

Organisation leading the project

Camden Council

Lead Councillor or Officer

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Job Title

Portfolio Lead

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Project Title

A co-operative approach to development corporations

How much funding are you applying for?

£ 20,000.00

Summary of project idea (150 words max)

Context

Mayoral Development Corporations (MDCs) and Locally-led Urban Development Corporations (LUDCs) provide an opportunity to ensure that development and regeneration is truly led by and responsive to affected communities. But there is little 'best practice' on how to embed new models of community governance within these vehicles, beyond 'consultation'.

Project

This Policy Lab would empower place-based community anchor organisations to co-lead a piece of research on community agency in MDCs & LUDCs. It would collaborate with Development Corporation professionals, local authorities, artists, lawyers and governance professionals, residents, and others.

Themes to be explored include (see later sections for more detailed lines of inquiry):

- Resident decision making
- Creative and participatory methods
- Roles and responsibilities of different actors
- Legal and regulatory framework

This work would build on research by others in this space by identifying opportunities for greater resident and community agency specifically within the structures of an MDC or LLDC.

Which other CCIN members will work on this project?

- Trafford Council
- Greater Manchester Combined Authority
- Birmingham Council

1. What are the three key outcomes this project will achieve?

Key outcomes for the success of this project would include:

- An emerging consensus about what constitutes best-practice community engagement and participation within MDCs / LUDCs
- A clear articulation about the roles and responsibilities of different actors, including developers, residents, community organisations, local authorities and strategic authorities

Practical outputs that will support the achievement of those outcomes may include:

- The development of tools and templates to formalise the role of residents and community organisations with MDCs / LUDC governance structures
- Case study summaries highlighting successful examples of resident and community organisation involvement in MDCs, LUDCs, or comparable development bodies
- Dissemination of research insights through at least one CCIN network online event
- A workshop or roundtable session with MDC / LUDC representatives and community organisations to test and refine the proposed tools and governance approaches

In the long term, we hope this would lead to:

- Residents having a greater say in the development of their local area
- Deeply rooted, place-based community organisations recognised as critical regeneration partners and resourced accordingly
- Finance model and funding for community development work
- Greater use of social value as a lever to channel resource into community capacity building and ownership programmes
- The development of social impact funds that can support community anchor organisations to stay where they are and grow stronger with the development around them
- Development and regeneration schemes that genuinely meet the needs of the people that live in affected areas
- New metrics of success for regeneration and development programmes
- Development that avoids blowback from communities driven by poor or shallow consultation; recognition of the broader benefits that development can bring if it's done correctly

2. How does your project support the CCIN Statement of Values and Principles?

This project strongly aligns with the CCIN Values and Principles.

In particular:

- **Social partnership:** This project would demonstrate a new model of co-operative engagement between the Council, residents, community organisations, and Development Corporations. It would highlight and formalise how strong and trusted partnerships can be built between those different actors.
- **Democratic engagement:** The project would seek to identify mechanisms that communities can wield meaningful decision-making power within large scale regeneration programmes – recognising that we need to avoid the risk of creating multiple 'veto points.' This would push practice beyond the normal consultation approach
- **Enterprise and social economy:** The project would explore how community-based approaches to economic development can be mainstreamed and embedded into large scale regeneration projects, rather

than pushed to the margins of council's economic strategic. It would seek put community approaches at the heart of many of the country's highest profile development projects.

- Community leadership: The project would be delivered in part with trusted local community organisations, providing a means to think through how they and the residents the work with can contribute to and influence the outcomes of local development. It would position LUDCs as a connector between the built environment and sector and the community sector, on top of their normal responsibilities.
- New models of meeting priority needs: Although it is too early to be sure about what kinds of solutions or approaches might be proposed, the project will examine what role community ownership of assets might play, and how that can support a preventative approach to community needs.
- Co-production: This project would be delivered through cross-sector co-production, working closely with community anchor organisations, including residents
- Maximising social value: overall this is about developing a mechanism for maximising social value in regeneration, recognising that communities and officers often feel like S106 and CIL aren't always well targeted or used in ways that reflect community priorities.
- Innovation: this project will explore innovative ways of using artistic and creative practice to push the boundaries of what resident involvement in regeneration projects can look like, and re-centres communities themselves as a key driver of innovation

3. What is your idea and how will you allocate the budget?

A recent report from New Local highlighted the potential for community powered development and regeneration, and the challenges of making it a reality. Our work would build on this research by examining the particular opportunities that are offered working with MDCs and the first generation of LUDCs to embed resident and community agency at the heart of their operations.

The CCIN members that are part of this bid are all either in the middle of significant regeneration programmes, or will be over the next few years. Across Camden, Birmingham, Trafford, and Greater Manchester, the scale of these programmes reaches into the tens of billions of pounds. Press often refers to these projects as representing a 'once in a generation' opportunity to transform a local area – and we believe that change of that magnitude should include bold new ways to put residents and communities at the centre. There is enormous potential to learn from what has already been done, and to explore new approaches to community agency in these contexts. Even from our first conversation to develop this bid, it's clear that there is enormous appetite for learning from each other in this work.

This project will resource one lead researcher (individual or organisation) to work across those three places, in collaboration with relevant local / strategic authority leads and trusted community organisations.

Through a combination of interviews, workshops, creative community participation activities, and specialist advice, it will explore the options available to embedding community voice within the governance of MDCs and LUDCs.

Expanding on the 'themes' in the first answer, key lines of inquiry would include:

- Resident decision making
 - o How might neighbourhood-wide resident decision-making feed into the development process?
 - o How might we expand the limits of non-professional influence in regeneration?
 - o What might the role of community asset development and / or ownership be? How could groups like the Mycelial Network support distributed resident led involvement in regeneration?
 - o What kind of capacity / social capital building might need to be done so that people can be ready? Is there a role for smaller capital projects, like pocket parks, to help build capacity?
- Creative and participatory methods
 - o How can creative and participatory methods be used to include the greatest number of people?
 - o Where are there opportunities to engage with residents earlier, or to move up the 'ladder of participation' towards co-design and away from consultation?
 - o What is the right balance between 'broad but shallow' engagement and 'narrow but deep' engagement? How can insight from these different ways of engaging with local communities be reconciled?

- Roles and responsibilities of different actors
 - o What is the role of different partners – civil society, developers, local authorities, strategic authorities?
- Legal and regulatory framework
 - o What are the legal or regulatory barriers that limit how far we can go?
 - o What changes could national government make to support this approach?

The budget will cover:

- Research time on desk research, interviews, workshop planning / facilitation and writing – to understand the legal and regulatory context of MDCs / LLDCs
- Site visits between participating local authorities (in Camden, Birmingham, and Manchester) for relevant officers and community organisation partners (including paying community orgs for their time to participate) – to share learning from past work and begin to build a network
- An ‘ideas lab’, based in the Camden context, bringing in creative practitioners to push against the limits of current practice and help imagine a more co-operative approach

4. Provide a detailed budget of how you will spend the funds and whether you are bringing in other funding.

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Item	Unit cost	Units	Total
Lead researcher			£8,000
Project management	£500 per day	~15 days in total	£7,500
Lead researcher	£500 per day		
Graphic design and printing	£1,000		£500
Site visits x 3			£6,000
Trains	Tbc	Tbc	
Hotels	Tbc	Tbc	
Community org time	Tbc	tbc	
Ideas lab			£5,000
Artist commission			
Management - ODAC			
Contingency			£1,000
Total			£20,000

5. How does your project support the aims and objectives of the Cooperative Councils Innovation Network?

Central government has set a target of building 1.5m houses. This incredibly ambitious goal will need to be overseen and delivered in large part by local government. MDCs and the more recent LLDCs are one mechanism by which many authorities will attempt to deliver on these goals.

The challenge for any of these organisations is to deliver on those goals whilst ensuring that communities have real power in how development happens, and who it benefits. Whilst there are pockets of good practice across the sector, development as a whole is often seen as ignoring the communities in which it works.

This project is an opportunity for some radical thinking about what good looks like, learning from leaders in the field and within a context in which there is a live opportunity to shape the establishment of a new LLDC.

6. How will you share the learning from this project across the Cooperative Councils' Innovation Network?

There will be a written report and an online 'toolkit' which can be shared through CCIN's normal channels. Additionally, officers participating councils will host an online session to explore the findings of the report. Beyond the timescale of the project, we would be interested in establishing a community or network for local officers and community organisations interested in community led regeneration and development, connecting in to other networks in this field (such as Platform Places). We would also, on an ad hoc basis, each be happy to host study visits from other interested local authorities [although nothing that for both of these longer term goals further funding would need to be found].

I agree that the final report will clearly show the Cooperative Difference that this project will deliver and follow the CCIN Brand Guidelines.



Agree