

INTRODUCTION

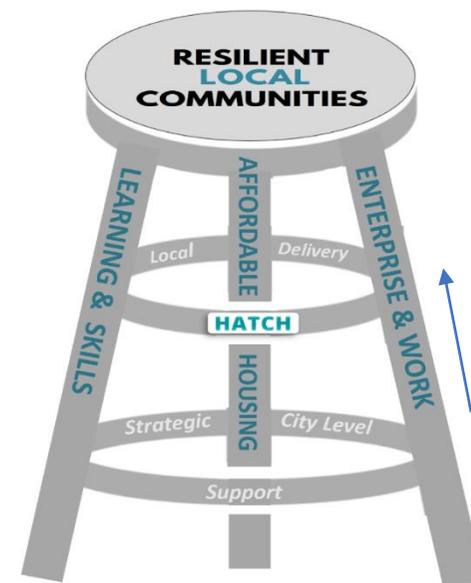
This brief paper outlines the opportunities to develop a new model of cross-sector collaboration to strengthen the links between those providing Affordable Housing (AH), Learning and Enterprise/Work at the local community level.

The *Hatch Local* model has been shaped at Hatcham House¹ (HH) a community work-hub in South London which has created a high-quality workspace for both those employed and those under-employed.²

Despite the lock-downs, uncertainty and health emergency, HH has managed to develop a sustainable, agile business model, and pioneer a number of innovative employability and social programmes for the local community. The emphasis has been on supporting young people who have been most heavily impacted by the Covid pandemic and from day one, free membership has been “gifted”³ to local youth (18-26) through cross-subsidising.

Having established an iterative model and testing different messages and community engagement, the HH team are being asked to share this experience and adapt the model with a range of Local Authorities, AH providers and Community/Faith Groups across the country. We believe that there is a unique opportunity to imagine a new model for community entrepreneurialism and cohesion. Furthermore, the model represents excellent value for money, not just for AHs and LAs, but also in terms of outcomes for young people, communities and the high street.⁴

The HH team have a vision to see *Hatch Locals* being set up by residents’ groups around the country. However, this replication has to be ‘bottom-up’, grown organically and adapted for the local context. The crucial factors are **a)** the quality of the ‘hosting’ which needs to be done by professionals who care deeply about their local community regeneration and want to facilitate change and **b)** a rigorous professional business model which is focussed on employment and enterprise and has a robust monitoring reporting structure for inputs, outputs and outcomes and impact.



“The gift in cross-sector collaboration is that it is possible to use differences as an asset—differences in resources, experience, demographics, industry, and sector, as well as differences in perspective. Cross sector leaders recognize that the most robust and sustainable solutions will come from designing with (and not just for) the communities most affected.”

Jeanine Becker & David B. Smith
Stanford Social Innovation Review 2018.

POST COVID SIGNIFICANCE

The impact of the Covid pandemic will be felt for many years as communities reel from the disruption of the health emergency, changing work patterns, recession and further austerity. However, there are a number of subtle shifts which have come from the pandemic that communities can now re-purpose. These include Mutual Aid, co-design of local responses, increased volunteering, digital innovation, and of course a resurgence on the importance of neighbours and local communities. Hatch Local is a framework which can capitalise on these positive shifts and extend the mutual aid. If we did it in sharing food, can we do it in sharing jobs, experience and opportunities, especially for the young?

¹ Hatcham House is a project run by the Facework Group CIC (Community Interest Company) Registered in the UK company number 12598896 see www.hatchamhouse.com
² This is an important distinction as part of the ethos of Hatch Local is to get people employed through ‘gigs’.
³ This is an important concept. YP don’t want to be coerced into a programme but want to be a member of a something professional and where they can grow and give.
⁴ Further research and evaluation is needed, however HH is working with the Social Value Portal <https://socialvalueportal.com/national-toms/> and is committed to robust monitoring.

THE NEED WE ARE ADDRESSING

Through the HH pilot we have identified specific needs of different groups (top row) and illustrate some of the ways we have met these needs (second row)

Local young people.	For local small businesses, entrepreneurs and freelancers.	For the Community	Partners AHP, LAs, Developers
<ol style="list-style-type: none"> 1. Struggle to find opportunities for work and work experience and navigate the training, support and apprenticeship opportunities that are available. 2. Often lack the resources to access co-working space and be mentored to pursue their own endeavours 3. Typically lack the training in employability skills that will help them to open up opportunities for meaningful work 	<ol style="list-style-type: none"> 1. Need local space that is affordable, accessible and comfortable outside of their home 2. Want to find ways to connect with others within the community and 'give back' to local customers/community. 3. Have skills demands that could be met by connecting with young people looking for employment and experience. 	<ol style="list-style-type: none"> 1. Want to build on the mutual aid work and be trusted to co-design their own local responses to changes. 2. Need to feel Civic pride which is now interpreted by Community pride. <i>"Run by the community for the community"</i>. 3. Want to stop valuable community assets – pubs, church halls, libraries etc being sold off and need new 'scaffolding' to re-purpose these spaces and keep them for ongoing community/public use. 	<ol style="list-style-type: none"> 1. LA – need to better empower local communities and reduce costs and the need for council services 2. AH providers – need help in finding new use for under-used community assets, and develop new schemes for community engagement/ 3. Developers – need tangible local projects to benefit from CIL/106 receipts to invest in community projects that align with their objectives and CSR.
<ul style="list-style-type: none"> ✓ "Gifting" youth a high quality membership and provide volunteering and paid 'gigs' through opportunities that members have. ✓ Providing the governance, mentoring and infrastructure for them to launch their own projects – eg SEED ✓ Engage them to help us co-design employability advice for their peers - through Facework – films, worksheets, interviews, IGTV broadcasts etc. 	<ul style="list-style-type: none"> ✓ We are affordable but also provide premium membership which gives local people access late at night and at the weekend. ✓ Make membership matter - creating something boutique, special, creative and flexible and professional. ✓ Giving members the responsibility to make the space work in a professional context and promote the ethos and values of the club. 	<ul style="list-style-type: none"> ✓ We are inclusive -yes membership costs but we can cross subsidise and innovate. ✓ Running local events, exhibitions and functions and bring people together face to face (after covid). If the Hosting is done right and we are inclusive in all we do we have proven that very many different sectors can feel this is 'theirs'. ✓ We have broadcasted to the community during lock-down through IGTV. The last one for young people was views 256 times. 	<ul style="list-style-type: none"> ✓ We have worked with Hyde Housing to fund 3 places for local residents. ✓ We can provide the technology (app, digital key, training for LAs to pilot similar community workspaces). ✓ We believe that we could replicate our work through a pop-up Hatch for a new AH developments and inspire resident's groups to replicate our model.

IN THE FIRST 6 MONTHS WE HAVE:

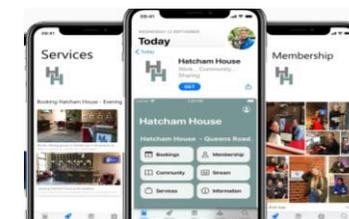
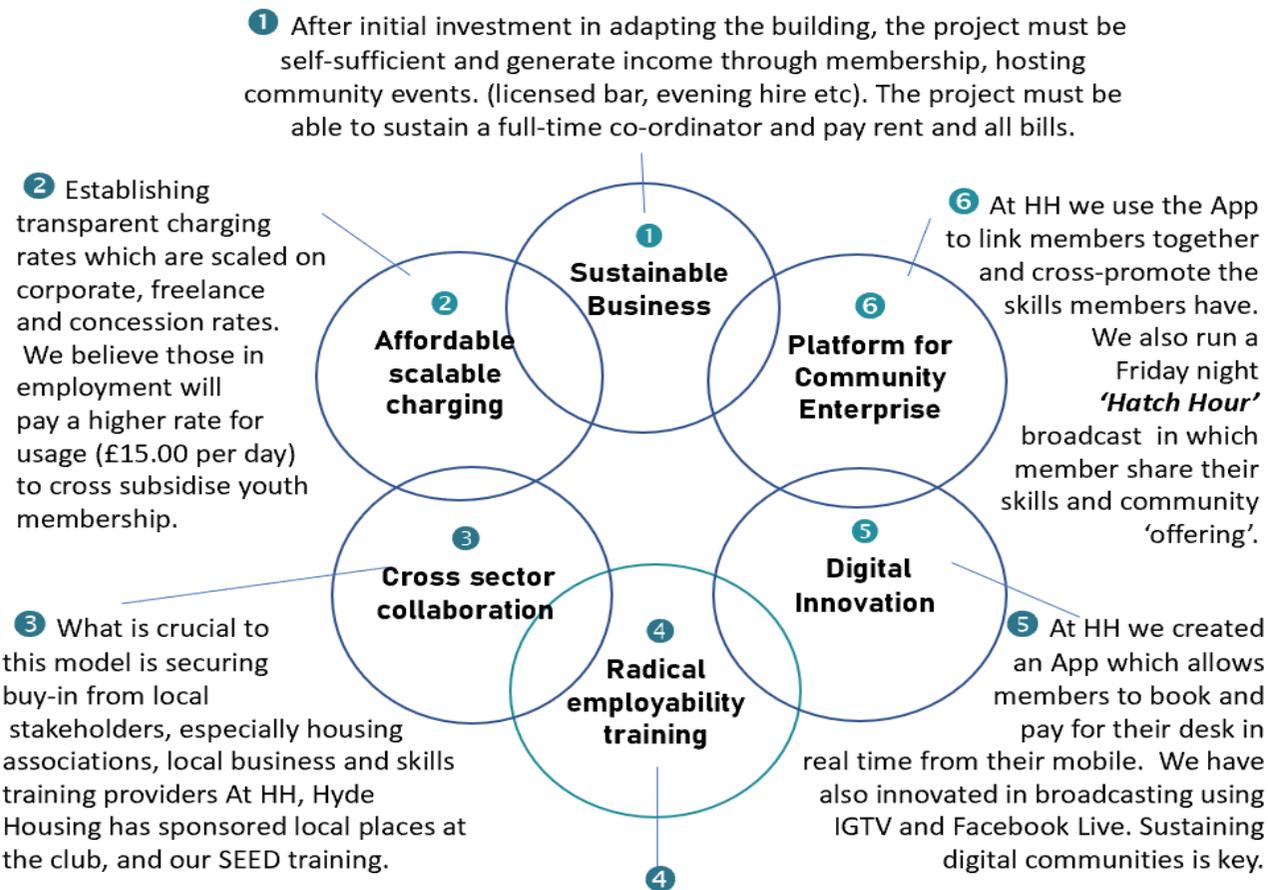
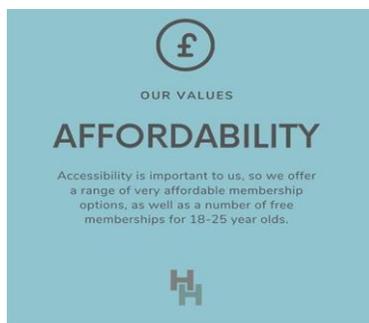
- Grown our work-hub membership to over 80 persons with a further 25 being 'community members'
- Designed and rolled out an easy to use APP through which users book and pay for days in a flexible, manner.
- Run community events including fundraising concerts, BLM talks, unconscious bias training, yoga by Zoom etc.
- Developed links with local businesses, entrepreneurs and local freelancers promoting services on our highstreets.
- Given free places to 6 young people within the community to use the space – sponsored by local Housing Association (Hyde Housing). Providing employment to one and assisted 3 others into jobs and one establish their own business.
- Produced new Facework videos, IGTV broadcasts and started a Youth Skills Agency which we intend to be run for and by young people in the community. We have facilitated 2 young people working with other members on a paid basis.
- Curated exhibitions of local artists work – raising money for the local food bank.
- Despite Covid we have modelled care and professional standards to create a covid-secure workplace.



A community meeting at HH to discuss a major local supermarket development with Ward Councillors and local MP (pre-lockdown)

THE MODEL

What is important to note is that as a hybrid model, we have integrated the best elements of a quality corporate workspace, with the finest elements of community development, co-design, radical pedagogy and Local Authority strategic insights. The diagram below illustrates 6 key elements of the model. However, what is absolutely crucial in any replication strategy is that this model needs to be interpreted and 'owned' at the local level and established as a business which in time can be sustainable and cover its costs. ⁵



Further information see www.hatchamhouse.com or contact Stephen Carrick-Davies (Director) on stephen@hatchamhouse.com or 0771 245 1859

⁵ Currently despite Covid our net income for October was £1,325 (ie profit after wages and expenses). However, this was with restricted daily access and no social events/hire of space or training events.