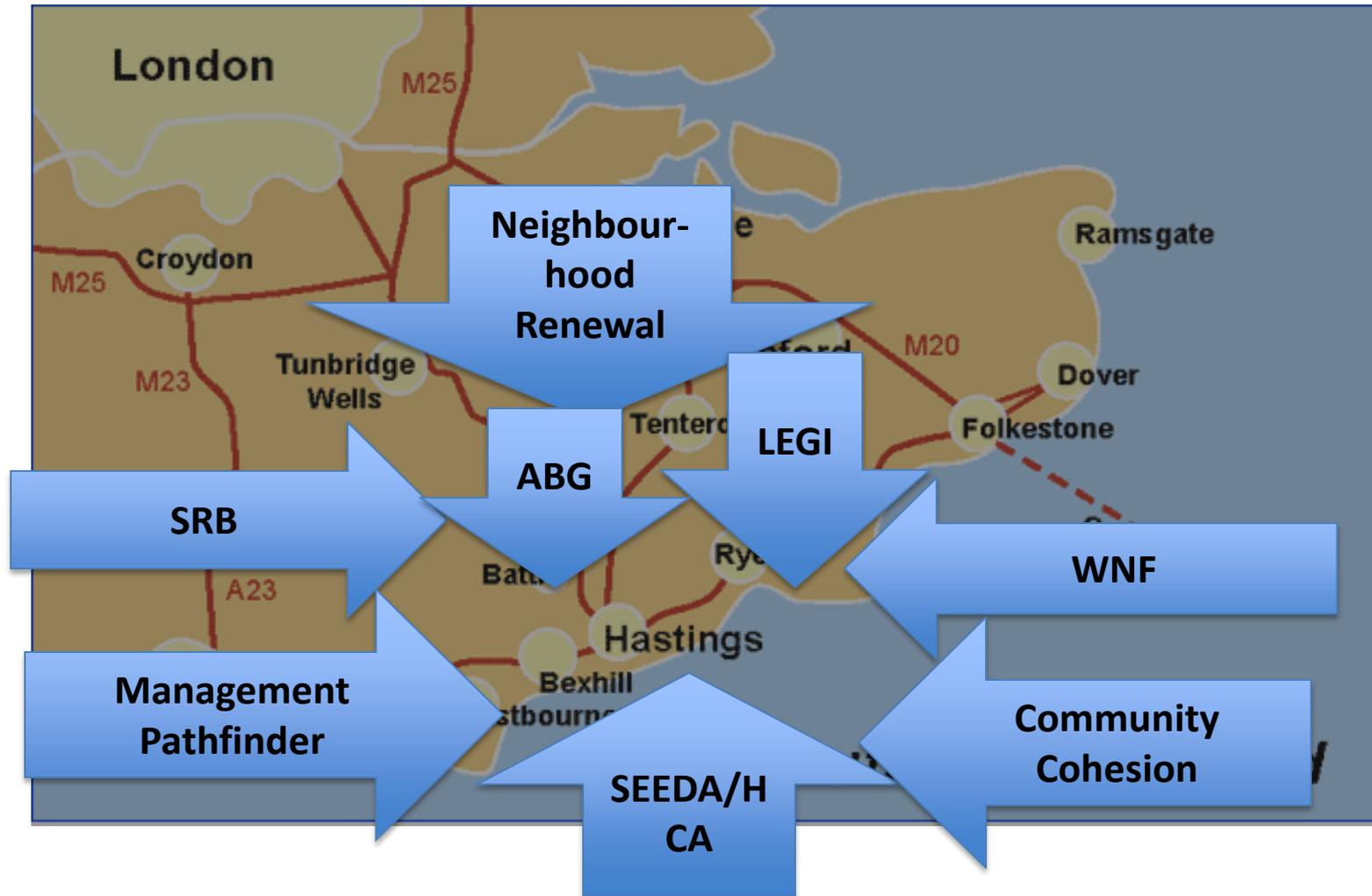


Regenerating Hastings: Lessons from a snapshot in time (2009-2012)

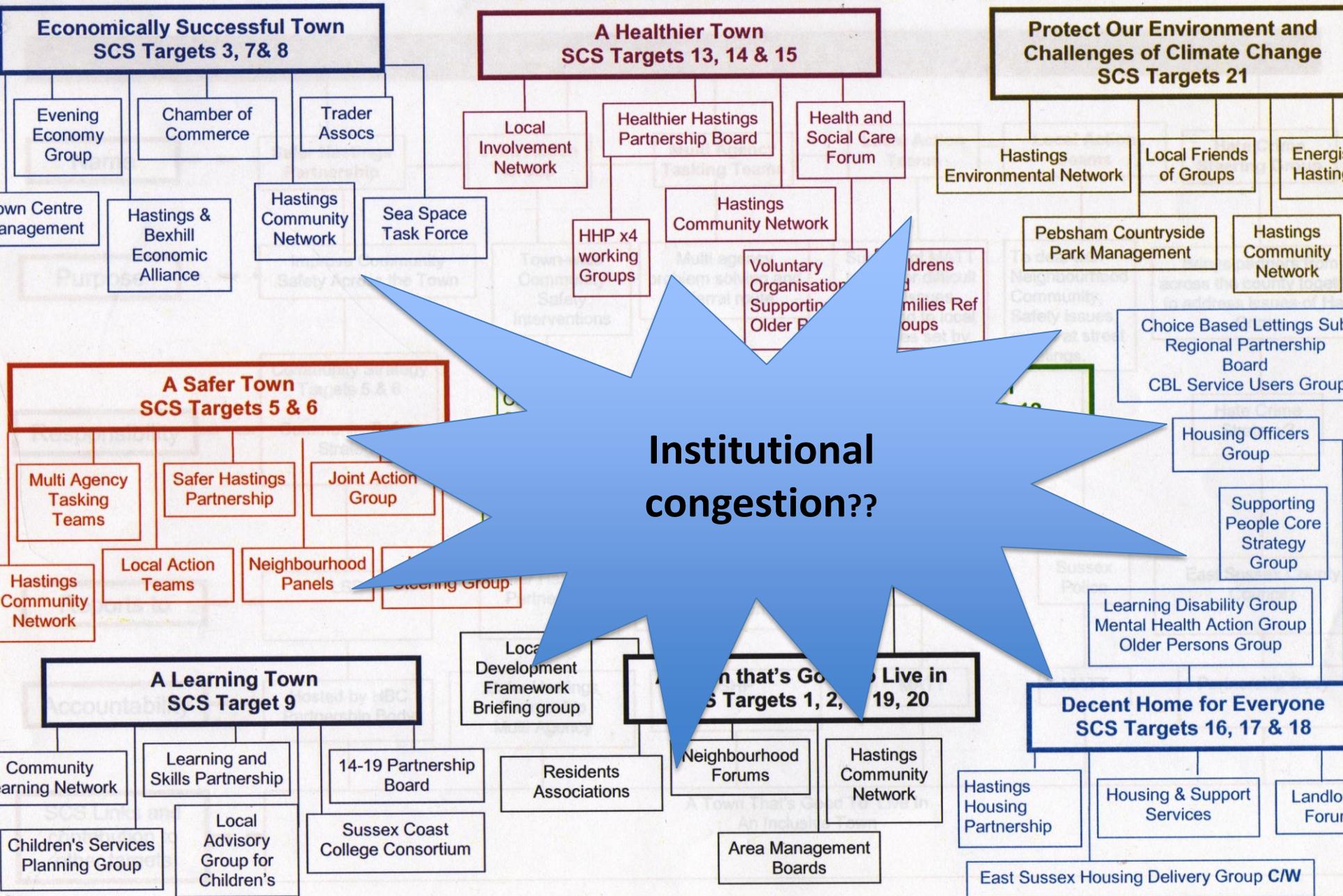
Dr Jo Orchard-Webb
University of Brighton

£millions intervention

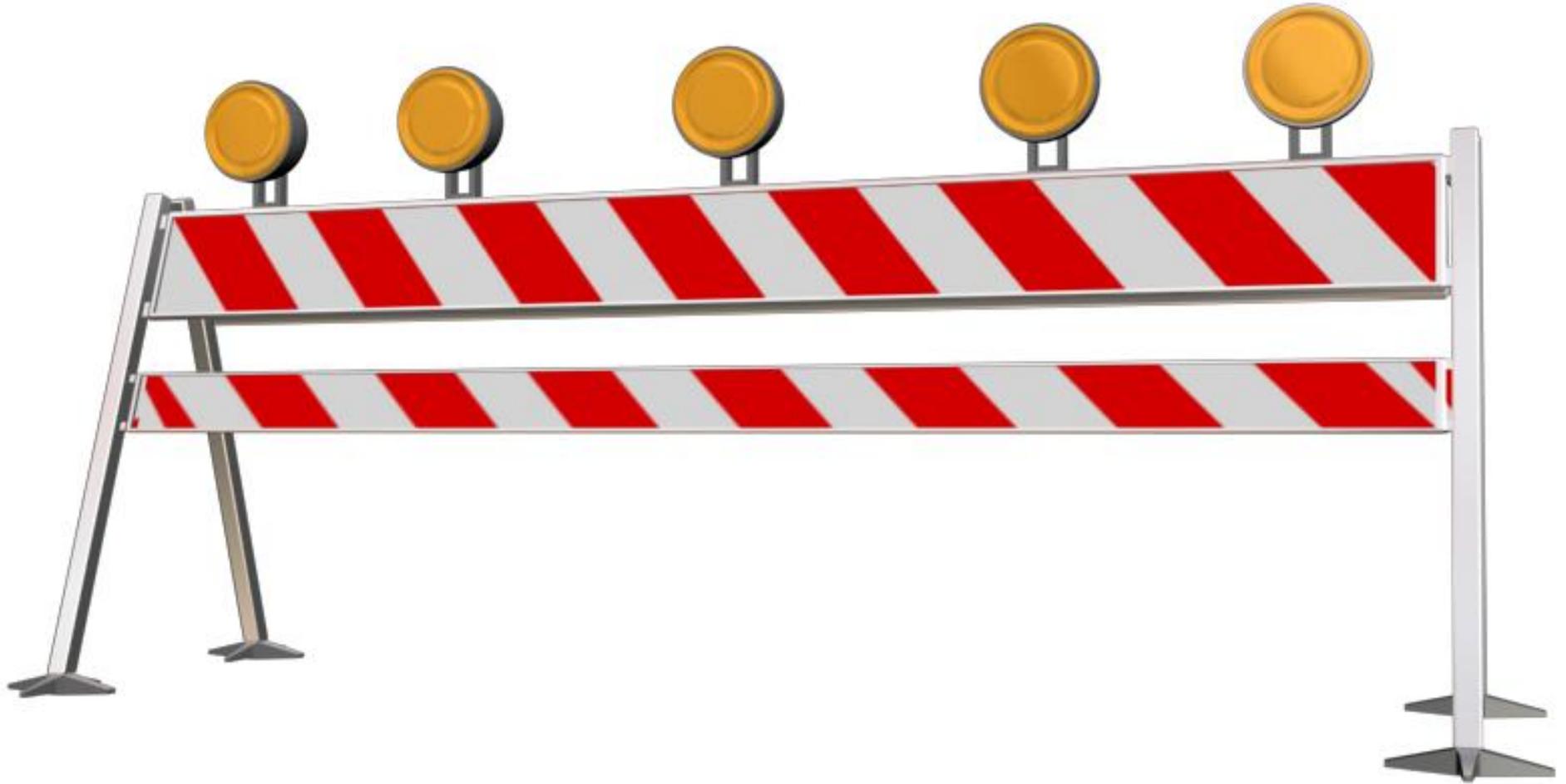


Structure and Partnerships Map

SCS = Sustainable Community Strategy
C/W = County Wide







B - Representation but not representative

Q - How to achieve increased depth and security of representation?

B - Community voice but limited influence

Q - How to develop higher levels of influence over local decisions?

B - Institutionalisation of governance culture: i.e. Obstructive governance language and norms of practice = Disconnect with wider community & marginalisation of 'other' voices

Q - How do you change the culture, or find other ways to access and advance those voices not heard in this space?

B - Institutional vulnerability risks security of engagement:

1. Usual suspects – reliance on community stars
2. Disconnect with wider community
3. Absence of succession planning / funding cuts

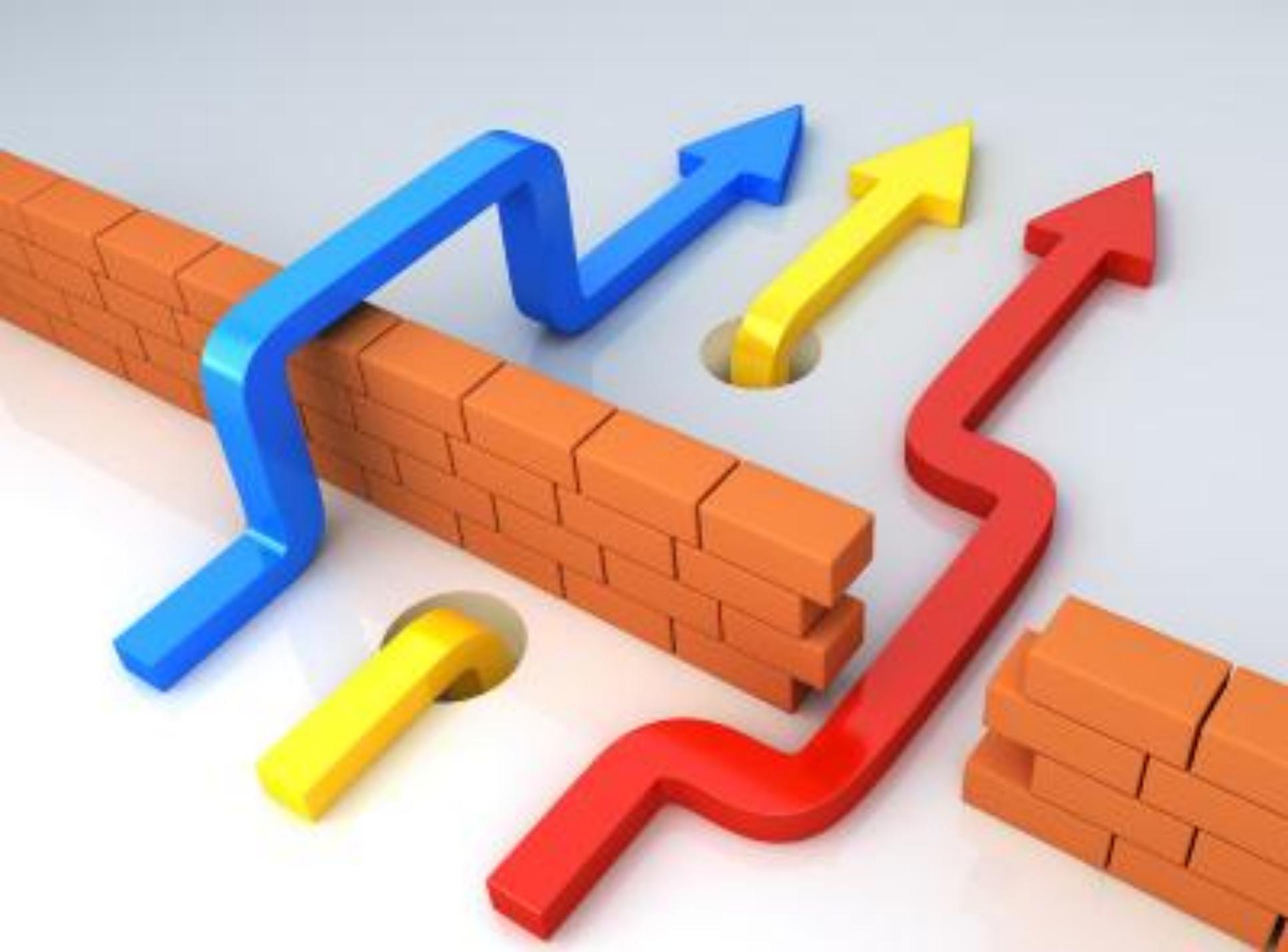
Q – How to secure these routes to engagement and empowerment?

B – Governance congestion/complexity leads to communication barriers & lack of focus of purpose

Q – How to make engagement more direct, effective & meaningful?

**B – Dislocation of physical/economic and social regeneration agenda
= conflicting priorities/ mistrust/ agenda imbalance**

Q – How to integrate these agendas & improve collaboration with partners?



E – Legacy of partnership skills, culture and structures:

1. Embedded voice/access to decision-making forum
2. Maturity of structures – (some) good governance/ partnership skills
3. Investment of resources & social capital in engagement agenda
4. Scale, diversity and reach of engagement methods
5. Less resistance from LA and agencies than observed elsewhere
6. Long-term relationships = increased trust, respect & collaboration
7. Future solutions presented through alternative partnership models
8. Legacy of expectation of VCS participation at all levels

Q – How to capitalise upon, enhance and secure these routes to engagement, empowerment and collaboration?

Q – How to develop these structures/culture to respond proactively to the new governance, political and economic landscape?

E – Alternative model of activism & culture of social purpose:

1. Governance expertise = skilful navigation of structures & governance practices by understanding the ‘rules of the game’
2. Self-defining active citizens – capable of manipulating prevailing agendas to their own purpose (i.e. not co-opted or neutralised)
3. Centrality of strategic leadership & facilitators in this model
4. Striking scale, diversity, contribution of VCS & culture of social purpose – ‘reservoirs of stability’ of social networks

Q – How to make sure this is nurtured and developed and extended to more of the sector?

Q – How to encourage multiple forms of activism to reduce risk of co-optation into state agenda and marginalisation of those outside this alternative model?

Fragility of this model of regeneration

1. Reliance on specific actions of a generation of social actors that are reaching burnout with no concrete prospect of succession owing to the retrenchment of the participation infrastructure and community development support in a public sector reliant town.
1. 'Austerity localism' - growing spatial inequalities as those with the capital will prosper and those without will be increasingly marginalised as social and political capital becomes a prerequisite for access to funding and political platforms (Cox and Schmuecker, 2010)
1. Uneven in its reach and risks alienating those outside the model and so a new set of elites is formed.

Austerity localism landscape risks

1. Retrenchment of community development and engagement infrastructure support. Loss of understanding of community complexity & only partial or generalised view of service needs.
1. Swapping a monolithic state for a monolithic third sector: Large national/regional NFPs squeezing out smaller local NFPs with specialist local knowledge.
1. Planning blind: retreat from evidence-based policy and local nuance with resulting loss of ammunition for the alternative model. [Where might the new East Sussex Community Resilience WARM mapping fit in?]
1. LA in fire-fighting mode makes them less receptive to more collaborative and participatory engagement and risks creating a divisive competitive bidding landscape.

Taking responsibility for these findings ...

Reality of co-production trends?

Potential democratisation of urban development through the redistribution of regeneration roles? Reality of CLLD?

- 1. FLAG/community led regeneration governance in GIFS**
- 2. Big Local participatory appraisal scoping work**

How to use this knowledge to make the infrastructure & pathways to/ forums for engagement more socially sustainable and resilient?

- 1. Hastings Community Network facilitation/evaluation chart**
- 2. Big Local partnership health check framework**

Thank you

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