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Housing Services
Department

This is "Your chance to shape the future of Trust
community services"

COMMUNITY DEVELOPMENT STRATEGY 2009 – 2013

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1. Forward

Peter Roach
Chief Executive

1. Executive Summary

This strategy outlines our commitment to community development for the next four years across all our estates in Birmingham and Shropshire. It is predicated on, developing community engagement and empowerment, increasing resident involvement, improving community cohesion and working in partnership. It recognises that BVT does not work in isolation and is therefore also inextricably linked to a wide range of national and local policy drivers and documents.

Community development has come centre stage in recent years with a recognition that Housing Associations, such as ourselves, have a key role to play in this. It is no longer enough to simply provide housing. Good estate management and community infrastructure are now quite rightly seen as essentials. We have a good track record here and this strategy seeks to take this forward through a targeted outcome focussed approach aimed at ensuring we remain strategically relevant and able to evidence the impact that our services have on improving the quality of our residents lives.

Some of our key priorities to take this strategy forward are:-

- 1) The Resident Census to find out more about our communities so that projects and services can more accurately be linked to local needs.
- 2) Review our arrangements for Residents Groups and liaison.
- 3) Review and expand our methods to enable people to get involved.
- 4) Develop projects which encourage people of all ages, backgrounds and abilities to get involved together.

The strategy looks at these areas and how what we do links into local priorities outlined by our local Primary Care Trusts and local councils. It is essential that we operate as corporate citizens within each of the areas in which we operate and assist with delivering key local services. Equality and diversity issues are integral to this strategy underpinning our commitment to 'create and sustain flourishing communities where people choose to live' and where no one is excluded. We have involved our local residents in consultation regarding this strategy and the final section outlines our work plan for the next 4 years to make our collective vision a reality across all our estates. This is a journey to build on what we have in place already, to develop this and to improve what we do for the benefit of those we serve. To do this successfully requires good leadership and a willingness to all pitch in. We believe his strategy will enable us to take this vision forward together.

IMPROVING THE QUALITY OF LIFE FOR PEOPLE IN OUR COMMUNITIES

1. Introduction

1.1 For over 100 years Bournville Village Trust has sought to ‘create and sustain flourishing communities where people choose to live’. We seek to achieve this through a range of mechanisms including good housing and estate management however it has long been accepted that such aims require more than physical structures and processes. They require the facilitation of community development and empowerment.

1.2 Community Development is defined by the Community Development Exchange as:

The process of developing active sustainable communities based on social justice and mutual respect. It is about influencing power structures to remove the barriers that prevent people participating in the issues that affect their lives.

1.3 The Trust has long had its own Community Team which is charged with empowering our local communities and to facilitate events and the provision of services based on real local needs and consultation. In doing so we aim to ensure that our mission statement becomes a living, breathing reality for all the people who live on our estates and in turn contributes to wider local and national priorities regarding active citizenship, community cohesion and engagement. Our success in social responsibility also enhances our business performance and is a means of sustaining it.

1.4 The Trust has for many years been at the forefront of developing Tenant Participation and has good systems in place for this. The challenge now is to widen this remit to engage in more formalised dialogue and participation with all our residents across the wide range of functions we provide and to contribute to and influence wider community agendas. We have long prided ourselves on being more than a provider of affordable homes and we are uniquely positioned to take up the Government’s challenge to help ‘communities take control’.

1.5 At BVT we believe that community development is inextricably linked to our aim of building and sustaining communities based on social justice and mutual respect. We work with all our residents to empower them and help remove barriers and structures which prevent them from participating in issues which affect their everyday lives.

Our work is guided and directed by local needs but also by government policies both local and national. The community strategy has a number of general aims linked to Local Area Agreement and Local Constituency priorities, which are to make the Trust's estates:-

- (a) Good and safe places in which to live.
- (b) Places where people are valued and everyone is able to make a contribution.
- (c) Places where communities come together and demonstrate inclusiveness, diversity and sustainability.
- (d) Places where the individuals and communities are motivated to take control of their lives through community involvement and by demonstrating leadership.
- (e) Places where opportunities exist and are promoted to improve individuals health and wellbeing.
- (f) Places where people have access to lifelong learning opportunities.

1.6 This community strategy cannot realistically attempt to cover every issue that may be relevant to our local communities. However, the long-term vision provides a context of integration into other corporate strategies such as:-

- (a) The Youth Strategy.
- (b) The Resident Involvement Strategy.
- (c) The Business Plan.
- (d) Best Value Reviews.
- (e) The Supported Housing 25 Year Strategy.
- (f) The Asset Management Strategy.
- (g) The Equality and Diversity Strategy.
- (h) Performance Management Strategy.

This strategy builds on these foundations and defines the key aims and objectives for the next 3 years. Our key priorities to take this strategy forward are:-

- 1) The Resident Census to find out more about our communities so that projects and services can more accurately be linked to local needs.
- 2) Review our arrangements for Residents Groups and liaison.
- 3) Review and expand our methods to enable people to get involved.
- 4) Develop projects which encourage people of all ages, backgrounds and abilities to get involved together.

Clearly any Community Strategy cannot be developed without reference to the communities which we serve and we have consulted a range of residents from across our estates via our Resident Forums, Community Halls, Youth Forum and Local Councils. Likewise we have discussed ideas and proposals with a range of Trust Departments as what is certain is that this strategy requires a holistic and corporate approach by the entire organisation. While the Community Department acts as the main facilitator and driver of community initiatives and developments with our residents, such developments and resident involvement activity is the responsibility of us all.

2. Background Context

- 2.1 Within a national context community development work has moved centre stage. A wide range of policies, guidance and White Papers have been produced promoting community engagement, active citizenship, community safety, community cohesion and tackling worklessness. In 2006 the Department of Communities and Local Government was established to provide more oversight and strategic direction to community development and local service delivery. Its brief is to facilitate the development of confident, vibrant, sustainable communities where everyone has a say in shaping their environment. To do this it recognises that partnership working is essential.
- 2.2 At Bournville Village Trust we currently work across 4 Local Authority Areas in Birmingham, Shropshire and Worcestershire. Neighbourhood Management approaches are now widespread and helping to join up local services and tackle problems. In Birmingham we have seen the establishment of 10 local constituencies comprised of individual wards all with devolved budgets and an emphasis on setting local priorities.

These priorities are outlined in Local Delivery Plans which are framed within the Local Area Agreement which all Local Authorities are charged with agreeing and incorporate a range of local and national indicators. Bournville Village Trust is a corporate citizen within each local authority area in which we work and as such we have a responsibility to help deliver on the range of priority targets set.

Consequently it is essential that we engage constructively within the processes established. No organisation works in isolation and never before has there been such a drive towards partnership working and holistic joined up service delivery.

2.3 Underpinning all these developments are a wide range of policy documents which we need to work to including:

- 1) Tackling Worklessness: A Review of the Contribution of Local Authorities and Partnership (March 2009). Outlines the need for good partnership and cross sector working to tackle levels of worklessness within local communities and sets priorities for administration of the Working Neighbourhoods Fund.
- 2) Towards Lifetime Neighbourhoods: Planning Sustainable Communities for All (February 2008). This strategy aims for lifetime neighbourhoods which offer the best opportunities for health and well being and social, economic and civic engagement regardless of age. It recognises the importance of social capital and inclusion and puts an emphasis on housing providers to incorporate services and opportunities for participation within local communities.
- 3) In Business for Neighbourhoods: The Evidence (National Housing Federation 2008). The first national survey to measure the scale and scope of neighbourhood services and facilities provided by housing associations. This highlighted the significant role the sector currently plays in delivering a huge range of services which support and add value to neighbourhoods. This is a community based approach not limited by tenure. Associations are investing over £435m a year into such developments focused on : employment and enterprise services; education and skills services; well being services; poverty and social exclusion services; safety and cohesion services and environmental services.
- 4) Communities in Control: Real People; Real Power (July 2007). This White Paper sets out requirements to transfer power and influence to local communities through capacity building, social enterprise, greater accountability, active citizenship and asset transfer. Local authorities were given a 'duty to involve' local people and the role of third sector organisation, such as ourselves, in helping achieve this was also highlighted.
- 5) A Framework For Fairness. Put out as a consultation document in 2007 this will soon become the Governments Single Equality Bill which pulls together a range of equalities legislation within which we need to continue to ensure that our organisation and services operate.

- 6) Strong and Prosperous Communities 2006. This White Paper focused on rebalancing the relationship and power between central government, local government and local people. It outlined a comprehensive range of actions to transfer leadership and decision making to local groups with a focus on risk and outcomes.
- 7) Every Child Matters. Published in 2003, following the death of Victoria Climbié, this seminal Green Paper set out the current national framework for service developments related to children and young people aimed at maximising opportunities and minimising risk. It shifted the emphasis from dealing with the consequences of difficulties in children's lives to preventing them in the first place. In doing this it recognised that this transformation could only be achieved through strong local community partnerships. It heralded the establishment of Local Safeguarding Boards, statutory multi agency working and the national outcomes framework for children's services: be healthy; stay safe; enjoy and achieve; make a positive contribution and achieve economic well being.

2.4 There are so many current policies and guidance papers relating to community development that it is impossible to list them all here. However the above provide an overview of national strategic developments currently influencing community development.

BVT's COMMITMENT TO EQUALITY AND DIVERSITY

Community development requires us to work with all our communities and to recognise that certain groups and individuals may be disadvantaged or vulnerable due to age, gender, disability, religion, race or sexual orientation. BVT is committed to embedding equality throughout all our work and to continually reviewing and increasing our understanding and commitment to equality themes and current equality legislation. All our work needs to reflect and incorporate a transparent approach to equality of opportunity, access, treatment and service delivery through community engagement and participation. We need to ensure an inbuilt respect for diversity and social trust resulting in meaningful interaction across groups.

This should foster solidarity and collective community action through cross cutting and multi pronged approaches. We recognise that through working together with partners we can best adopt such an integrated and holistic approach to identify and remove discriminatory barriers and promote greater understanding of individual and group needs. This is covered more extensively in our Equality and Diversity Strategy.

In 2008 the Trust introduced Equality Impact Assessments which need to be applied to all aspects of our service delivery, policies and procedures.

As part of a our systemic review of these across the Trust we will be applying these and involving local residents in such assessments.

3. Our Communities

3.1 The Trust currently has properties across a number of geographic areas in which we provide services to a large number of communities. We currently operate in Birmingham, Shropshire and Worcestershire and each location has its own range of challenges and opportunities.

BIRMINGHAM

3.2 By far our largest area in terms of properties is Birmingham. The largest of these is the Bournville estate originally established in the early 1900s and now covering mixed tenure properties within the wards of Selly Oak, Bournville, Northfield and Weoley which in turn cover both Northfield and Selly Oak Constituencies. These areas are highly mixed with considerable pockets of deprivation adjoining considerably affluent areas. Likewise the population is mixed. We are currently reliant upon 2001 census data relating to each ward to get an overall view of the make up of these individual areas. Our Resident Census scheduled to be completed by the end of 2009 will significantly improve our local information.

3.3 Birmingham 2001 Census Data

2001 Census Criteria	Bournville %	Northfield %	Selly Oak %	Nechells %	Birmingham %	Redditch %
Gender						
Male	47	48	48	50	48	49
Female	53	52	52	50	52	51
Age						
Under 16	21	20	13	26	23	22
16-29	18	16	42	32	21	19
30-74	53	56	38	56	49	54
75+	9	8	7	4	7	6
Pensionable Age	21	22	16	10	19	16
Ethnicity						
White	87	92	80	46	67	94
White Irish	3	3	4	7	3	1
Mixed	3	2	2	4	3	1
Asian/ Asian British	4	1	8	22	20	3
Black/ Black British	3	2	3	18	6	1
Chinese & other	1	1	3	2	1	0*
Ethnic Minorities as % of residents	14	9	20	46	33	6

Employment Status						
Employed	62	62	41	22	52	68
Unemployed	5	4	3	7	6	4
Student	7	5	38	15	11	6
Retired	13	15	8	6	12	10
Long Term Sick	6	6	4	6	7	4
Household						
Lone parent	8	8	6	24	10	6
1 person with l/t illness	35	37	29	22	38	38
No Access to Car	34	33	34	24	38	21
Skills/ qualifications						
No qualifications	30	35	17	38	37	31
Degree level	25	13	30	12	17	14
Tenure						
Owner Occupier	61	71	55	31	60	71
Council/ LA	11	20	8	30	19	19
RSL	15	2	8	16	8	3
Private / Agency	9	4	25	8	8	7

- 3.4 In 1996 BVT got involved in a regeneration project within Nechells. We now have 82 mixed tenure properties there within a very mixed and transient population. Nechells ward is within the Ladywood Constituency and is one of the most deprived areas within the city and the country as a whole. This presents us with significant challenges to effect real change and improve the lives of the local community as a whole in this area.

SHROPSHIRE

- 3.5 Bournville Village Trust has been involved in housing in Shropshire since 1989 and took over the management of 500 rented properties across Telford in 1991. This has been followed by the significant new developments of Lightmoor Village and Ironstone Lawley (in partnership with Beth Johnson Housing Association). Lightmoor village currently has 130 occupied properties out of a total projected build of 800+. The village is managed tenure blind by a dedicated management team which includes a Resident Involvement Officer working closely with the agreed Stewardship Model. The Ironstone Lawley project is a projected 18 year scheme which will provide 3300 mixed tenure homes.
- The Trust is charged with the long term stewardship of Ironstone which includes Resident Involvement. The attached Ironstone and Lawley Strategy Documents cover these in far more detail.
- 3.6 This area presents significant challenges in terms of problems that arise from diverse stockholding, managing expectations and needs during the developmental stage and the challenge of defining the Trust's role with other stakeholders operating in Shropshire.

The 500 pepper potted tenancies which lie outside the new developments present specific challenges as large areas of the Borough of Telford and Wrekin fall within specific “areas of social and economic deprivation”.

3.7 Telford 2001 Census Data

2001 Census Criteria	Brookside %	Woodside %	Lightmoor %	Telford %
Gender				
Male	3,575	3,389	1,376	77,579
Female	3,575	3,672	1,432	80,746
Age				
Under 16	1,886	2,183	327	35,304
16-29	1,456	1,459	539	28,218
30-74	3,670	3,229	1,535	86,007
75+	138	190	107	8,796
Pensionable age				
Ethnicity				
White	6,769	6,727	2,698	148,953
White Irish	53	58	24	1,061
Mixed	96	91	24	1,728
Asian/ Asian	136	134	22	4,586
British				
Black/ Black British	51	36	14	928
Chinese & other	45	15	28	1,069
Ethnic Minorities as % of residents				
Employment Status				
Employed	3,285	2,568	1,547	7,2089
Unemployed	257	336	43	3,771
Student	277	238	69	6,865
Retired	355	346	173	13,135
Long Term Sick	321	393	90	7,065
Household	377	483	50	5,021
Lone parent				
1 person with Long term Condition	866	984	271	22,097
No Access to Car	703	998	89	14,276
Skills / qualifications				
Had no qualifications	1,795	2,040	431	36,314
Degree level	495	288	446	16,202
Tenure				
Owner Occupier				
Council/ LA				
RSL				
Private / Agency				

WORCESTERSHIRE

- 3.8 Bournville Village Trust currently has 45 properties in Worcestershire located in Redditch, Bromsgrove and Droitwich. Given that these numbers are so small we currently undertake no real community initiatives in either location and rely largely on the local authority and other housing providers to include our residents in community development initiatives there.

4. CURRENT COMMUNITY ACTIVITIES

- 4.1 In Birmingham, the Trust has a long standing Community Team into which it currently invests some £400,000 per year. The team is already engaged in a wide programme of work with local communities including:
- 1) Supporting and facilitating Resident Involvement through a range of Tenant and Resident Associations; local councils; committees and our Youth Forum.
 - 2) Supporting Management Committees to run their own community halls and supporting a range of activities within these centres including lunch clubs and Out Of School Activities.
 - 3) Overseeing and developing such provision at Phoenix Hall until such time as a Management Committee becomes viable.
 - 4) Provision of youth facilities including youth clubs and the Multi Use Games Area at Shenley.
 - 5) Networking with local schools to support and lead enterprise days and active citizenship activities.
 - 6) Facilitating our 'Over 50s' club for residents who have lived on the estate for 50+ years. We are the only housing Association in the country with such a club which demonstrates the stability of our communities.
 - 7) Engaging with and supporting a range of local clubs and organisations that run activities across our communities such as Angling Unlimited and the community centres at St David's and St Francis.
 - 8) Developing good links with the local police and other key partner agencies.
 - 9) Regular senior citizens holidays.
 - 10) The annual garden competition.
 - 11) A significant programme of intergenerational work with Arts 50.
 - 12) Overseeing and managing the Time Bank volunteering initiative.
 - 13) In Shropshire, our dedicated Resident Involvement Officer undertakes a wide range of community development work with our existing communities and newly evolving ones. This role will evolve and grow alongside these new developments.

- 4.2 While significant work is already underway in this evolving arena there is always scope to do more things or to do things differently. As outlined earlier there are a number of national themes which significantly underpin this strategy not least Community Engagement, Community Cohesion and Equality and Diversity. We will now review these and what they mean for us organisationally.

5. KEY THEMES UNDERPINNING THIS STRATEGY

- 5.1 During the first few months of 2009 the Community Team in Birmingham have undergone significant staffing changes and have agreed a programme of work for the year which sets down the foundations for this strategy. We have worked closely with our colleagues in Shropshire to ensure a consistent approach to identifying where we need to go and what steps we need to take to get there. This is not something we can achieve in isolation but requires a corporate approach throughout the organisation and significant partnership working.

COMMUNITY ENGAGEMENT

- 5.2 This is fundamental to this strategy. We have long established mechanisms for engaging with our tenants but we need to develop these further to include all residents. The Community Team have recently undertaken Echo Framework training and will use this to benchmark how open we currently are to real participation and engagement.

ECHO Principles:

- Evidence based, focused on research undertaken in the West Midlands.
- Discussion based.
- Challenges and raises issues.
- Recognises complexity of empowerment agenda and encourages creative solutions.
- Move from reactive to proactive.
- Underpinning focus on partnership.

It is our belief that the Trust as a whole should adopt this framework as it reviews its mechanisms for engagement across all aspects of service delivery.

- 5.3 Good community engagement requires open dialogue and information sharing both internally and externally. The Community Team will endeavour to work with all departments to improve this but we also need to review our structures and mechanisms for engaging with residents.

Over the past few months we have reviewed 3 i-portal systems based on a face book model which would enable us to liaise much more quickly and effectively with residents who either do not have the time or the inclination to become involved in our formalised committee structures. Such an initiative also links into the wider government agenda of digital inclusion. We believe that the adoption of such a system can be done quite quickly and will be of significant benefit for our residents and the Trust as a whole.

- 5.4 Our Tenant Participation mechanisms are currently being reviewed by our Tenant Participation Panel. Together we intend to develop a more formalised resident led scrutiny function of our activities which has started with the establishment of a Bournville Residents Scrutiny Committee. Our belief is that this will look to widen involvement in relevant areas to all residents within our estates whether they pay rent and / or a management charge.

A range of mechanisms are needed to assist with this including our established Committees, a range of new digital technology and reviewing our operating hours. Local figures for people feeling able to influence decisions in their areas and feeling well informed from constituency figures are as follows:

Constituency	% who feel they can influence decisions affecting their area.	% of people who feel well informed.
Selly Oak	46%	45.5%
Northfield	51%	34%
Ladywood	40%	35.33%
Birmingham	43%	41%
Brookside		
Woodside		
Lightmoor		
Lawley		
Overdale		
Telford		

Source: Birmingham City Council 2008 / Telford & Wrekin Council

- 5.5 We are acutely aware that we need to widen representation within resident involvement particularly with regards to young people. We are adopting the ‘Hear by Right’ framework to increase the inclusion of younger people in our decision making and will be utilising our Youth Forum and links with local youth groups across our estates to help with this. More details relating to these initiatives can be found in our Resident Involvement and Youth Strategies.

5.6 Community engagement also links to our Resident Census which will finally provide us with a unique understanding of who our residents are and from which we can identify potential barriers to involvement and work to overcome these. Capacity building and changing how we work to accommodate wider involvement opportunities are central to this and something that we will be seeking to highlight and work on with residents and local groups over the life of this strategy.

5.7 Such an approach also clearly links to the Government drive for community empowerment aimed at enabling more people to play an active role in decisions which affect their communities. Community empowerment requires 5 interlinked dimensions:

DIMENSION	BVT CONTRIBUTION	DANGERS IF IGNORED	BENEFITS
Confidence	Develop ways of working which increase people's skills, knowledge & confidence & belief that they can make a difference.	People don't contribute, don't understand organisational constraints and have unrealistic expectations	People more confident about being involved, understand info discussed, understand constraints and recognise own & other people's skills.
Inclusivity	Work in ways which recognise existence of discrimination and promotes equality.	Only hear views from 'usual suspects', some groups feel isolated and feel others are favoured at their expense.	Greater understanding & awareness between communities, greater diversity of views, promotes common ground and understanding and better understanding of rationale for allocation of resources.
Organisation	Promote working in ways aimed at bringing people together around common issues & concerns in groups which are open & accountable.	Not clear if people presenting community views or self interest, initiatives often fizzle out, little agreement on ways forward.	Thriving groups, collective working, understanding of strengths & weaknesses, negotiation and shared solutions.
Co-operation	Work in ways which develop positive relationships, identify common messages, develop links to national bodies & promote partnership working.	Communities compete for time & resources, work takes place in silos and is replicated, communities feel hard done by.	Strong community infrastructure, groups network and support each other, communities understand each others needs and the allocation of resources, people learn from each other and understand the bigger picture.
Influence	Work in ways which encourage and equip communities to take part and influence decisions, services and activities.	Communities develop consultation fatigue & become cynical, BVT fails to deliver appropriate services, hit targets but miss point.	Communities heard & contribution makes a difference. They take responsibility for services and activities provided and receive appropriate services.

5.8 Our community development strategy is predicated on this empowerment model. We also recognise that effective empowerment and engagement requires us to work in partnership with local organisations and our Local Authorities. Our strategy needs to link to local priorities within the Local Area Agreement and at a more local level to Local Constituency Delivery Plans.

We recognise that we need to become better involved in local constituency matters and will increase our links with local constituencies through attendance at Local Constituency meetings and working more closely together.

- 5.9 Community empowerment is not just about communities changing as they become 'empowered' but about us reviewing how we work and implementing more empowering approaches. We have solid foundations upon which to develop and build through our work with local groups and the village councils. We believe that we are well placed to take this forward into a new more participatory era for the Trust in all aspects of our work. This working model has already been established in Shropshire with active partnering and support for local democracy which includes attendance and reports to Parish Councils.

COMMUNITY COHESION

- 5.10 It is now well established that "Housing is a major determinant in shaping communities and the relationship between different races and cultures. Community cohesion can be promoted through the use of more creative strategies to create mixed housing areas and provide supportive mechanisms". (Cantle Report 2001 Community Cohesion Unit, Home Office).
- 5.11 BVT has always recognised this and for over 100 years we have been providing mixed housing developments with a commitment to facilitate community identity and development through our community department. This has underpinned our approach to our new developments in Telford in partnership with the HCA. We have many stable communities as evidenced through the low turn over of properties on our estates each year. However we need to ensure that such stability does not foster misunderstanding, intolerance and isolation of new residents from other cultures and ethnic groups as they move into the estate. Figures show that in 2008 19% of new lettings in Birmingham went to BME households and 2% in Shropshire.
- 5.12 The Resident Census will give us our first real evidence of who our current residents are and will help us identify where there are any gaps in our service provision. Demographics within Birmingham in particular indicate that the city has a younger profile than any other comparable city and that 30% of residents come from ethnic groups.
- 5.13 At BVT we need to ensure that the work we undertake promotes a sense of community identity and that we work with all residents to identify commonalities and promote increased understanding and a sense of belonging and wellbeing. This is central to delivering a good quality of life for all our residents. Community cohesion is a key priority for Birmingham and Shropshire within their Local Area agreements.

5.14

Local Constituency	% of people who feel that their local area is a place where people from different backgrounds and communities get along well together
Selly Oak	84.82%
Northfield	81%
Ladywood	80.63%
Birmingham	78.87%
Brookside	
Woodside	
Lightmoor	
Lawley	
Overdale	
Telford	73.5%

Source : Birmingham City Council 2008 / Telford & Wrekin Council

5.15 As an organisation committed to such aims we need to ensure:

- 1) We facilitate and promote community engagement, positive interaction and a sense of belonging.
- 2) Provide leadership and direction.
- 3) Move away from a 'one size fits all approach'.
- 4) Demonstrate a commitment to tackle Anti Social Behaviour for all residents.
- 5) Promote health and wellbeing.
- 6) Support opportunities for education and learning.
- 7) Combat disadvantage and social exclusion.

5.16 We are fortunate within many of our estates to have a significant sense of belonging but we need to ensure that this applies across all our areas and to all groups.

This will present a challenge for us within our inner city areas and pepper potted housing in Telford which are more transient. We provide high quality housing and estate management. The Choice Based Lettings Scheme will help ensure that no groups are excluded from our services. We continue to link with local schools to promote increased understanding and active citizenship projects and actively promote equality and diversity across all our work.

We will also foster opportunities for education and training to bridge the divide between communities. Likewise we will develop our procedures for recording and actively responding to hate crime.

Active community groups, voluntary organisations and faith networks provide major benefits to individuals, families and communities.

They offer opportunities to individuals for involvement and learning, support to communities and a chance to influence local services and decisions.

Through working and engaging with communities and partners as outlined, we will ensure that we demonstrate a good understanding of community cohesion and social inclusion, resulting in positive outcomes for service users. We will also evaluate our policies and procedures to assess how our activities strengthen cohesion. The Resident Census will be central to this as will our increased involvement with our Local Constituencies

BVT's COMMITMENT TO COMMUNITY DEVELOPMENT

- 5.17 In providing and supporting a dedicated Community Team including Resident Involvement Officers, Bournville Village Trust is demonstrating its unequivocal commitment to supporting and facilitating community development. We also provide Community Halls and a range of other facilities across our estates.

Birmingham

- In January 2009 our Tenant Participation function was moved into the Community Team in recognition of the integral part this work plays within wider community and resident involvement. This has enabled more joined up thinking and service delivery to take place and is helping us widen our community involvement mechanisms.
- We have two dedicated Tenant / Resident Involvement Officers, one of whom was recruited by our tenants, who along with the Head of Department are looking at widening our community involvement work through our local councils, resident associations, community halls and development of alternative methods of involvement including i-portal applications.
- We have also seconded a Community Officer to Shenley Green Centre to provide managerial support and assist with the planned closure and move from Shenley Green to Shenley Court Hall after the redevelopment work is completed. They are also a local contact for residents during the redevelopment work and provide a local BVT presence to provide information and pick up on issues as they arise.
- We have recently appointed a new Community Development Assistant at Phoenix Hall to work with the local community and partner agencies to develop much greater usage of the hall linked to local needs.

There is considerable scope for development here as has been seen with a doubling in the size of the senior citizens lunch club which has moved from monthly to fortnightly.

- We have also appointed a new qualified and experienced Youth Worker to expand our youth services and engagement activities. Our Community Advocate works closely with him in developing these activities and oversees our volunteering initiatives. We are also supporting him to undertake his youth work training.
- Our dedicated administrative staff also get involved in a range of project initiatives including our youth club and schools activities, annual gardening competition and senior citizen holidays.

Shropshire

Shropshire has its own Resident Involvement Officer who was specifically employed at a very early stage to serve the new communities at Lightmoor and Ironstone Lawley. A decision was taken in October 2007 to also place responsibility for the 500 pepper potted tenancies within Shropshire within her remit. Strategies, action plans and time tables for the new communities have been agreed by Trustees with core aims and values in line with our overarching Community Strategy.

Operating in this evolving arena requires an extremely flexible and adaptable approach and we need to ensure that we:

- 1) Provide appropriate training and support.
- 2) Attend conferences and local constituency meetings to keep up to date with local developments and best practice.
- 3) Ensure all staff are appropriately CRB checked in line with current requirements.
- 4) Work across departments to ensure joined up and holistic service delivery.
- 5) Provide leadership and facilitation.
- 6) Look at undertaking an independent external accreditation process (such as VISIBLE standards) to validate and ensure that we are providing the best possible community services.

Resources are clearly not limitless and it is incumbent upon us to make best use of the Trust's limited resources to work with our communities in delivering the services that they want and in involving them in setting their priorities for our estates. In doing so we clearly need to operate within the strategic priorities identified for all the areas in which we operate.

VALUE FOR MONEY AND INCOME GENERATION

- 5.18 Providing value for money is essential to all organisations and one of the best ways of achieving this is to get service user involvement in the design and delivery of services. This ensures that what we are doing and spending money on meets their needs and if we are unable to deliver due to financial constraints then they are able to understand the rationale for this and we can seek to build in an appropriate budget at a later stage if possible.
- 5.19 Most of the Trust's community work is paid for centrally via the dedicated community budget however in recent years the Community Team and other departments across the organisation have struggled to develop and expand services within these financial constraints and we have all had to look at generating income from other funding streams, usually in the form of grant application.
- 5.20 The Multi Use Games Area at Shenley was largely funded by Sport England while our Time Bank initiative was funded by the National Lottery. The Trust, unusually, does not have a dedicated Fund Raising post and identifying such applications currently is an extremely time consuming process. However we have now contracted with Grantfinder for a year to see if this will help us in our grant applications and fund raising. This web based search engine groups bids by subject matter and provides a range of updates and support which should help us identify more clearly what we are looking for and which ones we are most likely to succeed with. We can also utilise this system to help our local community groups identify funding opportunities to support the work that they are doing.
- 5.21 The Community Team has set an income generation target of £40,000 for 2009. This is the first time that we have had such a target and it will provide us with an annual benchmark against which to plan future targets.
- 5.22 The community department together with Supported Housing colleagues have been involved in recent Working Neighbourhood Fund bids which although unsuccessful on this occasion has provided a valuable learning opportunity and sets us in good stead for future bids.

PERFORMANCE MANAGEMENT

- 5.23 Whatever we expend our resources upon the success of these will be judged on the outcomes achieved. How will we demonstrate that what we have done has made a difference to someone's quality of life?

This has been a whole new area of development for the Trust and for the Community Team in particular. The team has reviewed the Audit Commission KLOEs (Key Lines of Enquiry) against which we as a Housing Association are measured and have looked at which areas specifically relate to the areas of service delivery with which we are directly involved. Given the teams wide remit there is significant crossover here and we can thus contribute to many of the areas measured.

Performance Management is about getting results by getting the best from our resources and people and helping them to realise their full potential. This requires a shared vision and sense of purpose with all individuals recognising their role in contributing to these aims. The Audit Commission defines Performance Management as 'taking action in response to actual performance to make outcomes for users and the public better than they would otherwise be'. The successful achievement of this requires leadership, people and systems.

The KLOES are a framework which indicate a particular level of service that we should aim to achieve, and provide information on the service which assists us to identify good and poor performance. These indicators help us measure organisational performance and benchmark. This strategy takes account of these measures, the national strategic framework outlined earlier and our Local Area Agreements which set local priorities. As a Housing Association working with a number of local authorities we have corporate responsibilities to help these authorities deliver on a range of identified strategic priorities which in turn result in better services and developments for the communities in which we operate.

In seeking to achieve this it is recognised that collaborative working often achieves the best outcomes. The next part of this strategy looks in more detail at our commitment to help deliver on the 5 blocks of the Local Area Agreement which are:

- Succeed Economically
- Stay safe
- Be healthy
- Enjoy a high quality of life
- Make a contribution

These 5 elements are vital to the success and health of our local communities. Local community priorities and area partnering have also been identified by the Tenant Services Authority as an objective.

- 5.24 **Succeed Economically** – Through using our Resident Census data and working closely with our local constituencies we can review the worklessness rates across our estates, what underpins these and what the barriers to employment are. Through this we can work with local residents to look at developments we can facilitate to overcome these.

Volunteering opportunities which can often be a valuable first step in helping people back into work. The potential future development of a Community Resource Centre will likewise require a team of volunteers to run it who are suitably trained and equipped for the task. We will also link with local employment agencies/employers to look at local employment opportunities. Bournville Village Trust has a long history of employing local people, three of our Community Team members are testament to this. Likewise we will continue to offer work experience to local young people and apprenticeships. We will continue to review what opportunities we have to develop this further across the organisation.

- 5.25 Financial inclusion initiatives are key to reducing inequalities and social exclusion. In Birmingham we have developed good links with our local credit union, Communisave and promote this widely to our residents.

In Bordesley we are promoting social enterprise, linking with i-social enterprise to review how we can encourage more social enterprise particularly within the Nechells area.

In Shropshire we have entered into an active partnership with a local college to provide basic IT skills, numeracy and literacy. We are also providing courses that specifically support vulnerable tenants to sustain their tenancies. At Ironstone Lawley we are providing modern apprenticeships and linking with the Chamber of Commerce to uplift the local community and offer local jobs for local people.

- 5.26 By helping reduce families' dependency on benefits we can improve self esteem and help reduce the numbers of children living in poverty within our estates.

- 5.27 Our ongoing work within local schools and via our youth work programme recognises that education strongly influences life chances. To this end our social enterprise work focuses on educational and vocational attainment to improve employment prospects and future economic security.

- 5.28 **Stay safe** - Crime has a direct bearing on the extent to which people want to live in, work in or visit an area. We want our communities to thrive in areas where they feel safe and local crime statistics support the fact that our estates have generally low levels of crime.

However reality and perception are not always the same and we need to continue to work with local communities to breakdown misconceptions, fear and intolerance. We have good links with our local police and have contributed to initiatives such as target hardening within vulnerable households and provided a local 'cop shop' in Shenley which has been extremely successful.

In Nechells the police are actively involved at Phoenix Hall in our youth and senior citizen activities.

Anti social behaviour comes up regularly as a key concern for our tenants in their annual STATUS Surveys. We have a dedicated ASB

team who work closely with our own Community Team, Birmingham City Council's ASB Team and our local police to reduce ASB and deal with such incidents in a collective and appropriate manner. However ASB does not just affect our tenants and we are working cross departmentally to improve our procedures for logging and supporting our other residents who also experience these problems. It is a common misconception that ASB is primarily a youth issue. On our estates as elsewhere it is generally neighbour nuisance which constitutes most such incidents.

- 5.29 The Community Team are introducing a Community Welcome Pack for new residents which has some guidance on being a good neighbour and community living. We are also working closely with our ASB colleagues to provide a joint approach to ASB with a focus on identifying underlying contributory factors and offering appropriate support mechanisms to address these.

Our Youth Officer is involved in identifying diversionary activities for for young people involved in any reported incidents and also in representing young people within the community to raise tolerance and understanding of their needs and those of the community as a whole. Our intergenerational activities with old and young aims to develop common ground and emphasise similarities.

The new Lightmoor school and associated sports facilities including MUGA areas will allow us to work and partner with the school on initiatives, fun and community days. The local Police team has already established a relationship with younger people at Lightmoor which has benefited the whole community. Inter generational work is key to the respect agenda for Housing and will be enacted through mentoring, reminisce and green initiatives.

There is also a commitment within Ironstone Lawley to produce and encourage public art within the community. There may be several opportunities here for younger people.

- 5.30 Domestic violence is a nationwide blight on all communities with virtually one woman a day being killed by a husband / partner in the UK. Despite significant advances in multi agency responses this continues to be an area of increasingly reported crime. BVT has comprehensive policies and approaches to dealing with such incidents and again we work closely with the police and other partner agencies. We need to ensure that all our staff are appropriately trained around such issues and that we are able to deal in a sensitive and appropriate manner with any such disclosures. We also have a commitment to do the same with hate crime.

Clean streets, parks and open spaces free of litter, graffiti and other environmental degradation also has a major impact on the quality of life within communities, the overall attractiveness of an area and perceptions of crime and safety. Our Estate Department has a key role to play in such management and stewardship across the estate.

Responding quickly to concerns and involving local people in decision making is central to this and has continually been the most frequently reported issue of concern from residents in the last three STATUS surveys in 2003, 06 and 09.

- 5.31 As a provider of a range of supported housing including sheltered housing, homes for people with learning disabilities and for care leavers and a range of activities aimed at children and young people, BVT has a significant responsibility for protecting these groups from harm. We have policies and procedures for safeguarding vulnerable adults and children and these need to be regularly reviewed and updated combined with appropriate training for staff and appropriate CRB checks. Many of our staff visit vulnerable people within their homes in the community and are uniquely placed to see risks and isolation. Such concerns need to be reported back and our Supported Housing and Community Teams can make informed assessments regarding the best courses of action to try and improve people's experiences.

We have a statutory duty to safeguard children and a moral one to safeguard vulnerable adults and all of us need to be fully aware of our roles and responsibilities within this.

BVTs pendant alarm system with its unique carer response is a significant contributor to older people feeling safer within their own homes and both the Supported Housing Team and Community team are developing links to look at providing more comprehensive services locally to reinforce what we are both doing to promote better outcomes and life experiences for the older people we serve.

Likewise our schools activity will also focus on anti bullying initiatives as this continues to be a growing issue for our young people.

- 5.32 **Be Healthy** - Healthy lifestyles and disease prevention are becoming increasingly critical as our population ages and chronic long term illnesses increase often leading to disability. Growing public health issues such as increased obesity are also impacting on the health of the nation.

The effective promotion of healthy lifestyle choices and associated encouragement of physical activity reduces health problems, improves overall quality of life and in the longer term moderates the strain on acute health services.

Health differentials persist across all our areas and present one of the most brutal and basic forms of inequality, impacting upon residents' quality of life and inhibiting access to employment which could otherwise lift them out of poverty and denying them the range of benefits and opportunities that this brings.

We are committed to helping reduce these inequalities and to support our residents to make informed decisions regarding healthier lifestyles and improved wellbeing. We are fortunate within our estates to have access to open spaces and a wide range of community facilities supported by an active Community Team. We have cricket teams and

bowling clubs, tennis courts and lots of parks and open spaces for people to enjoy and use. We can also contribute to the improved health of our residents through the promotion of activities within our community halls and public areas. A series of community walks has been started in Shropshire billed as “walking for health” and led by a trained walk leader from the local authority. The Local Authority are now training walk leaders from both Lightmoor and Lawley to lead future walks. A series of “Wednesday Walks” has also been proposed as a mid week stress buster.

Our partnership with the local college has enabled us to talk to our clients about healthy lifestyles and budgeting for health within a week course called “money matters for house and home”. This course identifies strategies for health living and practical steps to take to provide nourishing meals for a family on

Such work as outlined above requires significant partnership working and through targeting our activities to support preventative measures we can assist our communities to achieve healthier lifestyles.

- 5.33 **Older People** - The range of activities we support and provide such as senior citizen lunch clubs, shopping trips and holidays all contribute to combating social isolation and to improving residents’ mental, physical and emotional wellbeing. Many older people feel isolated and it is vital to their wellbeing to provide services which help them to feel part of the community to which they can contribute and continue to live in independently for as long as possible. We will value our older residents by ensuring that our communities have health services available through the provision of GP surgeries, local dentists etc and practical support services to help them achieve this. Our Aids and Adaptations programme, supported housing services and adherence to lifetime homes standards for our new housing stock will also contribute to this. Housing is a key underlying factor in many health issues and by 2010 we will have met the required decent homes standard across our stock with more people living in warm homes with modern facilities.

Likewise following a significant survey undertaken in 2008 we will continue to explore the possibility of introducing a handy person / gardening service for our more vulnerable residents and look at the possibility of using our volunteering services to introduce a befriending service aimed at reducing isolation. We would look to work with a range of other organisations such as local churches to develop this.

In Shropshire we are also beginning a campaign for Digital Inclusion amongst the elderly, who are the group most likely to be excluded from the digital revolution, using mentoring as a core commitment.

Digital Inclusion for the elderly at Lightmoor will include an Internet Cafe with SKYPE phone connection and a specialist tutor. External funding will be sought for specialist keyboard equipment and other disability aids.

- 5.34 **Younger People** - For younger residents we have provided the Multi Use Games Area in Shenley to promote increased physical activity.

Our youth clubs and out of school activities also contribute to helping young people make informed choices.

We will also work with the local youth services and schools to contribute to reducing teenage pregnancies which in Birmingham remain well above the national average. We will contribute to healthy eating advice and information and provide activities aimed at reducing smoking and alcohol and drug misuse.

We are committed to continuing intergenerational activities to break down barriers and misconceptions and hope to develop a range of community allotment projects with the triple aims of bringing different age groups together in a common activity, getting people more active through gardening activities and healthier through eating their own fresh produce.

Shropshire is seeking to actively engage more younger people through developing the website into a “Blog” to attract more hits from younger residents. At Lightmoor there is a commitment to involve younger people in digital mentoring within the new planned extra care scheme as digital “buddies”

Community allotments will be provided with a specific children’s plot used by and supervised by the new Primary School. The new community facilities at Lightmoor and the sports pitches allow us the opportunity to connect with younger people through sport. We also want to produce a youth newsletter for the village or allow younger residents to supply articles for the established Residents group/ Neighbourhood Watch flyers.

- 5.35 **Enjoy a high quality of life** - Good housing and enjoying cultural and leisure opportunities all contribute to enjoying a high quality of life. Bournville Village is itself a cultural icon and major tourist attraction in close proximity to Cadbury’s World and Selly Manor.

We will continue to work to preserve our heritage through the upkeep and maintenance of the estate but recognise that Bournville is first and foremost a residential community and therefore requires a range of facilities and amenities to support this. We will continue to work with local residents to balance conservation requirements with meeting the local needs of a 21st century community. We want our residents to be satisfied with their neighbourhoods as good places to live with local centres and opportunities to get involved in local activities.

Our estates are built around local facilities such as shops, doctors’ surgeries, community halls and parks offering these opportunities.

The Community Team will continue to support our local residents groups and councils working closely with our constituency partners to provide a range of mechanisms to increase community engagement and cohesion.

Our achievement of the Decent Homes Standard for all our stock and new housing developments in Shropshire and Shenley will contribute to

meeting the need for affordable homes in areas in which people want to live. Our community activities, promotion of active citizenship and range of opportunities to become involved in our work will help community engagement and cohesion and in turn help people enjoy a high quality of life through a sense of belonging and inclusion.

Local Constituency	% of residents satisfied with local area as a place to live
Selly Oak	92%
Northfield	90%
Ladywood	82.97%
Birmingham	86%
Brookside	
Woodside	
Lightmoor	
Telford	

Source : Birmingham City Council 2008 / Telford & Wrekin Council

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Bournville has national prominence and we can work with Birmingham City Council to use the ‘urban village’ to help raise Birmingham’s profile and contribute to corporate aspirations to attract world class events into the city. The World Half Marathon will be going through Bournville in October and will bring a worldwide television audience to the estate and the Trust.

5.36 **Making a contribution** - Active citizenship is central to community development. It also strengthens local democracy, neighbourliness and helps communities respond to challenges. Local people have a vast range of skills, experiences, knowledge and practical experience. We will wherever possible encourage and facilitate a culture of active citizenship which provides real benefits to our neighbourhoods but also to the individuals concerned who gain new experiences and opportunities, develop new friendships and skills and potentially a greater sense of achievement and fulfilment. We have worked for many years with volunteers, most recently through our Time Bank initiative. Many of our lunch clubs and activities rely heavily on volunteers as do many of our joint initiatives with residents who give up considerable time to work with us on a range of committees and panels. As a third sector provider we are uniquely placed to deliver on these priorities and benefit our residents.

By valuing each other and playing an active part in our communities’ residents should feel better able to influence decisions.

Much work throughout 2009 is being undertaken to ensure that we have a representative suite of outcome measures reflecting the work that we do and how this fits within wider national and local strategic priorities.

Through developing these we can benchmark our current performance and seek continuous improvements to ensure that what we do

continues to meet the needs of our residents. Such information will also assist in the development of more targeted funding applications.

Through collating this data monthly we will provide regular reports on our performance outlining what we have achieved and monitoring progress against the outcomes identified in this report. As part of that process we have also developed A Community and Resident Involvement Impact Assessment Tool which we will be using in relation to all our activities.

PARTNERSHIP

No organisation can work in isolation and the key to successful community development work is effective partnership. BVT has a range of good partnership relationships but we recognise that we need to continue to develop these in particular:

- (i) With all our residents irrespective of tenure through a wide range of mechanisms including our local residents groups, councils, committees and electronic mediums.
- (ii) Cross departmentally to ensure the most appropriate and cost effective services for our residents.
- (iii) With our local constituencies to ensure that we know what is happening locally, that our views are taken into account and that we can influence decisions impacting on the long term economic social and environmental wellbeing of our local communities.
- (iv) with other Housing Associations to share best practice and developments.
- (v) with other third sector organisations involved in community activities including Community Matters and Birmingham Voluntary Services Council.
- (vi) With our local police to focus on community safety initiatives, diversionary activities and anti social behaviour.
- (vii) With local schools and colleges to develop the educational and employment opportunities and life chances for our communities.
- (viii) With local health services and PCTs to ensure we contribute to the ongoing health and wellbeing of our communities.

CONCLUSION

The above strategy sets out our vision and priorities for the next three years. This is aligned to our Business Plan and reflects local and national drivers and priorities.

It also encompasses all parts of the Trust and a wide range of partnership agencies and groups as we believe that this is the most effective way of ensuring continuous improvement and the best outcomes for our communities. It is also part of our wider modernisation agenda whereby by being linked to local and national priorities and best practice can help us increase our influence and help us develop and fulfil our responsibilities and duties as corporate citizens within all the areas in which we work. This strategy is underpinned by the following work plan which outlines in more detail specific aims, how we plan to achieve them and what the outcomes will be for our communities.

Tessa Mitchell
Head of Community Services
September 2009

HOW WE WILL MAKE A DIFFERENCE

The following work plan underpins and outlines our aims and objectives for the duration of this strategy. We will regularly review these and revise as and when new national and local priorities and needs arise.

Community Engagement / Resident Involvement

Aims	Activity	By Whom	By When	Outcome	Outcome indicators / measures
Ensure current service delivery is appropriately targeted.	Review and utilise results of Resident Census to review if current services and Community Development Strategy is targeted appropriately to resident populations within our estates.	SMT Community Team Business Improvement Unit.	December 2011	Most appropriate use of resources aimed at meeting identified needs of residents. Service user satisfaction.	Completed Resident Census Forms Evaluation Report. Activity schedules HSC / ESMC Reports. Information available on website. Service user feedback Development of new services

<p>Develop new ways of engaging with wider resident population.</p>	<p>Develop range of new activities, fun days, forums, resident inspectors, web based activities, i-portals etc to engage with widest possible and most representative range of residents to ensure that we incorporate their views in our service delivery planning.</p> <p>Development of Community Welcome Pack</p>	<p>Community Team Estates Corporate Services IT Department.</p>	<p>December 2011</p>	<p>Improved service delivery based on resident need and feedback which are easily understandable and accessible.</p> <p>Residents recognise impact of their feedback on services.</p> <p>Increase community cohesion and engagement</p>	<p>Record of activities and events held.</p> <p>Service user feedback.</p> <p>Reports from Resident Inspectors and improvements made.</p> <p>Development of i-portal / more interactive IT.</p> <p>Resident Involvement Strategy</p> <p>Distribution of Community Welcome Packs.</p> <p>HSC/ ESMC Reports.</p> <p>Team Meetings / Briefings.</p> <p>1-1s / IPRs.</p>
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<p>Review existing range of panels / committees for their purpose and impact in assisting consultation and collaboration.</p>	<p>Review existing arrangements to ensure they are effective in facilitating resident involvement which is representative of our populations. Using 'Echo Framework' principles.</p>	<p>Community Team Panel Chairs in consultation with residents groups and feedback. Business Improvement Team</p>	<p>December 2010</p>	<p>Increase representation and information dissemination. Increase resident satisfaction.</p>	<p>Service user feedback. Review Report & findings. Impact Assessment Forms. Changes / expansions to existing arrangements.</p>
<p>Increase Trust wide understanding of community engagement and the benefits of this.</p>	<p>Briefings for all staff. Regular feedback to SMT. Service delivery improvements and awards publicised widely. Web updates / i-portal</p>	<p>SMT Community Team Business Improvement Unit IT Department</p>	<p>April 2010</p>	<p>Improved service delivery. Organisational excellence. Increased staff awareness and holistic roles.</p>	<p>Briefing notes delivered to all staff. Job descriptions. 1-1s & IPRs. Publicity relating to achievements and changes made as a result of involving service users eg: Maintenance Award; rebranding CCU.</p>

Increase Resident Scrutiny in Trust activities	Development of Bournville Residents Scrutiny Committee. Develop use of Resident Inspectors	SMT Community Team Bournville Resident Scrutiny Committee Estates.	December 2010	Best use of resources. Value for money. Better service delivery. Increase engagement . Improved resident understanding of organisational constraints.	Notes from BRSC Feedback from Councils and Residents Groups. Changes to web based methods of consultation and engagement / i-portal development. Resident inspectors.
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Active citizenship

Aims	Activity	By Whom	By When	Outcome	Outcome Indicators
Increase social capital and capacity build among residents enabling them to feel able to make a difference.	Provide appropriate training and support to enable residents to improve skills, knowledge and increase confidence in their ability to take part in activities and consultation.	Led by Resident Involvement Officer assisted by range of internal depts. ie: Finance Dept doing session on accounts, and external providers.	April 2010	More confident and better skilled residents who can understand information presented. Better understanding of working opportunities and constraints.	Training plans Service user feedback. Impact Assessment Forms More residents wanting to take part in involvement activities.

	Widen range of participation mechanisms to include all residents, many of whom have a wide range of skills already.			Greater sense of belonging and community cohesion.	
Enhance community engagement, cohesion and combat worklessness through providing volunteering opportunities.	<p>Provide range of opportunities to enable people to volunteer and develop range of new skills. Building on TimeBank initiative and also through links with other organisations such as BVSC.</p> <p>Develop links with local job centres and agencies such as Work Direct</p>	Community Team	April 2010	<p>Increase skills and confidence of residents.</p> <p>Increase sense of belonging and wellbeing.</p> <p>Reduce potential isolation.</p> <p>Increase community engagement & cohesion.</p>	<p>Number of volunteers registered.</p> <p>Methods of promoting volunteering opportunities.</p> <p>Number of volunteer hours recorded in voluntary activities.</p>

Review opportunities for a Resident Resource Centre on the estate	Identify suitable premises and residents who can sustain such a development.	Community Team Estates Resident groups.	December 2012	Build social capital. Increase skills and confidence of residents	Identification of potential site. Service user feedback. Notes of resident meetings regarding potential development. Identification of training needs and plan to equip residents to run centre. Visits to other similar centres.
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Community cohesion

Aims	Activity	By Whom	By When	Outcome	Outcome Indicators
Promote community cohesion across estates.	Provide and support range of activities such as intergenerational work which develops positive relationships between groups,	Community Team Estates	April 2011	Increased understanding and tolerance. Strong community infrastructure and promotion of common ground.	Activity and events schedule. Service user feedback. Impact Assessments.

	<p>breaks down barriers and promotes co-operation and understanding.</p> <p>Develop further work with Arts 50.</p> <p>Development of Community Allotment Project .</p>				<p>Community Allotments developed and sustained.</p>
<p>Reduce social exclusion</p>	<p>Widen involvement mechanisms to ensure we reach 'harder to reach' groups and take their views into account.</p> <p>Promote anti poverty initiatives through work experience, links with Commisave and combating fuel poverty initiatives.</p> <p>Undertake wide range of social enterprise activities within local schools.</p>	<p>SMT Community Team IT Team</p>	<p>December 2011</p>	<p>Build social capital. Increase sense of wellbeing. Improve social networks for marginalised groups, particularly for those with poor physical / mental health or disability. Reduce economic inequality through improved access to support services and financial inclusion.</p>	<p>Comparison of engaged residents to resident census data. Service user feedback. Development of Youth Forum activities and links to The Holdings. Promotion of commisave and take up rates. Promotion and involvement in fuel poverty initiatives.</p>

				Increased sense of inclusion and wellbeing	Record of engagement and achievements with young people through our work with schools
Develop culture of celebrating diversity.	Through involvement in a range national and local celebrations and activities across Birmingham. Enhancing staff understanding and awareness of diversity.	SMT Community Team	December 2010	Build social capital. Increase understanding of difference. Reduce misconceptions. Reduced social exclusion.	Promotion of events. Involvement in activities Service user feedback. Staff training and development.

Community Halls

Aim	Activity	By Whom	By When	Outcome	Outcome Indicators
Development of new Community facilities in Shenley.	Work with Shenley Youth & Community Trust to support and oversee development of Shenley Court Hall,	Community Team Development Team	April 2010	Increase community engagement and cohesion. Build social capital. Reduce social exclusion.	Growth in numbers attending SCH. Growth in provision and range of activities available.

	<p>transfer and development of activities and closure of Shenley Green Centre through</p> <p>ongoing secondment of staff member and involvement of Community Team.</p> <p>Support development of Hall Management Committee.</p>			<p>Increase sense of wellbeing and belonging.</p>	<p>Service user feedback.</p> <p>Feedback from Shenley Youth & Community Trust.</p> <p>Ongoing staff secondment.</p> <p>Development of Hall Management Committee.</p>
<p>Development of activities at Phoenix Hall.</p>	<p>Appointment of Community Development Assistant to develop links with local residents and increase range of activities within centre to reflect local needs.</p>	<p>Community Team</p>	<p>December 2011</p>	<p>Promotion of social cohesion.</p> <p>Increased sense of belonging and inclusion.</p> <p>Increase wellbeing.</p>	<p>Schedule of activities available.</p> <p>Growth in numbers using the Hall and activities available.</p>

	<p>Links to local constituency and other partner agencies.</p> <p>Explore opportunities and support Hall Management Committee for Phoenix.</p>				
<p>Ensure Hall Management Agreements still fit for purpose.</p>	<p>Work closely with Hall Management Committees to review agreements and make any necessary changes if needed.</p>	<p>Community Team Estates Hall Management Committees</p>	<p>April 2011</p>	<p>Increase sense of belonging and inclusion. Build social capital.</p>	<p>Hall Management Agreements revised and updated if needed. Notes of discussions having taken place and Committees being consulted.</p>
<p>Ensure appropriate range of educational, leisure, recreational and cultural activities available locally.</p>	<p>Work closely with Hall Management Committees and provide any necessary support to ensure halls remain vibrant focal points for local communities with range of activities meeting a</p>	<p>Community Team Estates Business Improvement Unit</p>	<p>December 2012</p>	<p>Reduced social isolation Increased wellbeing. Helping people remain independent. Increased activity and health Lifelong learning.</p>	<p>Compare current schedule of activities against Resident Census data. Service user feedback. Feedback from local partners.</p>

	<p>variety of local needs.</p> <p>Review Resident Census data.</p>			Digital inclusion	<p>Breadth of current activities.</p> <p>Range of new activities taking place.</p>
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Community Safety/Stay Safe

Aims	Activity	By Whom	By When	Outcome	Outcome Indicators
Reduce Anti Social Behaviour across estates	<p>Review and revise Anti Social Behaviour Procedures to ensure covers all residents and that all incidents are recorded on central log.</p> <p>Seek resident feedback and views.</p> <p>Development of Good Neighbour Guide</p> <p>Provision of range of diversionary activities.</p>	<p>SMT</p> <p>Housing Estates</p> <p>Community Teams.</p>	April 2010	<p>Better service delivery.</p> <p>Greater resident satisfaction.</p> <p>Increased wellbeing.</p> <p>Increase community cohesion.</p> <p>Estates seen as good places to live.</p>	<p>Benchmarking of ASB across estates. Types, locations and prevalence.</p> <p>Reduction in ASB.</p> <p>Service user feedback.</p> <p>Distribution of Good Neighbour Guide.</p> <p>Range of diversionary activities provided and promoted.</p>

<p>Reduce fear of crime.</p>	<p>Help our communities identify causes of crime and hold a range of community based activities to bring people together and tackle issues.</p> <p>Attendance at Safer Estates meetings and mechanisms for disseminating feedback developed.</p> <p>Regular meetings and reviews with local police / constituencies and other partners and mechanisms for dissemination of information obtained developed.</p> <p>Encourage Neighbourhood Watch</p> <p>Work within schools to support anti bullying initiatives.</p>	<p>SMT Community Team Housing Estates</p>	<p>December 2010</p>	<p>Reduced fear of crime.</p> <p>Appreciation of difference and greater community cohesion.</p> <p>Increased sense of belonging and wellbeing</p>	<p>Range of meetings and consultations arranged to feedback on problems and issues on the estates.</p> <p>Dissemination of feedback from meetings and events.</p> <p>Service user feedback.</p> <p>Feedback from schools on work undertaken.</p> <p>Team Meetings and Briefings.</p> <p>1-1s & IPRs.</p>
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<p>Develop partnership approaches to target hardening initiatives.</p>	<p>Work with police on identifying vulnerable households. Advice and support surgeries held locally. Provision of funding where appropriate to increase security. Facilitate bicycle marking events in local centres. Disseminate information regarding bogus callers etc via e-mail system.</p>	<p>Community Team Housing Estates IT Dept</p>	<p>December 2012</p>		<p>Notes from partnership meetings Information on how funds spent. Feedback from recipients. Numbers attending surgeries and events. Impact Assessment Forms. Website changes to disseminate information.</p>
<p>Increase young people's awareness of substance abuse issues.</p>	<p>Develop range of alcohol and substance misuse work with younger people through our Youth Work activities to promote informed choice and reduced dependency.</p>	<p>Community Team</p>	<p>December 2010</p>	<p>Better access to knowledge and skills which promote healthier lifestyles. Reduced anti social behaviour and criminality.</p>	<p>Sessions planned and scheduled. Numbers of young people attending sessions. Service user feedback. Impact Assessments. Local PCT and ward figures relating to substance misuse amongst young people locally and trends.</p>

Performance Management

Aim	Activity	By Whom	By When	Outcome	Outcome Indicators
Introduce suite of Performance Indicators for the Community Team.	Student placement in summer 2009 to review local and national strategic documents, including KLOEs / LAAs, and establish set of Performance Indicators related to service delivery and best practice.	Community Team	December 2010	Student placement in summer 2009 to review local and national strategic documents, including KLOEs / LAAs, and establish set of Performance Indicators related to service delivery and best practice.	Student Placement Report 2009. Performance Indicators. Community Team Plan & Quarterly Reports. Community Strategy BVT Business Plan Team Meetings / Briefings. HSC/ ESMC Reports.
Undertake Visible standards accreditation.	Register for and complete evidenced based assessment process as a means of continuous improvement and best practice. Achieve independent external validation of work we are undertaking.	Community Team	December 2012	Benchmarking. Continuous Improvements. Best use of resources. Improved communication and consultation.	Registration for Visible. Completion of process. Team meetings / briefings. Supervision notes / IPRs. Award of Visible Accreditation

<p>Development of Impact Assessments for all Community Activities.</p>	<p>Development of Impact Assessment Form. Completed forms for all community engagement and involvement activities recording outcomes, impact and effectiveness.</p>	<p>Community Team</p>	<p>December 2009</p>	<p>Ensure best use of resources. Better service delivery. Ensure all work targeted. Increase community engagement and cohesion. Increased service user satisfaction.</p>	<p>Impact Assessment Forms. Completed Forms. Other feedback from service users. Team Meetings / Briefings / Panel notes. Recorded changes to service delivery. 1-1s / IPRs. HSC / ESMC Reports. Information on website. Funding Applications and Monitoring reports.</p>
<p>Development of partnership links</p>	<p>Build on and develop a range of partnership work to address cross cutting issues in a holistic and collaborative manner. Forge better links with local constituencies to better recognise and serve local needs.</p>	<p>CEO SMT Community Team</p>	<p>December 2010</p>	<p>Targeted service delivery</p>	<p>Range and number of joint initiatives / services. Regular meetings / contact with Constituencies Increased local influence.</p>

Value for Money & Income Generation

Aim	Activity	By Whom	By When	Outcome	Outcome Indicators
<p>Ensure community activities are audited against value for money criteria and benchmarked.</p>	<p>Use Impact Assessment Forms for activities. Work with BIU on VFM reviews. Utilise benchmarking data Review of existing contract arrangements</p>	<p>Community Team Business Improvement Unit</p>	<p>December 2010</p>	<p>Best use of resources. Transparency. Customer satisfaction.</p>	<p>Reviews / Reports Service user feedback . Efficiency savings.</p>
<p>To maximise external funding to support and develop activities.</p>	<p>Liaise with local communities re needs. Utilise Grantfinder Develop business case and implementation plans for new services / expansion of existing ones.</p>	<p>Community Team Estates Housing Services Development Team</p>	<p>December 2010</p>	<p>Best use of resources. Targetted service delivery based on needs. Customer satisfaction. Community engagement and cohesion.</p>	<p>Bids made. Income generated. Projects undertaken. Service user feedback.</p>

	<p>Ensure initial team capacity to oversee new project and work with residents to sustain it.</p> <p>Complete applications</p>				
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Succeed Economically

Aim	Activity	By Whom	By When	Outcome	Outcome Indicators
Promote a variety of opportunities for increased employment	<p>Through partnership activities within local communities and schools aimed at developing skills and confidence, work placements and apprenticeships.</p> <p>Development of IT access and training.</p> <p>Explore social enterprise initiatives particularly within Nechells in association with ise.</p>	<p>Community Team Estates</p> <p>Housing Services</p>	December 2009	<p>Greater self esteem and wellbeing</p> <p>Reduction in worklessness.</p> <p>Greater community engagement and empowerment</p>	<p>Attendance at and Commitment to Schools Projects.</p> <p>Sign up to Skills Pledge</p> <p>Work with bxl.</p> <p>Recruitment and development of young people within Trust.</p> <p>Apprenticeships</p> <p>Work experience opportunities.</p> <p>Links with</p>

					Connexions Links with NACRO. Volunteering Opportunities. HSC / EMSC Reports. External funding and monitoring reports.
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Be Healthy

Aim	Activity	By Whom	By When	Outcome	Outcome indicators
Development of services to increase independence for older people and support them to remain within their own homes for as long as they choose to.	Provision and facilitation of activities for older people such as lunch clubs, trips, activities, events, volunteering opportunities and holidays. Greater promotion of activities taking place in other centres across the estate.	Community Team Supported Housing	December 2011	Increased sense of wellbeing. Increased community engagement and cohesion. Reduce social isolation. Increase sense of belonging and being valued.	Numbers participating in activities. Service user feedback. Expansion of Pendant alarm system.

	<p>Introduction of shopping trips across estate.</p> <p>Exploration of introduction of handy person / gardener scheme.</p> <p>Expansion of Pendant Alarm Services.</p> <p>Promote activities taking place</p>				
<p>Provision of health information to enable informed decision making.</p>	<p>Provide range of information at centres.</p> <p>Facilitate events and activities locally with partner agencies.</p> <p>Develop range of activities within our youth activities to promote informed choices in particular in relation to stopping smoking, substance misuse,</p>	<p>Community Team Supported Housing</p>	<p>December 2010</p>	<p>Better informed residents.</p> <p>Improved general health.</p> <p>Reduced smoking, substance misuse and teenage pregnancy rates.</p> <p>Reduction in obesity rates.</p>	<p>Record of events and activities where information has been provided.</p> <p>Service user feedback.</p> <p>Local PCT and ward figures on health trends locally.</p> <p>Teenage pregnancy figures</p>

	reducing teenage pregnancies and healthy eating.				
Increase access to and use of community open spaces and sporting facilities.	<p>Review current usage.</p> <p>Resident involvement in what they would like / need.</p> <p>Improve links with local sports clubs and groups such as Angling Unlimited.</p> <p>Facilitate range of sports type activities across estates.</p> <p>Use World Half Marathon in October 2009 as way of promoting this.</p>	Community Team Estates	December 2011	<p>Increased sense of belonging.</p> <p>Healthier population.</p>	<p>Records of current and future usage by clubs etc.</p> <p>Feedback from residents.</p> <p>Publicity for new activities and take up rates.</p> <p>Local PCT and ward figures on health trends locally.</p> <p>Development of any new sporting facilities / activities</p>

Enjoy a high quality of life

Aim	Activity	By Whom	By When	Outcome	Outcome indicators
To increase number of additional homes within our estates	Development activities in Shenley and Telford.	SMT Development Team Housing Services	December 2011	Increased choice for local people. Increased affordable high quality housing. Increased wellbeing. Achievement of lifetime homes standards. Increased community cohesion. Reduced fuel poverty	Number of properties built. Low turnover rates. Meeting of decent homes Standards and life Time Homes. Adoption of latest energy efficient and environmental specifications.
Promotion of Bournville’s history including promotion of Selly Manor and use of open spaces to hold events and activities to bring people together.	Work with Selly Manor and local councils and groups to promote local area and develop and increase range of cultural/ recreational activities.	Community Team Corporate Services Partners	December 2011	Increase cultural and leisure events within localities. Increase community engagement and cohesion.	Increased number of local events Resident feedback Impact Assessment Forms

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APPENDIX 1

Residents Survey 2009

The following survey was undertaken at Bournville Festival in June 2009, at a Wellbeing Event in July and on our website in August 2009. The following responses were recorded:

Your Views are Important to us!

1. Are you currently a BVT resident? (i.e. do you pay rent or a management charge to BVT)

% YES	% NO	UNANSWERED	%
55	40		5

2. Do you know that BVT has an active community team which helps fun and facilitate a variety of activities across the BVT Estate?

% YES	% NO	UNANSWERED	%
37	60		3

3. Our current activities include the following. Please tick if you would like more information:

Out of School Activities	4	Residents Involment Forms	1
Summer Playscheme	7	Annual Gardening Comp	1
Senior Citz Lunch Clubs	7	Tenant Participation	2
Senior Citz Holidays	7	Youth Involvement	3
Over 50's Club	4	Youth Clubs	2

4. Are these the right services for this area?

% YES	% NO	UNANSWERED	%
48	40		12

Comments:

- a garden scheme for those less able.

5. BVT as an organisation covers a wide range of activities including housing, community development, estate management, and runs Tudor museum. Do you know much about BVT as an Organisation?

% YES	% NO	UNANSWERED	%
48	48		4

6. Do you think BVT actively promotes its work?

% YES	% NO	UNANSWERED	%
48	48		4

7. BVT has a well established Tenant Participation structure but we are always looking for new residents to get involved in sharing how we develop the future. We are now selling to expand our involvement structures to include all residents. Do you think that this is a good idea?

% YES	% NO	UNANSWERED	%
48	33		19

8. How can we reach more people? Please tick what you think would increase our coverage.

Meetings	8	Questionnaires	7
Meetings After 6.00pm	10	Visits/Forums	7
Web Based Consultations	10	More Community Events	16

Comments:

- Jazz Festival
- Community events specific to area
- Happy with the above

9. Would you like to be included in our future consultation?

% YES	% NO	UNANSWERED	%
30	37	9	33

Composition of household:

Adults:

1	10
2	13
3	0
4	0

Children:

1	1
2	3
3	1
4	0

Ethnicity:

Unanswered	12
White British	13
Korean	1

Appendix 2



The Ironstone Management Services in (Lawley) Telford

Resident Involvement Strategy

2008 – 2013



Beth Johnson is a subsidiary of Sanctuary Housing Association (an exempt charity)

Aims & Objectives of the Strategy

Sustainable communities are places where people want to live and work, now and in the future. They meet the diverse needs of existing and future residents, are sensitive to their environment, and contribute to a high quality of life. They are safe and inclusive, well planned, built and run, and offer equality of opportunity and good services to all.

The sustainable community's statement of intent reproduced above; clearly represent the Government's ideal for a community that lives, works and plays together. This strategy document and its action plan will set out how Ironstone Management Services (**IMS**) **intends** to make this a living reality and how we will involve the team and our residents in the vision for Ironstone Lawley and the long term stewardship of the new village. We will set out in practical terms how we will support the new community, and how we will partner with key local providers in the fields of education and employment.

Objectives

The Ironstone Management Services Community team intends to:

- Promote, foster, and support a real community spirit
- Promote, foster, and support a strong volunteering ethic
- Aid social cohesion by creating a sense of well being and increase Social Capital through skills and education
- Promote the vision for Ironstone Lawley
- Allow Ironstone Lawley residents to have a strong voice in how their homes, the neighbourhood, and the built environment are managed.
- Work with the Parish Council and the Telford and Wrekin Unitary Authority for the well being of all residents
- Deliver the Stewardship agenda
- Manage and maintain the affordable homes stock
- Deliver the management service to a high standard
- Deliver the Estate Management service to a high standard
- Carry out full consultation with the community

The Organisational context

Ironstone Management services is a partnership between Beth Johnson Housing Association (a member of the Sanctuary Group) and Bournville Village Trust. Both organisations have significant experience, expertise and most importantly capacity to provide the developer consortium with a strong, experienced and flexible affordable housing provider. Both partners have a clear vision of how their combined roles complement that of the developers and English Partnerships (The Governments Regeneration Arm). Both organisations are confident that they have appropriate financial and staff resources to deliver success from the outset. Both organisations have a proven local track record of working in Telford and understand the local and strategic issues.

The Stewardship Model

The importance of long-term stewardship cannot be underestimated especially on a project of this scale. The long-term success of this project will be evaluated on how it stands the test of time, in perpetuity.

The stated stewardship vision is:

“A people centred holistic approach to the maintenance of the environment and the creation of a truly sustainable and cohesive community”

Both partners in **IMS** are currently active in two major sites in Telford, The Telford Millennium Community and the new Lightmoor Village. **IMS** will set up a new organisation called Lawley Works which will be the dynamic delivery vehicle for the vision. Residents will play an integral part in Lawley Works through:

- Community consultation
- The Official Ironstone Lawley Residents Association
- Membership of the Parish Council
- Consultation with other local key stakeholders
- The hot 100
- The estate management board
- Digital inclusion of the elderly
- Youth consultation

Values

Our core values for working in Ironstone Lawley:

1. The active promotion of equality and diversity for all residents
2. Creating a strong and balanced community
3. Enhancing Social Capital
4. Combating unemployment
5. Supporting the Respect agenda for housing
6. Dealing with the Anti Social Behaviour that blights communities
7. Preserving the green spaces and environment
8. Reducing our carbon footprint

How do we put these values into action?

1. Ensure that the Resident association is inclusive and that it works to promote equality and fairly represents local views with a balanced membership.
2. Support the less able especially those residents with a disability, which would exclude them from taking part in their community. Promote digital inclusion that levels the age and disability playing field.
3. Enhance Social Capital by promoting skills for life and the use of a “Prospects” type team which supports residents in their homes and helps them to sustain their home and life commitments.
4. Combat unemployment by providing modern apprenticeship schemes and partnering with key local employers and the chamber of commerce.
5. Support the Respect Agenda for housing by working with younger people to promote citizenship and democracy. Promote cross generation initiatives that foster respect of the elderly and improve the reputation of young people.
6. Setting up a strong and re active Anti Social Behaviour team to include the Estate Warden and Housing officers who will deal with problems in a robust and timely manner.
7. Working with residents to enhance and preserve the green environment through partnering with initiatives such as Walking for Health, The Shropshire Wildlife Trust and any other organisation with “Green credentials”, especially the well established and respected Lawley Green Space Group.
8. Reducing our carbon footprint at an organisational and community level by making a commitment to more sustainable methods of involvement such as: E-mail, telephone conferencing and forums. Reducing the number of formal meetings and the associated travel burden and its effect on the climate.

The Law on Resident Involvement

Every Housing Association or Registered Social Landlord is required by law to involve its customers, that is, their tenants/residents in their business at all levels. The new Tenant Service Authority (TSA) which becomes law in December 2008 will be the new regulator for Social Housing. IMS will be working closely with the TSA and other agencies to ensure that our involvement practices and strategies meet with their approval. We will also be working hard to bring about Resident Led Self Regulation as recommended by the TSA and preparing ourselves for the new evidence based inspection regime.

It is every tenant's right to be involved and consulted on the actions taken by their landlord. Both partners in **IMS** are also subject to inspection by the new regulatory body and are awarded scores through an inspection regime which includes scores for involvement and consultation. These scores are published nationally. More and more Government papers and tenant advisory bodies use the term "Resident Involvement" as opposed to tenant Participation. This is because the Government is viewing housing provision in a more holistic way. There is no such thing today as a traditional Council Estate. Many people have bought their homes through the right to buy legislation, and more and more people are being driven to private renting because of the shortage of homes. It stands to reason therefore that the partnership through **IMS** seeks to work with all residents and that we are "tenure blind". This is an essential component of the long term stewardship model. Through **IMS** we will be providing opportunities for shared ownership and these residents will have specific rights as combined owner occupiers and leaseholders.

Although we will act tenure blind within the development it must be recognised that the development will house tenants of both partner organisations. Tenants have the right, and will be encouraged to become involved both with the **IMS** residents association, and through their own established tenant organisations which are well established and supported by both partners. Tenants within **IMS** therefore will have multiple opportunities for involvement both locally and organisation wide.

Best Value

Best value is a methodology for carrying out reviews of key services in order to:

- Achieve continuous improvement
- Deliver high quality and cost effective services
- Strengthen the influence of residents

Best Value uses the four Cs' to help meet those objectives:

Challenge the existing processes and structures to ascertain whether things could be done better.

Compare ourselves to good practice and other service providers to learn what works well.

Consult with all stakeholders, but especially residents to gather their views on the service, this will help us analyse what is done well and what may be improved.

Compete review whether the service is providing Value for Money (**VFM**) and is competitive in comparison to other providers.

The involvement of residents in Best Value reviews is fundamental to our business and helps us achieve real service improvement.

Key Lines of Enquiry (KLOE's)

KLOE,s or Key Lines of Enquiry are the specific standards and measuring tools set out by the Government for capturing information on the success or otherwise of involvement. KLOE number 5 is generally recognised as the resident involvement enquiry module, although other key lines of enquiry may have cross cutting implications. These could include the lines of enquiry on customer service and value for money. There is a specialist KLOE that deals with Sheltered Housing Provision. The government provides a tool kit against which we, as a housing provider can measure and assess our performance.

The tool kit provides sets of questions and statements around either service or judgement specific issues which in turn provide consistent criteria for assessing and measuring the effectiveness and efficiency of all Housing Services. They are designed to provide inspectors, inspected bodies and others with a framework through which to view and assess services. Descriptors of excellent and fair services will help organisations to understand how the quality of services is judged against the KLOE.

Please note that the Housing Inspectorate has recently changed the presentation of the documents. The documents are now constructed in a way that encourages housing organisations to find their own routes to providing an excellent service. This is good news for **IMS** as it is encouraging a more innovative and individual approach to our delivery.

Our customers, Facts and figures

On 15th November 2005 English Partnerships entered into a development agreement with George Wimpey UK, Persimmon Homes Limited and Barrat homes Limited for the development of the land identified at Lawley for new build. Planning permission was granted for the development of, a primarily residential scheme comprising a minimum of 3.300 dwellings. The development to take place over a projected 18 year period.

The development consortium appointed Bournville Village Trust and Beth Johnson Housing Association, a member of the Sanctuary Group, as providers of both the affordable housing and the long term stewardship of the new village. The affordable housing will be 25% of the total number of homes, built to Eco homes, Very Good and the Housing Corporation Scheme Development Scheme Standards. There will also be a mixture of commercial units at the newly proposed village centre.

The Benefits of Resident Involvement

As a resident there are clear benefits, both on a personal basis and as part of a group in being involved with **IMS**. Residents will be encouraged to take part in whichever way suits their lifestyle. We recognise that formal meetings, whilst playing a valuable role, are not for everyone. We want to encourage less traditional methods of involvement through community events and innovative solutions.

We want to encourage life long learning, volunteering and youth involvement. We want to support the Respect agenda for Housing. In order to achieve this we will:

- Ensure that resident's voices are heard, both as an individual and as part of a recognised group.
- Work with residents to improve our customer services through consultation and by taking on board suggestions for improvement. We will accurately record any complaints that are made about our service and feedback to residents on our proposed solution
- Ensure that residents help us to maintain the highest standard of Estate Management which in turn directly affects the environment and community well being.
- Promote community cohesion through events and community initiatives.
- Provide a meaningful forum for a two way exchange of ideas.
- Promote Ironstone Lawley as a “good place” to live.
- Enhance Social Capital and encourage personal development by offering, training, and return to work support, skills and apprenticeships.
- Encourage younger people to become involved and support youth initiatives, thereby ensuring “buy in” to the community and a strengthening of the key points within the Respect Agenda.
- Reduce the sense of isolation often felt by older people by involving them in community activities and offering them help from community volunteers. We are particularly keen to promote digital inclusion by partnering with specialist providers such as Digital Unite, a highly respected UK provider.

The methods of involvement

In order to properly serve the community we need to send out quality **information** and receive **feedback**. If residents want to have a bigger say in the community they can become involved in **consultation** using various methods including digital solutions. These involvement methods can be broadly split into two distinct categories of “Active” or “Armchair”.

Active methods may best suit those with time and capacity to spare within their community and could include.

- Attending meetings or seminars
- Being a member of a focus group
- Representing residents on the association
- Being a mystery shopper or tenant auditor
- Attending conferences
- Attending training courses
- Representing residents on committees or review panels

Armchair involvement has been designed to meet the needs of those residents who for any reason are prevented from taking part using traditional methods. This recognises the needs of the housebound, the disabled, working residents and people who may be excluded for other reasons. We need to make sure that everyone has a chance to be involved in ways that suit them and their lifestyles or commitments. These methods could include:

- Surveys and questionnaires on line
- E Mail forums
- Learning on line
- Telephone and video conferencing
- Postal surveys and contact forms
- Suggestion boxes in prominent places such as school and community centres
- Individual feedback and face to face contact such as resident's surgeries.

Digital inclusion of community including the elderly

The digital revolution that has taken place over the last 20 years has largely by passed a whole section of our community; the elderly. They are the people who are least likely to have used IT skills during their school or life experience. They have therefore become digitally excluded which in our modern world can only lead to increased levels of isolation and frustration. We know as an organisation and through our links with specialist providers such as Digital Unite that older people feel cut off from the modern world. We also know that young people favour the use of e-mails and text. We aim therefore within our overall strategy to take steps to address the need for inclusion of the elderly using IT solutions by offering focussed and specialised IT courses.

There are clear benefits to **IMS** of digital inclusion of an increasing older population and cross cutting benefits to linking this objective to “Youth Matters” These include:

- Allows community consultation online with instant results
- Frees up officer time
- Is cost effective
- Provides real time solutions such as repairs and estate management functions
- Opens up a “real time” dialogue
- Allows our residents to contact us by e-mail at a time which suits them
- Stimulates contact with the **IMS** management team

Youth matters

Families are important to Lawley. The family unit represents the social building blocks on which communities are founded. Young people represent one of the most disadvantaged groups within our society, especially when consultation takes place. Young adults often feel marginalised and without power. **IMS** aims to involve the whole community in its work and therefore intends to set up Youth Matters, which is a specific set of aims and objectives to ensure that younger members of the community have meaningful input are given recognition and are treated with respect. Sitting within our action strategy and action plans will be the following proposals for working with younger people.

- The use of modern communication methods including e-mail and text
- Close liaison with local schools and colleges
- The use of participatory learning techniques
- Linkage to the UK Youth Parliament
- Working with our Respect partners locally
- Support for families
- A youth focussed newsletter
- Promoting mentoring, young- to- old
- Younger people as “Eco Champions”
- Our support for modern apprenticeship schemes , see “Training and skills”

Innovation

The plans to build over 3000 homes at Lawley, including new retail and leisure facilities offer an opportunity to introduce innovative ways of working with the community. As a team **IMS** is open minded and therefore keen to identify new ways of working that can bring about the success of the long term vision. In the course of our contacts with other organisations we come across many successful projects and ideas that could be replicated at Lawley. We are also keen to instigate suggestions from residents that enable us to continuously improve our service to our customers.

We want to encourage an atmosphere of openness and exchange of ideas between our residents and ourselves. We aim to offer a service that is not prescriptive and truly reflects the needs and aspirations of the community we serve.

Training and skills Apprenticeship schemes

The National perspective

The Government intends to provide more than seven million training places in order to fulfil its promises on training and employment. The plan to upgrade the skills of England's workforce includes 3.5 million basic literacy and numeracy courses. Under the National plan which will be rolled out over the next three years there will also be 120,000 new apprenticeships for the under 25-s and 30,000 places for older workers, what is meant by "older" is not clear. It is currently estimated that seven million people have problems with numeracy or literacy. This forms part of the Governments "welfare to work" strategy.

IMS however, working within the stated vision for Lawley, was seemingly there first.

Uniquely, **IMS** working within the stated Lawley vision intends to promote and support training and skills including modern apprenticeships. We will offer skills for life that enhance Social Capital and empowers the community, we will therefore offer:

Skills for Life: a unique package that helps residents who may want to return to work enhance their basic skills.

Community Skills: assistance to volunteers and residents who want to work within the community.

Committee skills: for those who want to become active in the management of Ironstone Lawley and represent their community.

Modern apprenticeships: we will financially support this initiative and also seek to find work placements where appropriate. A member of the community team will be tasked to developing and delivering a strategy for employment and training.

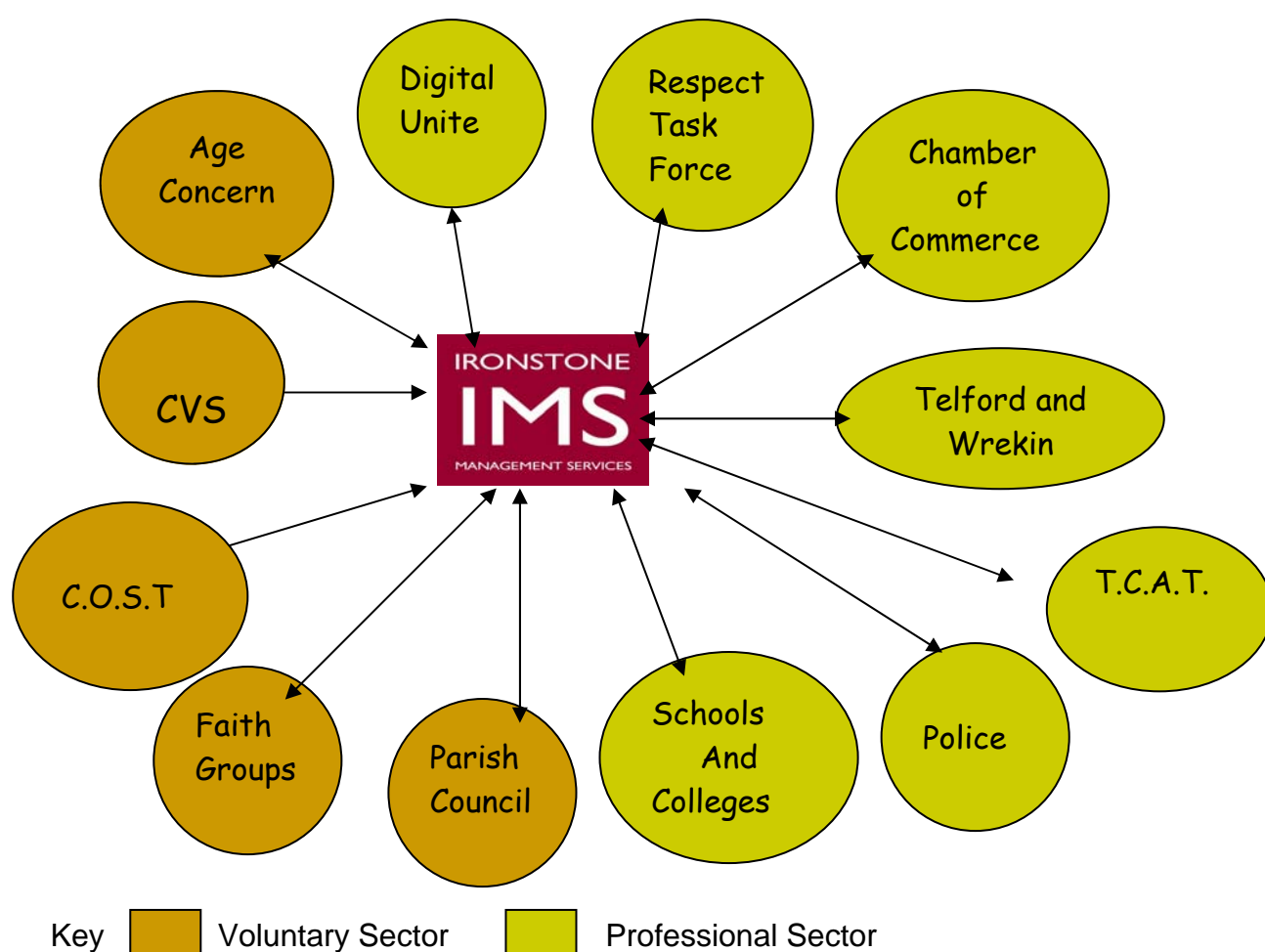
Prospects: we will introduce a version of the award winning prospects scheme which assists individuals to succeed in their home by offering support, assistance and training.

Partnering

There are clear benefits to partnering which provides cost effective solutions to the issues of training and capacity building. Effective partnering which cuts across the professional and voluntary sector also enables us to provide clear linkage with the Ironstone Lawley promises specifically on growing a volunteering ethic.

We will partner with local organisations including

- Telford and Wrekin Council
- The Chamber of commerce
- Other Housing providers
- The Consortium of Shropshire Tenants
- The Voluntary Sector
- Telford College of Arts and Technology
- Local Schools
- The Parish Council
- The Police and Community team
- The Respect Task Force
- Digital providers



The proposed structure of Resident Involvement at IMS

We will have to consider the eventual structure of Resident Involvement as the village grows. It may be, in the future that several groups may want to form as a natural outcome of zoning and the natural sense of identity that people have within the built environment.

Initially however we are considering one constituted Resident Steering Group which will eventually form into an association (with our help and guidance) which will reflect the wishes of all residents. Representatives from this organisation will feed into the dynamic management arm of **IMS**; Lawley Works.

The Residents Association will be provided with a model constitution and code of conduct that they can tailor to reflect their own identity. The Resident Involvement officer will advise on this process. A Constitution and Code of Conduct are pre requisites to recognition.

We will also support special interest groups throughout the village, especially where they seek to make a positive social impact within Ironstone Lawley.

We will also support already established groups within Lawley and help them to network with **IMS** and the new Residents Association to their mutual benefit and to benefit the community as a whole.

All **IMS** functions are designed to be “tenure blind” that is we take no regard of a resident’s status, whether they be a home owner or a tenant. It must be recognised, however, that housing association tenants will have issues that only concern them, including rent setting and repairs. We will therefore make sure that tenants who are interested in influencing decision making on these and other tenancy issues are invited to join into the appropriate groups. This should in no way detract from their interest in whole community matters especially where they impact on everyone such as environmental concerns and Anti Social Behaviour.

We of course hope to encourage all residents to join together to enhance and enable the new community at Lawley.

Resources for involvement

Current resources for involvement are one professional Resident Involvement Officer. Pace of build and work pressure points 2008-2013 will in some part dictate our staffing considerations.

But it must however be recognised that in order to fulfil the Ironstone Lawley Promises the correct amount and quality of staff will have to be in place at important milestones within the development.

This should result in a customer focussed and professional community team to include, an educational ground worker, a community enabler and a person skilled in employment outputs. Sufficient administrative resources will also have to be provided.

It is also desirable that the Resident Involvement Officer (current title) has sufficient capacity in terms of time and project management scope to seek and manage external project funding for the benefit of the community.



The current situation and its impact on the strategy delivery

The stated strategy for **IMS** and its delivery is being delayed in reaction to the economic slowdown.

The new residents are being adversely affected on a personal basis by conditions nationally. Extra community support is needed at this time to ensure that the vision for Lawley is not overcome by short term considerations. Some residents (not all) have expressed some disquiet in relation to the management charge. This needs careful handling.

In consultation with my colleagues at Beth Johnson Housing, we are in agreement that the current climate will not support the immediate formation of a residents group in a formal context, the reason for this being

- Lack of resident numbers and the danger of consultation overload
- The condition of the site
- The lack of community facilities
- The lack of growth in the delivery team which is in direct relation to the economic climate.

We are convinced therefore that the strategy at this time should be centred on holistic involvement which will include community events and partnering/mentoring.

Several events of this nature have already taken place and several more are planned in partnership with the Parish Council and other local community “players”. The net effect of these should be aimed at providing “buy in” from the new community to the stated vision for Ironstone Lawley.

The use of community events will help to identify those residents who are “community players”.

Budget

In order to deliver community events and provide **IMS** branded support we shall need to earmark a sum for 2009 in the region on £1000.

Residents Database

An access database is under construction which will record the personal details of all residents who indicate an interest in involvement. The database will include information on personal data/ethnicity/language/availability and special needs.

The key document in its construction is the resident involvement form currently distributed to all new residents. Used intelligently this information will provide us with detailed knowledge of our residents and help us to target our resources for involvement. The database will also provide information on a resident's status including tenure. This information will enhance both partners response to inspection.



Appendix 3



The Bournville Village Trust Lightmoor Village Telford

Resident Involvement Strategy

2008 - 2013



Aims and Objectives of the Strategy

Sustainable communities are places where people want to live and work, now and in the future. They meet the diverse needs of existing and future residents, are sensitive to their environment, and contribute to a high quality of life. They are safe and inclusive, well planned, built and run, and offer equality of opportunity and good services to all.

Objectives

The Bournville Village Trust in Lightmoor intends to:

- Promote and foster a community spirit
- Support community volunteers
- Aid social cohesion by creating a sense of well being and increase social capital
- Support a good neighbour ethic
- Promote the vision for Lightmoor
- Promote and strengthen Bournville Village Trust core values
- Encourage Lightmoor residents to make their voice heard
- Work with local partners such as the Parish Council and Telford and Wrekin Council for the well being of Lightmoor residents
- Deliver the Stewardship agenda
- Manage the estate and infrastructure to a high standard
- Deliver the management service
- Carry out meaningful consultation with the community
- Involve young people
- Involve, encourage, and include the elderly and vulnerable.
- Work with the community to protect and preserve the wildlife environment
- Promote sustainable environmental solutions and reduce our involvement carbon footprint.
- Encourage and support the setting up of special interest groups throughout the village, with the aim of them becoming sustainable and community managed in the long term.

The Context

In 2001 English Partnerships and Bournville Village Trust signed a Joint Venture agreement to create Lightmoor Village. The vision is to create a sustainable community that incorporates a range of house types and mix of tenures in an environment that offers activities, local services, facilities and job opportunities. The village sets the highest ecological and environmental standards and will create an urban village where residents can join in creating **a genuine community**.

Roger Cadbury, Chair of the Bournville Village Trust said “Lightmoor is one of the most visionary housing development projects across the West Midlands. Drawing on the ethos which has made Bournville in Birmingham such a desirable place to live, whilst incorporating state of the art construction techniques fit for today, the next 100 years and beyond.

Our Vision

We would like to work with the residents to develop a vision statement for Lightmoor. We have already received positive comment on the Public Relations and information leaflets produced for us. The term “**a genuine community**” is a phrase we would like to incorporate into any vision statement that we produce in partnership with residents. The residents have also expressed a desire to visit Bournville and understand more about the original intentions of our founder George Cadbury. When that vision and the long term stewardship model is better understood community wide we intend to hold a “visioning day” to consult with residents and their families. As a management team we have certainty on the Bournville/Lightmoor vision.

We also understand how that certainty sits within the Governments ideal for a community that lives, works and plays together. In order to make the ideal a living reality we have to make sure that we communicate clearly to residents how we will work with them, how we will support them in practical terms and how we will involve community partners.

Values

Our core values for working in Lightmoor mirror George Cadbury’s original vision and include:

1. The active promotion of equality and diversity for all residents
2. Creating a strong and balanced community
3. Enhancing Social Capital
4. Combating unemployment
5. Supporting the Respect agenda for housing
6. Dealing with the Anti Social Behaviour that blights communities
7. Preserving the green spaces and environment
8. Reducing our carbon footprint

How do we put these values into action?

9. Ensure that the Resident association is inclusive and that it works to promote equality and fairly represents local views with a balanced membership.
10. Support the less able especially those residents with a disability, which would exclude them from taking part in their community. Promote digital inclusion that levels the age and disability playing field.
11. Enhance Social Capital by promoting skills for life and meaningful training courses that have a relevancy to our residents.

12. Combat unemployment by providing advice and support on return to work skills for the unemployed and confidence building for those people who have been out of work but wish to return.
13. Support the Respect Agenda for housing by working with younger people to promote citizenship and democracy. Promote cross generation initiatives that foster respect of the elderly and improve the reputation of young people.
14. Setting up a strong and re active Anti Social Behaviour response to include the Estate Warden and Housing officers who will deal with problems in a robust and timely manner.
15. Working with residents to enhance and preserve the green environment through partnering with initiatives such as Walking for Health, The Shropshire Wildlife Trust and any other organisation with “Green credentials”. Asking residents to work with us on consultation that concerns the open areas.
16. Reducing our carbon footprint at an organisational and community level by making a commitment to more sustainable methods of involvement such as: E-mail, telephone conferencing and forums. Reducing the number of formal meetings and the associated travel burden and its effect on the climate.
17. Helping to establish and support special interest groups that enrich people’s lives. Working with residents to make established groups sustainable and community managed in the long term.

The law on Resident Involvement

Every Housing Association or Registered Social Landlord is required by law to involve its customers, that is, their residents in their business at all levels.

The new Tenant Services Authority (TSA) which becomes law in December 2008 will be the new regulator for Social Housing. The Resident Involvement Officer will be working closely with the TSA and other agencies to ensure that our involvement practices and strategies meet with their approval. We will also be working hard to bring about Resident Led Self Regulation as recommended by the TSA and preparing ourselves for the new evidence based inspection regime.

It is every tenant’s right to be involved and consulted on the actions taken by their landlord. Bournville Village Trust is also subject to inspection by the new regulatory authority (TSA) and is awarded scores through an inspection regime which includes scores for involvement and consultation. These scores are published nationally. More and more Government papers and other tenant’s advisory bodies use the term “Resident Involvement” as opposed to Tenant Participation.

This is because the Government is viewing housing provision in a more holistic way. There is no such thing today as a traditional tenanted Council Estate. Many people have bought their homes through the right to buy

legislation, and more and more people are being driven to private renting because of the shortage of homes. It stands to reason therefore that the Trust seeks to work with all residents and that we are “tenure blind”. This is an essential component of the long term stewardship model.

Best Value

Best value is a methodology for carrying out reviews of key services in order to:

- Achieve continuous improvement
- Deliver high quality and cost effective services
- Strengthen the influence of residents

Best Value uses the four Cs’ to help meet those objectives:

Challenge the existing processes and structures to ascertain whether things could be done better

Compare ourselves to good practice and other service providers to learn what works well

Consult with all stakeholders, but especially residents to gather their views on the service, this will help us analyse what is done well and what may be improved.

Compete review whether the service is providing Value For Money (VFM) and is competitive in comparison to other providers.

The involvement of residents in Best Value reviews is fundamental to our business and helps us achieve real service improvement.

KLOE’s

KLOE,s or Key Lines of Enquiry are the specific standards and measuring tools set out by the Government for capturing information on the success or otherwise of involvement. KLOE number 5 is generally recognised as the resident involvement enquiry module, although other key lines of enquiry may have cross cutting implications. These could include the lines of enquiry on customer service and value for money. There is a specialist KLOE that deals with Sheltered Housing Provision. The government provide a tool kit against which we, as a housing provider can measure and assess our performance.

The tool kit provides sets of questions and statements around either service or judgement specific issues which in turn provide consistent criteria for assessing and measuring the effectiveness and efficiency of all Housing Services. They are designed to provide inspectors, inspected bodies and others with a framework through which to view and assess services. Descriptors of excellent and fair services will help organisations to understand how the quality of services is judged against the KLOE.

Please note that inspection is currently subject to review by the TSA working with tenants. The documents are now constructed in a way that encourages housing organisations to find their own routes to providing an excellent service. This is good news for Lightmoor as it is encouraging a more innovative and individual approach to our delivery.

Our customers, Facts and figures

In 2001 English Partnerships and Bournville Village Trust signed a Joint Venture agreement to create Lightmoor Village. The 72 hectare site is owned by English Partnerships and is the last remaining major area allocated for development within the Telford master plan. Telford is one of the fastest growing towns in the UK with a current population of 160,288, set to rise to 175,000 by 2011, an increase of 15,000.

Telford has a low-density population for its size and the ratio of built environment to open space is therefore one of the best in Europe.

Homes

800 homes, of which 25 per cent will be owned and managed by Bournville Village Trust.

Education and Community

The proposed single entry foundation school has now been approved by the local authority. Several key staff members have been appointed as shadow governors onto the new board thereby protecting the Trusts interest.

An appeal for community governors has also resulted in several nominations from residents. The school will provide community facilities that include recreation, multi faith worship, sports, cultural events and IT facilities.

The Village Centre

Work has started on the Village Centre which will include a selection of small and medium retail facilities, a family pub/restaurant and our Estate Management Office.

Open Spaces

Open spaces include 54 acres available for publicly accessible sports, play recreation and leisure.

The Benefits of Resident Involvement

As a resident there are clear benefits to you, both on a personal basis and as part of a group in being involved with Lightmoor. You can take part in whichever way suits your lifestyle. We recognise that formal meetings, whilst playing a valuable role, are not for everyone. We want to encourage less traditional methods of involvement through community events and innovative solutions. We want to encourage life long learning, volunteering and youth involvement. We want to support the Respect agenda for Housing. In order to achieve this we will:

- Ensure that your voice, both as an individual and as part of a recognised group is heard at the highest level.

- Work with you to improve our customer services through consultation and by taking on board your suggestions for improvement.
- We will accurately record any complaints that you make about our service and feedback to you on our proposed solution
- Ensure that you help us to maintain the highest standard of Estate Management which in turn directly affects your environment and well being.
- Promote community cohesion through events and community initiatives.
- Provide a meaningful forum for a two way exchange of ideas.
- Promote Lightmoor as a “good place” to live.
- Enhance Social Capital and encourage personal development by offering, training, and return to work support, skills and apprenticeships.
- Encourage younger people to become involved and support youth initiatives, thereby ensuring “buy in” to the community and a strengthening of the key points within the Respect Agenda.
- Reduce the sense of isolation often felt by older people by involving them in community activities and offering them help from community volunteers. We are particularly keen to promote digital inclusion through our pioneering work with Digital United a specialist provider.

The methods of involvement

In order to properly serve the community we need to send out quality **information** and receive **feedback**. If residents want to have a bigger say in the community they can become involved in **consultation** using various methods including digital solutions. These involvement methods can be broadly split into two distinct categories of “Active” or “Armchair”.

Active methods may best suit those with time and capacity to spare within their community and could include.

- Attending meetings or seminars
- Being a member of a focus group
- Representing residents on the association
- Being a mystery shopper or tenant auditor
- Attending conferences
- Attending training courses
- Representing residents on committees or review panels

Armchair involvement has been designed to meet the needs of those residents who for any reason are prevented from taking part using traditional methods. This recognises the needs of the housebound, the disabled, working residents and people who may be excluded for other reasons. We need to make sure that everyone has a chance to be involved in ways that suit them and their lifestyles or commitments. These methods could include:

- Surveys and questionnaires on line
- The HOT 100
- Learning on line
- Telephone conferencing and one line Forums
- Postal surveys and contact forms
- Suggestion boxes in prominent places such as the school and community centre.
- Individual feedback and fact to face contact such as residents surgeries.

Digital inclusion of the elderly

The digital revolution that has taken place over the last 20 years has largely bypassed a whole section of our community; the elderly. They are the people who are least likely to have used IT skills during their school or life experience. They have therefore become digitally excluded which in our modern world can only lead to increased levels of isolation and frustration. We know as an organisation and through our links with specialist providers such as Digital Unite that older people feel cut off from the modern world. We also know that young people favour the use of e-mails and text. We aim therefore within our overall strategy to take steps to address the need for inclusion of the elderly using IT solutions by offering focussed and specialised IT courses and installing a dedicated IT/Library suite within the planned extra care scheme.

There are clear benefits to digital inclusion of an increasing older population and cross cutting benefits to linking this objective to “Youth Matters” These include:

- Allows community consultation online with instant results
- Frees up officer time
- Is cost effective
- Provides real time solutions such as repairs and estate management functions
- Opens up a “real time” dialogue
- Allows our residents to contact us by e-mail at a time which suits them
- Stimulates contact with the IMS management team

Youth matters

The development of the school and its associated community facilities gives us the perfect opportunity to involve younger people. By agreement with the school we plan to launch community youth consultation, joining in with school activities and promoting citizenship.

We plan to use participative learning techniques which have been proved to be a format particularly welcomed by younger people and allows a freedom of expression not found in traditional consultation tools.

Families are important at Lightmoor The family unit represents the social building blocks on which communities are founded. Young people represent one of the most disadvantaged groups within our society, especially when consultation takes place. Young adults often feel marginalised and without power. The resident involvement team aims to involve the whole community in its work and therefore intends to set up Youth Matters, which is a specific set of aims and objectives to ensure that younger members of the community have meaningful input are given recognition and are treated with respect. Sitting within our action strategy and action plan are the following proposals for working with younger people.

- The use of modern communication methods including e-mail and text
- Close liaison with the new school and local colleges
- The use of participatory learning techniques
- Linkage to the UK Youth Parliament
- Working with our Respect partners locally
- Support for families
- A youth focussed newsletter
- Promoting mentoring, young- to- old
- Younger people as “Eco Champions”

Innovation

The plans to build over 800 homes at Lightmoor, including new retail and leisure facilities offer an opportunity to introduce innovative ways of working with the community. The Lightmoor management team is open minded and therefore keen to identify new ways of working that can bring about the success of the long term vision. In the course of our contacts with other organisations we come across many successful projects and ideas that could be replicated at Lightmoor. We are also keen to instigate suggestions from residents that enable us to continuously improve our service to you, our customers.

We want to encourage an atmosphere of openness and exchange of ideas between our residents and ourselves. We aim to offer a service that is not prescriptive and truly reflects the needs and aspirations of the community we serve.

Training and skills

The National perspective

The Government intends to provide more than seven million training places in order to fulfil its promises on training and employment. The plan to upgrade the skills of England’s workforce includes 3.5 million basic literacy and numeracy courses.

Under the National plan which will be rolled out over the next three years there will also be 120,000 new apprenticeships for the under 25-s and 30,000 places for older workers, what is meant by “older” is not clear It is currently estimated that seven million people have problems with numeracy or literacy. This forms part of the Governments “welfare to work” strategy. We will offer skills for life that enhance Social Capital and empower the community, we will therefore offer:

Skills for Life: Unique packages that help residents who may want to return to work enhance their basic skills and build their confidence.

Community Skills: assistance to volunteers and residents who want to work within the community.

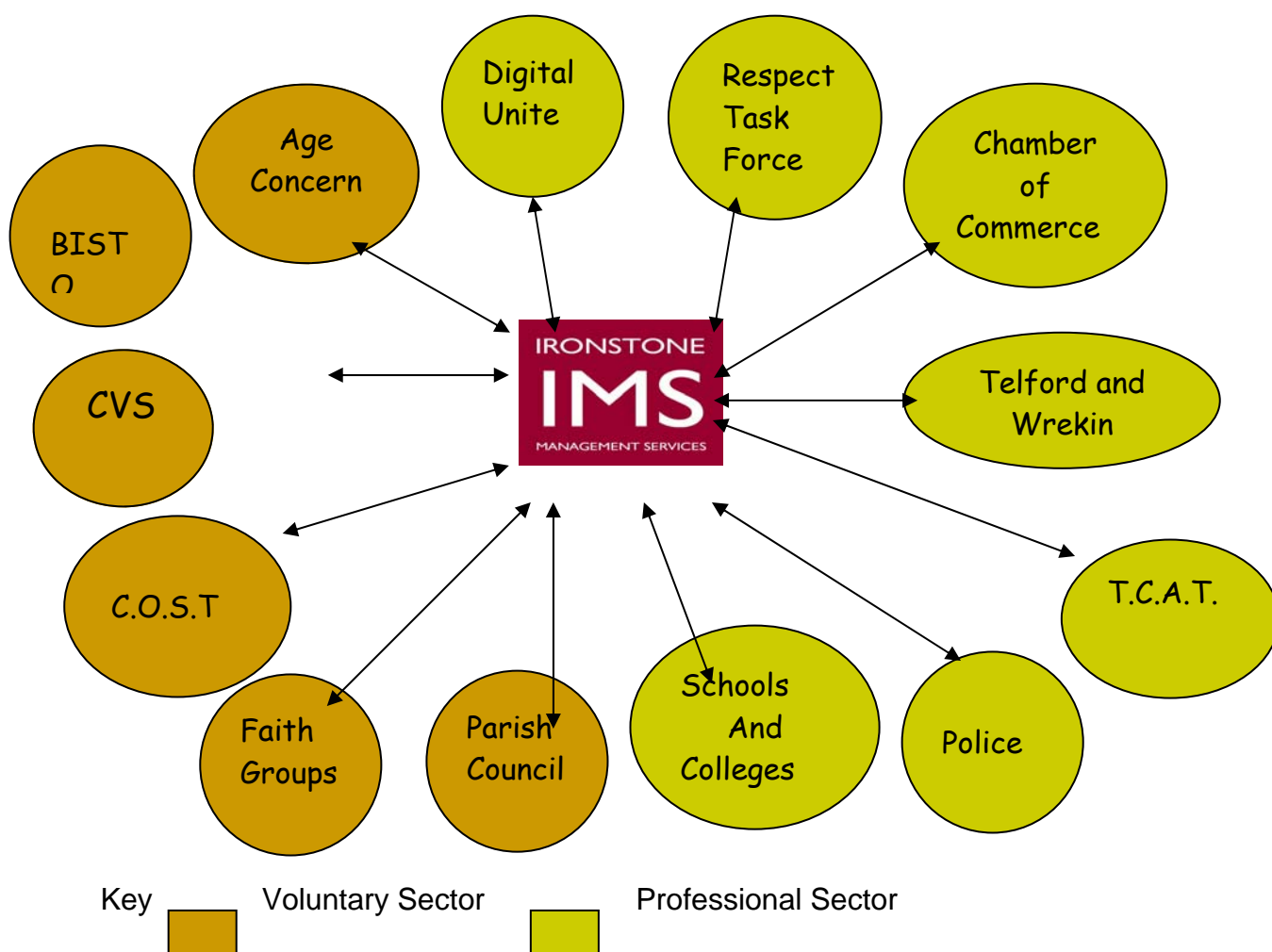
Committee skills: for those who want to become active in the management of Lightmoor through its management committee, thereby representing their community.

Partnering

There are clear benefits to partnering which provides cost effective solutions to the issues of training and capacity building. Effective partnering which cuts across the professional and voluntary sector also enables us to provide clear linkage with the Lightmoor vision specifically on growing a volunteering ethic. We will partner with local organisations including

- Telford and Wrekin Council
- The Chamber of commerce
- Other Housing providers
- The Consortium of Shropshire Tenants
- The Voluntary Sector
- Telford College of Arts and Technology
- Local Schools
- Dawley and Hamlets Parish Council
- Digital Unite
- Bournville in Shropshire Tenants Organisation
- The Police and Community team
- The Respect Task force
- Community Safety

An Illustration of possible partners



The proposed structure of Resident Involvement at Lightmoor

We will have to consider the eventual structure of Resident Involvement as the village grows. It may be, in the future that several groups may want to form as a natural outcome of zoning and the natural sense of identity that people have within the built environment. Initially however we are considering one constituted Resident Organisation which will reflect the wishes of all residents. Representatives from this organisation will feed into the Lightmoor Village Estate Management Committee.

The Residents Association will be provided with a model constitution and code of conduct that they can tailor to reflect their own identity. The Resident Involvement officer will advise on this process. A Constitution and Code of Conduct are pre requisites to recognition.

We will also support special interest groups throughout the village, especially where they seek to make a positive social impact within Lightmoor.

We will also support already established groups within Lightmoor Horsehay and the Gorge and help them to network with the new Residents Association to their mutual benefit and to benefit the community as a whole.

All Lightmoor estate functions are designed to be “tenure blind” that is we take no regard of a resident’s status, whether they be a home owner or a tenant. It must be recognised, however, that tenants of The Bournville Village Trust will have issues that only concern them; including rent setting and repairs. We will therefore make sure that tenants who are interested in influencing decision making on these and other tenancy issues are invited to join into the appropriate Shropshire Committee Structure. This should in no way detract from their interest in whole community matters especially where they impact on everyone such as environmental concerns and ASB

Tenants of the trust will be entitled to take part in as many tenant based activities as they choose. We of course hope to encourage all residents to join together to enhance and enable the new community at Lightmoor.

Resources for involvement

Current resources for involvement are one professional Resident Involvement Officer. Pace of build and work pressure points 2008-2013 will in some part dictate our staffing considerations.

But it must however be recognised that in order to fulfil the Lightmoor vision the correct amount and quality of staff will have to be in place at important milestones within the development.

This should result in a customer focussed and professional community team to include, a Resident Involvement Officer, an assistant who is also a community enabler, able to work directly with tenants. Sufficient administrative resources will also have to be provided. It is also desirable that the Resident Involvement Officer (current title) has sufficient capacity in terms of time and project management scope to seek and manage external project funding for the benefit of the community.

Whether the Resident Involvement Officer will manage the community team in the future is a subject for management analysis and scoping.

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