

West of Waterlooville Community Development Strategy **(Draft)**

THE VISION - as agreed at the West of Waterlooville Forum on 3rd October **2005**

Vision for a new community:

- ◆ *To create a sustainable urban extension to Waterlooville, integrated with Waterlooville town centre and forming the fourth quadrant of the town; delivering at least 2,000 dwellings, with employment provision, and associated physical and social infrastructure, and making provision for a further 1,000 dwellings and associated infrastructure to be held in reserve.*
- ◆ *To enhance the vitality and viability of the Waterlooville town centre and help secure and deliver the economic regeneration objectives of the wider area.*
- ◆ *To aspire to achieve the highest quality of urban design and create a new sustainable community with a strong sense of identity and belonging, which is safe and secure, is inclusive and which provides for the necessary social and economic needs of its residents to compliment the wider area.*
- ◆ *To facilitate active community engagement to create a place which is capable of adapting and changing to meet community needs over the next 15 years and beyond.*
- ◆ *To aim for best practice in all aspects of design and sustainability - in transport, construction, energy efficiency, environmental protection and enhancement and urban drainage.*
- ◆ *To create an exemplar development from which others can learn for the future and which the local authorities are proud to have facilitated and promoted.*

Introduction

The West of Waterlooville Forum agreed that if the West of Waterlooville MDA is to be considered an 'Exemplar' development as much emphasis would need to be given to the community infrastructure as would be given to the physical infrastructure. The Forum recognised that in order to achieve this, the community and other stakeholders needed to play an active and continuing role. To this end at their meeting of 23 June 2005 they agreed that a 'Community Development Strategy' for the MDA be produced in order to help them achieve the vision as quoted previously.

The first stage in achieving this vision and developing the strategy was to collect information regarding the communities and other stakeholders' aspirations and needs in respect of the MDA. This was done by using the information gathered from previous consultation events and by holding a Stakeholder event in order to help prioritise those needs.

The collection of data is only the first stage of achieving the vision and this strategy outlines the structure that will need to be adopted if that vision is to become reality. Key to the successful implementation of the strategy is that through every stage in the process of developing the MDA the community and other stakeholders must have the opportunity to actively engage and that their views and opinions must be given as much consideration and credence as those of the developers and of the local authorities.

What is Community Development?

The Standing Conference for Community Development state that:

Community Development is about building active and sustainable communities based on social justice and mutual respect. It is about changing power structures to remove the barriers that prevent people from participating in the issues that affect their lives.

In order to achieve an active and sustainable community, individuals, groups and organisations must be supported through this process on the basis of the following values and commitments.

Values:

- **Social Justice** – all people have the right to voice their opinions and have a say in decisions which affect their lives.
- **Participation** – enabling the involvement of people on an equal basis in the issues which affect their lives.
- **Equality** – challenging the attitudes and behaviour of individuals or organisations, which discriminate against and marginalise people.

- **Learning** – *recognising that through a community development approach, people contribute and develop their skills, knowledge and expertise.*
- **Co-operation** – *working together to identify issues which affect lives and implement action which contribute to successfully resolving those issues.*

Commitments:

- **Challenging** *the practices of individuals and organisations which discriminate against any member of society.*
- **Developing** *processes that influence policies affecting the environment.*
- **Encouraging** *connections and communication between communities, forums, partnerships and organisations.*
- **Ensuring** *access and choice for members of the community*
- **Influencing** *policy and programmes through consultation and negotiation with the community.*
- **Prioritising** *issues of concern identified by those who are most likely to experience poverty and social exclusion.*
- **Promoting** *positive action that brings about long-term and sustainable improvement to the community.*
- **Reversing** *policies and practices which prevent an equal and balanced relationship*
- **Supporting** *a community-led approach to achieving positive action.*

A Community Development Approach

Adopting a community development approach to this development means adopting all the values and commitments identified above - not picking and choosing the ones we like and discarding the rest, but agreeing to them all, however difficult that may be. A community development approach starts with people in communities coming together to identify those things that represent shared ambitions and working towards common goals resolving difficulties and addressing issues together on the way. It does this in a way that is responsive and flexible to the priorities and concerns of communities. This will include:

Processes

Community development processes enable people to work together in identifying common issues and aspirations and providing the necessary support to achieve their goals. This is achieved through:

- Empowerment – *working with people to define and deal with problems and assert their interests in decision-making.*

- Learning – acquiring and re-discovering talents, skills, knowledge and understanding which enable people to take on new roles and responsibilities.
- Democracy – raising people’s awareness of issues which affect their lives and building consensus amongst diverse partners and empowering and enabling those who are marginalised and excluded when there are conflicts of interest.
- Outcomes – not always predictable and often seem intangible.

Resources

Resources are crucial to effective community development. Though the involvement of volunteers and community activists is unpaid, the processes of community development have to be underpinned by:

- **Funding** – Community development requires several types of funding from long-term funding to project, specialist and pump priming funding.
- **Staffing** – A combination of generic and specialist community workers are anticipated to produce the best results. Staff with knowledge of community development are also required within management, policy and programming functions of organisations. Voluntary staff should receive the same opportunities for support, training and development.
- **Information** – Access to information from government and other organisations is vital for community groups and workers supporting communities and should be made available to communities in a variety of places, formats (including websites, telephone and Information points) and languages.
- **Other resources** – include buildings, technology (ICT), media, design & printing, insurance, recruitment, etc as well as advice on budgeting, employment, marketing and law etc.

Evaluation & Dissemination

Evaluation and dissemination are about learning from practice and sharing this with others. They are key to community development, because of the role they play in empowering communities.

- **Evaluation** – should be a continuous process which helps to assess the effectiveness of community development projects, programmes and policies in meeting long-term objectives and understanding the reasons why achievements or difficulties happen.

- **Dissemination** - is sharing learning from experience and an opportunity to record and celebrate achievements as well as highlighting issues that may be dealt with differently in the future.

Learning, Training & Occupational Standards

People are the main resource for community development. The learning that takes place when people come together to share experience, perspectives knowledge and skills is crucial to the process of change.

- **Community development learning** – a variety of methods and approaches can be taken. These include taster courses for people who want to understand the basics through to higher education leading to qualifications.
- **Schools & Colleges** – often involve pupils and students in activities in their neighbourhood

Quality Assurance

To be effective, community development requires competent organisations where there is an understanding of and commitment to community development.

- **Responsibilities of Organisations** – regardless of their sector, organisations have responsibilities to their public, their staff and other stakeholders.
- **Reviews** – It is good practice to periodically review community development undertaken by organisations and to ensure that they actively involve all stakeholders.

Networking & Strategic Support

It is important that opportunities exist for community activists, volunteers, community workers and managers to share ideas and experiences and take joint action on issues of common concern.

- **The Importance of Networking** – Networking is important because it allows access to information, support, resources and influence and enables cooperation between organisations from different sectors.
- **The Support of Networking** – community workers often facilitate networking by creating opportunities for people to meet and by providing safe spaces for interaction and learning. This aspect of community development needs greater recognition and support.

Delivering the Strategy

The successful implementation of the strategy relies on all parties signing up to the community development values and commitments identified earlier. It also relies on the right structure in place to facilitate those values and commitments. Although this strategy was developed by the Infrastructure Project Team which has perhaps a more community focus than some of the other project teams, it is not a strategy for infrastructure alone. The strategy must be adopted by all those involved in the MDA, which includes the 5 project teams (Infrastructure, Employment, Affordable Housing, Transport and Urban Design & Integration), The West of Waterlooville Steering Group, the West of Waterlooville Forum, the Developers and the community and other stakeholders.

It is proposed that community and stakeholder representation could proceed as follows:

1) The project groups complete their "technical" role - giving a framework for the developers - and that ends in January 2006.

2) It is intended to set a resident/local agency based group/forum to begin discussions around the whole community development element of the MDA - the agreements reached on the technical side and information produced from the stakeholder event will form the basis of discussion for the Community Development process. This local group will discuss issues around community safety, roads, footpaths, etc because that will still be current for them - and we have to accept that some issues may arise that need to be brought back to the Forum for discussion. The key will be to identifying representatives who are considered by the community to be acting in their best interests.

Review & Monitoring

It is good practice to ensure that periodic reviews are undertaken. This is not merely a process of identifying achievements against targets contained in the action plan, but should also include an evaluation of the processes, systems and practices to ensure that they actively involve all stakeholders in an equitable and fair manner, that they are transparent and that all groups and agencies etc. are engaged in the community development approach.

Action Plan

No.	Outcome/Project	Key Area	Timetable	Lead Person/Organisation	Action/Comments
Processes					
P1	Hold Stakeholder Event	Consultation & research	November 2005	Community Action Hampshire	Event Held 10.11.05 Produce Report and feedback to Forum, Project Teams & Stakeholders (Dec/Jan)
P2	Other Events as identified by Project Teams	Consultation & research		Project Teams	Involvement of stakeholders in identifying preferred options, solutions or consensus to identified issues.
P3	Community Development Group	Consultation & Information			How do we identify & involve the community & other stakeholders in the decision making process
Resources					
R1	Types and level of funding required to deliver identified facilities & projects.	Funding			Developer contributions Grant Aid - Pump Prime/Long – term/Specialist
R2	Community Workers	Staffing			Generic and or Specialist
R3	Access to information	Information			Information points/websites
Learning, Training & Occupational Standards					
LT1	Training needs analysis for CD workers & Volunteers	Training			To develop a training programme for CD worker & Volunteers
LT2	Understanding the Community Development approach	Training			Workshops for Forum members, Project team members, community activists and other stakeholders.

No.	Outcome/Project	Key Area	Timetable	Lead Person/Organisation	Action/Comments
Quality Assurance					
QA1	Undertake a Review	Quality Assurance			Of the CD approach – Is it working? Of the commitment of organisations to a CD approach – Are they engaged?
QA2					
Networking & Strategic Support					
N1	Identification of types of Networks required	Communication Consultation & Information			How will they link to existing structures (e.g. LSP) and other strategies?
N2	What current Networks exist (E.g. Havant 0-19 Forum)	Communication Consultation & Information		Havant BC	How are they influenced? What strategies do they follow/support?
N3	Roles & Responsibilities of Network/s	Management		Community Worker	
N4	Role of CD Worker in establishing/supporting Network	Management			What other resources are required?