

Active Communities Strategy

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1. Introduction

As a result of the restructuring that followed the adoption of the Neighbourhood Strategy in 2005, MHA adopted a more explicit commitment to promoting community development and generating new ways to work with residents in neighbourhoods. One of the outcomes of this was the establishment of a new Community Enterprise Manager. This post was established to develop the role of the Foyer for the Island as a hub for services to younger people and also explore potential funding sources for Medina's general neighbourhood work and the work of the Foyer. The role also involves ensuring Medina establishes and maintains effective links with statutory and voluntary agencies and local business and participates in regeneration and social enterprise initiatives for the benefit of the community.

A key component of the Neighbourhood Strategy was the belief that significant benefits could be realised by residents and MHA through a more innovative, quality of life focus in neighbourhoods. Not only was this likely to improve resident satisfaction with their environments, but it also opened up opportunities for funding and partnership which would not have been available in any other way. **An underpinning principle of this Active Communities Strategy is that over time, it will deliver improved value for MHA and will either cover the cost of initiatives through the generation of grant income, reduced costs in core delivery areas or increased value through partnerships.**

In practice, much has been achieved since the appointment of the Community Enterprise Manager, which provides evidence of the value of a dedicated resource. The Active Communities Strategy illustrates how this work contributes to the overall objectives of MHA and the Spectrum Group as a whole and sets out the strategic context for our work and aspirations in this area for the next 5 years.

1.1 Strategic Context

1.1.1 *Spectrum Group Mission Statement*

To be recognised and respected for providing quality homes and services. Empowering people, supporting active communities and building better futures.

1.1.2 *Key Values*

Delivery of this mission is underpinned by the following key values which set out our principles and beliefs:

- Committed to quality
- Committed to equality
- Committed to partnership working
- Committed to growth

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- Committed to staff

1.1.3 Related Strategies

Medina Housing Association has set out our approach in the Medina Plan, which provides the financial and operational framework for all of our activities. In addition, several interconnected operational strategies and plans deliver against each part of our mission:

- Homes and Environmental Strategy – quality homes
- Value for Money Strategy – quality services
- Resident Involvement Strategy – empowering people
- Active Communities Strategy – active communities
- Sustainable Neighbourhood Strategy – better futures
- EDI Plan – better futures



1.1.4 Strategic objectives

This vision is translated into strategic and operation objectives and extrapolated to local neighbourhoods. Our six core strategic objectives are:

- To contribute to the improvement of social and economic opportunity and inclusion.
- To achieve high quality homes and neighbourhood environments.
- To develop resident involvement mechanisms and initiatives which comply with the requirements of the Tenant Services Authority, meet residents' needs and enable residents to exercise choice, influence and effective governance in the way in which MHA delivers services and develops plans for the future.
- To contribute to improved baseline social indicators as appropriate to each neighbourhood by 2014.
- To contribute to MHA's financial viability by ensuring the most productive use of resources through achieving cost-effectiveness and value for money.

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- To support and empower communities and individuals to achieve the quality of life to which they aspire irrespective of their personal characteristics, values or beliefs. To promote harmony and awareness amongst residents, staff, contractors, partners and stakeholders to ensure that all who come into contact with MHA are valued, supported and respected.

2. Active Communities

Within the Medina Plan the aim of the Active Communities strand is to contribute to the improvement of social and economic opportunity and inclusion within our neighbourhoods and to contribute to improved baseline social indicators as appropriate to each neighbourhood by 2014.

The Active Communities Strategy sits at the heart of the Medina Plan's commitment to long term change. The experience of most housing associations is that deprived communities place greater demands on housing services. Such communities are often marginalised, i.e. excluded from the mainstream in terms of employment, education, leisure and health. This results in low aspiration, limited opportunity, financial exclusion and worklessness.

Our communities are very diverse with 27% of our residents over the age of 60 and 24% under the age of 20. Culturally our residents are predominantly white British (98.8%), although a little over 60 of our residents are from different ethnic backgrounds. Significantly, 32% of our residents have indicated that they have a disability with 16% registered disabled. Central to this strategy is requirement to ensure that, in developing projects and initiatives, we make them available and accessible to all our residents and proactively try to engage all people, ensuring equality of opportunity.

The Strategy addresses the economic behaviour of our residents, and how their knowledge and skills enable them to increase their productivity and that of the communities in which they live. Our aim is to broker cultural change within communities, foster more positive community links and networks, ensure that our residents are aware of the opportunities available to them, work with partners to help residents in our neighbourhoods overcome actual and perceived barriers to participating in a range of initiatives being delivered and to help engender a sense of pride of place and belonging within our target communities.

Vibrant Neighbourhoods are more than just good quality housing. By working with communities we hope to alter an established spiral of decline. Moving towards better functioning communities will not only improve well-being and the quality of life for many households, it will also, in our view, reduce costs to MHA in relation to voids, arrears, repairs and anti-social behaviour.

The Active Communities Strategy is supported by the Social Enterprise Plan, Sheltered Housing Review action plan, Foyer three year plan and the Play and Leisure scoping report which has identified priority areas for improving play and

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leisure opportunities.

2.1 Measures of success:

- Improved levels of perception across all neighbourhoods by 2012
- Improved levels of resident involvement and engagement
- Reduced levels of worklessness

3. Underpinning Principles of the Active Communities Strategy

3.1 Working in Partnership

The ambition of MHA to affect positive change on a number of different levels within our neighbourhoods is challenging. However we recognise that this is a long term, incremental process that will require us to be flexible, adaptable, resourceful, innovative and sensitive in our approach. We also recognise that this is not something we can do independently as we cannot put in place, nor would it be sensible to try to put in place, all the skills and resources needed to achieve these ambition targets.

The Active Communities Strategy relies on us being resourceful in attracting external resources and partners to work with us within our communities. Our current partners include:

3.1.1 Who are our current partners?

■ Growing Ideas	■ Adult and Community Learning
■ Island 2000 Trust	■ Play Rangers
■ Eccleston George Artists	■ External Funders
■ Isle of Wight Council Departments	■ Schools
■ PCSOs and ENOs	■ Community Organisations
■ Age Concern	■ Tenants associations
■ Portsmouth Foyer	■ Residents
■ Isle of Wight College	■ Carnival Learning Centre
■ SWHA	■ Quay Arts
■ Highbury College	■ Extended Schools Services
■ Pan Neighbourhood Partnership	■ Family Learning
■ The Footprint Trust	

3.2 Commitment to Creativity and Innovation

MHA recognises that residents within some of our more challenging neighbourhoods often have a mistrust of agencies and people who they perceive to be in authority. Working with other agencies can help to engender a more open and productive dialogue with some of our hard to reach groups. We have found that working with artists and creatives can also be an effective way of

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engaging people. We also recognise that they bring different solutions and working practices to the table. MHA is committed to taking a creative and innovative approach to engaging with our communities by bringing in support from a range of different areas. We also seek to build on the experience and best practice of projects in other areas to respond to specific problems, issues and opportunities.



(Eccleston George Public Artists worked with Foyer residents to enhance the garden)

3.3 Value for Money

Working in partnership, accessing external funding and focusing on outcomes ensures that MHA delivers high levels of VFM in its Active Communities portfolio. Responding to identified needs and the priorities of residents also ensures that limited resources are targeted in the areas of greatest need. Full consultation, research and statistics from profiling information and ASB reports steer where interventions are targeted. This helps us to achieve the great impact and highest numbers of outcomes within the Active Communities area of work.



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3.4 Risk Assessment

Working with residents within neighbourhoods, in partnership with others and using external funding, does involve an element of risk. In accessing external funding we commit to deliver outcomes within set timescales. This has already involved us in undertaking robust risk assessments of projects and programmes before we undertake to deliver them. This is also now a requirement for most external funders where capacity to deliver and track record are part of the assessment criteria.

We are also conscious of potential reputational risk if projects do not go to plan. This is an inherent part of work which is often forging new and uncharted paths, certainly on the Island if not a wider stage. This will be considered within all of our work so that we are confident in delivering positive outcomes for both residents and the Association by improving satisfaction levels amongst residents, and positively impacting on the sustainability of our neighbourhoods.

3.5 Accessing additional Resources

MHA faces a tight budget and business plan and has limited financial resources to develop and deliver community development and engagement projects in neighbourhoods. Accessing additional external resources enables us to develop more far reaching, longer term initiatives, projects and programmes. In the financial year 2008-09 the Community Enterprise section, responsible for delivering this strategy accessed over £100,000 of funding from external sources for projects and initiatives. It is anticipated that this will double in the current financial year 2009-10.

3.6 Impact Assessment and Evaluation

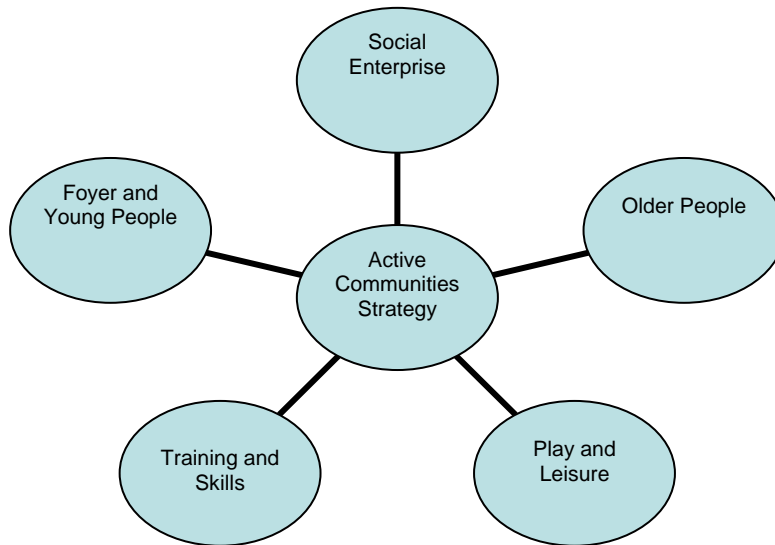
In forging new paths and exploring innovative ways to engage communities and address issues and problems MHA is committed to robust monitoring and evaluation of our work in this area. In all our projects we will demonstrate need, identify baseline data and set projected outcomes and targets. In all externally funded projects we will secure resources for documentation and evaluation and also for celebration of the achievements of our participants.



(Pan Garden Show Sept 2009- An event to celebrate the end of the growing season)

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4. The Strategy Components



4.1 Play and Leisure

MHA’s position as a major housing provider means it has a key part to play in creating sustainable communities on the Isle of Wight. It is committed to working in partnership with residents and local stakeholders to create a cohesive environment, in which people choose to live, work and play.

MHA has adopted a proactive approach to defining its services, by participating in, or directly leading partnership consultations in many of its neighbourhoods. This engagement has repeatedly highlighted the need for things to do and places to go for young people, often somewhere just to hang out near to home and in safety. In response, MHA has conducted an assessment of the needs for play and youth activity at neighbourhood level and has identified priorities for play and leisure provision to be incorporated into neighbourhood action plans. This review included a full audit of current play provision, site surveys, assessment of the play opportunities, and the identification of potential development opportunities within 19 key neighbourhoods.

Similarly neighbourhood profiles were analysed and ASB statistics considered to identify key 'hot spots' of youth nuisance ASB within neighbourhoods. This was then mapped against current play and leisure provision. Recommend Next Steps and an action plan have subsequently been developed to address these priorities, and to identify where resource can be most appropriately used.

4.1.1 Play Builder

The Play Builder programme provides capital funding to create and improve play provision. The Isle of Wight has received a capital allocation of £1million capital and £45,000 revenue, distributed across 2 financial years (2009-10 and 2010-11)

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to deliver a total of 22 new or improved play areas. 11 capital projects are being delivered in 2009-10 and 11 in the second year of the programme.

MHA is a member of the multi agency Play Partnership working to develop a strategic project plan for the delivery of the Play Builder Project. We have also received a capital allocation of £120,000 and revenue of £7,500 to improve three of our play areas in three key neighbourhoods.

4.1.2 *Play Ranger Project*

The Island has also been awarded with a total of £294,875 from the Big Lottery to support and run a play development project over the next 3 years. This includes the funding for a project that is working alongside the Play Ranger scheme, known as the I-Play Mobile. The I-Play project will receive £50,000 over 3 years to fund their work. This project is being managed by the IWC cultural services department with support from the Play Partnership, of which MHA is a core member. The project prioritises three areas. These are Ryde, Newport and East Cowes, which means that this new resource should directly benefit the three main areas of MHA stock. MHA is committed to supporting the delivery of Play Ranger activity within our neighbourhoods to target pockets of youth nuisance and antisocial behaviour

4.1.3 *Play and Leisure Development Objectives*

- Support the National Play Day initiative each year on the Island
- Facilitate the delivery of Play Ranger Activity in our priority neighbourhoods
- Successfully deliver capital improvements to the play areas in Hookes Way, Preston Close and Nelson Road

4.1.4 *Measures of Success*

- Appropriate play activities and facilities in all neighbourhoods by 2015



(Play Rangers run weekly play session in Preston Close, Ryde to help address bullying issues)

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4.2 Older People

Older people make up a significant proportion of the Isle of Wight community and within MHA stock. The Island has one of the highest concentrations of older people in the UK and from profiling information, we know that almost 1,000 MHA residents are over 60. Approximately 970 of these are tenants, amounting to over 30% of the tenant cohort. Just over 300 of these live in sheltered housing, the remainder live in general needs stock.

Throughout 2008 we conducted a service review of our services to older people predominantly through our sheltered housing schemes. This review highlighted the complex and multiple factors we need to consider in delivering services to older people both within sheltered accommodation and in general needs housing.

We have since conducted a survey among older households in general needs housing, almost a third of which indicate a desire or a need to access the type of facilities and amenities offered to those in sheltered accommodation. Enabling older people to remain living independently as active members of their community is a key element of neighbourhood development as set out in the Medina Plan.

We are committed to working closely with other key partners in order to ensure that services to older people are appropriate, co-ordinated and reflects changing needs for the future. This particularly relates to our partnership with the Isle of Wight Council, whose strategic objectives in relation to housing, social care and long-term support are key drivers for local services.

Their commissioning responsibility is also key in the delivery of housing-related support through the provision of Supporting People funding. The future of this resource stream is uncertain, with a tendering process about to be undertaken which will dictate the level of resources for the next five years.

In the light of this process, we will review our service and look to set in place a sustainable provision for older people which is viable and delivers the quality and support required.

4.2.1 Services for Older People Development Objectives

Within the context of the prospective Supporting People changes, the Sheltered Service Review which reported in October 2008 reflected a thorough assessment of our stock, best practice in the sector and of the needs and expectations of residents. In approving the recommendations, the MHA Board agreed three commitments for the future of the service.

- In line with identified need on the Island and an increasingly elderly population we are committed to providing appropriate accommodation for older people within a lifetime homes model and to address those sheltered schemes which risk failing to achieve Decent Home Standard by

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2010.

- We will seek to deliver a service which offers choice, is flexible and responds to individual needs, delivered in a cost effective way in line with the commissioning requirements of the Local Authority.
- We will manage communication with sheltered residents in a co-ordinated, comprehensive and inclusive way to ensure that all residents are kept informed about progress and are able to influence the way that service changes are delivered.



(Mrs and Mrs Smith, Pan Residents – Participants in the Growing Spaces Project 2009)

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4.2.2 Measures of Success

A detailed Action Plan for this area has been developed and progress is being made in a number of areas. Therefore the principal measures of success are:

- Increase in neighbourhood events in sheltered schemes by 30% by 2012 (subject to outcome of SP tendering process and available resources)
- Effective response to and management of a Supporting People Bid for support provision in 2009 (subject to clarification of tendering process)
- Successful implementation of Sheltered Review Action Plan

4.3 Training and Skills

MHA recognises that some of our residents may risk exclusion from services and opportunities through worklessness and low levels of learning, training and skills. We also recognise that in order to be able to engage fully with potential opportunities and influence the future, people need to have skills, knowledge and confidence, which enables effective communication and interaction. The absence of these factors often results in exclusion from services, the political system, and access to benefits, initiatives and opportunities to engage. 'Excluded' communities are likely to be characterised by: low incomes, low skills and qualifications, high unemployment, higher levels of illness and disability, low aspirations.

In our experience, in such communities these factors impact most negatively on the most vulnerable in the community. Although we recognise that we cannot deal with social exclusion in isolation, we are committed to investing in our neighbourhoods and working with others to support and develop skills as part of projects and initiatives on varying levels within priority neighbourhoods, from confidence building to work ready skills.

Medina also offers training and capacity building opportunities to residents and Board members through a range of basic and intermediate training courses. Capacity building means enabling people to learn and strengthen the skills they need to benefit their own communities.

To ensure that these opportunities are accessible to all, they are free and are held in accessible locations with support for residents to attend such as payment of out of pocket expenses, help with transport and childcare. The courses are also tested to ensure that all residents have equal access to the training, and that the training is providing value (such as enhanced skills) for the attendees. The impact of these courses is also tested to establish if the new or enhanced skills that residents obtain through the training are having a positive impact on the quality of resident involvement.

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4.3.1 Training and Skills Development Objectives

Training and skills development opportunities contribute to the strategic objective of improving social and economic opportunity and inclusion within our neighbourhoods. In order to achieve this we need to extend the range of activity in this areas. We will achieve this by:

- Seeking to draw in external resources to support initiatives
- Work in Partnership to increase the impact of our work in this area
- Incorporate resident training and skills development activity in all new projects and initiatives

4.3.2 Measures of Success

- Successful Delivery of 25 work placement opportunities through Future Jobs Programme
- Deliver Training and Support through the successful delivery of the Growing Spaces Project
- Complete business planning and appraisal of identified social enterprise opportunities for a Foyer charity shop and a grounds maintenance social enterprise to take over the grounds maintenance contracts within our sheltered schemes by March 2010
- Support the development of social enterprise looking at the feasibility of developing one social enterprise, delivering social outcomes, by March 2012
- Development of successful collaborative Family based project in Preston Close to address ASB and bullying issues
- Successful delivery of Growing Spaces Project in 2009 and 2010



(Oakfield residents learn pickling and preserving techniques as part of the Growing Spaces Project)

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4.4 Social Enterprise

The issue of worklessness is already at the very heart of our activities with the Foyer. Our aim is to enable young people aged 16-25 to develop their prospects for employment whilst learning independent living skills. However, the issue is equally evident within our general housing stock. The STATUS (tenant survey) in 2008 highlighted that in terms of economic status just over a quarter of general needs principal tenants are in employment (11% in part time employment and 2% self employed), while slightly more partners or spouses are working (33%). A third of principal tenants are retired (33%), as are 23% of partners. Unemployment is running at 3% for principal tenants and 2% for partners. A third of principal tenants are outside employment (18% permanently sick or disabled and 14% at home looking after family. 89% of households reported net incomes below £300 pw, while only 1% received incomes of over £500 pw.

One of the major constraining factor limiting access to employment on the Island is the high proportion of small businesses employing fewer than three people. This is coupled with the reality that a significant proportion of those jobs which are offered are part time, seasonal and of low pay. Therefore, while working with established employers is important, alternative methods of employment support also need to be considered. Social enterprise is one such method and offers a tool to start to impact on some of the worklessness indicators detailed above and can also be a key to delivering of sustainable services and sustainable communities.

A 'social enterprise' is a business set up to create social and/or environment improvement, i.e. for a social purpose. In July 2008 the MHA Board agreed a Social Enterprise Plan. This plan detailed why and how MHA can support social enterprise development to help address some of the challenges facing our residents within our neighbourhoods. The Island already has a much higher level of small business formation than elsewhere in the South East. However, this is also accompanied by a higher level of failure. The rationale for MHA's support for social enterprise is based on bringing together the more marginalised sections of the community with whom we have an existing relationship, with appropriate agencies and partners to ensure that viable business opportunities are created, which have a reasonable chance of being sustainable.

We support the development of Social Enterprise due to the positive social outcomes that we believe will be generated both through potential outcomes and by the process involved (see below). We see our role primarily as raising awareness and aspiration, signposting to expert advice and assistance and in recognising the potential of sensitive procurement practices and the harnessing and promoting of possible opportunities through corporate social responsibility.

We recognise that initiatives such as social enterprise are often complex and need to effectively managed and risk assessed. With that in mind, we have commissioned Eastside Consulting, who have a proven track record in this field to work alongside us in conducting feasibility work around potential projects.

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This will enable a proper risk and viability analysis to be produced and evaluated prior to scheme development.

There is considerable scope for flexibility in this approach. Social enterprise is not a legal form; social enterprises can be companies limited by guarantee, co-operatives, registered charities or even a private company that invests its profits back into social benefit. Housing Associations can also run social enterprises as subsidiaries or as independent companies. However, for this latter option to be considered a full assessment of feasibility, viability and risk would need to be undertaken.

Potential social outcomes include:

4.4.1 *Tackling Worklessness*

Thankfully, it is now widely accepted that tackling worklessness is not just about creating sustainable jobs. In many of our neighbourhoods, large proportions of residents are a long way from being work-ready. There are many barriers that prevent our residents from accessing work. Social enterprise can begin to address worklessness by delivering training and skills development programmes, providing work experience and offering very flexible working/volunteering options to encourage the involvement of those facing these barriers.

4.4.2 *Developing Partnership Working*

Social enterprises also offer valuable opportunities for partnership working. Involving other key agencies, companies, individuals to support and help manage a social enterprise can bring in greater resources, spread the risk to the partners involved and develop greater advocacy and “buy in”. The benefits of developing such partnerships, which are unlikely to arise in other ways, may have positive spin-off effects to other aspects of our activity.

4.4.3 *Developing Sustainable Neighbourhoods*

The effectiveness of social enterprise in tackling worklessness and changing the culture of benefit dependency cannot solely be judged on delivering new jobs or employment opportunities. In many of our neighbourhoods a staged approach to moving from a long-established experience of being outside of employment needs to be established. The first step is often about getting people to engage in the community. Initiatives, such as the “Growing Spaces” project, which encourage community engagement, can help to break down barriers, build awareness around healthy eating, build trust and open up new avenues for service provision.

A startling statistic is that only 4 out of 10 of us know the names of any of our neighbours. The Medina Plan seeks to address this by working with partners to develop active and engaged communities. Social enterprise and associated community development initiatives can be a tool for engaging the community and

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developing awareness and trust amongst residents.

4.4.4 Economic Benefits

A thriving and sustainable social enterprise can create local wealth by employing local people, and purchasing local services and resources. It can also develop skills and work readiness which can then provide a more skilled and reliable workforce to feed into other local businesses.

4.4.5 Cultural Change

A locally based enterprise can build confidence and engage people in work experience, training and employment which directly benefits the local area. Social enterprise can create a buzz within communities with a ripple effect which will reach out into other services and activity in the local area.

4.4.6 Improving Health and Wellbeing

Engagement in social enterprise can have a positive influence on health. The results from our evaluation of the Growing Spaces project has shown that this has changed people's attitude to food and their eating habits. Engagement with enterprise activity can also have a positive influence on mental health. Being involved can build confidence, reduce isolation and develop positive working relationships with other people, all important factors in developing positive mental and emotional health.

4.4.7 Local delivery of core services

Social enterprises can be set up to fill gaps in the market for essential products and services.

4.4.8 Social Enterprise Development Objectives

- Use neighbourhood and resident profiling information to identify needs and gaps in service provision which the Social Enterprise Plan can seek to address
- Where opportunities emerge, identify resource and financial implications, conduct robust business planning exercise for and risk/benefit assessments using a balanced scorecard approach
- Seek to draw in external resources to support initiatives
- Work in Partnership to increase the impact of our work in this area

4.4.9 Measures of Success

- Completed evaluations for social enterprise opportunities for a Foyer Charity shop and a Grounds Maintenance social enterprise by March 2010
- Evaluate the feasibility of developing one social enterprise, delivering

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- social outcomes, by March 2012
- Successful delivery of Growing Spaces Project in 2009 and 2010

4.5 Foyer and Young People

The Foyer is a strategically important resource on the Isle of Wight, the role of which is not only to provide a safe and secure home for young people aged 16-25 but also to help them to build firm foundations for independent living within our communities. The project is unique on the Isle of Wight in that it provides holistic support which encompasses meeting housing needs, training, education, employment, personal development, living skills, recreational activities and support with a focus on each individual young person.



(Foyer Residents taking part in a week long sailing trip with Cirden Sailing Trust)

4.5.1 Foyer and Young People Objectives

At the Foyer Board meeting on 1st December 2008, the Foyer Board agreed to adopt a 3 year plan, which identifies 7 strategic objectives.

These are:

- Broaden the range of housing, support, training and development, opportunities offered through the Foyer
- Extend the reach of the Foyer to engage more residents and non-residents in the activities and services delivered
- Manage the transition of our residents from the Foyer to successful, independent living in the wider community
- Develop strong partnerships with external agencies and organisations in the voluntary, commercial and charitable sectors to extend the range of

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services we offer

- Raise the profile of the Foyer placing our work firmly at the heart of both business and community arenas
- Broaden and secure a sustainable funding base for the Foyer through increased grant funding, corporate support and, fundraising endeavors
- Empower residents, engaging them fully in the governance and decision making processes

In terms of the wider neighbourhood agenda, MHA, with partners, will work to develop initiatives and interventions to address areas where youth nuisance, bullying and intimidation have been identified as a problem and to support communities in developing young people focused initiatives.

4.5.2 *Measures of Success*

- Successful delivery of actions and targets in Foyer 3 Year Plan.

5. Summary

This strategy focuses on the quality and robustness of communities and through this, the strengthening of neighbourhoods. It reflects the Medina Plan's objective to add value to, and transform communities over time to become inclusive and functional. We believe that this will enhance the delivery of the objectives set out in our other strategies, which comprise the Medina Plan.

The objectives at the heart of Active Communities will also have a positive knock-on to other core activities, enhancing the quality of resident engagement and involvement, improving life chances and economic outlook and potentially reducing incidents of crime and anti-social behaviour.

Some of the work already undertaken as part of the community development banner could certainly be considered 'going the extra mile' in terms of outcomes and satisfaction generated.

Within the scope of a properly focused community strategy such as the Medina Plan, the delivery of community outcomes become opportunities for constructive engagement, partnership and resource generation.

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6. Objectives and Action Plan

Strategic Component	Strategic Objective	Actions	Targets/ Milestones
Social Enterprise	To contribute to the improvement of social and economic opportunity and inclusion within our neighbourhoods.	<ul style="list-style-type: none"> ▪ Use, ASB stats, demographic information, deprivation indicators, neighbourhood profiles and resident profiling information, to identify needs and gaps in service provision which the Social Enterprise Plan can seek to address. ▪ Identify any resource and financial implications and make necessary provision as part of the annual budget setting round. ▪ Where opportunities are identified conduct robust business planning exercise for and risk/benefit assessments using a balanced scorecard approach. ▪ Seek to draw in external resources to support initiatives. ▪ Work in Partnership to increase the impact of our work in this area. 	<ul style="list-style-type: none"> ▪ Completed business planning and appraisal of identified social enterprise opportunities for a Foyer Charity shop and a Grounds Maintenance social enterprise to take over the grounds maintenance contracts within our sheltered schemes by March 2010 ▪ Support the development of social enterprise looking at the feasibility of developing one social enterprise, delivering social outcomes, by March 2012. ▪ Successful delivery of Growing Spaces Project in 2009 and 2010.
Foyer and Young People	Broaden the range of housing, support, training and development, opportunities offered through the Foyer.	<ul style="list-style-type: none"> ▪ With partners, seek to develop high quality inspirational activities, to help raise the aspirations of Foyer residents. ▪ Explore the feasibility of Social Enterprise in the first year as a means of engaging residents and generating trading income to support the project. ▪ Deliver the Learning Power Award to 30 young people within the first year. 	<ul style="list-style-type: none"> ▪ Develop, deliver and evaluate one raising the bar project each year. ▪ Seek project Funding to support this area of work of at least £5,000 each year. ▪ Deliver feasibility study for sheltered grounds maintenance activity and report to Board March 2010. ▪ £30,000 income generated through

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		<ul style="list-style-type: none"> ▪ Successfully deliver the Dream Catcher and Get Animated projects which have already attracted new funding. ▪ Develop a range of volunteering opportunities. ▪ Ensure non working residents actively participate in either training, volunteering or work experience opportunities. 	<ul style="list-style-type: none"> ▪ Highbury College agreement in Year 1. ▪ Engage 15 residents in years 2 and 3 in volunteering activity.
	Extend the reach of the Foyer to engage more residents and non- residents in the activities and services delivered.	<ul style="list-style-type: none"> ▪ We will work with at least 220 young people between the ages of 16 and 25 over the next three years. ▪ Ensure that information about the Foyer is readily available to young people from BME backgrounds and those with disabilities. ▪ Monitor EDI (Equality, Diversity and Inclusion) policies to ensure that services are accessible to all young people irrespective of their race, gender, disability or other characteristic. ▪ Review feasibility for the Foyer to take residents with higher needs and identify what resources are needed to support clients with mental health needs. 	<ul style="list-style-type: none"> ▪ Demonstrate by maintaining registers and records of attendance: 60 young people in year 1, 75 in year 2, 85 in year 3. ▪ Liaise with referral agencies to ensure information is made available to these groups. Monitor EDI and report quarterly to the Board. ▪ Conduct EDI impact assessment of all policies as they are reviewed.
	Manage the transition of our residents from the Foyer to successful, independent living in the wider community.	Review need and current provision for move-on for both support and accommodation and provide a recommendation for the future development in this area.	<ul style="list-style-type: none"> ▪ Report to Board March 2010. ▪ Incorporate findings into year 3 Action Plan.

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	Develop strong partnerships with external agencies and organisations in the voluntary, commercial and charitable sectors to extend the range of services we offer.	<ul style="list-style-type: none"> ▪ Develop or expand partnership working with: <ul style="list-style-type: none"> - Trusts and foundations - Sports and recreational facilities - Green and environmental organisations - Arts, crafts and media centres - Colleges and Training providers - Local Businesses and Chamber of Commerce - South East Foyer Networks - Relevant Statutory, local Council and Government agencies - Specialist support providers 	<ul style="list-style-type: none"> ▪ 2 new initiatives/projects/activities developed with partners each year. ▪ Through consultation with residents and staff, identify 2 key priorities for partnership development each year.
	Raise the profile of the Foyer, placing our work firmly at the heart of both business and community arenas.	<ul style="list-style-type: none"> ▪ Set up Communications Group with representatives from the Foyer Board, staff team and residents. ▪ Develop and agree a Communications Plan including publicity material. ▪ To successfully achieve accreditation with the Foyer Federation. ▪ Increase and monitor the amount of positive media coverage about the Foyer year on year. ▪ Investigate the possibility of launching a Foyer website as a means of communicating information about the project. ▪ Establish mechanisms to promote the Foyer through our residents to young people across the Island. ▪ Ensure plans for the Foyer 'fit' with and 	<ul style="list-style-type: none"> ▪ Group established, with terms of reference, March 2009. Plan developed and reported to Foyer Board September 2009. ▪ Foyer Federation accreditation approved. ▪ From April 2009 onwards. ▪ Report with costings and funding possibilities to Board March 2010. ▪ Establish and deliver a major promotional event activity with residents in years 2 and 3.

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	Broaden and secure a sustainable funding base for the Foyer through increased grant funding, corporate support and, fundraising endeavors.	<p>enhance the objectives of the Local Area Agreement and other relevant strategies for Young people on the Island.</p> <ul style="list-style-type: none"> ▪ Set up Fundraising and Resources Group with representatives from the Foyer Board, staff and residents. ▪ We will investigate social enterprise as a means of generating resources for the furtherance of our aims. ▪ Seek to standardise and agree an annual grant from MHA/Spectrum Group to support the charity towards financial independence by the end of year 3 of this plan. ▪ In pursuit of this seek to identify major new project funding to replace the Body and Soul project when funding for this project ends. ▪ Access Foyer Federation funding for the second and third years of the Healthy Transitions project. ▪ Explore future opportunities with Highbury College and Portsmouth Foyer to deliver and extend the Learning Power Award. ▪ Increase unrestricted funding through fundraising events and activities. Hold at least one major in-house fundraising event each year. ▪ Maximise resources by scrutinising where efficiencies can be improved, i.e. voids and arrears management. 	<ul style="list-style-type: none"> ▪ Group established, with terms of reference, March 2009. ▪ Report to Board March 2010. ▪ Agree level of grant support required during Budget development process for financial year 2009-10 and onwards. Submit funding proposal by Oct 2009. Secure Funding for year 3 by March 2010. ▪ Seek to consolidate and formalise continuing arrangement by Oct 2009. ▪ Generate £7,000 of unrestricted funding from the commercial, voluntary and charitable sectors and from fundraising events in year1, £9,000 in year 2 and £11,000 in year 3. ▪ First event Autumn 2009.

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	Empower residents, engaging them fully in the governance and decision making processes.	<ul style="list-style-type: none"> ▪ Establish and support regular residents meeting. ▪ Develop and distribute menu of RI opportunities for Foyer Residents. ▪ Invite a Resident Representative to attend or provide a residents report for Foyer Board Meetings. ▪ Review annually, through Service Review Questionnaire, residents' perceived ability to influence decision making at the Foyer. 	<ul style="list-style-type: none"> ▪ 10 residents meetings per year take place. ▪ Developed and circulated to residents by Jan 2010. ▪ First opportunity to attend March 2009. Next review Nov 2009 then Sept each year to feed into action plans for following year.
Older People		<ul style="list-style-type: none"> ▪ In line with identified need on the Island and an increasingly elderly population, MHA is committed to providing appropriate accommodation for Older people within a lifetime homes model and to address those sheltered schemes which risk failing to achieve Decent Home Standard by 2010. ▪ We will seek to deliver a service which offers choice, is flexible and responds to individual needs, delivered in a cost effective way in line with the commissioning requirements of the Local Authority. ▪ We will manage communication with sheltered residents in a co-ordinated, comprehensive and inclusive way to ensure that all residents are kept informed about progress and are able to influence the way that service changes are delivered. 	<ul style="list-style-type: none"> ▪ Increase in neighbourhood events in sheltered schemes by 30% by 2012 (subject to outcome of SP tendering process and available resources). ▪ Effective response to and management of a Supporting People Bid for support provision in 2009 (subject to clarification of tendering process). ▪ Successful implementation of Sheltered Review Action Plan.

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Training and Skills	To contribute to the improvement of social and economic opportunity and inclusion within our neighbourhoods.	<ul style="list-style-type: none"> ▪ Seek to draw in external resources to support initiatives. ▪ Work in Partnership to increase the impact of our work in this area. ▪ Incorporate resident training and skills development activity in all new projects and initiatives. 	<ul style="list-style-type: none"> ▪ Successful Delivery of 25 work placement opportunities through Future Jobs Programme. Deliver Training and Support through the successful delivery of the Growing Spaces Project. ▪ Completed business planning and appraisal of identified social enterprise opportunities for a Foyer Charity shop and a Grounds Maintenance social enterprise to take over the grounds maintenance contracts within our sheltered schemes by March 2010. ▪ Develop one social enterprise, delivering social outcomes, by March 2012. ▪ Development of successful collaborative Family based project in Preston Close to address ASB and bullying issues . ▪ Successful delivery of Growing Spaces Project in 2009 and 2010.
Play and Leisure	To work in partnership with residents and local stakeholders to create a cohesive environment, in which people choose to live, work and play.	<ul style="list-style-type: none"> ▪ With partners support the National Play Day initiative each year on the Island. ▪ Facilitate the delivery of Play Ranger Activity in our priority neighbourhoods. ▪ Successfully deliver capital improvements to the play areas in Hookes Way, Preston Close and Nelson Road. 	<ul style="list-style-type: none"> ▪ Lower number of reported youth nuisance ASB incidents in target areas. ▪ Higher usage of improved play areas. ▪ Successful engagement of partners in play improvement projects. ▪ Leverage of £150,000 of additional resources for play areas improvements.

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