership affordability	Value	50%	10% dep	Mort	Mthly repayments 25yrs 6%	Net inc. required 25%	Approx' annual gross inc' required
2b3p flat	£175,000	87,500	8,750	78,750	513	2,052	30,780
1b2p flat	£150,000	75,000	7,500	67,500	440	1,760	26,400



### 13. Delivery models

The group were introduced to the different ways a CLH scheme could be delivered which often boils down to how much risk the group is willing/able to take and what skills base they have. In broad terms there are 3 models which can be supplemented by a range of other ways that communities can influence housing design and delivery (see conclusions). The best approach for Lockleaze will need to come from discussions with residents and community bodies and it is useful learning to work through the implications of each approach

#### **Self-managed scheme (the group take on the project management and financial commitment)**

- High risk, higher reward
- Requires skills and time to deliver or funding to employ others
- Limited access to grant unless body becomes an RSL
- Long term rewards – assets remain in community ownership in perpetuity and could be used to borrow against or raise money for other local services

#### **Partnership with a Housing Association (negotiated formal links with an RSL)**

- Low risk, lower reward
- Most common model especially on first schemes
- Group own the land freehold – ground rents can be £7-£10 per plot per week
- HA take on all the work and have control over lettings, income, management and maintenance
- Deal negotiable around level of local influence, input, governance, additional resources
- Can put in break clauses if they're not delivering
- Could have a mix of self – managed and HA

#### **Contract with a private developer**

- Low risk, negotiable reward
- Hands off model where developer takes on risk and sells units back at the end
- Limited access to grant so financial commitment might be higher

### 14. Governance

The long-term governance model will in some respects be determined by the delivery model as well as the local community infrastructure. Either an existing body, such as LNT can become the parent body of a special purpose housing vehicle, or a new organisation can be formed, such as a Community Land Trust or a Housing Co-op. In theory a parent body can also be a Community Land Trust itself, if it meets the definition, so it would be beholden on the group to get some legal advice as to the best approach.

The legal formats most suitable for a CLH scheme are Community Benefit Society, a Community Interest Company Ltd. by Guarantee (CIC), or a Company Ltd. by Guarantee which is also a registered Charity (or a Charitable Incorporated Organisation). It is important to remember that whichever organisation is chosen it is likely to have a very long life, since it is set up to ensure that assets are available and affordable for future generations.

**CLTs** are not a legal form in themselves (like a Company). However, CLTs are defined in law so there are certain things that a CLT must be and do. They are set up to ensure that the assets are not sold or developed except in a manner which the trust's members think benefits the local community, so...

- A CLT must be set up to benefit a defined community;
- A CLT must be not-for-private-profit. This means that they can, and should, make a surplus as a community business, but that surplus must be used to benefit the community;
- Local people living and working in the community must have the opportunity to join the CLT as members;
- Those members control the CLT (usually through a board being elected from the membership).

(National CLT Network Website)

Of paramount importance is to establish the overall aims and objectives of any CLH scheme in Lockleaze. To some extent this will then help to inform the legal structure and delivery model. See [Appendix 6](#) for an example Aims and Objectives document from Ambition Lawrence Weston.

## 15. Resources

There are a growing number of resources available both nationally and locally for CLH schemes. Power to Change are funding the establishment of the West of England Community Homes, an enabling hub for Bristol and West of England, which will soon be able to offer operational support and there are several national organisations such as Locality and the National CLT Network who provide advice and guidance (as well as funding) to members. Bristol CLT and some local housing associations such as United Communities have to date been willing to provide advice and expertise where appropriate and there is a growing skill base in the City, albeit with gaps still. BCC is supportive politically and are developing their approach to supporting CLH schemes in conjunction with the new hub.

### 15.1 Funding for Community Led Housing

Below is a broad outline of the current funding opportunities specifically available for CLH schemes. There may also be enabling grant opportunities available from BCC which would have to be explored as part of the bigger picture conversations on the regeneration of Lockleaze.

#### Grants

There are currently several funding opportunities available to community led housing projects.

This includes a, soon to open, community led housing fund run by Power to Change <https://www.powertochange.org.uk/funding/sector-funding/community-housing/>.

#### DCLG

The Government recently announced £60m annual community led housing fund (likely to be a mix of grants and loans) and this will open shortly and will be managed by Homes England. See announcement here: <http://www.communitylandtrusts.org.uk/article/2017/11/29/government-relaunches-multi-million-community-housing-fund>

#### National CLT Network

Small grants are available

<http://www.communitylandtrusts.org.uk/funding-and-resources/funding/start-up-funding>,

Quartet <http://quartetcf.org.uk/> and other trust funds.

#### Loans and social finance

CAF Venturesome offer bespoke loans up to £50k repayable only if the scheme goes ahead.

Triodos Bank <https://www.triodos.co.uk> have a track record of funding community led projects. Many of the third sector banks and main stream banks will look at lending.

A number of social investment providers are funding community led housing including; Resonance <http://resonance.ltd.uk/>, Social Investment Business <https://www.sibgroup.org.uk/>, Social and Sustainable Capital <https://www.socialandsustainable.com/>

Bristol and Bath Regional Capital (BBRC) <http://www.bab-rc.uk/local-priority/homesandcommunities/> is working with a number of the providers listed above and hope to launch a community led housing fund for Bristol later this year.

## 15.2 Outline budget for next phase of work

[Appendix 7](#) sets out an example budget for a next phase of work which can be used to support grant applications. It provides enough scope to bring forward a planning application on a small site and to take forward discussions on more complex sites such as The Police Station/ Cameron Centre or similar. It has used the example of Astry Close as a basis and incorporated the learning from that project that has been underway for over a year.

## 16.Next steps/Action plan

What	Outcome	By Who	By When
Present results to LNT board and agree next steps	Next steps agreed	Vivid	End May
Hold workshop to feedback on feasibility stage and to agree overall Aims and Objectives of a community led housing programme for LNT	Aims and Objectives agreed	LNT/Vivid	End June
Agree Job Description (see <a href="#">Appendix 8</a> ) and apply for funding from Power To Change	Funding secured to employ worker to progress the plans	LNT/Vivid	End June
Meet preferred bidder for RP site identified	Understand potential for CLH on this site	LNT	End June
Begin negotiations with BCC on in principle land disposal mechanism for CLH in Lockleaze (see <a href="#">Appendix 9</a> for further information on this)	Way forward for Land Disposal	LNT	End June
Hold a workshop to look back and look forward and agree a process for bringing forward development on Cameron Centre/Police station site	Agreed way forward between the community and the council	Vivid/LNT/BCC – other resident and community stakeholders	End June
Secure allocation for CLH housing for Cameron Centre/Police station and Constable Road site. Progress option for the site(s) as appropriate.	Sites secured for community led housing and option progressed for the site (s)		End June
Appoint worker	Capacity	LNT	End August (depending on funding confirmation)

## Appendix 1. Bristol Community Led Housing – An Overview

Completed schemes:

- 6 flats in St George by Abolish Empty Office Buildings
- Ashley Vale Action Group's self-build project of 40 homes in St Werburghs
- Bristol CLT's development of 12 affordable homes on Fishponds Road
- Cohousing Bristol Bedminster at Lower Knowle Farm
- Housing Coop St Philips Street
- Bright Green Futures Courtyard and Lilyponds
- Bristol Together - Shirehampton
- Knightstone Housing Association's Ex Service Personnel self-build project in Bedminster

Schemes at planning stage or start on site include:

- Bright Green Futures Bower project in Fishponds and the Tanks Site in Lawrence Weston
- Ambition Lawrence Weston's Astry Close project in Lawrence Weston 40 units
- Help Bristol's Homeless
- Fishponds Co Build
- Bristol CLT's Shaldon Road project of 49 units – start on site

There are also several schemes at feasibility stage, including:

- We Can Make Knowle West
- Schumacher Institute Initiative Homes
- Southmead Development Trust's Arnside and Glencoyne Square project
- Redcliffe Forum
- Somewhere Cooperative Housing
- Bristol Hospitality Network
- Lockleaze Neighbourhood Trust
- SNUG Homes
- Tiny Homes
- AVAG Farm at Eastville
- Positive Impact Community Housing
- Windmill Hill and Malago Planning Group
- Custom Build in Hartcliffe.

## Appendix 2. Lockleaze Housing Data

### Housing type and tenure

The following tables are drawn from 2011 census data and provide an overview of the housing offer in Lockleaze. Obviously, this will have changed since then but not in any significant way, apart from maybe private rented, for which there is not currently any data. There is also no up to date data for shared ownership levels and costs.

**Table 2: Tenure**

Tenure	Lockleaze	Bristol	Nationally
All households	4837		
Owned	2449 (50.63%)	49.7%	64.3%
Shared Ownership	48 (0.9%)	NA	NA
Social rented	1382 (28.57%)	35.9%	17.6%
Social rented from BCC	1070 (22.1%)	NA	NA
Social rented - other (Housing Associations)	312 (6.4%)	NA	NA
Private rented	870 (17.9%)	24.9%	18.1%
Living rent free	88 (2%)	NA	NA

Census 2011

**Table 3: House Type**

Accommodation type	Lockleaze	Bristol
Detached	161 (3.2%)	11,164 (5.9%)
Semi Detached	2160 (43.6%)	49,983 (26.3%)
Terrace	1776 (35.6%)	63,331 (33.4%)
Flats	869 (17.5%)	65,239 (34.4%)

Census 2011

**Table 4 – Household Information**

Household size	Lockleaze	Bristol
1 bedroom or less	10.5%	16.5%
2 bedrooms	18.8%	27.9%
3 or more bedrooms	70.5%	55.4%
Overcrowded Households	6.8%	5.2%
Average bedrooms per household	2.7%	2.6 %
Average household size (persons per household)	2.5%	2.3%

## Housing Costs

### Sales Market

Citywide average house price in Bristol is £290,197. Lockleaze house prices are slightly lower than Bristol average at £246,000 (Rightmove and Zoopla 2018), however, fewer properties come to the market. Anecdotally residents report that house sales are reaching unprecedented levels and any new sale housing is likely to be very popular (home owners and buy to let).

**Table 5: Rented homes £ per week**

Rents	Average for BCC	BCC Av'ge. for Lockleaze	HA rents – United Communities	Private rented (Zoopla)
1 bed flat	75	77	105	158
2 bed flat	81	85	114	202
3 bed flat	90	NA	NA	323
2 bed house	91	94	121	275
3 bed house	99	102	133	325
4 bed house	105	95	142	438
All properties	88	92	116	

### Social Housing and Home Choice Bristol Data

The information about social housing need and allocations is much more up to date. The following tables provide a sense of local need. Only 39 properties were re-let (less than 3%) in the area against a need of 548 (this does not include data on any new homes let).

**Table 6: Numbers on Housing Register**

Housing register	1 bed need	2 bed need	3 bed need	4 bed need	5 bed need	6 bed +	Total
Bristol 2018	6059	3433	1732	323	67	16	11630
Lockleaze 2018	290	155	79	22	1	1	548



**Table 7: Supply of social housing**

Supply of available social housing (relets)	HA & BCC relets in Bristol (HCB)	BCC in Lockleaze	HA in Lockleaze
2017	1338	34	5

**Table 8: Housing Register Band Allocation**

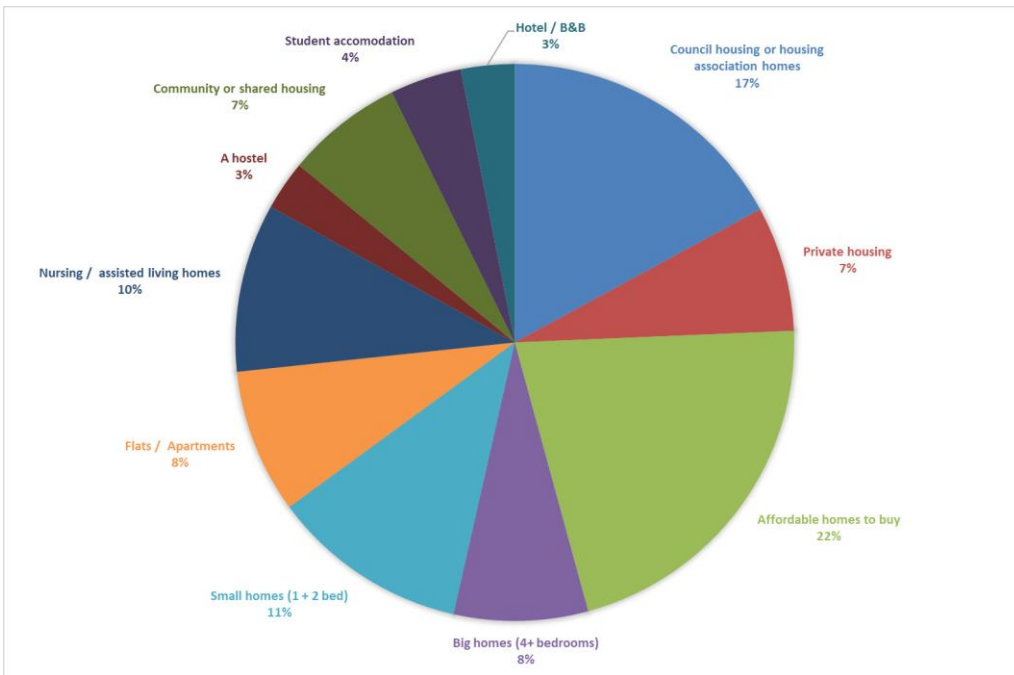
No of bids for properties		0-10	11-25	26-50	51-75	76-100	100+	Total
2017	Bristol	498	37	91	83	37	592	1338
	Lockleaze	18	0	2	4	1	14	39

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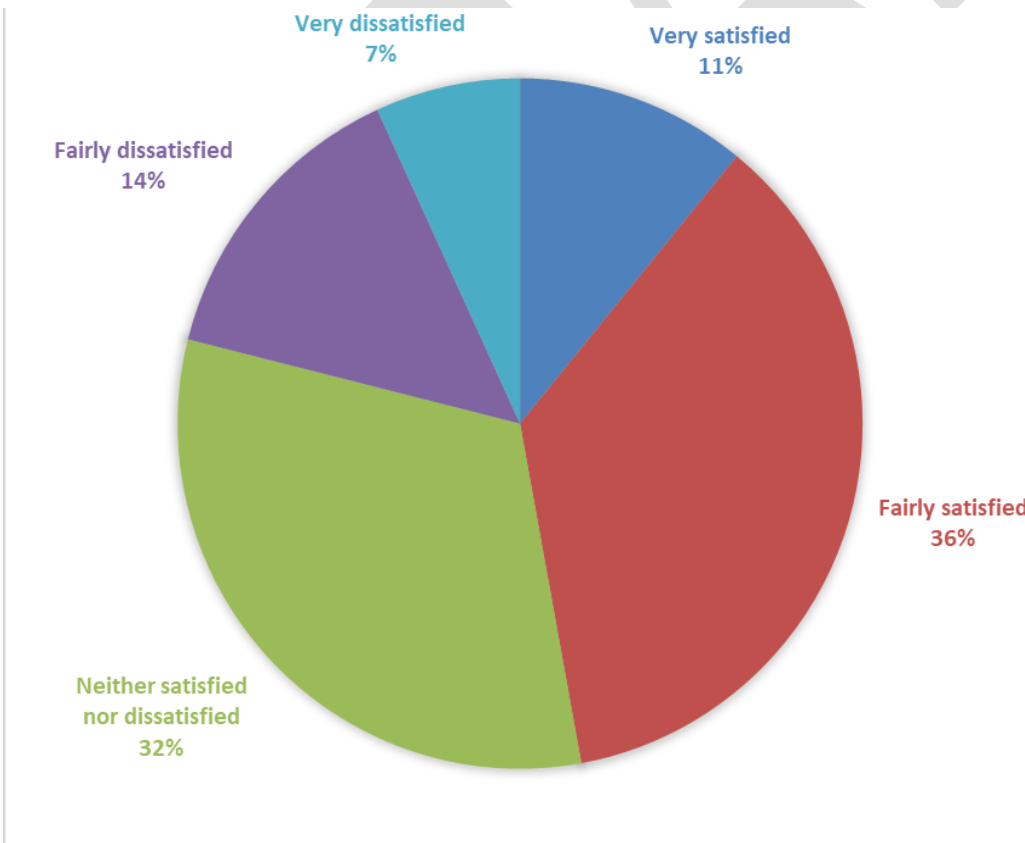
## Community Research

The following information is taken from the community survey undertaken by LNT in 2017. Several questions were asked about future housing in Lockleaze.

**Chart 1: Housing is likely to be built on some sites. Do you want to see?**



**Chart 2: How satisfied are you with the choice of housing in the area?**



### Appendix 3. Lockleaze Estate Regeneration and Housing Delivery Plan 2018

#### 3. Delivery Approach:

In order to achieve the Council's core objectives (maximising the delivery of housing numbers; capitalising on pace of delivery; securing affordable housing provision; and ensuring quality of development) GVA Grimley have recommended the development of Council owned sites through bundled packages of sites.

The key packages and indicative delivery approaches are:

Package/sites: (site numbers relate to Appendix I plan)	Indicative number of homes	Preferred delivery mechanism	Timescale
<b>Package A:</b> <ul style="list-style-type: none"> <li>Romney House/Lockleaze School (site 1)</li> <li>Lockleaze Day Centre &amp; Blake (site 2)</li> <li>Branwhite Close (site 8)</li> </ul>	354 units	Joint Venture Partnership (JVP) – procured independently or through BCC Housing Company (subject to commercial viability)	JVP to be structured 2018/19
<b>Package B:</b> <ul style="list-style-type: none"> <li>Crome Road 6-20 even (site 17)</li> <li>Crome Road 30-48 even (site 18)</li> <li>Constable Road 17-43 odd (site 19)</li> <li>Herkomer Close (site 16)</li> </ul>	130 units	Site sale. Initial offer to be restricted to Homes West partners	Imminent
<b>Package C1:</b> <ul style="list-style-type: none"> <li>Constable Rd (sites 20 &amp; 21)</li> <li>Constable Road (site 9)</li> <li>Morris Rd (site 11)</li> <li>Turner Gardens (site 15)</li> <li>Romney Ave (site 13)</li> <li>Brangwyn Grove (site 22)</li> <li>Constable Rd (plot East of Copley Gdns – not marked on map)</li> </ul>	36 units	Bristol City Council (HRA) direct delivery  or	Programmed over 5 years
<b>Package C2:</b> <ul style="list-style-type: none"> <li>Blake Road (site 6)</li> <li>Mulready Close (site 12)</li> <li>Rowlandson Gardens (site 14)</li> <li>Rackham Close (not marked on map)</li> <li>Gilray Close (not marked on map)</li> <li>Garage site (site 31)</li> <li>Edward Bird House - adjacent to (site 24)</li> <li>Downman Road (site 10)</li> </ul>	22 units	Site sales targeted for: self-build housing / Community Led Housing.  Will seek to link with West of England One Public Estate Sites Programme.	t.b.c.
<b>Package D1:</b> <ul style="list-style-type: none"> <li>Bonnington Walk (site 7)</li> </ul>	262 units	Joint Venture Partnership/ site sales/direct delivery (to be determined in light of emerging market conditions)	Site preparation to commence from 2018/19
<b>Package D2:</b> <ul style="list-style-type: none"> <li>Cameron/Police (site 3)</li> </ul>		Joint Venture Partnership/ site sales/direct delivery/Community Land Trust (to be determined)	Determination of delivery approach 2018/19

# The site

## WHAT QUESTIONS SHOULD WE ASK?



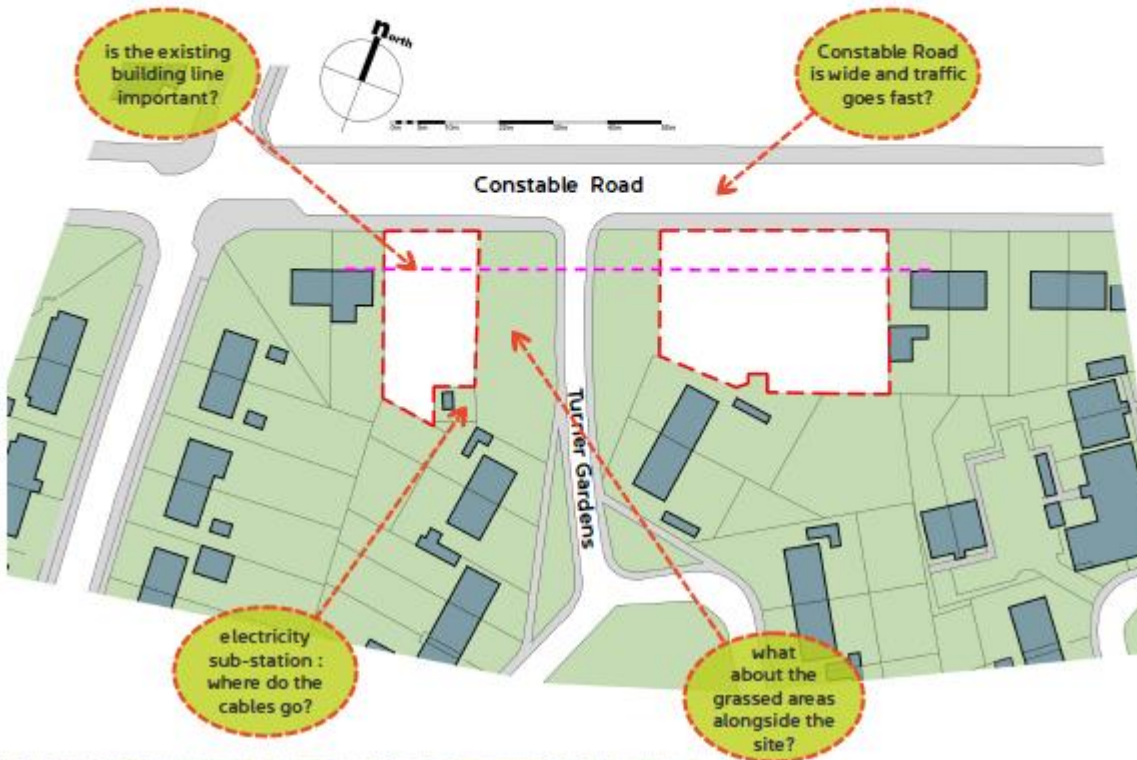
All design projects start with questions that need to be answered:

- who is it for?
- what do we want?
- what do we need?
- how should it work?
- who does it affect?
- what's next door?
- should it blend in?
- should it stand out?
- what's underground?
- what permissions do we need?
- how much can we afford?



# The site

## WHAT INFLUENCES THE DESIGN?



Upper Horfield - Filton Avenue

- terraces
- shared surfaces
- designed to be informal
- high density

Lockleaze - Constable Road

- semi-detached
- greens and landscape
- arranged by streets
- low density



# the buildings

## HOW DO THINGS LOOK?





# Outside

## HOW DO WE WANT THINGS TO WORK?



Where do we put cars - how far will people walk?  
 How we provide for cars has a significant impact on the number of homes that can be built - do we build homes or car parks?



Do we want communal space - is it more or less important than private space?  
 Communities can be built around a shared sense of place, but some people value their privacy above everything.  
 Can design create good neighbours?



Where do people keep things like bins and bikes do these need to be secure?  
 To design effective homes the everyday problems of where we put things outside the building, how we make them accessible, secure and uncluttered sometimes get forgotten.

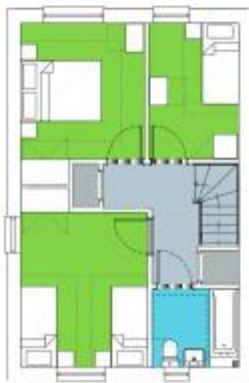


What direction should it face - what renewable technologies do we need?  
 How important is energy consumption and carbon emissions - and what is the difference?



# Inside

## HOW DO WE LIKE TO LIVE?



FIRST FLOOR

### One house - several variations?

How people organise their homes is as individual as they are.

Can we design for individuality whilst trying to create a 'standard' house?

What makes a home more or less livable, how do we cater for change?

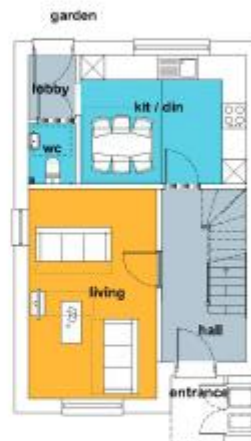
- growing / extended families
- disability
- aging
- (home) working



GROUND FLOOR - Opt.1



GROUND FLOOR - Opt.2



GROUND FLOOR - Opt.3





# Themes

WHAT IS IMPORTANT TO YOU?

ENERGY.

SELF-BUILD.

HEALTH.

WASTE.

FOOD.

SECURITY.

COMMUNITY.

FAMILY.

EMPLOYMENT.

ENVIRONMENT.

TRANSPORT.

AFFORDABILITY.



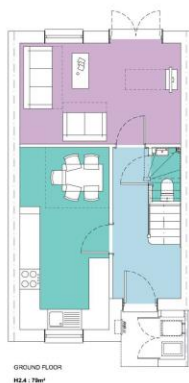
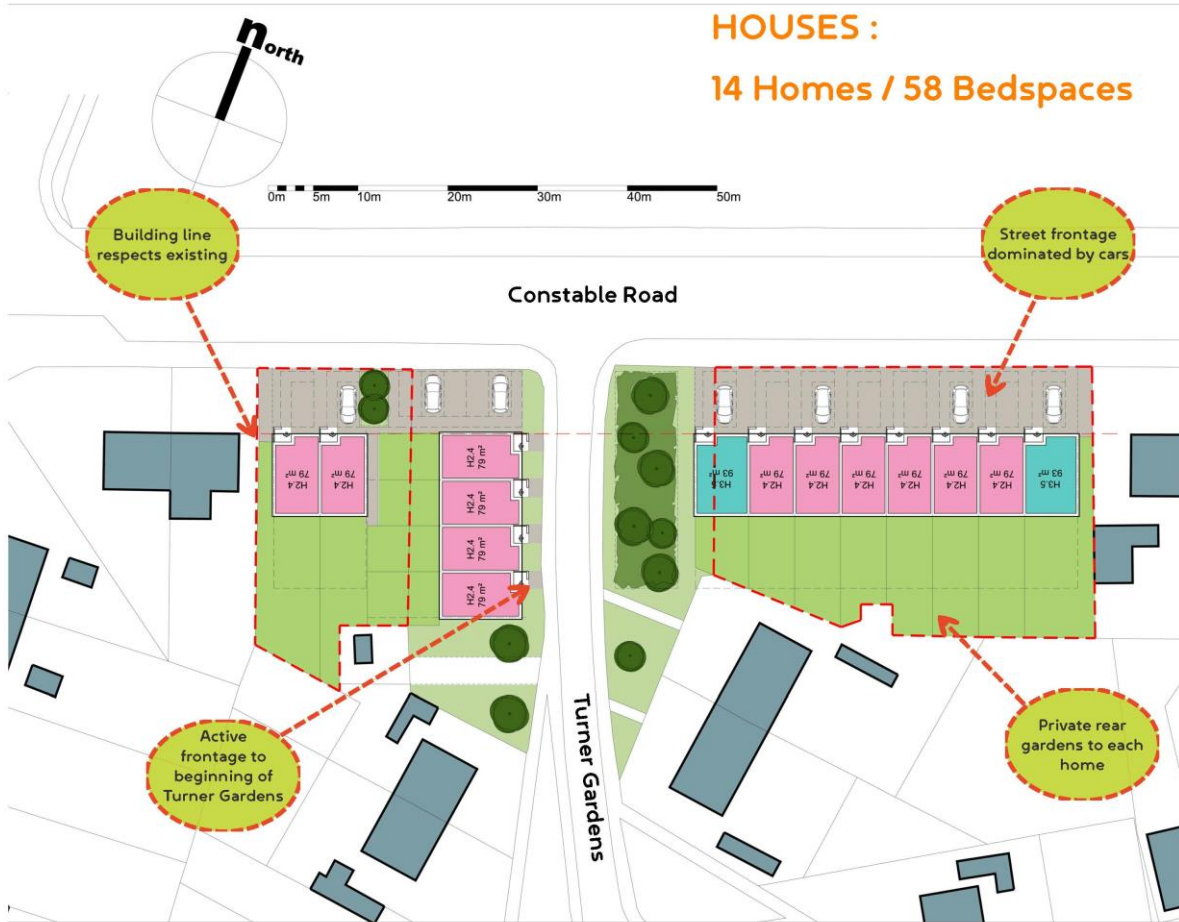
**Lockleaze Community-led Housing Resident Workshop 1 - February 20<sup>th</sup>, 2018**

Facilitated by Vivid Regeneration (Helen Bone and Lisa Denison) and GCP Architects (Colin Powell)

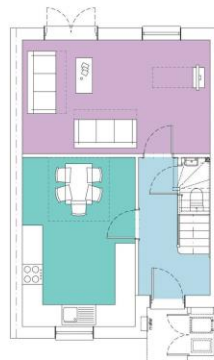
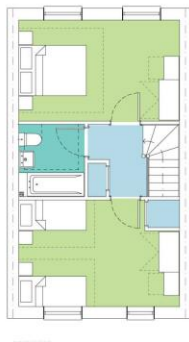
Post-It notes from discussion –

- Preference for 2 bed houses, not 2 bed flats
- Use of wood cladding OK but what will it look like in the future?
- Does zero-energy make it expensive?
- Good space standards including ceiling height
- Beatty Passivhaus – housing factory e.g. Knowle west
- Make it more walkable – introduce trees
- Green rooves/gardens on the roof for growing
- Solar panels for electric car charging
- Acoustic insulation for sufficient privacy – good quality build
- Include wind breaks as the area is high and exposed
- ‘HAPPY’ space – lots of light and big windows
- Local lettings policy very important
- Create jobs/apprenticeships for construction and landscaping and skills for local people
- Support people to downsize
- Does Constable Rd need to be that wide or can it be used for extra parking/planting/landscaping?
- Benches to make it more walkable
- What happens on Constable Rd depends on the other large developments happening opposite
- Future need may not be about ‘2.5 kids’ families but new models of living
- This is an opportunity to have an asset for the community (income)
- Rents need to be affordably low
- There is insecurity of tenure (*Private rented?*)
- There are a lot of 3 beds with gardens already
- Nothing available for young people who want to move away from parental home
- Worried about high density – doesn’t look good and people living on top of each other
- Architecture can improve wellbeing
- Think about bins, bike stores/mobility scooter storage – electric charging?
- Link development to green spaces for growing
- People love the green spaces – they need to work
- If high density it still needs to deliver green space and trees

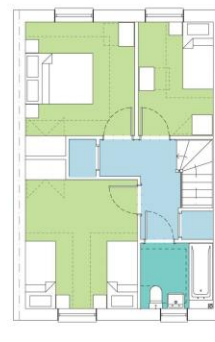
# Initial Ideas - opt.1



typical 2-bed house



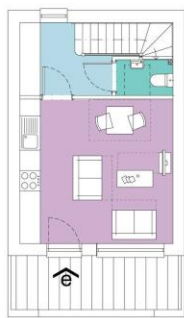
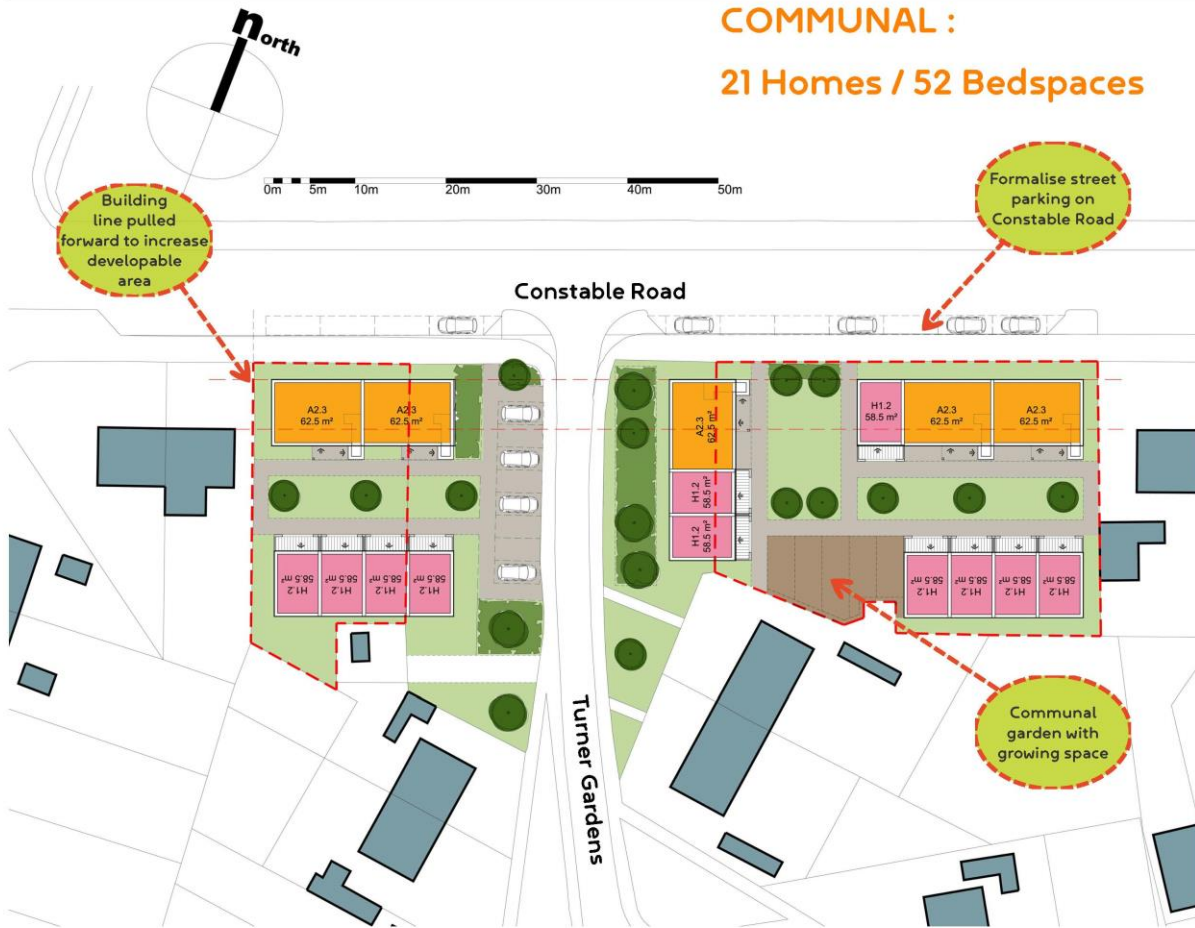
typical 3-bed house





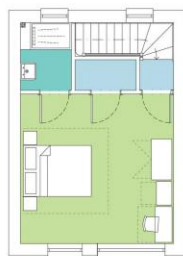
# Initial Ideas - opt.2

**COMMUNAL :**  
21 Homes / 52 Bedspaces



GROUND FLOOR  
H1.2 - 58.5m<sup>2</sup>

typical 1-bed house



FIRST FLOOR



GROUND FLOOR  
A2.3 - 62.5m<sup>2</sup>

typical 2-bed appt.

# Initial Ideas - opt.3

**APARTMENTS (3-storey) :**  
**20 Homes / 72 Bedspaces**



typical 2-bed apts



## Lockleaze Community-led Housing Resident Workshop 2 - March 20<sup>th</sup>, 2018

Facilitated by Vivid Regeneration (Helen Bone and Lisa Denison) and GCP Architects (Colin Powell)

### 1. Discussion on 3 presented Design Options

Option1:

Very Traditional

Boring

Is what a Housing Association would deliver?

Would minimise neighbourhood issues as little shared space

Deals well with parking

Option2:

"I love it"

Great shared space

Good growing area

Would be a good way of neighbours getting to know one another

Elderly and young people living together

Interesting 1 bed houses – would that work? We need to visit schemes

Breaks the line of houses – would BCC planners allow this?

Could you move the road? Could you incorporate adjacent BCC owned homes to create a bigger site?

Services could be an issue in terms of moving the road.

Would encourage diversity of residents which can only be a good thing.

Would parking be an issue – we need to learn from 1970's experiments (e.g. Inns Court, Knowle West)

Option 3

Not sure about the large blocks. They feel out of character. Very prominent

Would house more people but is it too many people given the size of the site

Could you do a mix of Option 2 with an Option 3 block on the smaller site?

For all options:

Would love to see lots of glass, South facing, lots of light.

We want to deliver quality housing that says something positive about the neighbourhood

We have had a lot of problems and a lot of homes demolished – we need to move on and heal

Design needs to look cohesive but high quality and modern and low-cost bills

How do we keep houses affordable in perpetuity?

Housing Needs and Aspirations

- Include homes for older and disabled people – e.g. ground floor flats
- Ethical rents
- Houses that can be adapted e.g. "Life time homes"
- Addressing 1 bed needs – people currently living with parents/friends
- To give local people an option to stay in the area
- A local lettings policy to ensure that a percentage of homes go to local people – local people first
- Can you do local sales (at a discount?)
- Secure tenancies
- Houses that improve Quality of Life for residents
- Catering for the needs of the local community
- Modern/light
- Houses that improve mental and physical health
- Locally owned / £'s to reinvest in local projects
- Can people get a reduction in rent if they put time in to the build and ongoing to the community?
- A project that is not about individual asset making.

## Appendix 6. Example Aims and Objectives - Astry Close Community Housing

Aims	
1	To build homes for local people in Lawrence Weston
2	To provide an opportunity for people living in Lawrence Weston to own and lead this housing project and build local experience, capacity and confidence
3	To deliver positive social impact through this housing project
Objectives	
1	To build approximately 40 new homes at Astry Close by 2021
2	To prioritise affordability for local people
3	To improve housing choice for local people
4	To provide employment, skills development and experience for local people at every stage of the project
5	To build high quality, desirable homes that are energy efficient and low cost to run and maintain. The design should reflect the ambitions of the LW Community Plan, Design Statement and Neighbourhood Development Plan
6	To have design and other processes which involve local people, and which build and make best use of their knowledge, interest and skills
7	To implement a local lettings policy and sales plan which help to remove barriers for local people and provide support to those wanting to access the new homes
8	To create a long-term resource for the local community
9	To create a governance structure for the homes which has the residents at its core
10	To deliver some shared community/communal space which inspires and encourages community spirit and pride to develop
11	To deliver the homes in a way which safeguards ALW both financially and legally

## Appendix 7. Outline budget for next phase of work

<b>Lockleaze Neighbourhood Trust</b>							
<b>Community Led Housing Project 2018-2020 (2 years)</b>							
<b>Up to Planning (small site c20 homes)</b>							
	<b>TOTAL BUDGET</b>	<b>Potential Funding Source Split</b>					
		<b>Power To Change Stage 1</b>	<b>Power To Change Stage 2</b>	<b>Quartet/National CLT</b>	<b>BCC (HIF?)</b>	<b>BBRC/City Fund??</b>	
Project Management	£ 40,000	£ 5,000	£ 20,000	£ 5,000			£ 10,000
Architects	£ 50,000	£ 10,000	£ 10,000			£ 20,000	£ 10,000
Legal	£ 10,000		£ 5,000				£ 5,000
Financial Modelling	£ 10,000		£ 5,000	£ 2,500			£ 2,500
Surveys	£ 15,000	£ 10,000	£ 5,000				
Planning fees	£ 12,000		£ 7,000				£ 5,000
Events/training	£ 2,000			£ 2,000			£ -
Other expenses	£ 1,000						£ 1,000
Full cost recovery (LNT overheads)	£ 10,000		£ 3,000	£ 500	£ 1,500		£ 5,000
<b>TOTAL</b>	<b>£ 150,000</b>	<b>£ 25,000</b>	<b>£ 55,000</b>	<b>£ 10,000</b>	<b>£ 21,500</b>		<b>£ 38,500</b>

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## Appendix 8. Sample Job Description

### PROJECT MANAGER – LNT COMMUNITY HOUSING - JOB DESCRIPTION

#### Project Manager for Community-led housing development in Lockleaze, Bristol

##### Background

In 2017 the residents of Lockleaze completed a detailed community research study for the area. Housing came through as a priority area of work.

In 2018 LNT commissioned a feasibility study into community led housing in Lockleaze. The purpose of this post is to take forward the recommendations of this report.

##### Job Description

We are looking for a talented and experienced housing professional with a commitment to developing permanently affordable community owned housing and a track record of delivering affordable housing projects. We are looking for somebody who can move us from ideas to action.

##### Responsibilities

- Organise and facilitate monthly meetings of the LNT Housing Group ensuring that residents are fully involved in decision making
- Oversee commissioned work to analyse the financial options for sites and to decide on a preferred financial model
- Liaise with Bristol City Council as land owner to understand and move forward with the procurement of the land
- Secure funding for the design and planning phases of the project
- Oversee the appointment, employment and performance management of all contracted professionals and consulting services
- Write and deliver a high-quality community engagement strategy for the project
- Explore options for local lettings and agree a way forward for assigning homes
- Prepare budgets and write and implement a fundraising plan
- Oversee grant funding in compliance with funders spending criteria and accounting procedures
- Present timely reports to the Housing Group and LNT Board
- Ensure good communication channels with all stakeholders including the use of press and social media
- Provide information, guidance, training and support to residents, the housing sub group and the LNT board as required
- Organise visits to learn from projects, make links and build relationships with other projects.

##### Qualifications, Education & Skills Required:

- Demonstrated personal and professional commitment to social and economic justice in general and affordable housing and community development in particular
- Ability to develop, maintain, articulate and pursue a vision for a community led housing scheme in Lockleaze
- Strong interpersonal and communication skills, excellent written and verbal skills.
- Effective organisational, time management and administrative skills; ability to work independently
- Ability to motivate and performance manage supporting staff and contractors
- A thorough understanding of property development, housing finance, and community and economic development strategies
- Demonstrated experience of working effectively in an area of disadvantage
- Leadership skills including effective public speaking, consensus building and negotiation skills
- Ability to initiate community involvement and to support and empower residents to lead and take ownership of the project

- Ability to work in partnership with a range of voluntary, public and private sector partners
- Ability to use spreadsheets, word processing software and other relevant packages
- Ability to plan strategically and to identify and secure resources to accomplish objectives
- Ability to identify analyse and develop options for solutions to complex problems
- Ability to make pragmatic decisions and to prioritise appropriately

**Preferred Skills and Experience:**

- Knowledge of the community land trust model, including the role of stewardship
- Experience of community-based planning processes
- Affordable housing development experience
- Track record of securing and managing funding for community and housing projects

**Employment**

This is a two-year fixed term contract

Flexible hours including some evening and weekend work averaging 15 hours/week. Salary is negotiable and based on credentials.

Report to Chief Exec at LNT.

Closing date for applications <> . Interviews <> . For more information about LNT and our aims please visit our website at <https://www.lockleazehub.org.uk/>.

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## Appendix 9. Land Disposal and Social Value

West of England Community Homes (WECH) is currently working with Bristol and Bath Regional Capital (BBRC) and Bristol City Council to find and implement a mechanism through which some BCC owned sites could potentially be sold at less than “best consideration” to reflect the social value and affordable housing contribution provided from the project.

Ambition Lawrence Weston (ALW)’s Astry Close is a test case project for this with BCC proposing to use the HACT toolkit <http://www.hact.org.uk/hact-value> to recognise and value the social value contribution of community led housing and to consider this when calculating the land sale value. ALW is currently negotiating an option to purchase Astry Close from BCC with a social value clause as follows (and yet to be finalised):

(A) The Developer has agreed with the Owner that the Developer will form a Community Land Trust (A Body Corporate) (“the CLT”) or a separate special purpose vehicle (“SPV”) with a view to transferring the benefit of this Agreement to the CLT or SPV and the CLT or SPV acquiring the freehold estate in and managing the property in order to provide a benefit to the Local Community for the express purpose of furthering the social, economic and environmental wellbeing of the area in which the Property is located.

B) The Owner intends to sell the Property to the Developer at an undervalue provided that once the details of the Proposed Development are available the Owner in its reasonable discretion is satisfied that the Proposed Development will promote or improve the economic, social or environmental wellbeing of the area in which it is located. The value of the promotion or improvement of the economic, social or environmental wellbeing will be determined by reference to such mechanism as shall be agreed between the Owner and the Developer (both acting reasonably) which may include wellbeing valuation methodology.

## Appendix 10. About Vivid

Vivid work with clients who, like us, are committed to creating positive changes for the people and places we care for.

We work with

- Social enterprises
- Voluntary and community organisations
- Small business development agencies
- Regional, local and neighbourhood partnerships
- Private sector companies
- Local councils, health authorities and other public-sector bodies
- Universities and colleges

Vivid Partner Helen Bone has substantial experience of delivering successful, sustainable regeneration projects gained through our wide range of work in consultancy contracts and in senior voluntary, public and private sector posts. She is passionate about community led solutions and is working with others to establish West of England Community Homes, a new community led housing hub and enabler for West of England.

Vivid Associate Lisa Denison has a background in community investment and social housing. She is currently working on a long-term contract with Ambition Lawrence Weston, a resident led, neighborhood body in Bristol, helping to deliver their community led housing project. She is experienced in delivering resident involvement/governance, regeneration work, public and community art projects, and social impact measurement.