bshf

Scaling up Community Housing Solutions

Background paper to the consultation

Building and Social Housing Foundation

Consultation at St George's House, Windsor Castle

28-30 May 2014

Contents

Introduction

BSHF has long been interested in models of housing provision that provide good quality, affordable accommodation and help to develop a sense of community. Our previous Windsor consultations on community land trusts,[1] cooperative models[2] and self-help housing,[3] demonstrated the potential of community oriented approaches.

Community housing solutions can bring a broad range of benefits, including greater community cohesion through developing mutual support, providing community facilities and empowering people to take greater control of their housing and lives.[4] As well as community benefits, there are practical advantages for individual households, such as increased financial security and affordability. Some of these benefits are explored in the case studies presented in this paper.

Our work internationally through the World Habitat Awards[5] has identified many community housing projects that have not only had a significant impact in their immediate sphere of influence, but have effectively scaled up, through a range of mechanisms to have wider national and international impact. Four examples of this can be found on pages 14-27.

The UK housing market is highly dysfunctional and supply is not meeting demand, not simply in a quantitative sense, but also in relation to space standards, quality, design, affordability and security (for more details of UK housing, see Appendix 1). While some may see it as unrealistic to offer community housing as a replacement for larger scale private development, increasing the awareness and scope of these alternative delivery mechanisms could be an effective way of challenging the status quo by creating additional choice, improving aspirations and therefore empowering consumers and communities.

Our consultation this year considers how we might broaden the contribution of community housing solutions in the UK. We have used the term *scaling up* to describe this increased contribution, but recognise that this covers a diversity of approaches, from single organisations growing in scope, to a proliferation of smaller organisations. These diverse approaches to scaling up will be the focus of our discussions.

This paper sets the scene for the consultation by framing objectives, providing an overview of community housing models and the policy environment, and drawing on examples of scaling up from other countries and contexts. It also

provides working definitions for the key terms: community housing solutions and scaling up. While there is much to debate in defining these concepts, we do not want this to distract us from reaching viable conclusions.

It is also important to acknowledge that the circumstances for community housing across the UK are not homogeneous. Policy environments, housing markets, housing needs and aspirations differ across and within the four nations.

We hope that this paper is helpful in preparing you for the consultation and look forward to meeting you in May.

David Ireland, Director, BSHF

About BSHF's Windsor consultations

The annual BSHF Windsor consultation brings together a range of experts to discuss a theme of current housing concern and to identify possible solutions. The event is intended to foster discussion and debate generating recommendations for practitioners and policymakers to support the goal of decent housing for all. Following the consultation BSHF – in partnership with participants – seeks to take forward and promote these recommendations.

For example, our 2011 consultation on self-help housing resulted in further collaborative work (with HACT and Self-Help Housing.Org) lobbying the government for access to funding. A BSHF report, *Supporting Self-Help Housing: Enabling community organisations to access the Empty Homes Programme,*[6] was submitted to the Department for Communities and Local Government to inform their development of a £100 million Empty Homes funding programme. Subsequently £30 million from this pot of funding was made available to self-help housing organisations through an intermediary facilitator.

This year's theme builds on previous Windsor consultations that have focused on a number of community-led housing solutions:

- More Homes and Better Places: Solutions to address the scale of housing need (2011)[7]
- Self-Help Housing: Supporting locally driven housing solutions (2011)[8]
- Redefining the Commons: Locking in value through community land trusts (2005)[9]
- Sustainable Housing Solutions: Transferring good practice from the margins to the mainstream (2002)[10]
- Housing, Self-help and Co-operation (1997)[11]

Objectives of the consultation

This year is a logical progression from our previous consultations on community housing solutions, to examine the potential for taking the concept of community-led housing further within the UK. We invite participants to explore:

- Examples where successful scaling up has occurred, and the transferable practices from these cases
- The opportunities that exist to grow and replicate successful schemes in the UK
- The barriers to scaling up in the UK, and how these might be overcome
- Where policy facilitates potential growth of community-led projects and where it is inhibiting
- How the community-led housing movement can engage better with the wider housing sector, policymakers and other stakeholders
- How the momentum of community led housing might be sustained, particularly with regard to funding and investment

We suggest that discussions focus on the strategy of scaling up rather than the details of individual models of delivery.

While our consultation objective is to explore how we might achieve scaling up, we encourage participants to recognise the scepticism surrounding the potential impact of community housing solutions among mainstream housing and planning circles, particularly in light of previous attempts and failures. In order to achieve genuine momentum and present community housing solutions as a desirable and achievable approach to housing delivery, it is vital that negative or doubtful views are acknowledged and evaluated, in terms of their validity and resolvability.
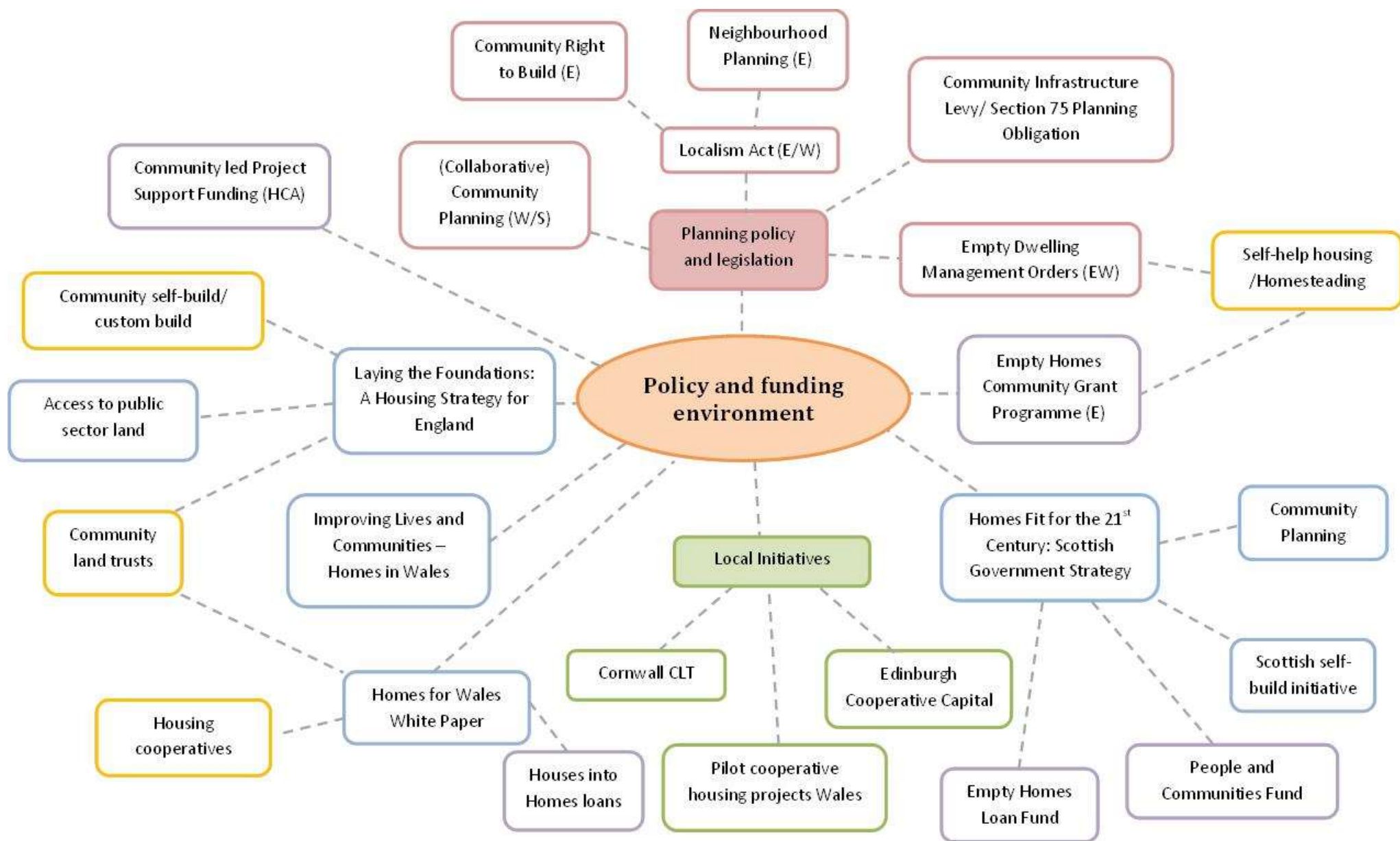
Government policy

Government policy in the UK has tended to focus on mainstream routes of housing supply, through initiatives such as Help to Buy,[12] which aim to stimulate larger scale development. The UK housing and planning sectors have also undergone a number of significant policy changes, in particular relating to planning policy[13] and the introduction of the Localism Act.[14]

With specific regard to community housing a number of facilitative measures have been introduced:

- In 2011, the government in England announced the Empty Homes Community Grant Programme (EHCGP) as part of their funding stream to address the problem of empty homes.[15] Targeted specifically at community groups and made accessible to them, the EHCGP enabled the development and growth of self-help housing projects, with local people working together to bring back empty homes into use. Early evaluation of the programme reveals a number of significant economic and social benefits to the communities involved.[16]

- The Welsh Government has been seeking to promote cooperative housing in Wales through supporting pilot schemes and changing legislation to allow fully mutual cooperatives to grant more secure tenancies.[17]

- The government in England supported self-build housing in its 2011 Housing Strategy.[18] Many community housing projects include elements of self-build and have similar needs, such as access to appropriately sized plots of land. Current policy encourages local authorities to make land available for self-build. In addition the Government has made £30m available as a Custom Build Investment Fund: short-term loans for prospective self-builders.[19]

- The Scottish Government's housing strategy includes references to supporting the growth of self-build housing.[20] In particular, it has developed a Self Build Guide and is working with the National Self Build Association to implement an action plan to promote self-build housing.[21]

In preparing this paper, BSHF has sought to represent each of the four nations of the UK with regard to the differing policy environments. Unfortunately we have been unable to identify any specific community housing measures in Northern Ireland. If participants are aware of any such measures, or of examples of specific projects, we would be interested to hear about these.

The diagram on the next page is intended to capture some of the main policy and funding tools available across the UK including examples of local initiatives. It is not fully comprehensive but rather an aid to thinking about the current framework. Connections are indicative.

Policy and funding environment

Planning policy and legislation
- Community Right to Build (E)
- Neighbourhood Planning (E)
- Localism Act (E/W)
- Community Infrastructure Levy/ Section 75 Planning Obligation
- (Collaborative) Community Planning (W/S)
- Empty Dwelling Management Orders (EW)
- Self-help housing /Homesteading

Funding
- Community led Project Support Funding (HCA)
- Empty Homes Community Grant Programme (E)

Community housing models
- Community self-build/ custom build
- Community land trusts
- Housing cooperatives

Strategic documents
- Access to public sector land
- Laying the Foundations: A Housing Strategy for England
- Improving Lives and Communities – Homes in Wales
- Homes for Wales White Paper
- Homes Fit for the 21st Century: Scottish Government Strategy
- Community Planning
- Scottish self-build initiative

- Houses into Homes loans
- Empty Homes Loan Fund
- People and Communities Fund

Local Initiatives
- Cornwall CLT
- Edinburgh Cooperative Capital
- Pilot cooperative housing projects Wales

	Strategic documents			Legislation and policy
	Community housing models			Funding
	Local initiatives	E/W/S		England/Scotland/Wales

Explanation of terms

Community housing

Community engagement in housing, while not considered mainstream, has a significant history in the UK and has been recognised centrally to some extent, as outlined in the previous section. There are a number of established models of provision which include:

- **Cohousing** is an approach where households each have a self-contained home but residents come together to manage their community and share activities.[22] There are currently 14 completed cohousing projects in the UK, with over 40 more in the pipeline. In Denmark, where the approach was founded, around five per cent of households live in cohousing accommodation.

- **Community land trusts** are community organisations that develop housing, community facilities or other assets that meet the needs of the community. They are owned and controlled by the community and are made available at permanently affordable levels.[23] Around 280 homes have been built by CLTs in the UK, with another 500 planned to be built by 2016.[24] To compare this with the USA, a conservative estimate suggests that 10,000 homes now exist in CLTs across the country.[25] In addition to housing, CLTs own and manage a range of other assets including parks, commercial space and community centres.

- **Community self-build** sees groups of households work together to build their own homes. Different models exist but the emphasis is always on supporting one another through the process.[26] Although there are no statistics on community self-build projects in the UK it is estimated that around thirteen per cent (around 20,000 properties per year) of new builds are by self-builders[27], with community self-build being a small subset of this. Self-build approaches are far more common in mainland Europe, with around 50-60 per cent self-build in Belgium, Germany and Sweden, and 30 per cent in the Netherlands.[28]

- **Housing cooperatives** are housing organisations where members (residents) democratically control and manage their homes. Many housing cooperatives also own their properties collectively.[29] There are around 169,000 cooperative housing units in the UK, which equates to around one per cent

of households. In contrast, Spain has around six per cent cooperative housing and Sweden has 22 per cent.[30]

- **Self-help housing** is an approach which brings empty properties back into use for the benefit of communities.[31] There are more than 100 self-help housing projects ongoing in England, many of which have been supported by the government's Empty Homes Community Grant Programme.[32]

Alongside these mechanisms the potential exists to enable the large scale transfer of existing stock (previously held by a local authority or registered provider) into community control. For example, tenant led organisation WATMOS Community Homes[33] has a stockholding of over 2,700 homes for rent, following a movement implemented by Tenant Management Organisations in Walsall (West Midlands) in 2003 which led to the transfer of housing stock from the local authority. This is an important area of community-led housing, and its significance should not be overlooked. However, we do not intend to explore large scale stock transfer to community ownership on this occasion, as we feel this could be a consultation topic in itself.

Scaling up

BSHF suggests that the term scaling up for the context of this consultation implies:

- Increasing the number of homes delivered by communities, whether that is through community self-build, cooperatives, CLTs, self-help housing schemes or some other approach
- Increasing the influence that these approaches have in terms of being recognised within housing policy and practice
- Increasing the accessibility and achievability of these approaches for those interested in getting involved
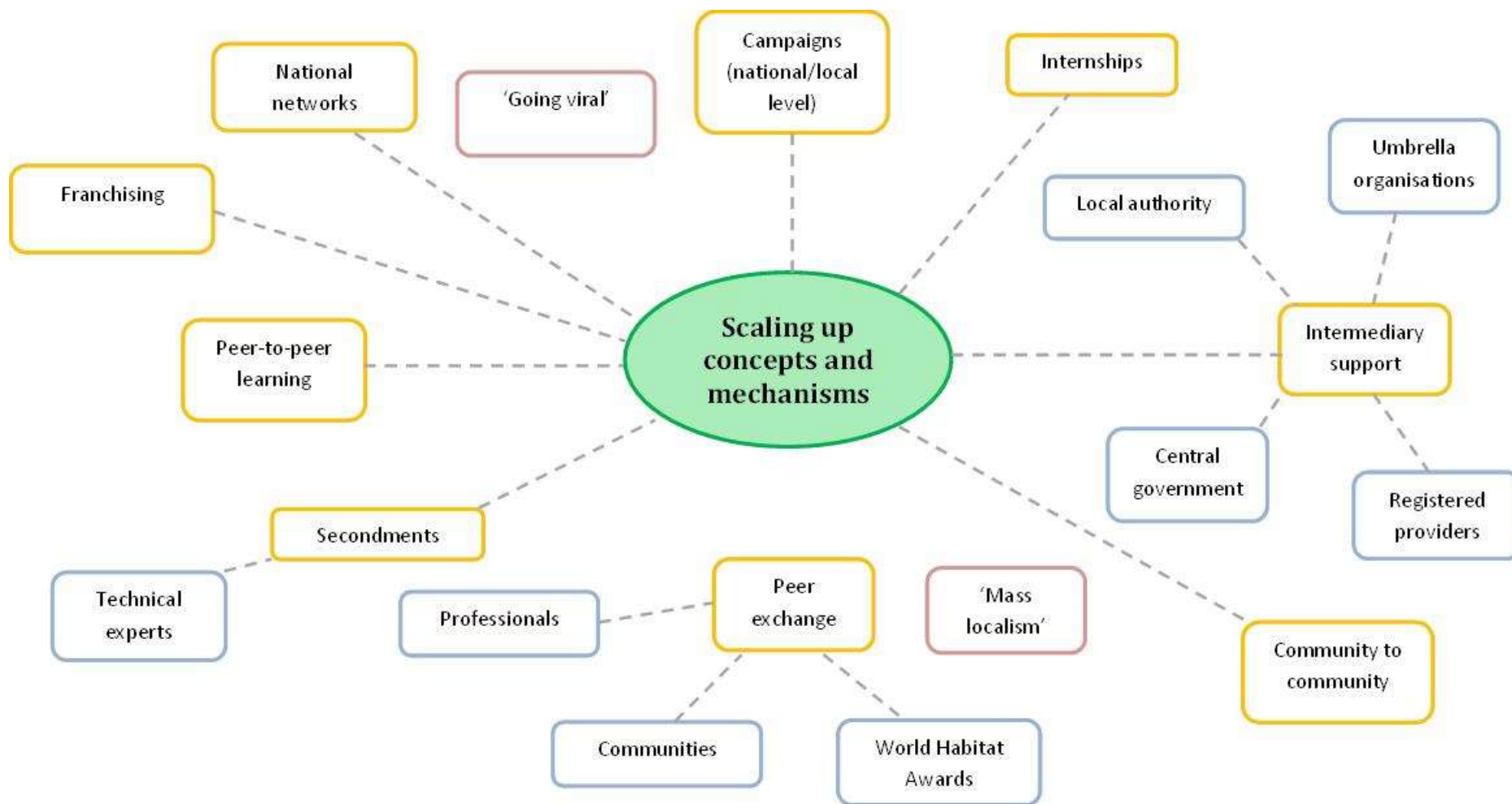
Scaling up does not imply increasing the scale of delivery models so that the community-led nature of the housing solutions is lost. Achieving scale must not be done at the expense of the benefits that community-led approaches can bring, in terms of design and construction, as well as community empowerment, community cohesion and affordability.

It is also important to recognise that scaling up is not direct replication. Every project or organisation is in a particular context, and its successes and challenges are derived from that context. This will include the financial and legal framework, demographic and cultural factors, and the individual dynamics of the people involved. For scaling up to be successful it is important to recognise context and consider which aspects of a project or organisation will work elsewhere.

Scale may be achieved in a variety of different ways. During the consultation we will consider different approaches to achieving scale that have been used in the UK and internationally. These approaches include, but are not limited to:

- Peer exchange
- Networks
- Community-to-community transfer
- Campaigning
- Franchising

The diagram on the next page identifies some of the issues and techniques involved in scaling up, based on BSHF's work both in the UK and internationally. We have aimed to capture some of the mechanisms, concepts and players that can be involved in the process of scaling up, as well as the diversity of that process.

Scaling up concepts and mechanisms

- National networks
- 'Going viral'
- Campaigns (national/local level)
- Internships
- Franchising
- Umbrella organisations
- Local authority
- Peer-to-peer learning
- Intermediary support
- Central government
- Registered providers
- Secondments
- Technical experts
- Professionals
- Peer exchange
- 'Mass localism'
- Community to community
- Communities
- World Habitat Awards

	Groups and organisations involved
	Scaling up methods
	Scaling up concepts

Case studies

In this section, BSHF presents four case studies which briefly describe how community housing projects have taken different approaches to scaling up. These case studies are drawn from our World Habitat Award Winners, projects that have demonstrated innovation and sustainability, as well as transferring and scaling up either nationally or internationally.[34]

The examples show different ways that scaling up can be achieved, and in each case we have identified features that provide insight into how this success might be replicated in the UK. While the projects may be drawn from very different contexts or focus on addressing problems which differ from those faced by communities in the UK, it is possible to identify the principles and techniques used to increase impact. We seek to draw these out at the end of each case study.

Some recurring principles are:

- Recognise the importance of context, but do not be constrained by it. This can be achieved by focusing on principles rather than project specifics and taking a flexible approach.
- Financial viability: projects need to be sustainable if they are to grow. This includes not being reliant on a single limited source of funding.
- Trial and error is an important part of the process of achieving a successful scaling mechanism.
- Disseminate and share information widely; invest time in transferring knowledge.
- Build effective partnerships to grow influence and sustain momentum
- Inspiring projects attract attention and foster community engagement; marketing is key.
- Active pursuit of political support and policy change should happen in parallel with achieving results; evidence of success is a great ally in achieving wider change.

Scaling up case study: peer exchange

Uruguayan Federation for Mutual Aid Housing Co-operatives (FUCVAM)

FUCVAM is a federation of mutual aid housing cooperatives, and is the largest, oldest and most active social organisation working on issues of housing and urban development in Uruguay. The establishment of FUCVAM in 1970 was a key factor in the consolidation of mutual aid housing cooperatives pioneered in Uruguay in the late 1960's, and from its inception has made important achievements which have contributed to the expansion of the cooperative movement both within Uruguay and in Latin America. The federation, which comprises over 500 housing cooperatives, representing more than 25,000 families in Uruguay (i.e. approximately 90,000 people), works to organise, support and train mutual aid housing cooperatives, as well as developing international partnerships.

BSHF World Habitat Awards: Winners and Finalists
South South Cooperation: international transfer of the FUCVAM model of mutual aid housing cooperatives (Winner 2012)

Following the introduction of a legal right to housing in Uruguay with the 1968 National Housing Law, housing cooperatives based around trade unions formed a federation to ensure that the law was enforced. This became the Uruguayan Federation for Mutual Aid Housing Cooperatives, or FUCVAM, united around five key principles:

- **Solidarity**: creating unity based on common responsibilities and community support to families

- **Democratic participation**: active involvement of families and democratic decision-making throughout the planning, design and implementation process; based on the one member, one vote principle

- **Self-management**: the cooperative allocates resources and directs all aspects of the project without intermediaries, and is supported by the involvement of technical consultants

- **Mutual aid**: joint effort of every beneficiary family in the construction of all homes, each contributing around 21 hours of work per week

- **Collective ownership of property**: providing security for families and avoiding speculation; federation members live in the properties

The FUCVAM model enables a reduction of 30-40 per cent in construction costs compared to conventional housing construction. This is due primarily to the self-management process and elimination of intermediaries, as well as the local sourcing of materials and services at lower costs. After the families have worked together to build their own housing units, cooperatives often develop other activities and collective enterprises to generate income and employment (e.g. construction cooperatives) or reduce costs (e.g. collective purchasing of basic goods, and childcare centres). Many cooperatives also go on to build a range of community facilities and carry out infrastructure improvements.

The development of the model as a real solution to the problem of housing requires the involvement of the state. It is the state loans and the repayments over time by the cooperatives which make this a sustainable model.

FUCVAM has developed the approach and led the transfer of the model across Latin America, supported and funded by We Effect (formerly the Swedish Cooperative Centre).[35] FUCVAM has successfully transferred the approach to Brazil, Paraguay, Bolivia, El Salvador, Nicaragua, Honduras and Guatemala, as well as supporting groups carrying out similar processes in Venezuela, Argentina, Chile, Ecuador, Peru, Costa Rica, Haiti and Cuba.

In addition to transferring the FUCVAM model, the approach of South-South transfer itself is now being transferred. For example, FESCOVAM and FUNDASAL in El Salvador have set up similar exchanges with groups in neighbouring Central American countries as well as in Argentina, Brazil, Chile and Venezuela to transfer the approach. The project has also influenced government policy, with legal and/or financial frameworks established in Nicaragua, Paraguay, Honduras and Guatemala and further proposals pending approval in El Salvador and Bolivia.

The transfer plans are piloted to demonstrate the effectiveness of the model and are initially financed by third parties, with little involvement from the government.

The costs of the transfer process vary from case to case. Funding has been received from We Effect and a range of other sources including government agencies, other organisations interested in learning from the experience and local contributions. Funding also covers the costs of the local professionals who provide technical assistance at the initial knowledge transfer and demonstration phases, after which these fees become part of the implementation costs (for which funding is obtained separately by the receiving organisations). Other administrative costs for the project are covered as part of FUCVAM's administrative structure and management, which is funded by member contributions. Knowledge is shared in a spirit of solidarity and the representatives of FUCVAM contribute their time, expertise and experience free of charge.

Scaling up in practice

Principle	Practice
Contact and inform	One or two FUCVAM members visit the receiving country to gain an understanding of local needs and provide information on the cooperative to interested groups.
Share knowledge in context	One or two visits (internships) to Uruguay by residents and technical advisors (7-10 days, 4-6 people) who spend time with the cooperatives and gain an in-depth understanding of the approach.
Transfer in context	FUCVAM members return to the receiving country and support specific processes. Sometimes FUCVAM members are seconded for longer periods.
Trial	Pilot projects are implemented and any necessary adjustments are carried out.
Support	FUCVAM provides support in formulating proposals to create the necessary financial and legal frameworks for scaling up in the new context, learning from the FUCVAM experience.
Disseminate and embed	Once sufficient technical and organisational capacity has been developed within the core groups, these begin to work with other grassroots groups and technicians, spreading the knowledge more widely. Receiving groups are responsible for all decision-making, supported by FUCVAM. A number of networks and federations have been set up in different countries as work has progressed.
Campaign	Campaigning for legislative change is part of the approach and has been beneficial to the model, though transfer of the model is not prevented by the lack of a supportive legal framework.

Scaling up case study: networks

National Community Land Trust Network (United States of America)

> *Increasing the clarity and consistency of the messages, materials, documents, and practices of the nation's CLTs did little to deter the movement's diversification. But it did provide public officials, private lenders, and community activists outside of the movement with a sharper picture of how a CLT was structured, how it was different from other models of tenure, and how its projects might best be funded, and financed. It also provided practitioners inside the movement with a common vocabulary for exchanging information about what worked well – and what did not – in a model of tenure that was still very much a work in progress.*
>
> John Emmeus Davis, 2010
> Cofounder of Burlington Associates in Community Development

The first rural community land trust (CLT) in the United States was set up in 1969. The first urban CLT followed in 1981. Today, there are over 260 not-for-profit CLTs in 46 states. They hold a diverse portfolio of 10,000 units of permanently affordable housing, including resale-restricted, owner-occupied houses and condominiums; limited equity cooperatives; and price-controlled rentals. Many CLTs do more than housing, however, holding lands and providing buildings for shops, offices, parks, community services, or urban agriculture.

The National Community Land Trust Network was established in 2006, inheriting the mantle of leadership and support for CLTs from a national "think tank", the Institute for Community Economics, which had spent the previous 30 years refining and promoting the model in the USA.[36] When the Network began, its

programmes were overseen by two overlapping boards: one focused on community outreach, member development, and public policy; the other (the National CLT Academy) focused on research and training. These functions were brought under a single board in 2012.

The Network now has over 120 active members, drawn mostly from the ranks of local community land trusts but also including other not-for-profit organisations with a commitment to the development and stewardship of permanently affordable housing: Community Development Corporations, Habitat for Humanity affiliates, and a handful of cities administering inclusionary zoning programmes.[37]

"Join the network and you get access to over 200 practitioners that probably have answers to every question you have."[38]

Jim Mischler Philbin, Community Land Trust Director
One Roof Community Housing, Minnesota

The National CLT Network has become an invaluable resource to its members, providing pass-through funding from private foundations, training, technical assistance, and evaluative research, as well as actively working to influence national housing policy. There are also regional networks in several parts of the country, where CLTs have joined together to coordinate fundraising, to share best practices, and to influence policy at the level of local, county and state government.

Strategic growth

The National Community Land Trust Network Strategic Plan 2014-2016[39] outlines the following objectives:

- **Advance the industry** by expanding to include a broader member base, increase influence and achieve stronger financial and political support.
- **Catalyse growth** by providing training and support to enable members to increase impact, measure success and develop successful partnerships with key stakeholders.
- **Institutionalise support** by working to shape public policy both nationally and locally.
- **Optimise impact** through expanding membership, retaining and valuing staff, expanding communications and fundraising activities, designing a system of evaluation and building up an operating reserve.

Transferable principles

The network is founded on seven core principles which are embedded across its membership:

- Perpetual affordability
- Community health, cohesion and diversity
- Community stewardship of land
- Sustainability
- Representative governance
- Resident and community empowerment
- Flexible organisational structures (designed according to the needs of each community)

Scaling up in practice

Principle	Practice
Sharing experience	Programme Directory mapping all CLTs making it easy to make contact or find information. An annual conference, bringing practitioners together to share and refine best practices.
Three faces of stewardship	Members share an organizational and operational commitment to preserving the permanent affordability of all the housing under their care; protecting the quality, safety, and condition of that housing; and preventing the displacement of low-income residents due to escalating costs or foreclosure.
Collaborative working	Partnerships with other non-profit housing organisations have helped to raise the profile of CLTs in particular in resale-restricted, owner-occupied housing.
Flexibility and adaptability	All organisational structures and resale formulas are designed according to the needs of the local community, while retaining the core principles
Knowledge transfer	The National Community Land Trust Academy ran from 2006 to 2012 and provided comprehensive training specific to CLTs

Scaling up case study: community to community transfer

Orangi Pilot Project: Research and Training Institute (OPP-RTI, Pakistan)

> *In 1980 when OPP started work in Orangi (Karachi, Pakistan), it observed peoples initiatives in provision of sewage disposal, water supply, schools and clinics, as well as the limitations of the response from the government. OPP decided to strengthen people's initiatives with social and technical guidance.*
>
> *It is demonstrated through the programs that at the neighborhood level people can finance, manage and maintain facilities like sewerage, water supply, schools, clinics, solid waste disposal and security. Government's role is to compliment people's work with larger facilities like trunk sewers and treatment plants, water mains and water, colleges/universities, hospitals, main solid waste disposals and land fill sites.*
>
> *The component-sharing concept clearly shows that where government partners with the people, sustainable development can be managed through local resources.*
>
> OPP-RTI Website

The Orangi Township in Karachi is a squatter settlement with a population of 1.2 million. Insanitary conditions plagued the settlement due to a lack of infrastructure, leading to a high rate of water borne diseases. The settlement was informal and the government faced significant problems due to urbanisation, so were not active in addressing these issues. Housing was often of poor quality due to substandard building material and inadequate building skills.

The Orangi Pilot Project – Research and Training Institute (OPP-RTI), led by social scientist Dr Akhtar Hameed Khan, used action research to understand the issues facing Orangi and identify viable solutions. These included sanitation programmes, training of local people in technical issues, and engaging with local organisations to improve the quality of building materials. The success of the approach attracted interest from other community activists who sought guidance and support, thus prompting community to community transfer.

Over 2,500 homes are now built and improved annually in Orangi and its adjacent settlements. By 2001 local communities involved with the OPP-RTI programme had built indoor toilets for 100,000 dwellings and installed 500km of underground piped sanitation. The wider OPP organisation is also involved in

micro-credit, health and education programmes. OPP's funding is from national and international agencies in the form of grants which pays for the functioning of the organisation, though the costs of sanitation and housing are met by the local communities themselves.

Transfer across Pakistan and internationally has been enabled by training other non-governmental organisations and community based organisations in the OPP-RTI approach. The approach has been widely used elsewhere in the world with training provided to persons from Nepal, Cambodia, Vietnam, Central Asia, South Africa and Sri Lanka. It is estimated that 2.5 million people have benefited.

The OPP has documented over 300 of Karachi's informal settlements and the natural drainage system into which most of Karachi's sewage flows. Based on this documentation, Karachi's sewage-related plans were completely modified to make them affordable to the city. In addition, on the basis of the OPP model, the federal sanitation policy was developed and approved by the Cabinet.

Transferable principles

OPP-RTI's approach is guided by the following principles:

- Support community initiatives with social and technical guidance, helping local people achieve their own development needs rather than relying on external aid.
- Build partnerships with people and governments.
- Mobilise local resources.

Scaling up in practice

The OPP-RTI strategy for supporting NGOs and CBOs wishing to replicate its programme evolved over time and after many failures.

Principle	Practice
Attract interest	Success attracts CBO/NGO or community activists who contact the OPP-RTI for support. As one programme is successful, new settlements contact the last CBO/NGO to replicate the programme
Inform	OPP-RTI invites them for orientation to the OPP-RTI office in Karachi or directs them to one of its partners
Mobilise	After orientation activists convince their community to adopt the programme. They create a team of a social organiser and a technical person who are trained at the OPP-RTI and/or on-site in their settlements through visits by the OPP-RTI staff.
Train	Training is provided in surveying, mapping, estimating, construction supervision, documentation, accounts, and continues throughout the life of the project. A new strategy through mapping has now been developed. Community activists from other localities in Karachi/Pakistan are trained to map their own settlements and identify and cost their needs related to sewage and water. On the basis of these mappings, they can negotiate with government for the development of off-site (external) infrastructure and develop the on-site (internal) infrastructure through their own funds and with OPP-RTI advice. Rural villages have shown a great interest in this process.
Transfer	OPP-RTI trains other NGOs in the approach which they take to a new area/context.
Financial support	OPP-RTI arranges financial support for the team and related expenses through Water Aid. Initially, it is about US$ 2,500 per year. Funding is secured for a minimum of three years, allowing a focus on core activities.
Partnership	Invariably the CBO/NGO comes into contact with local government departments as its work expands. When that happens, local government representatives are invited to the OPP-RTI for orientation. If they are convinced they send their staff for training.

Scaling up case study: campaigning

The 100,000 Homes Campaign (United States of America)

> *We believe that the primary obstacle to housing our homeless neighbours is not a lack of money or a shortage of effective strategies, but a refusal to work together around permanent, targeted, data-driven solutions. We cannot succeed if key players in each community continue to work in isolation, nor can we end homelessness if we fail to prioritize housing and supportive services to the most vulnerable among us.*
>
> *As communities in the 100,000 Homes Campaign, we are not interested in who gets credit or who gets blame. We are interested in who gets housed.*[40]
>
> 100,000 Homes Manifesto
> Community Solutions

The 100,000 Homes Campaign was born as a result of a pioneering method which began in New York. The NGO Common Ground founded the Street to Home initiative as "a systematic method of identifying and prioritizing housing for those who have been outdoors the longest and who have the highest risk of premature death on the streets".[41] The impact of this method was long-term with 95 per cent of individuals remaining stably housed one year later.[42] The Street to Home initiative reduced street homelessness by 87 per cent in a 20-block area of New York. The programme was then adopted throughout the city by the Department of Homeless Services.[43]

The 100,000 Homes Campaign is delivered by NGO Community Solutions. The objective of the Campaign is to end chronic (long-term) homelessness in the USA

by advocating and transferring a housing first approach. The Campaign target is to permanently house 100,000 of the most vulnerable homeless individuals by July 2014. A network of almost 100 organisations is committed to this work at the local or national level in addition to implementation teams in over 235 participating communities. By March 2014, 89,882 people had been housed: the Campaign is ahead of schedule to meet its target.

Transferable principles

> The Campaign takes a proven approach from one context and makes it work in many others, focusing on a few key aspects:
>
> - Focus on the outliers: what works for the outliers will also work for others
> - Do the most obvious thing with a rigorous focus on the problem at hand: for example the provision of a home for homeless people
> - Build the broadest possible team to work together

Scaling up in practice

| Principle	Practice
Recruit and engage communities	Communities are prioritised according to the prevalence of homelessness.
Train and prepare	Free training for recruited communities is provided during Registry Week Boot Camps. These two-day training events guide community teams in redesigning their housing processes.
Enable	Volunteers use the Vulnerability Index (a tool provided by Community Solutions), to create a registry of homeless persons. The Campaign partnered with the Rapid Results Institute in 2012 to introduce the Rapid Results Housing Placement Boot Camp methodology, which was so successful the training has reach over 80 communities.
Evaluate, monitor, innovate	The Campaign has a national network of communities and mentors to share information and support. Enrolled communities share innovative practices they have discovered to line up housing and services and draw in resources. Each community receives a monthly progress report to compare their progress against standard benchmarks.

Principle	Practice
Inspire	The Campaign is supported by an interactive and inspirational website which encourages communities to sign up to the 100,000 Homes manifesto. The website highlights success stories and provides a large selection of additional resources for those taking part. A map of the US tracks sign up to the movement. It also monitors communities' progress towards three tasks: knowing all homeless individuals by name, housing 2.5 per cent of homeless people per month and having a fully committed community. Progress towards the 100,000 goal is monitored with a countdown of the days remaining until the target date in July 2014.
Engage corporate and political support	Impact assessments carried out by the Campaign show that individual programmes do not have a cost burden on communities and in fact, there are significant savings, especially from reduced hospitalizations. These benefits are being demonstrated to policy makers with a view to securing longer term system change and realignment of funding to pay for housing. The Campaign has an extensive range of corporate supporters as partners, sponsors or allies. These relationships spread awareness and help to raise funds.
Influence	The work of the Campaign has influenced many policy changes across different jurisdictions, helping to streamline and improve the process of housing the homeless in a more permanent way. The Campaign is continuing to spread in influence across the United States, and overseas transfer is imminent with plans to transfer the model to Ireland, Australia and Canada.

Principle	Practice

Appendix: UK housing

Housing undersupply

While demographic and social factors have increased housing need, building rates have sustained an overall decline over a number of decades. Although there was a net annual increase of 158,000 households between 2001 and 2011, on only three occasions in this period were this many homes built (Figure 1) and this does not take into account the need to demolish and replace some existing stock.[44] Since the 1980s, the total number of homes built has been insufficient given the country's needs.

Figure 1. Housebuilding completions by tenure, 1946-2012[45]
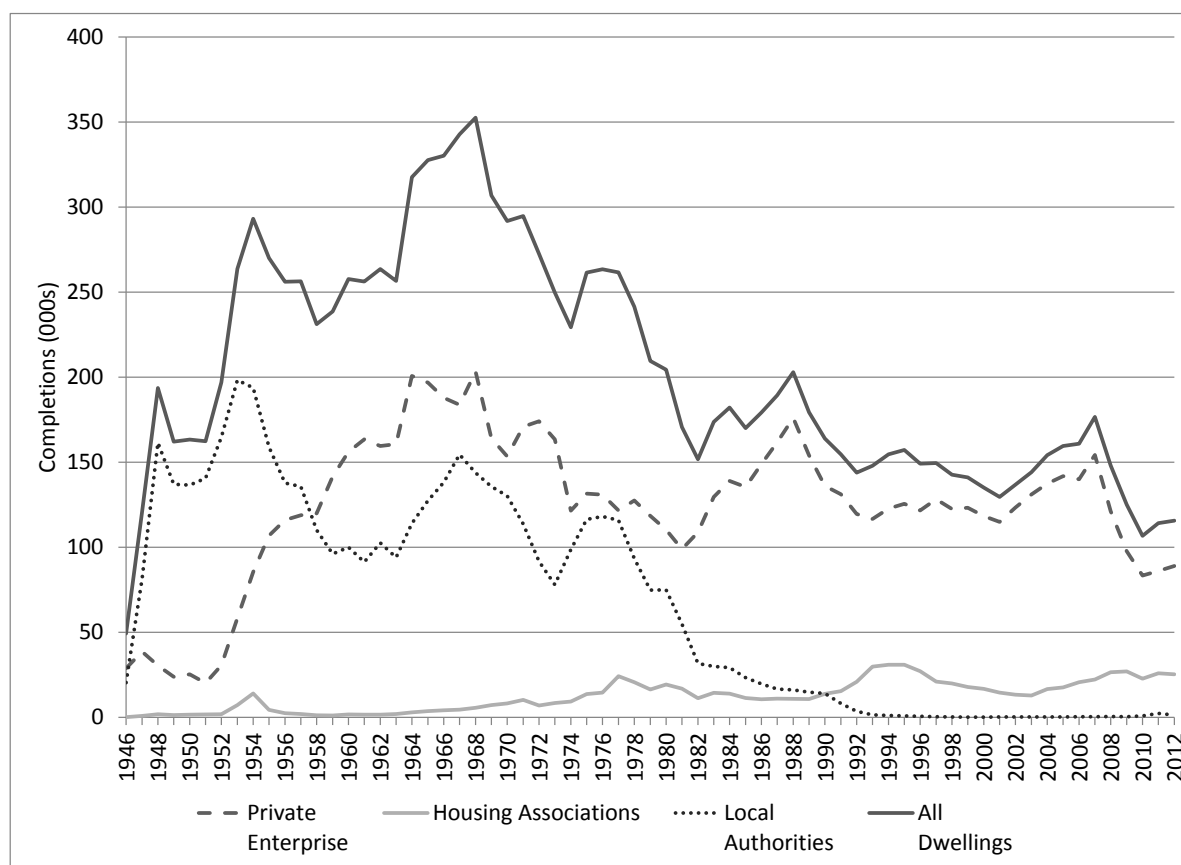
The position has been exacerbated by the global financial crisis. Since 2007, the number of houses started on site each year has dropped dramatically from a peak of 180,000 units in 2007, to an average of 100,000 units, well below the number required.[46] Modelling has suggested that 261,000 net additions to the English housing stock are required annually to address housing need and demand.[47]

The inability to effectively address the challenge of housing creates a range of social and economic problems that are adversely affecting the lives of millions. Rising and volatile house prices, worsening affordability, and poor quality, inefficient homes are just some of the outcomes of the failure to create an effectively functioning housing market. Housing also forms the basis of the places where people live and work and has a huge impact on personal and social health and wellbeing.

Within this broad picture, there are significant differences both between and within the four nations of the UK. In some areas there are issues of housing oversupply and the blight of empty properties, while in other areas high demand is pushing up the cost of housing and leading to problems such as overcrowding. The policy contexts of the four nations are also substantially different, with different approaches to the housing market, planning and wider housing issues, such as homelessness and specialist housing.

Housebuilding in the UK

In 2007 the Callcutt Review of the Housebuilding Industry highlighted the fact that in the UK, housebuilding is primarily conducted by a relatively small number of large-scale developers operating a build for sale model.[48] This "consists in essence of a cycle of land acquisition, development and outright sale. Profit is the margin between sale price and acquisition and development costs; the developer retains no long-term interest in the property."[49] This approach does not encourage high quality development, as builders do not maintain an interest in the property and so quality, speed of delivery and quality of aftercare services have less impact on profitability. The review noted that "within the housebuilding market as it is today, the incentives for quality are weak."[50]

The top ten housebuilders are now responsible for over half of the houses built in the UK with the industry becoming increasingly concentrated, although there are still many smaller builders. It has been suggested that increasing the diversity and range of housing providers will improve the housing market in terms of both the quality and quantity of supply.[51] Community housing solutions are one part of this increasing diversity and can also bring a range of benefits with regard to affordability, community development and empowerment.[52]

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