

## Building A Community at Chilmington

### The First Three Years

(January 2018 – December 2020)

# An Early Community Development Strategy



FINAL VERSION

PRESENTED TO ASHFORD BOROUGH COUNCIL'S CABINET

AUTUMN 2017

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Supported and endorsed by;

Shadoxhurst Parish Council....the woodland gateway to the countryside

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## THIS STRATEGY

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This strategy aims to provide a joined up approach which delivery partners can adopt to ensure clear communication and participation with residents and others so they will understand how they can expect to receive information and feedback, how they can get involved and how their views and ideas will be used to shape the Chilmington Delivery Programme.

It aims to provide residents with the routes to empowerment, where they can play a role in decision making in these early three years.

As part of the development of this Strategy, potential delivery partners suggested ideas and approaches to community development, and provided valuable insight into the early challenges and opportunities. A programme of community public consultation has also taken place which has helped to refine the strategy further.

More work to hone the delivery of suggested actions is needed but this strategy and the proposed delivery approach do provide a sound and informed framework for future discussion and more importantly, stress the need for early community development action.

### ***This Strategy:***

- ***Provides the development context in which the strategy aims to sit***
- ***Describes what community development can achieve given the ambition of the development***
- ***Explains the challenges and opportunities that the early years development creates***
- ***Provides a framework in which to consider a delivery approach to community development action***
- ***Suggests key tasks that will need to be coordinated and delivered through multiagency support.***

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# EXECUTIVE SUMMARY

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The Chilmington development is ambitious: 5,750 homes over a 20 year build-out period with high quality homes and community infrastructure. In order to be successful, the community must be strong, sustainable, healthy, vibrant and, most importantly, active.

The development will see the creation of a Community Management Organisation (CMO) who will own and manage all community assets usually endowed to the borough council and who will lead community development action. There are a number of areas of key learning to be applied at Chilmington which have influenced the proposed approach to community action. In summary these are: early action by an accountable champion; flexibility to the approaches applied; ensure a broad approach to integration and promotion beyond the boundaries of the development.

Mindful of this learning, there are key challenges that have been identified including maximising existing resources effectively; being flexible in delivery; and ensuring actions involve a wide cohort of residents as well as responding to the existing, growing and changing population. These are described more fully below.

This Strategy seeks to lay down some early principles and a framework for community development **action** and is aimed at key stakeholders and partners involved in delivery. This will support the evolution of a sustainable community through positive and

collaborative approaches which will see local stakeholders working in partnership to provide maximum benefit to the Chilmington community.

The Strategy has been through a period of consultation with local residents and key stakeholders who have signed up to this approach. The outcomes of this consultation have been built into this Strategy and include a need to focus more on community integration, supporting existing community groups first and foremost and communication about the principles and early construction of the development. Whilst this second point is not strictly a community development function, it is clear that there is a need to ‘*educate*’ local residents and that until a better understanding is achieved, it will be difficult for them to ‘*engage*’.

This Strategy covers the first three years of development. For the first nine-12 months of delivery, there will be no residents within the development boundaries. There are, however, residents surrounding the development site who will be integral to early engagement and success. Action will also build on successful work with the Chilmington Community Stakeholder Group and the quickly evolving CMO Board (Partnership Working Group in the first instance).

A true picture of the likely demography of the first residents is still to emerge, but we know that the District Centre is one of the first

areas to be developed and that will have a number of buildings with flats (likely to be occupied by young professionals/young families) and an extra care unit for older people. This, together with the likelihood of three and four bed housing at Brisley Farm and The Hamlet, suggests that in the early days there is likely to be a clutch of families as the first residents. This is further evidenced by the commitment for a primary school set to open in September 2019.

A community development framework is proposed which applies the '3Es of Participation: **Educate, Engage** and **Empower**. Each one of these modes of action has a role to play and involvement can move from one to the other and back again throughout a single project. Equality will be a thread through all work ensuring transparency and inclusivity. A delivery framework is included which will continually evolve and adapt during the next three years. Action plans for individual projects will sit beneath this. It is hoped that partners and stakeholders will shape the action plans to meet local need using the '3Es as the principle and framework for action.

A management group will drive forward this Strategy and actions associated with the Delivery Approach. The management group will include representation from the developers, local authorities, voluntary and community sector, parish councils and social housing provider/s. The resources to deliver this Strategy are secured within existing Borough Council resources (for the short term) and then, as funding comes on line through the S106, through dedicated community development worker/s who are likely to be employed by the CMO. It is also

expected that leaders of projects will build in capacity within their own teams and secure funding to support community action, aligning and pooling resources accordingly, where relevant.

The next three years will see a period of delivery of a range of complex matters and projects; from the A28 improvement works and the first reserved matters applications to the first school and CMO base. This broad range of community projects requiring community development action will need to adopt timely, efficient and effective ways of capturing the views of local people and that will include opportunities for a diverse and broad range of people to have their say.

# PART ONE: SETTING THE SCENE

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## The Development

The Chilmington development will see the provision of 5,750 homes over a period of 20+ years as an urban extension to the west of Ashford town. A population of circa 15,000 is expected by the end of the build out. The ambition has always been to provide a high quality, sustainable community which utilises many of the garden city principles created by Ebenezer Howard, early in the 20th century. This was confirmed in the Area Action Plan for Chilmington (adopted July 2013).

The existing community includes the Chilmington Hamlet (circa 30 properties) and residents of Singleton and Brisley Farm together with those living in the villages of Shadoxhurst, Stubbs Cross, Kingsnorth and Great Chart.

The developers (led by Hodson developments and including Jarvis Homes, Pentland and BDW) have created a vision for the Chilmington development which can be found at Appendix A. The Design Code (2013) and The Quality Charter (2016) were adopted to further embed the quality agenda and intention that Chilmington Green will be a community that it feels good to be a part of: a community of choice for new and existing residents.

Planning permission was granted and the S106 signed in early 2017.

## Delivery Programme

Development in the first phase (and beginning work in the first three years) is across four locations with four developers expected on site including the District Centre, Chilmington Green Hamlet, Access A on the A28 and Brisley Farm extension.

The early residents are likely to occupy the following types of dwellings and are typically therefore going to attract families, young professionals and older people:

- Flats at the district centre
- Extra care unit at the district centre for older people
- 3-4 bedroom homes at Brisley Farm
- 3-5 bedrooms homes at The Hamlet

In the first three years a range of community infrastructure will be planned and built (refer Appendix B for a description of these community assets). These include:

- First CMO premises including community development workers
- Landscaping and open space
- Public art
- Primary school
- Transport links

## Key Delivery Partners

There are key delivery partners who have obligations through the S106 or who are committed to supporting the delivery of these obligations. All of the organisations will need to embrace the community development function as part of successfully delivering community infrastructure over the coming three years. These partners include:

- Ashford Borough Council
- CMO (The Partnership Working Group will take on this role prior to the CMO being set up)
- Developers
- Health Authority
- Kent County Council
- Parish Councils
- Social Housing providers
- Voluntary and Community Sector

## The Ambition

The Area Action Plan (AAP) for Chilmington focuses on the spatial elements and the need for high quality design and infrastructure to provide the building blocks towards a sustainable community.

It considers what will make the community at Chilmington distinct from others in the borough and wider afield and therefore what will make Chilmington a place that people aspire to live and work. It reflects the need to be ambitious and deliver high quality infrastructure and public realm together with a vibrant and active community.

*Chilmington needs to be a place where residents are integrated with existing communities and new community groups emerge and people come together. This enables collective action and generates solutions to common problems which improve the wellbeing of those living locally.*

*It is well understood that living in a community which is positive, inclusive and supportive has a long term impact on people's lives. It is as much about the built environment and connectivity between spaces as it is about the people who live there and how they interact with their neighbours.*



## The Community Development Function

The community will evolve over time and it will need to be encouraged and motivated to live, play and work together, for the good of everyone's wellbeing. The community development function can support this growth and evolution as well as providing a channel and voice for the community.

The ambition is that residents will know their neighbours, seek support from each other, be active in their community and feel empowered to make decisions about community matters, whether that is the development of a new facility or their role as a member of a local club or community interest group.

Such participation can also help individuals develop skills, build self-confidence, build social networks and thereby reduce health inequalities, social isolation, crime, etc. Individuals will need to be helped to see the value of their input and where their passion can be best applied to achieve an outcome which is of value to them and others.

***The function of community development needs to be an inherent part of the delivery programme - not seen as an 'add on' or distraction. It must be a thread in all that relates to Chilmington and be applied creatively and appropriately to ensure inclusivity for all those who want to participate.***

### ***Learning from Others***

There is significant research and theory based work which demonstrates the value of community development in creating safe, healthy, cohesive, sustainable and engaged communities.

There are good case studies (see Appendix C) that either have or are demonstrating how to create a sustainable community i.e. Letchworth, Graylingwell and Camborne. These also helped direct the design of a Community Management Organisation (CMO) for Chilmington.

Starting small and growing has been a key learning point from research and advice from stakeholders but there are other challenges to consider when deciding, planning and delivering the community development function.



## **Key Challenges and Opportunities**

Integration with those already living locally and those who have or are thinking of moving into the area is key. The community consultation emphasised the need to utilise and support existing community groups rather than create new from the outset. The consultation also highlighted a need to 'piggy back' on existing events and to research and build relationships with existing groups/events to help the delivery of activities and aid information sharing.

Thought should also be given to creating a wider cohesive community i.e. including engagement and participation with adjacent neighbourhoods to the development such as Singleton and Brisley Farm. Included in this is how the residents living in the four early communities on site can be brought together to form one larger community and feel 'a part of the whole.' There is a risk that some residents, particularly at the Brisley Farm extension, will feel isolated given the physical challenges to accessing community facilities in the early years.

There is a need to be mindful of the ebb and flow of changes to both existing residents, newcomers, visitors and those working at Chilmington as the development progresses.

We need to focus on the early years where we can be clear on the immediate community infrastructure that will support the community development function and add real value to decision making.

From a broader perspective, it will be important in the early days (when the first community facilities are under development) that residents understand the wider offer within the neighbouring villages, town and borough. Such promotion could include communicating work opportunities, leisure facilities, community groups and shopping opportunities in both Chilmington and the wider borough for the benefit of all.

There are a range of projects and initiatives that are associated with the community development function. Such community development actions need to be appropriate, relevant and offered at the right time.

Innovative ways to communicate and engage residents on community matters will need to be developed that keep pace with current trends e.g. You Tube clips. The use of technology to communicate (as one of many mediums) is important. Information must be current and easily accessible. Broadband access needs to be enhanced for existing residents to enable them to keep pace and fully participate.

***These challenges and opportunities require managing and coordinating. A clear delivery plan, jointly adopted, will help match available resources as well as coordinate community development action by other partners and stakeholders. The delivery partners' support and skills will be crucial as the CMO develops its ability to deliver.***

## PART TWO: A DELIVERY APPROACH

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### Community Development Action

What early community development action must do is set a tone of engagement and a quality of delivery that encourages a culture of participation.

**Three key outcomes are possible if community development action is applied successfully. These are:**

- **An Educated community, knowing what is happening in the area and aware of the impact on them**
- **A community that is Engaged in the design of places and activity**
- **A community that is Empowered to make decisions and lead.**

#### **The 3Es Framework**

These outcomes have been translated into the 3Es to provide a framework that can be used when considering what community development actions are needed, at what stage and for which project, build development and initiative.

It is important to understand that this approach is not linear, thus it is best shown as a wheel. A project or initiative may need all three elements or just one; equally, action can jump from one to the other several times across the lifetime of a project.

- **Educate**

This passive stage of engagement is about imparting information and knowledge through newsletters, web pages, social media, formal letter, etc. There is no expectation of a response or any further involvement from the individuals or groups of individuals.

Community members often need to pass through this stage to become involved and empowered to enable them to develop the knowledge and skills to participate on a meaningful level. Within this stage, there are two elements which are distinct: *Informing* (driven by the need to inform the community of a particular action which may affect them) and *Communicating* (where community members already have some knowledge of an activity or subject and will involve imparting information through a website, newsletter, face book page, or flyer to which they can choose to respond or not).

At this point it is important to highlight the role of volunteers. They are a key part of *Engage* and *Empower* and their interest is often sparked at the *Educate* stage.

Volunteers bring a wealth of skills and knowledge to a community and are central to a successful, active and vibrant community. The creation of a pool of volunteers is a key outcome for a community development strategy.

This stage is particularly important in Year 1.

- **Engage**

This is an active response but within firm boundaries and usually driven by a particular task in mind; e.g. consultation on the design of a play space. *Engagement* is tightly bound to that project and is likely to have a short start and end point. There are two elements to this stage: *consulting* (the coming together of individuals to be informed of a particular approach or provision of a facility for which their views are sought. It is a two way process of briefing, listening, responding and adapting next steps based on feedback) and *participation* (participation goes one step further; community members are made aware of the boundaries of their input and are engaged in creating and bringing together collaborative solutions from which the authorities must make appropriate decisions).

- **Empower**

This is the opportunity for members of the community to lead collective action, make decisions and drive forward initiatives, including the management of facilities that allow them directly to meet the needs of local people. This is an empowered resident base who have ownership of their community and who have control of their assets. There are two stages to *empowerment*; collaborating and partnering (decision making between the community members and those with authority is shared) and enabling leadership and control (community members take control of decision making, delivery and action).

Equality will wrap around all aspects of community development action.



### ***Mediums for Educating and Engaging:***

- A website where people can promote local activities, request help from the community, and offer to contribute their time or expertise to help someone else.
- Social media supports widespread engagement and is a key tool for communication and consultation.
- Workshops and focus groups: local interest groups are likely to emerge based on the needs of the first residents
- Feedback through the web/social media avenues
- Exhibitions at key community venues
- Public forums
- Door knocking
- Community events which draw attendance and seek opinion at the same time (cake and chat, fish and chat, community BBQ etc)
- Presentations/sessions with schools/community groups
- Consultation questionnaires, including online tools
- Use of 'You Tube' or other emerging tools to communicate and consult
- Training for volunteers
- Engagement projects.

### ***Mediums for Empowering:***

- Commissioning groups
- Grant giving to small groups
- Volunteer training and recruitment
- Community organising
- 'Meanwhile Spaces':- vacant spaces in properties offered for community projects and cooperative workspaces
- Time credits
- Volunteering awards
- Creation of new groups such as resident forums, societies and clubs.

## Applying the 3Es Framework

Real opportunities, where residents and stakeholders can be *educated, engaged* and *empowered* will flow from the early years' delivery programme and hence it can be effectively used to structure a programme of community development action.

Our Delivery Approach (at Appendix D) adopts the principles of *educating, engaging and empowering*. It is intended to be a working document allowing flexibility within an ever changing environment. It will be used to shape delivery and investment by both the CMO and stakeholders, based on the 'community development challenges' and 'what needs to be done' over the next three years. This will direct an annual action plan requiring a fully coordinated approach and partner support, together with resident involvement.

There will be other reviews and individual development management plans for specific infrastructure and areas including the CMO's own Marketing and Communications Strategy which will sit alongside and link in with this delivery approach.

As mentioned in Part One, the community infrastructure (people and assets) in the first three years from early 2017 to the end of 2019 will include the A28 highway improvements and construction of the access points to the site, provision of the first premises for the CMO as well as the first open spaces (formal and informal), construction of the first primary school and of course, the first houses! A more detailed description of the early infrastructure planned is provided in Appendix C.

Within the early years' timeframe it is expected that the existing community (i.e. those living in the Chilmington Hamlet - approximately 70 people/30 dwellings - together with a few scattered dwellings elsewhere) will be joined by a further circa 200 dwellings (circa 480 people) within the Chilmington development area, by the end of 2019. The first new residents are expected early 2019.

***Individuals and groups of people who are residents from within the development or the surrounding community will be the focus of community development action.***

## Who will deliver?

The Developer Consortium, Ashford Borough Council, Kent County Council and its partners (who will be part of the CMO Board) are clear that the CMO will be the champion for the community development function.

It will be an accountable champion starting community development pre-first occupation but is also there for the longer term to provide consistency and to ensure delivery and that the voice of the community is heard.

In the early years this will help ensure existing residents are engaged and involved and are being supported through significant building works and changes to their environment.

There are a number of other delivery partners who play a central role in developing Chilmington and who will need to agree to adopt this strategy and support the delivery approach. Each has a particular role to play and their input will ebb and flow, as the development builds out.

## Role of the CMO

Where the role of the CMO will be vitally important is in bringing together the collective (or opposing) views of interest groups to shape developments at key sites such as the Discovery Park and the community hub and with key projects which span the development; public art, heritage, archaeology, etc. The CMO must find a way to support the creation of these groups, engage with them and empower them to take real ownership of their community. By the end of the three year period, some are likely to play a key role in delivering community development functions e.g. a management committee of a constituted community group consults residents on the focus to its work or an allotment society is formed in preparation to operate the first site due later in Phase 1.

The CMO must find ways for these forums to feed into the CMO Board and other key forums with the Community Development Worker (CDW) providing vital support and a route through. The trustees will also play a key role in creating these avenues. The Board will be encouraged to think about how it is accessible to residents, is listening and acting on ideas and concerns and is empowering local people to make decisions.

The CMO must also build relationships with existing community groups to build their capacity and support the integration of new residents with those who are already there.

Over the three-year period of this strategy, community development workers (CDWs) will be employed to support the community development function. They will play a central role in supporting the delivery of the action plans which emerge under the Delivery Approach and providing support to the lead organisation. A community development leader is likely to be employed by the CMO prior to first occupation. The CDWs will also be responsible for supporting emerging community groups and forums. They will also be central to communications with existing and new residents and building long term relationships with existing and new groups. A key role will be to help in the creation of the 'door stop' community, where neighbours know and support each other and where residents feel safe and involved in their immediate community. They will be 'out and about' working with the community from the outset, facilitating and enabling residents to drive forward their own initiatives. Their impact on the development will be significant, with CDW's playing a vital role in coordinating action, providing a holistic view and supporting a reduction in duplication through the coming together of common or similar agendas.

A detailed account of *what* the community development workers will be focused on can be found at Appendix E.

# PART THREE: RESOURCES & MEASURING SUCCESS

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## Mobilising Early Resources

This Strategy seeks to cover all bases at this early stage and provide a platform for coordinated community action which will, through its very nature, help to align and make best use of available resources. Once adopted by the borough council, the Partnership Working Group will 'own' the Strategy and its delivery working closely with the CMO Team at the Council.

Early on, six months from commencement of work on site, some specific funding for community development will flow from the developers which will provide for dedicated expertise and resource. However, it is important that partners leading major projects, such as the first school and first play-space build in time, capacity and funding for community action. A community development leader will be employed in the autumn of 2018. In the meantime, the Ashford Borough Council CMO Team will lead on delivery. As part of the community development work, it is recommended that a small grant pot (eg. max bids up to £300) be created which will be administered by the community development workers and will be available to groups of residents or partners to help enable community action. The decision making for grants could be supported by a group of interested residents who

recommend to the CDWs projects to support. This fund will be set up in 2018/19.

### *Community Development Funding from the S106;*

- £250k total sum for community development paid as follows;
- £50k within six months of commencement and a further £50k on each of the first, second, third and fourth anniversaries of the date of the first payment.

The use of the funding is defined in the S106 as follows:

*...use of monies received for the purposes of a community development programme (s) for the residents and future residents of the Development, which may include the cost of dedicated staff and consultants and setting up and running a community website.*

This funding will be received by the Borough Council and is likely to be passed to the CMO once it is operational.

The S106 community development funding will be vital to setting early action in progress and for the community development workers to coordinate work across all the work streams. They will particularly work alongside the community archaeologist who will be supporting the delivery of heritage work across the site. They will also be able to work with community groups and partners to access external funding to underpin and bolster existing resources.



## Monitoring Delivery

Those leading community development must have a real understanding of what will be deemed a success for residents and what will help them to be engaged and empowered in their community development action. Regular assessment of processes and approaches used is vital so that improvements can be made to ensure the best possible impact and outcomes for the residents and stakeholders. Setting SMART objectives at the start together with 'A Delivery Approach' shows what action will be measured. The subsequent annual action plan will detail the measures and targets to be achieved that will enable us to:

- Know what has changed and what works about an intervention or funding programme
- Know the extent and intensity of the change
- Benchmark and make comparisons
- Learn and make improvements
- Test assumptions
- Provide evidence of value for money
- Detect any unintended impacts.

## Measurement tools

There are a range of measurement tools available which can be used directly or adapted. There are some tools such as Outcome Stars ([outcomestars.org.uk](http://outcomestars.org.uk)) which are primarily used for measuring the progress and change for individuals and others which measure the impact of the activity in a community. Such tools include Social Return on Investment and Social Cost Benefit Analysis. See Appendix F for more examples.

There is no one tool which works for every programme so this strategy does not set down the specific measurement tools to be used, but adopts the principle that measuring impact will be a vital component for delivery and measurement of success.

## Early outputs

A brand for the development site which allows local people to synergise with the values and principles of living at Chilmington

A web site for Chilmington which provides information and captures;

- Easy access to current Planning applications and Masterplans
- Information on the CMO for potential purchasers and residents
- Development sales information for potential purchasers
- A 'what's on' area which captures community activity, events and current community consultations
- Local community facilities and services (on and off site) and how to access them
- Information on the Quality Monitoring Team and its role
- The CMO 'going live' and based in the first premises onsite
- Employment of community development professional/s to drive forward the delivery of this Strategy
- Community involvement in early capital projects is appropriate and timely with outcomes incorporated into the relevant project brief.

## Review and Progress Reporting

An annual action plan will be developed which will be coordinated by the CMO on behalf of all the delivery partners and progress recorded.

Individual tasks will be delivered through a mix of delivery partners' action and potentially some joined up multi-agency task groups.

A Management Group will be created and coordinated by the Ashford Borough Council (ABC) CMO team initially and then by the CMO Development Manager, reporting to the CMO Board. The Management Group could include representation from;

- Ashford Borough Council
- Developer team
- Kent County Council
- Parish Councils
- Social housing provider (once identified)
- The Community Stakeholder Group
- Voluntary and community sector (eg. Environment, Conservation and Heritage Task Group, Ashford Volunteer Centre)

*It is well understood that delivery will evolve and change over time and as the development gathers pace. Membership of the Management Group will therefore also change to accommodate live projects and priorities for delivery.*

This Strategy is expected to flex and adapt and it is therefore expected that a review of progress against the Delivery Approach by the Management Group will be required on an annual basis. A light touch review of the Strategy will also take place annually as a sensor check. This will be reported through to the CMO Board (or PWG in the first instance).

Key stakeholders (whether on the Management Group or not) will be engaged in this review process with progress, achievements and challenges captured at each stage. Learning will be applied to the following year. Alongside this strategy, a Chilmington Joint Working Protocol between Ashford Borough Council and Kent County Council has been agreed that looks to strengthen further the strong relationship between the two authorities and to build on the success we have already achieved in the negotiations for the CMO through the S106. The Protocol makes reference to this strategy and encourages officers to work to its Delivery Approach in a flexible and collaborative manner to ensure maximum local benefit.

A peer review group could be created to assess the lessons learnt against other developments nationally and/or other local projects to ensure the widest possible application of learning.

Towards the end of the three year period a full review will take place, with a new community development strategy expected to emerge, befitting to the place and approach needed at that time.

## APPENDIX A - THE CHILMINGTON VISION

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**Source;** <http://chilmington-green.co.uk/index.php/vision/>

- Chilmington Green will look good and be a great place to live. It will set the benchmark for high quality design. It will become a place of special and varied character, with sustainability integrated into all aspects of design.
- Chilmington Green will respect and integrate heritage buildings, landscape features and wildlife habitats as part of a well planned layout.
- Chilmington Green will offer a lively and fun place to be, with an attractive High Street that meets local peoples' daily needs.
- Chilmington Green will in a joined up way, be for people of all ages and will provide the range of community, school, health and other services.
- Chilmington Green will offer a range of local jobs but also cater for those working in the town centre and elsewhere with regular, high quality bus connections.
- Chilmington Green will have its own, strong identity in a landscape setting, closely linked to the urban area to be able to offer new opportunities to other residents of Ashford, in particular those nearby in Brisley Farm, Singleton, Shadoxhurst and Stanhope.
- Chilmington Green will foster pride and a local community that develops a strong sense of local 'ownership' and the capacity to help manage Chilmington Green on a day to day basis.
- Chilmington Green will be flexible in design and resilient to change, and able to respond positively to advances in technology and changing working and daily lifestyles.

# APPENDIX B - CASE STUDIES

## LARGE SCALE DEVELOPMENTS - COMMUNITY DEVELOPMENT

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### Chichester Community Development Trust, (the Graylingwell and De Roussillon developments)

<http://chichestercdt.org.uk/>

Both developments include approximately 1,300 new dwellings on an old hospital site on the edge of Chichester town. The community trust is a membership organisation with membership paid by residents. The site has been developed out by Linden Homes and Affinity Sutton, who is the social housing provider.

The Trust has been endowed with a range of community assets from historical churches which are converted for community use to spaces for start up businesses. The Trust runs programmes which engage the local community. There is a focus on creating a sustainable community through volunteering, supporting young people and skills development. The community development programme is run in partnership with Affinity Sutton and is very successful in listening and acting on the voice of the local people. It has an active membership and its board is made up of developers, council reps, social housing reps and local residents.

The Trust is funded by its members, the council and many other funders including Heritage Lottery Fund and Awards for All.

#### *Key Learning Points:*

- Start small and stay local
- Residents are at the heart of the Trust and the community
- Offer a range of activities to interest different people
- Partnership with the social housing provider provides a route in to those residents who may be less engaged/more difficult to reach. It also provides for early capacity.

## North West Bicester (part of the Bicester Extension programme), Cherwell District Council

<http://nwbicester.co.uk/>

North West Bicester is one of the UK's Eco towns. The Bicester extension is a phased development with separate large scale developments delivered over a significant period of time. Rather than set up their management organisation (Local Management Organisation or LMO) from the start, the Council and social housing provider (A2Dominion) are taking a different approach which sees existing local people and stakeholders participate in workshops and early consultations relating to the evolution of the development. As new residents take up occupation they are encouraged to be part of working groups which will eventually merge and form the LMO. This will not happen until there is a quantum of residents. A2Dominion will run the LMO in the first instance, eventually stepping back to create an independent organisation when the community is ready.

There are community builders (community development workers) for each 1,000 dwellings who engage with new residents and encourage them to become involved with community activities. This model sees those community builders move on after a period of time to support newer, emerging neighbourhoods.

The LMO will be endowed with a number of small assets (community hall, play spaces) and will be gifted an endowment to manage these facilities into the long term. There is no service charge on residents and the LMO will not manage any landscaping. This function will be retained by Cherwell DC.

### *Key Learning Points:*

- Everything takes time
- Seek early stakeholder engagement (there are concerns that the LMO could take over the role of the Town Council. Time must be taken to reassure and comfort stakeholders of the remit and purpose of the LMO)
- One-to-one interviews with residents and stakeholders have worked very well and been crucial to understanding local fears and concerns that would not have been aired in a workshop/consultation setting
- Community builders are a valuable asset, building early relationships with the first residents and access to facilities, services and knowledge
- Find new ways of communicating with residents. Each household receives an i-pad to manage its energy usage – this provides opportunities for wider communication too.
- A community wellbeing strategy aims to embed art and cultural wellbeing from the outset, ensuring artists are engaged in the design and form of community buildings and activities.

## The Green Estate Trust & Manor and Castle Trust, Sheffield

<http://greenestate.org.uk> and <http://www.manorandcastle.org.uk/>

The Manor Estate was labelled, 'the worst estate in Britain' in the mid 90's. In 1996, the Manor and Castle Trust was set up to respond to the deprivation and disadvantage. The Green Estate Trust and Manor and Castle Trust deliver exceptional work to support the regeneration of the community and provide work based opportunities from within the immediate locality to enable local people to find and sustain work. Building long term stewardship is key to their success.

Whilst the synergies to Chilmington are few when comparing existing housing, levels of deprivation and the provision of existing poor quality housing, the enterprising approach taken to provide long term sustainable solutions are exemplary and ones which the Chilmington approach can adopt.

The Manor and Castle Trust has set about rebuilding housing using SRB3 funding and regenerating poor value open space to provide for a healthy environment for its residents, which has had significant impacts on their health and wellbeing. Combine this with the wide range of community development programmes including, getting local residents active, building skills for employability, educating on healthy lifestyles and providing safe spaces for children and young people to meet, provides a recipe for success.

The business model at Manor and Castle combines public sector and other funding with the letting of commercial office space (which is in itself a hub for supporting new local business) and income generation through use of its community venues. This sustainable approach provides sufficient funding to underpin the community development activities.

The Green Estate Trust emerged from an 18 month project to regenerate, manage and maintain the green spaces in and around Manor and Castle. The Trust was created in 1999 and is independent from the Manor and Castle Trust. They work very closely together to ensure a coordinated approach to supporting the community.

The Green Estate Trust operate on a social enterprise model and are committed to managing green spaces in Sheffield in a way that maximises social, environmental and economic benefits for the neighbourhood.

Instead of receiving core funding to support ongoing green space management the Trust had to develop core commercial activities that could support a reasonably sized 'green' organisation still capable of addressing the areas environmental issues.

This approach has resulted in the mix of commercial sales and services and social / environmental activities that are now delivered and can be read about on their website.

Despite the improvements to the physical fabric of the area and the investment in community development, many of the issues are deeply rooted and the remediation strategies that are now in place will take many years to bear fruit.

The Trust website cites:

‘Against the odds most of our original ambitions have been achieved which on a good day makes us feel really positive. We have provided some of the leadership and vision and have taken lots of risks but the reality is that these achievements are the sum of many different people and organisations working mostly together.

The value of having the right people around you, some ambitious joined up thinking, a lot of persistence and not a little luck have all been essential ingredients in getting to where we are now – a better looking, much more resilient place to live, work and enjoy life from.’

## **Cambourne, Cambridgeshire**

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

A very different approach to most other sites researched, the community development function here is delivered at a very local organisational level i.e. by individual sports, youth and other clubs, supported by the Parish Council.

The Parish Clerk is an inspiration, providing enormous support and advice to those operating and living in the Parish. The Parish Council delivers its role as the closest tier of local government to local people well, going beyond its statutory duties to ensure new community provision are of high quality design, consulted on and provide for the needs of its parishioners.

The Parish Council owns most of the community assets and leases/hires them to local organisations at low/nil rents. The Parish Council also has a community grant fund which provides funding for local activities.



## APPENDIX C - EARLY YEARS INFRASTRUCTURE

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In the context of Chilmington, the early avenues for community engagement can be linked to distinct themes which are held together as key deliverables through the S106 planning agreement in the early years. These can be defined as follows.

### *Engagement in the Planning*

This will include but is not limited to:

- A28 construction works (led by KCC) – community involvement likely via workshops and exhibitions
- Individual Reserved Matters applications (led by Planning) – community involvement through the usual channels
- Construction management issues (led by Planning with support from KCC Highways) – via clearance of conditions and onsite by Developer named contact for complaints
- Improvements to the channels in which the community can be kept in touch with planning submissions and latest developments, including an interactive map of live applications, briefing sessions for Parish Councils on how to deal with applications, a mailing list of residents/stakeholders who wish to be kept informed and regular updates to the community stakeholder group.

### *Community development and engagement on priority projects*

This includes but is not limited to:

- Open space management (including the first advanced planting areas, ecological mitigation land, public open space, play spaces maintenance (led by the CMO Team/CMO Board) – advice will be required through working with key partners and experts to decide the best way to manage these key spaces. Local people will have the opportunity to become involved in this debate through consultation at events and workshops where timely and relevant to do so.
- Creation of a public art strategy (led by the Council) – community engagement through exhibitions, workshops and events.
- Development of a Discovery Park Masterplan (led by the Council) – community engagement through exhibitions, workshops and events including the delivery of a sports hub and pitches.
- Early community development worker posts, their role and remit (led by the Ashford BC Cultural Services, the CMO Team and PWG/CMO Board).
- Heritage and archaeology; building an understanding of the history of the site in terms of its agricultural uses, links to World War 2 and the RAF, Iron Age burial site and Roman Road. Bringing together the historic links and embedding them into the design of the public realm will help to create a sense of place and ownership for the new community.

This understanding can be proportionally threaded through community development work, public art and physical structures.

- The opening of the first primary school – the first permanent community building to be provided - the primary school will play an important part in early community engagement. It will also help to create a vibrant and active community through the natural focus and energy of local families with children attending a new school. The community development function should embrace this opportunity, with key partners working together to inform, engage and consult residents not only about community activities which could be delivered from the school but wider community projects too.

## The Community Assets

The early physical community assets expected to come forward in the three year lifespan of this Strategy include:

- First CMO operating premises – likely to be located near the ‘gateway’ to the site, on the spine road and adjacent to the first marketing suite - this temporary building will be instrumental in connecting new and existing residents to the emerging community and its assets. The premises will be approximately 200 sq m and include a room for community use and at least one meeting room. It is hoped an outside space can be created which can evolve into a small community garden and area for community BBQs, etc. The building will include the offices of the CMO and be the place where residents can meet trustees and staff to discuss any concerns, get involved in the community and comment on the latest plans.
- Public art – the first installation is expected in the first phase. The detail to this piece is currently unclear but could be a sculpture, temporary structure or other project which embraces the principles of the emerging public art strategy.
- First open spaces (informal and formal) – open space will be provided from the outset and managed by the developers in the first instance. The CMO will take on open space once it is established. Early spaces include:
- Chilmington Gardens – a small urban park at the district centre, adjacent to the Market Square and community hub, with mature trees and a watercourse - this space will provide for a recreation and relaxation area for residents and visitors.
- Northern Gateway (Access A) – the main access road to the site will be designed to provide a high quality frontage to the site, which will include open space, pedestrian and cycle routes into the district centre and connections to other adjacent communities and wider cycle routes. There will be space for recreation.
- First primary school – proposed opening onsite in 2019, the primary school will provide a central meeting place for new residents with children. The design of the building/s will follow similar lines to that of other recent new schools in the borough and include some spaces which can be used by the community outside of core school times e.g. school hall. Located at the heart of the district centre, adjacent to the community hub and first allotment, the school will be the first permanent community building.

# APPENDIX D: A DELIVERY APPROACH FOR COMMUNITY DEVELOPMENT IN THE EARLY YEARS

## Introduction

This delivery approach responds to the *Building a Community at Chilmington Green and, the First Three Years (2018-2020)*. Agreed by the Partnership Working Group (PWG) (the advisory board to the developers) in March 2017, and here on called the Community Development Strategy, it states the Chilmington Community Management Organisation's (CMO) and its partners' community development ambition that is to:

- Ensure the provision of early facilities meets community need and are valued because residents and the wider immediate community and wider borough community are aware, consulted, informed and part of decision making;
- Promote and build long term relationships with existing community groups and encourage new community groups to emerge. Help people come together to take collective action and generate solutions to common problems;
- Enable residents (on a day-to-day basis) to know their neighbours, seek support from their neighbours, be active in the community and be empowered to make decisions about community matters whether that be the development of a new facility or their role as a member of a local club or interest group.

Our delivery approach adopts the principles of *Educating, Engaging and Empowering*. It is intended to be a working document allowing flexibility within an ever changing environment. It will be used to shape delivery and investment by both the CMO and stakeholders, based on the 'community development challenges' and 'what needs to be done' over the next three years. This will direct an annual action plan requiring a fully coordinated approach and partner support, together with resident involvement.

There will be other reviews and individual development management plans for specific infrastructure and areas including the CMO's own Marketing and Communications Strategy which will sit alongside and link in with this delivery approach.

## Priority Areas (places and projects)

The Community Development Strategy summarises the delivery and timetable for community infrastructure at Chilmington comprising buildings, open space and parks, schools, public art, as well as establishment of the CMO in the Early Years.

The priority areas that will assist community development include:

1. The Planning and Delivery Process
2. The CMO and its Base
3. First Primary School and Community Hub
4. Early Active Travel
5. Open Space (including Parks, Allotments, Conservation Areas), Play and Landscaping
6. Public Art, Heritage and Archaeology.

Each area of the above are considered separately in our approach but clearly some ideas and actions join up. The community development action suggested under 'what needs to be done' aims to add value to the successful delivery of these priority areas and in turn help meet the ambitions of the CMO to create an *Educated, Engaged and Empowered* community that is healthy and vibrant.

## Delivery and Evaluation

Local stakeholders are key to delivery and, together with the CMO, will be key to build activity and provision which is responsive to need and utilises the skills and expertise available from across the borough. Local residents will be at the heart of the work, with avenues created, bespoke to each project, which capture their ideas and promote their active involvement.

The CMO will be employing a community development worker in 2018 who will help with delivery. The CMO will also be responsible for supporting and evaluating the programme to ensure it is meeting local need. This will include collecting resident feedback and highlighting successes and challenges.

# 1. THE PLANNING AND DELIVERY PROCESS

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*The Borough and County Council's Planning functions already have statutory processes concerning the community on planning applications. A Council Communications Strategy will look at the key milestones and how best to communicate these to residents.*

*This section looks at how the CMO can add value and delivers new channels for engagement as well as informing people about the delivery programme and how it affects them.*

## Community Development Challenges

- Local residents and stakeholders could miss the opportunities to formally respond and understand what is going on.
- A wider pool of local people may not be aware of planning developments and the delivery programme for community assets.
- Residents may not be aware of the different channels in place to deal with concerns as work progresses (e.g. construction and highway improvements).

## What needs to be done

- a) Distribute a flyer which educates and provides information to residents on 'how to get involved and stay informed' – part of the Welcome Pack.
- b) Create a regular update newsletter/ communication flow, clearly dated, on i) the overall development; ii) what's happening on the ground NOW; iii) and the different roles of the partners.
- c) Create and promote the existence of a Chilmington mailing list to alert residents of planning applications.
- d) Explore options for digital communications and test ideas/pilot with existing residents.
- e) Develop bespoke web messages on stakeholder websites (the Developers, Ashford BC, Kent CC, Parish Councils and in time, the CMO) providing key information e.g. current and approved planning applications, live construction traffic news on KCC's website and a dedicated phone line provided by the Developers for concerns on construction impacts.
- f) Consider social media campaigns and community events to promote key stages in the delivery programme for community assets.
- g) Advocate the importance of broadband enhancement for the Hamlet and other surrounding properties
- h) Regularly review communication channels and their effectiveness.

## 2. THE CMO & ITS BASE

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*The CMO is producing a Marketing and Communications Strategy which sets out early actions in creating an identity of openness, transparency and inclusivity. A flexible base with community space will provide the CMO's office and space to support early resident communication, engagement and activity.*

### Community Development Challenges

- Unknown and invisible CMO with a limited track record.
- Fragmented early builds (across four locations) and the surrounding the sites, which need to be seen as one community.
- Respond to the local demographic to shape activities, information and marketing literature and use feedback to understand what is working (and what is not)

### What Needs To Be Done

- a) Build relationships with existing community groups, event organisers and forums in the locality, promoting their offer and (where appropriate) securing their future ahead of duplicating new groups at Chilmington
- b) Agree the content of a Welcome Pack (including gift) for new residents, test with existing residents, distribute and include a summary leaflet of the Community Development Strategy and wider borough facilities.
- c) Meet and greet new residents (within four weeks of moving in). Consider innovative welcome 'gifts' such as a sustainable garden pack or vegetable starter pack with growbag.
- d) Create an engagement programme at the CMO base which includes 'drop-in's' or surgeries with various stakeholders and the CMO trustees; have internet access points, display design drawings and consider models to support key consultations
- e) Work with local service providers and residents to identify appropriate early services that bridge the gap before the Community Hub, Health Facility and School e.g. breakfast/afterschool clubs.
- f) Create a Community Chest Grant fund (managed by the Community Development Worker) focused on supporting existing and new groups/community activities which meets the needs of the residents and generates participation and stewardship, and looks to build local capacity such as volunteering.
- g) Deliver specific programmes of activity that support the needs of the disadvantaged, vulnerable and unemployed.
- h) Explore the creation of a volunteer strategy and the need to identify local community champions.

### 3. FIRST PRIMARY SCHOOL AND COMMUNITY HUB

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*The first primary school serving Chilmington aims to open in 2019. The Community Hub will provide for a large number of services in the community including health and social care, library facilities, community social and indoor sports and outdoor spaces but not until the occupation of 1,800 homes. Please also refer to The CMO and Its Base at No.2 of the Delivery Approach.*

#### Community Development Challenges

- Information, advice and space for services in the early years will be limited.
- Residents may go elsewhere for services e.g. GP.
- Valuable and meaningful involvement in aspects of design needs to respect statutory processes and budget constraints.

#### What Needs To Be Done

- a) Ensure the Welcome Pack provides information about the school and hub and what (at least in the short-medium term) is provided off site.
- b) Continue to work with KCC Education (and/or its promoter) to identify opportunities for community and stakeholder involvement as the primary school develops.
- c) Work with Health providers to identify services required by the community which can be provided on site.
- d) Maintain strong communication channels with residents that promote involvement in the shape and design of early services and facilities encouraging early stewardship so that when services are provided on site, there is already a desire to 'stay local'.
- e) Utilise the school community as a vehicle to promote and distribute information eg school gate campaigns.

## 4. EARLY ACTIVE TRAVEL

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*Through the Planning process, routes are designed that provide for connectivity and easy travel across the site and into the wider borough. Some of these will incorporate running routes, cycle ways and green links that support health and active travel.*

### Community Development Challenges

- Limited offer and choice in the early years for the first residents i.e. bus routes, some pedestrian routes and minimal cycle ways.
- Changing the culture where sustainable travel is the preferred choice of residents, visitors and workers.
- Providers do not work in isolation and are not aware of the communication objectives.

### What Needs To Be Done

- a) Creatively promote (e.g. through pop ups, stunts, activities, etc) the opportunities for people to respond to active travel proposals.
- b) Work with providers to distribute a flyer on the options for travel, the routes available and promote the active travel benefits, including the residents' bus vouchers.
- c) Deliver a green transport engagement project that helps introduce the Active Travel brand, and test, consult and generate further ideas.



## 5. OPEN SPACE (INCLUDING PARKS, ALLOTMENTS, CONSERVATION AREAS), PLAY & LANDSCAPING

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*There is a mix of open spaces, parks, play areas, ecology sites and the first allotment site to be designed and in part delivered in the early years. This requires input from the community and key stakeholders. ABC has a commitment to produce a masterplan for the Discovery Park which will be a strategic park for the borough.*

### Community Development Challenges

- Low number of residents when designs and masterplans are needing to be consulted on.
- Valuable and meaningful involvement in aspects such as highway verge landscape design will need to respect statutory requirements.
- Unrealistic expectations by residents on timings and delivery of assets.
- Conflicting uses and needs eg. strategic nature of the Discovery Park against local resident need.
- Different amenity spaces and play areas need strong identities to help place making.
- A number of different stakeholders will be creating, managing and maintaining assets - joined up communication is key.
- Timely involvement of volunteers.

### What Needs To Be Done

- a) Agree with stakeholders the process for community consultation on key sites to ensure involvement is timely and meaningful.
- b) Provide clear information through various stakeholders to educate residents about the phasing, delivery programme and nature of the different assets.
- c) Explore with residents and stakeholders the 'Chilmington Story' (see Heritage) and incorporate in designs.
- d) Ensure the Discovery Park masterplan includes local engagement and once adopted, discussion and creativity continue.
- e) Set up a themed stakeholder working group to advise the CMO for longer term community involvement in the management of open space such as the timely creation of an allotment association.

## 6. PUBLIC ART, HERITAGE & ARCHAEOLOGY

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*Chilmington will be a creative place which will be reflected in its public realm and project delivery supported by a Public Art Strategy. Public art will work to focus on contemporary new design as well as to reflect its past. Heritage will major on its natural links to the Iron Age, Romans, World War 2 and the agricultural heritage.*

### Community Development Challenges

- Limited time and residents to provide opportunities for community engagement, involvement and influence in the Public Art Strategy before adoption.
- Ensuring the Public Art Strategy is seen as an important element of encouraging resident and borough-wide engagement in Chilmington.
- Capturing the history of the site and use it in the best way possible within the design of the public realm, open spaces and other community assets.

### What Needs To Be Done

- a) Engage with existing residents and stakeholders on the Public Art Strategy.
- b) Ensure new residents are aware of and can contribute to public art design and installation.
- c) 'Tell the Chilmington Story' (past, present and future) and promote it borough-wide.
- d) Maximise the different historic aspects in community participation and educational programmes, working closely with the community archaeologist.
- e) Embed 'the story' in design work streams, ensuring a cohesive approach to interpretation on site.

## APPENDIX E - THE COMMUNITY DEVELOPMENT LEADER/WORKER FUNCTION

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The CDW's core function will fundamentally be to help to create a sense of place and belonging for local residents. They will be 'out and about' working with the community from the outset, facilitating and enabling residents to drive forward their own initiatives. This could be achieved through;

- Being accessible to potential buyers
- A home visit within four weeks of moving in, informing new residents of the CMO, its work, ethos, structure and remit to support local residents. This home visit could be further supported by a joint visit with the Quality Monitoring Team, providing residents with an opportunity to share any thoughts about their house purchase and how and who to raise concerns to.
- Administer a small grants pot (up to £300) to generate local activity and support their operation
- Coordinate and potentially lead wider community consultation (on behalf of the Developers) on community assets to be adopted by the CMO prior to reserved matters applications being made to the Council.
- Hold community events which bring together residents which can be used as an opportunity to build social cohesion and allow space to consult residents on what matters to them.
- Coordinate regular communication providing updates on Planning matters, activities, opportunities to get involved and the work of the CMO through newsletters, media, social media and web updates.
- Coordinate local interest groups, bringing together agendas where relevant and ensuring they are connected to each other, the wider community and stakeholders as and when appropriate.
- Signpost to and help to secure funding for the functions and activities of local interest groups.
- Be the first point of call for residents and local interest groups, providing two way communication channels for residents to the CMO Board and other stakeholders.
- Provide or signpost to relevant training sessions for volunteers.
- Help new groups to form to meet local need eg. an allotment society, sports clubs and parent and toddler groups.

# APPENDIX F – STRATEGY CONSULTATION PROCESS AND OUTCOMES

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The community development strategy has been through a rigorous process of consultation with residents, key stakeholders and delivery partners. This process took place from December 2016 to September 2017 and included;

- A stakeholder and delivery partners workshop to agree the principles to the strategic approach
- A workshop with the Community Stakeholder Group and key partners
- A programme of public consultation activity which was promoted through local schools, leaflets drops and other avenues and invited residents to attend an exhibition at The Environment Centre and/or respond via an online survey, postcard responses and email
- Presentations to the Community Stakeholders Group, Parish Councils and Partnership Working Group which sought endorsement to the amended strategy ahead of adoption by the borough council.

## *Key Outcomes*

The consultation was broadly a success with a reasonable response from the wider public. The stakeholder workshop was a great success, delving into the challenges and opportunities for community development in the early years.

A surprising outcome was the **lack of understanding of the broader development principles and aspirations**. This has led to a reassessment of the first year priorities for the CDS Action Plan, which must focus more on ‘educating’ residents about the development before they can be expected to engage meaningfully in shaping community development action. Of course some of the ‘educating’ can be achieved through community development action eg through the creation of a public art strategy or early work of the community archaeologist.

**Communication** is key to success and **technology and access to it** plays a huge part in ensuring equality of access to information and activities. The first action plan must therefore seek to address how to make this possible when existing residents have currently no access to high speed broadband.

**Community integration** was a further key theme where a number of ideas were brought forward, most notably the need to support existing groups before duplicating with new at Chilmington, creation of community champions and to ‘piggy back’ on existing groups and events.

These ideas and more have been built into this Strategy and its Delivery Approach and will provide focus for the first annual action plan (and beyond).

Overall, local people, partners and stakeholders agreed with the approach to the community development strategy and welcomed the opportunity to get involved.

## APPENDIX G - FURTHER RESEARCH

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**What is Community Engagement: HCA Tool Kit;** [http://www.equality-ne.co.uk/downloads/856\\_toolkit-community-engagement.pdf](http://www.equality-ne.co.uk/downloads/856_toolkit-community-engagement.pdf)

**S Davidson, Spinning the Wheel of Empowerment: 1998**  
<http://www.sarkissian.com.au/wp-content/uploads/2009/06/Davidson-Spinning-wheel-article1998.pdf>

**Neighbourliness and Empowerment = Wellbeing: Is there a formula for happy communities?: Mandeep Hothi with Nicola Bacon, Marcia Brophy and Geoff Mulgan**  
[http://youngfoundation.org/wp-content/uploads/2015/04/N\\_E\\_W\\_web.pdf](http://youngfoundation.org/wp-content/uploads/2015/04/N_E_W_web.pdf)

**An Action Plan for Community Empowerment: Building on Success: Local Government Association: October 2007**  
<http://webarchive.nationalarchives.gov.uk/20120919132719/http://www.communities.gov.uk/documents/communities/pdf/actionplan>

**Pathways through participation: What creates and sustains active citizenship?: September 2011: Ellie Brodie: NCVO, Institute of Volunteering Research: Involve; Big Lottery.** <http://pathwaysthroughparticipation.org.uk/resources/summaryreport/>

**The International Association of Public Participation: IAP2 Spectrum of Public Participation: 2007:**  
<http://c.ymcdn.com/sites/www.iap2.org/resource/resmgr/imported/spectrum.pdf>

### [Measuring Impact Tools and Approaches](#)

**The BIG Lottery Fund 'An Introduction to Impact Measurement' document;**

<https://www.biglotteryfund.org.uk/about-big/publications?containing=measuring%20impact>

### **HACTS Social Value Bank Tool**

<http://www.hact.org.uk/social-value-bank>

**Nesta's and the Social Innovation Partnership – Guidance for Developing a Theory of Change for your Programme**

[https://www.nesta.org.uk/sites/default/files/theory\\_of\\_change\\_guidance\\_for\\_applicants\\_.pdf](https://www.nesta.org.uk/sites/default/files/theory_of_change_guidance_for_applicants_.pdf)

### **Valuation Techniques for Social Cost Benefit Analysis**

<https://www.gov.uk/government/publications/valuation-techniques-for-social-cost-benefit-analysis>