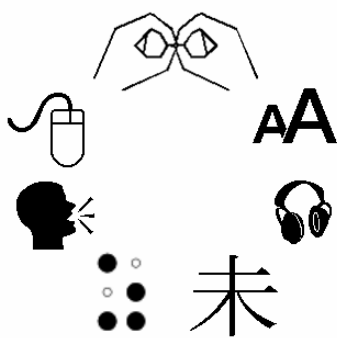


Encouraging communities to shape the future of Herefordshire

# HEREFORDSHIRE COMMUNITY DEVELOPMENT STRATEGY

Herefordshire Community Development Partnership



If you would like help to understand this document, or would like it in another format or language, please contact Mike Truelove from the Herefordshire Council Community Regeneration Team on 01432 383054 or email: [mtruelove@herefordshire.gov.uk](mailto:mtruelove@herefordshire.gov.uk)

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# The aim of The Herefordshire Community Development Strategy is to ‘encourage communities to shape the future of Herefordshire’.

## Introduction

This Community **Development** Strategy sits within the framework of the Herefordshire Local Strategic Partnership ‘Community Strategy’ and has been developed by the Herefordshire Community Development Partnership (HCDP).

Membership of the HCDP is drawn from representatives from the local community, voluntary and public sectors with a countywide interest in the delivery of the Community Development Strategy and accompanying action plan.

The HCDP operates as one of the theme and delivery groups of the Local Strategic Partnership in working towards its vision of

**‘Herefordshire being a place where people, organisations and businesses, working together within an outstanding natural environment, will bring about sustainable prosperity and well being for all’.**

The Local Strategic Partnership (LSP) is a cross sector partnership with representatives

from Herefordshire’s public, private, voluntary and community organisations. The purpose of an LSP is to develop and implement the Community Strategy and co-ordinate existing plans and partnerships. Copies of Herefordshire’s Community Strategy are available from the Herefordshire Partnership Support Team. Please E-mail: [hfdpartnership@herefordshire.gov.uk](mailto:hfdpartnership@herefordshire.gov.uk) or telephone 01432 261792.

## Purpose

The purpose of this Community Development Strategy (not to be confused with the Community Strategy) is to work towards the vision of the LSP by increasing the viability and vitality of communities in Herefordshire. By developing and promoting community development policies and practices, we hope to strengthen local communities, improve access to local services and encourage community activity.

## Background

Herefordshire is a predominantly rural county of 842 square miles, situated in the south-west corner of the West Midlands region, on

the border with Wales.

The total population of about 177,800 (mid estimate 2004) is sparse, with only two other English counties having a lower population density.

About a third of the population lives in Hereford City, a little more than a fifth in the market towns of Leominster, Ledbury, Ross-on-Wye and Bromyard and almost half in rural areas.

Population density in the county varies from 0.06 persons per hectare in some areas of the Golden Valley region (in the south west of the county) to more than 100 persons per hectare in some areas of Hereford and Ledbury.

In Herefordshire, the proportion of rural households with access to key services within set distances is proportionately lower than the West Midlands for all key services. For example, only 36% of households live within 4km of a library compared with 60% in the West Midlands as a whole.

The Index of Multiple Deprivation (IMD) 2004 shows that 74 out of 116 super output areas in Herefordshire fall within the 25% most deprived in terms of geographical barriers to services.

54 areas fall within the 10% most deprived. (For further statistical information contact the Herefordshire Partnership Research Team on 01432 383634 or E-mail: [researchteam@herefordshire.gov.uk](mailto:researchteam@herefordshire.gov.uk))

The Strategy is based on the premise that people have the capacity to shape the future of Herefordshire for themselves, and for future generations. It embodies a spirit of working in partnership and recognises that Herefordshire is composed of numerous and diverse communities and whilst many are already very active, others may require support, information or encouragement to reinvigorate a sense of community spirit.

Whilst the aims of this strategy reflect local needs and priorities, it is set against a backdrop of many local, regional and national strategies and initiatives aimed at improving the quality of life and sustainability of communities.

The term community can mean different things to different people. Throughout this strategy we use terms such as community, community development and development work. In order to avoid confusion we have dedicated appendix A on page 11 to clarifying what we mean when we use these terms.

**In this strategy it would be unrealistic to attempt to include everything that is relevant to all communities; as a result this strategy outlines priorities under four Strategic Aims.**

## **Strategic Aim 1**

**To influence and inform the delivery of community development and local services in the County**

### **Objectives**

- To ensure effective communication between partners and local communities.
- To promote and share good practice in community development and involvement.
- To ensure best possible use of existing resources through effective networking and collaboration.
- To lobby and engage in the development of strategic policy at a local, regional and national level.

## **Strategic Aim 2**

**To strengthen and support community and voluntary activity**

### **Objectives**

- To strengthen and support the Voluntary and Community Sector Infrastructure in Herefordshire.
- To promote and support voluntary and community activity in Herefordshire.
- To support the development of skills on an individual, group and organisational basis.

### **Strategic Aim 3**

#### **To support effective community involvement in decision making**

##### **Objectives**

- To make best use of available resources for community involvement.
- To increase the level and quality of participation in decisions that affect peoples lives.
- Increase diversity of representation.

### **Strategic Aim 4**

#### **To improve access to local services**

##### **Objectives**

- Identify needs and support opportunities for developing community and locally based service provision.
- To promote and support the development of social enterprises.
- Promote equality of access.

## Activity

The following give an indication of the type of activity undertaken by the HCDP. More detailed actions can be found in our action plan.

- Oversee the preparation and delivery of the HCDP Action Plan, which sets out the main objectives and activities for each calendar year of the Partnership, and deliver activities in accordance with the approved Action Plan.
- Work closely with the appropriate Forums that operate within the Herefordshire Partnership, the Local Strategic Partnership for the County.
- Raise awareness of the HCDP, its aims and objectives in accordance with the Herefordshire Community Development Partnership's Communication and Publicity Strategy.
- Encourage good partnership working between public bodies and community and voluntary organisations to ensure coordination and collaboration of efforts within the County.
- Encourage the sharing of experience and good practice.
- Provide representation on funding programmes (such as ARCH and LEADER) in order to avoid duplication, to promote sharing of best practice and to

ensure the effective dissemination of community development principles as set out in the Community Development Strategy.

- Provide a panel of trained approvers for the Herefordshire Council Community Projects Grant (CPG).
- Act as the strategic umbrella for the Community Development Workers Forum and Herefordshire Parish Plan Steering Group.

## Framework

In order to be effective this Community Development Strategy and accompanying action plan needs to influence and inform the creation and continued development of all the county's strategic documents e.g. Herefordshire Council's Sustainability Strategy, to ensure a commitment to good practice by partners when working with local communities.

**Good practice in community development is about ensuring certain values are adhered to. In order to achieve this we have chosen to adopt and promote the following nationally recognised values and principles.**

These values and principles will form part of a checklist for any activity we undertake.

## Values and Principles

- \* **Social Justice** – working towards a fairer society which respects civil and human rights and challenges oppression.
- \* **Self determination** – individuals and groups have the right to identify shared issues and concerns as the starting point for collective action.
- \* **Sustainable communities** – empowering communities to develop their independence and autonomy whilst making links to the wider society.

*The Herefordshire Community Development Partnership recognises and embraces Herefordshire Council's 'Sustainability Strategy'.*

*For more information please contact the Herefordshire Council Sustainability Unit on 01432 261930.*

- \* **Participation** – everyone has the right to fully participate in the decision making processes that affect their lives.
- \* **Reflective Practice** – effective community development is informed and enhanced through reflection on action.
- \*\* **Equality and Diversity** – promoting and celebrating a diverse society, challenging the attitudes of individuals and the practices of institutions and society, which discriminate against and marginalise people.
- \*\* **Learning** - recognising the skills, knowledge and expertise that people contribute and develop by taking action to tackle social, economic, political and environmental problems.
- \*\* **Co-operation** - working together to identify and implement action based on mutual respect of diverse cultures and contributions.

\* *Taken from the National Occupational Standards in Community Development Work*

\*\* *Taken from SCCD – Strategic Framework for Community Development May 2001*

### In order to turn these principles into practice we commit to the following:

- \*\* **Challenging** discrimination and oppressive practices within organisations, institutions and communities.
- \*\* **Developing** practice and policy that protects the environment.
- \*\* **Encouraging** networking and connections between communities and organisations.
- \*\* **Ensuring** access and choice for all groups and individuals within society.
- \*\* **Influencing** policy and programs from the perspective of communities.
- \*\* **Prioritising** the issues of concern of people experiencing poverty and social exclusion.
- \*\* **Promoting** social change that is long-term and sustainable.
- \*\* **Reversing** inequality and the imbalance of power relationships in society.
- \*\* **Supporting** community led collective action.

## Communication

Community Development cannot be achieved in isolation. It is therefore crucial to ensure that good practice is continually developed and disseminated. Up-to-date, accurate information is essential for individuals and organisations to make informed decisions. This will be achieved locally by maintaining regular communication and sharing of information through briefings and

network events such as the Community Development Workers Forum.

The HCDP also recognises the need to maintain and facilitate effective communications with the rest of the Herefordshire Partnership structure and strategies and other organisations and networks involved in Community Development activity in the County.

Communication links also need to be strengthened at a local, regional and national level through effective networking with organisations such as Community Development Exchange (CDX) and the Community Development Workers Forum. This is in order for us to stay at the forefront of developments in policy and practice that will in turn help us to be more effective in our lobbying role and in disseminating good practice.

### Performance

Evaluation is a useful tool to check how successful a piece of work has been. It can also be used to measure how efficient the piece of work was and whether the beneficiaries of the work were the people or organisations for which the activity was originally intended.

The HCDP will measure its success against an agreed action plan, based on the aims and objectives outlined on pages 7 and 8, at each HCDP meeting. The HCDP will also review and where appropriate amend the action plan on an annual basis.

### Finally

The Herefordshire Community Development Partnership is a strategic multi-agency partnership

committed to working towards the Vision, Guiding Principles and Themes of the Herefordshire Community Strategy. The group meets on a bi-monthly basis to oversee and ensure the implementation of the Community Development Strategy. Copies of the Groups terms of reference and membership are available upon request.

### Appendices

Members of the Herefordshire Community Development Partnership would like to encourage you to read the appendices attached as they contain the following:

- A) A section exploring what community development is and why we do it
- B) A Glossary of terms
- C) An organisational chart showing where HCDP fits.

# APPENDICES



## Community Development Explained

### What is 'Community'?

**'Community'** "is the web of personal relationships, group networks, traditions and patterns of behaviour that develop amongst those who share the same physical area such as a street, village or parish and its socio-economic situation, or common understanding and goals around a shared interest".

*As defined by Ann Hindley, in the Association of Community Workers 'Community Workskills Manual'*

Communities are self defining and although we talk about 'the community', each of us belongs to a number of different communities that may include: where we live (geographic community), our hobbies and interests, ethnicity, our job, the school our children attend (communities of interest); this is not an exhaustive list. One of the strongest bonds is that of place.

Within any community people may choose not to be involved. It is important to recognise that at any one time an individual can be a member of a number of communities and that this may change over time.

There are also situations in which people are excluded from communities. There are many and varied reasons for this, but

clearly any discussion on communities should address issues of social inclusion.

### What is Community Development?

**Community Development is 'the empowerment or enabling of local communities to access the information, knowledge, skills and resources necessary to influence change and take action to improve their own lives'.**

**Community development work** is a planned activity based on an understanding of clear values and principles (see pages 10 & 11) and tends to involve a third party or 'development worker' normally from an outside agency such as a voluntary organisation, local authority, housing association etc. Community work can be done on a voluntary basis or pursued as an occupation in its own right.

### What does a development worker do?

The purpose of a development worker is to help people to work together to make things happen. A development worker can support a community in a number of ways with anything from helping people to identify

any local issues or problems (consultation) to giving advice or support on how to take a project forward e.g. starting a newsletter or building a children's play area.

A development worker can get involved during any stage of community activity and may perform a number of roles e.g. developer, supporter, advocate, challenger.

This list is not exhaustive, however it demonstrates the variety of roles that can be undertaken. A development worker may in fact fulfil more than one role.

The role undertaken by the worker will depend on what stage the group is at and/or the skills that individual members of the group already have.

Community development work is not primarily about organising or running things for other people, but is about supporting them in learning how to work with others to do it for themselves, so that ultimately they make all the decisions and take all of the responsibility without being dependant on the support of an outside agency or development worker for their time, skills and motivation.

Community development work is a two way process and can be as much about organisations

improving their understanding of how communities work or how their organisation can help to make best use of the skills and assets it has.

There are limits to community development. It isn't social work, and it can't solve wider structural problems in society.

### **What is the purpose of Community Development?**

"The key purpose of community development work is collectively to bring about social change and justice by working with communities in ways which challenge oppression and tackle inequalities to:

- Identify their needs, opportunities, rights and responsibilities
- Plan, organise and take action
- Evaluate the effectiveness and impact of the action"

*The National Occupational Standards in Community Development Work*

Done properly it can build up confidence within communities and groups to tackle problems effectively.

### **Community Participation**

Community participation can be divided broadly into two aspects: community involvement and

community engagement.

These are sometimes used interchangeably but we take **community involvement** to mean people's involvement in community activity and organisations and in co-operating with public services; **and community engagement** to mean the fostering of a cooperative relationship between public agencies and the whole of a local population and its independent organisations.

*The Practical effects of Community Involvement in Neighbourhood Renewal: A toolkit of indicators' compiled for the Neighbourhood Renewal Unit by Gabriel Chanan, Community Development Foundation*

Involvement and engagement are therefore complementary, and there is a continuum between them.

The spectrum of engagement can be pictured as input of action from each side, towards a meeting point of joint working, as seen overleaf.

Agencies are increasingly expected to demonstrate that they have involved local communities in decision making that affects their lives however if an agency is working with a community it is important to clarify in what capacity the community is involved.

When considering community involvement, the distinction

needs to be made between the requirements for statutory consultation and community led assessment of needs.

Genuine community involvement can include a variety of approaches and techniques dependent on the needs of a given community.

Many barriers exist to people's involvement in decision making.

There are a number of different 'tools' or methods of involvement that can be employed and the most appropriate will vary depending on the particular task in hand.

Community development workers are a resource that should be used by partners for advice and facilitation when it comes to engaging appropriately with a community.

For more information on community involvement please read the Herefordshire Council Community Involvement Strategy on the Council's website.

<http://www.herefordshire.gov.uk>

## Spectrum of Participation

### Input from agencies

### Input from community

Personal action/ informal volunteering / responding to consultation Local issues raised by community groups	Formal volunteering (i.e. in groups and organisations)	Activities of VCS organisations (including service delivery, infrastructure functions, networking etc.)	Representation on partnerships / advocacy / campaigning	<b>J O I N T W O R K I N G</b>			Negotiating via partnerships / capacity building of community organisations	Commissioning of VCS organisations	Using and supporting formal volunteers	Consultation with residents and improving services as a result
<p>From the residents side, participation ranges from informal help to friends and neighbours and personal dealings with service providers, through involvement in groups and organisations, volunteering in the VCS or statutory organisations, to formal representation or advocacy on a neighbourhood forum, advisory committee, partnership or LSP.</p>				<p>From agencies' side, engaging with the community ranges from consultation resulting in better targeting and delivery of services, through using volunteers, supporting community capacity building and commissioning of VCS organisations, to joint working with community organisations.</p>						

## Glossary of Terms

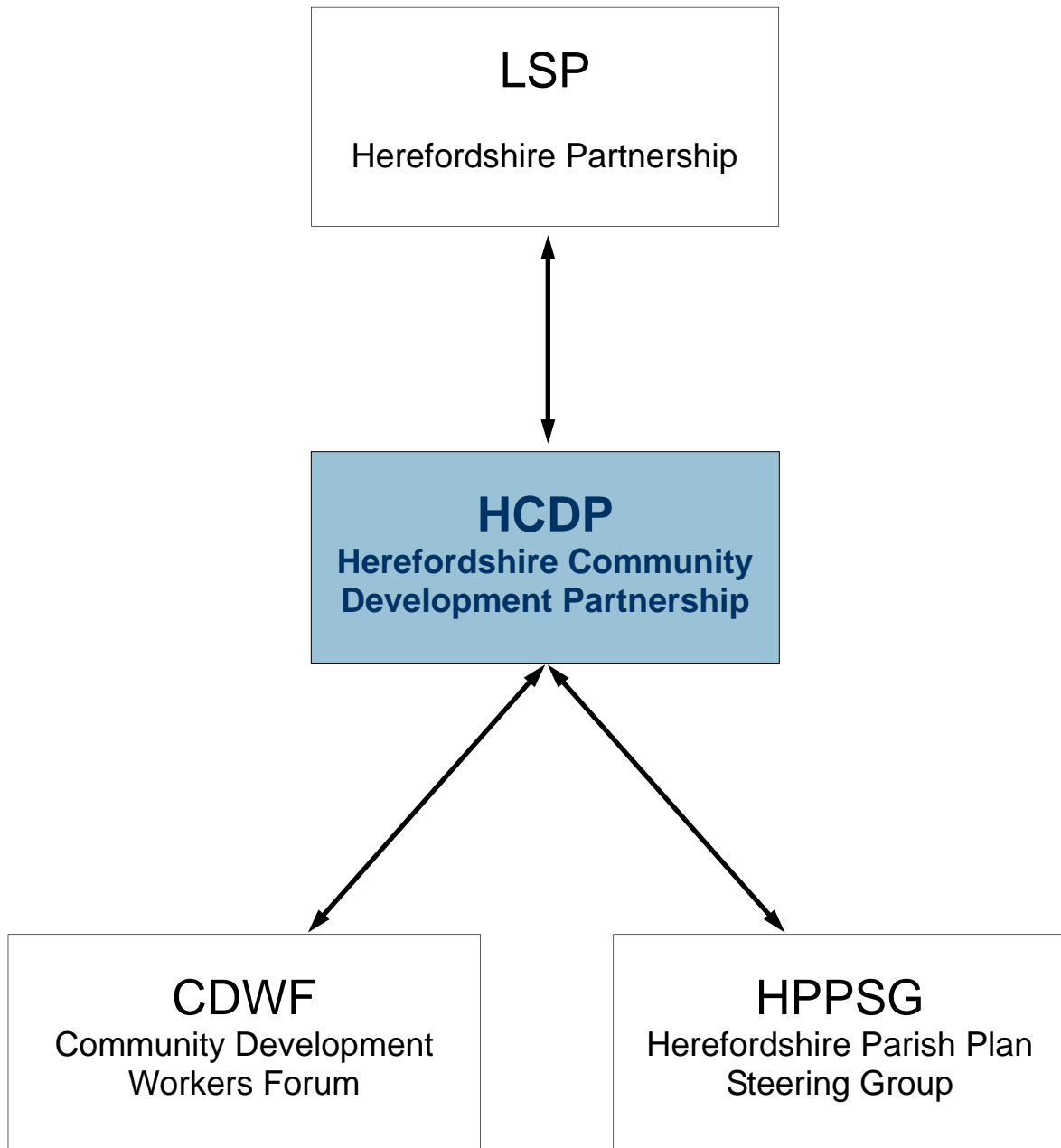
<b>ARCH – (Action for Regenerating Communities in Herefordshire)</b>	is a regeneration programme managed by Herefordshire Council that distributes European money.
<b>Capacity Building</b>	<p>refers to empowering activity that strengthens the ability of the voluntary and community sector to build their structures, systems, people and skills so that they are better able to:</p> <ul style="list-style-type: none"> <li>• define and achieve their objectives</li> <li>• engage in consultation and planning</li> <li>• manage projects</li> <li>• take part in partnerships, social enterprises and service delivery</li> </ul>
<b>CDX (Community Development Exchange)</b>	is a UK membership organisation bringing together those involved in community development practice, policy and research.
<b>Community Development Strategy</b>	this document is Herefordshire's Community Development Strategy.
<b>Community Strategy</b>	Local Authorities have to prepare and implement a community strategy to promote the economic, social and environmental well being of their area. In Herefordshire ours is called 'The Community Strategy for Herefordshire'.
<b>Compact (The)</b>	A principles based understanding between government and the third sector on how they should work together.

<b>Community Development Workers Forum</b>	The Community Development Workers Forum meets on a bi-monthly basis and provides a meeting place for people involved in community work such as youth workers, tenant participation officers and voluntary sector development workers. The forum provides an opportunity to swap skills, share up-to-date information and discuss community development work in Herefordshire.
<b>Herefordshire Community Development Partnership</b>	is a non-statutory, strategic multi-agency partnership committed to developing and implementing the Community Development Strategy and Action Plan for Herefordshire.
<b>Herefordshire Council's Sustainability Strategy</b>	is designed to guide the Council in integrating the principles of sustainability across its strategies and plans. It draws together three key facets of sustainability (society, environment and the economy) in a way that helps to align individual strategies within these areas so that their objectives support the broader aims of sustainable development.
<b>Herefordshire Parish Plan Steering Group</b>	is a non-statutory, multi-agency strategic group which oversees and supports parish and community plan activity in Herefordshire.
<b>Herefordshire Partnership</b>	the Herefordshire partnership is the Local Strategic Partnership (see below) for Herefordshire.
<b>Indices of Multiple Deprivation (IMD)</b>	measures levels of deprivation based on income, employment, health and disability, education, skills and training, barriers to housing and services, the living environment and crime.

<b>Infrastructure</b>	the physical facilities, structures, systems, relationships, people, knowledge and skills that exist to support and develop, co-ordinate, represent and promote frontline organisations thus enabling them to deliver their missions more effectively.
<b>LEADER</b>	A European funding programme managed by Herefordshire Council to provide grants to support local community activity including village renewal and access to services.
<b>Local Strategic Partnership (LSP)</b>	is a cross sector partnership with representatives from public, private, voluntary and community organisations. The purpose of an LSP is to develop and implement the Community Strategy and co-ordinate existing plans and partnerships.
<b>Parish and Community Plans</b>	are action plans developed by local communities. They set out a vision for the future of the community and list what actions will need to take place to achieve this vision.
<b>SCCD (Standing Conference for Community Development)</b>	now called CDX (Community Development Exchange) qv.
<b>Social Enterprises</b>	Businesses with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community rather than being driven by the need to maximise profit for shareholders and owners.
<b>Socio-economic</b>	refers to the differences between groups of people caused mainly by their financial situation.

<b>Statutory</b>	organisations and/or documents decided or controlled by law.
<b>Super Output Areas</b>	are small geographic areas defined by population size for the purpose of analysing statistical data, which were determined by the ONS (Office for National Statistics).
<b>Third Sector Organisations (TSOs)</b>	refers both to small not-for-profit organisations working on a local level and dependent on voluntary effort as well as larger not-for-profit organisations working on a regional, national and international level with paid staff. Both registered charities and other not-for-profit organisations are included in the third sector.
<b>Voluntary and Community Sector</b>	for the purposes of this document the voluntary and community sector is not tightly defined. It is intended to be wider in scope than general charities or the voluntary sector, inclusive of organisations reflecting the characteristic of social enterprise, but narrower in scope than not for profit or the third sector.
<b>Who's Who Guide</b>	contains contact details and a brief description of role of development workers in the County.
<b>Social Inclusion</b>	is the process by which efforts are made to ensure that everyone, regardless of their experiences and circumstances, can achieve their potential in life. To achieve inclusion income and employment are necessary but not sufficient. An inclusive society is also characterised by a striving for reduced inequality, a balance between individuals' rights and duties and increased social cohesion. <i>(Centre for Economic &amp; Social Inclusion, 2002. <a href="http://www.cesi.org.uk">www.cesi.org.uk</a> )</i>

## Where Does HCDP Fit?



### PLEASE NOTE

The HCDP also has many communication and functional links with a wide range of groups and strategies, however, as this regularly changes and is very complex, we have decided not to represent this in the diagram. If you would like to know more about the HCDP please do not hesitate to contact us.

### Useful Contacts

**Community First** is a Rural Community Council offering:

- Advice and information on best practice and support for local voluntary organisations.
- Creative input to projects and partnerships leading to a more effective local voluntary sector.
- Practical advice on funding and other issues to support local initiatives.
- Expertise based on a long history of involvement in rural communities.
- Input to the wider agenda including regional or national issues.

Telephone: 01432 267820 or  
visit: [www.comfirst.org.uk](http://www.comfirst.org.uk)

**Community Voluntary Action (CVA) Ledbury and District** is a CVS (Council For Voluntary Service) supporting the voluntary and community sector in Ledbury and surrounding parishes.

Telephone: 01531 636006 or  
visit:  
[www.voluntaryactionledbury.org.uk](http://www.voluntaryactionledbury.org.uk)

**Herefordshire Voluntary Action (HVA)** is a CVS supporting the voluntary and community sector in Herefordshire. Aiming to improve quality of life for people in the county by:

- providing volunteering services.
- Working with voluntary and community groups - large and small.
- Promoting local action.
- Developing services that meet needs.
- Providing a 'voice' for local voluntary and community organisations.
- Contributing to a diverse, independent and effective voluntary and community sector.

Telephone: 01432 343932 or  
visit: [www.herefordshireva.org](http://www.herefordshireva.org)

**Find Groups** is a database of voluntary organisations and community groups in Herefordshire. You can search for specific groups such as village halls, clubs and societies or for areas of work such as children's work, mental health groups or bereavement, or even for groups that specifically cover the area or town that you live in. Visit: <http://www.findgroups.org.uk>

**Herefordshire Association of Local Councils (HALC)** advise member parish and town councils on all aspects of their work and represent them at local and national level when dealing with Government and Government agencies. For more information Tel 01432 353492 or email: [halchereford@btconnect.com](mailto:halchereford@btconnect.com)

**Herefordshire Council** Main switchboard Tel: 01432 260000 or visit: [www.herefordshire.gov.uk](http://www.herefordshire.gov.uk).

### **The Herefordshire Council Community Regeneration Team**

support the development of stronger, more sustainable, enterprising and inclusive communities in Herefordshire by administering a number of grant programmes and providing support for:

**Community Finance and Social Enterprise** Tel: 01432 383030

**Delegated Grants and Programmes** Tel: 01432 260753

**Parish Council Liaison and Rural Services** Tel: 01432 260611

**Project Development (& funding advice)** Tel: 01432 261793

**Regeneration in South Wye** Tel: 01432 383230

**Voluntary and Community Sector Liaison** Tel: 01432 383038

**Herefordshire Infrastructure Consortium** is made up of organisations in the County that offer some or all of the following services to voluntary and community groups:

- Start up and development support
- Information, advice and assistance
- Advocacy and representation
- Partnership building and brokerage
- Policy research

For more information Tel: 01432 267820 or visit [www.hinc.org.uk](http://www.hinc.org.uk)

**Herefordshire Partnership** is Herefordshire's Local Strategic Partnership (LSP), a cross sector partnership with representatives from public, private, voluntary and community organisations. For more information visit: [www.herefordshirepartnership.com](http://www.herefordshirepartnership.com) or Tel: 01432 261792.

**INFO in Herefordshire** deals with requests for Herefordshire Council services; for example, claims for benefit, planning applications, applications for disabled parking badges and Council housing enquiries etc. For more information visit: [www.infoinherefordshire.org.uk](http://www.infoinherefordshire.org.uk)

**The Community Development Exchange (CDX)** is a UK membership organisation bringing together those involved in community development practice, policy and research. For more information visit: [www.cdx.org.uk](http://www.cdx.org.uk) or Tel: 0114 241 2760.

**The Federation for Community Development Learning** is a UK-wide network for community development training, supporting the development of communities through advancing and promoting community work learning at local, regional and national levels and the creation of appropriate opportunities for training and qualification. For more information visit: [www.fcdl.org.uk](http://www.fcdl.org.uk)





**If you would like to comment on any aspect of the strategy, get involved in the activity planned or find out more about the HCDP please contact the Herefordshire Council Community Regeneration Team, who provide the Secretariat for the HCDP, at:**

**Community Regeneration Team  
Herefordshire Council  
P. O. Box 4  
Plough Lane  
Hereford  
HR4 0XH**

**Telephone: 01432 383054**

**Email: [mtruelove@herefordshire.gov.uk](mailto:mtruelove@herefordshire.gov.uk)**

**January 2008**