

**Belfast City Council Community
Development Strategy
Stakeholder Workshop**

Wednesday 6th October 2010

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Facilitated by Alison Wightman and Colm Bradley
Report prepared by Community Places, October 2010

1.0 Participants

Name	Group/Agency
Caroline Bloomfield	- Belfast Health Development Unit
Seoirse Caldwell	- Community Services (BCC)
Yvonne Coyle	- Community Services (BCC)
Martin Doherty	- Health and Environment Services (BCC)
Michael Donnelly	- Voluntary and Community Unit (DSD)
Charlie Fisher	- Community Foundation NI
Billy Hutchinson	- Mount Vernon Community Development Forum
Christine Irvine	- Volunteer Now
Deborah Keatley	- Big Lottery Fund
Brian Kelly	- SNAP (BCC)
Ulrike Letzner	- Ligoniel Community Centre (BCC)
Mark McCann	- Development Department (BCC)
Caroline McCard	- Women's Support Network
Sandra McCarry	- Belfast Health Trust
Ronan McKenna	- Lower Ormeau Residents' Action Group
Jenny Oliver	- Community Services (BCC)
Ken Orr	- Donegall Pass
John McQuillan	- Bridge Community Association
Paddy O'Donnell	- Lenadoon Community Forum
Claire O'Neill	- Health and Environmental Services (BCC)
Maggie Andrews	- East Belfast Partnership
Agnes Mulvenna	- BRO
Wilson Lambe	- Ballysillan and Upper Ardoyne Neighbourhood Renewal
Dawn Shackles	- Voluntary and Community Unit (DSD)
Yvonne Cowen	- Belfast Health Trust
Seamus Mullen	- Public Health Agency
Amanda Ash	- Mount Vernon Community Development Forum

2.0 Welcome and Introduction

Colm welcomed participants to the workshop. He said that Catherine Taggart was disappointed that she was unable to attend due to unavoidable circumstances. He explained that a Belfast City Council Community Development Strategy would identify the benefits of and challenges ahead for community development across the city. Workshops have already been carried out with Belfast City Council policy officers and community development staff. The move to develop a Community Development Strategy fits with local area planning, corporate planning, civic leadership and internal organisational development work. The Community Development Strategy will be a cross council strategy and is being developed on this basis.

3.0 Workshop Objectives

The following workshop objectives were introduced and agreed.

- 1) Provide an opportunity for partners in community development to influence the new Belfast City Council Community Development Strategy.
- 2) Identify the benefits of and challenges ahead for community development in the city.

Participants were asked to introduce themselves and to answer the question: “Why do you think Community Development is important?”

<ul style="list-style-type: none"> - A way to capture energy in communities - It's about making better residents and creating active citizens - Don't see any alternative as to how society can work - Community Development has a huge role in keeping people out of hospitals - It is about partnership between businesses, statutory agencies and political representatives - Improving lives and solving problems - Helping communities to help themselves - It is fundamental to health, wellbeing and sustainability - Making sure communities can access services - Engagement and building capacity 	<ul style="list-style-type: none"> - It empowers people to make things better - It is about engaging, participating and getting involved in finding solutions - Corner stone of society - It is the only way forward to deliver on health and social care - It is about people looking after each other. - Giving local people power - Contributing to quality of life - Actively involving local communities in planning and delivering services - Participation, engagement and ownership of decision making - Collective action - communities making decisions about their own areas
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4.0 Impact of Community Development

Participants were asked to work at their table to identify the achievements of community development in their area or world and the benefits that it has produced.

Table A	
General	Specific
<ul style="list-style-type: none"> • Access to Services • Awareness • Shift in power to the community • Community Relations (a more positive outlook) • Community leadership and confidence in engagement • Development of models • Healthy Living Centres -hard to reach • Social economy 	<ul style="list-style-type: none"> • Community engagement • Decision making • Centre Management • Development of services e.g. sport and health • Provide services that would not otherwise exist to the same extent • Communities more professional in engagement process • CRI project • Neighbourhood Renewal project - co-ordinated approach • Partnership

Table B	
<ul style="list-style-type: none"> • Community Spirit • Shared space and cohesion • Empowerment • Communication • Conflict Resolution and Transformation and Community Resolutions • Responding to need, taking action e.g. Neighbourhood Renewal Areas • Capacity • Working with others - partnership • Advocacy and lobbying 	<ul style="list-style-type: none"> • Engagement • Stronger, more confident • Direct Service Providers • Providing Opportunities • Providing Services - Health and Well being, Feeling Safer, Community Safety • Statutory, Political and Community accountability • Reducing Isolation • Environment • Community enjoying themselves

Table C	
General Achievements	Benefits
<ul style="list-style-type: none"> • Innovative • Risk taking • Creating opportunities for dialogue • Identifies issues • Challenges usual ways of working 	<ul style="list-style-type: none"> • Frontline services e.g. advice, childcare, social economies • Employment creation and employability • Better partnerships between statutory agencies and the community – driven by community and resulting in better joined up outcomes where both benefit • Capacity building of some communities • Not all communities have benefited to the same extent • Better community partnership

Table D	
<ul style="list-style-type: none"> • Local involvement in decisions e.g. environmental • Brought resources • Cohesion • Empowered Communities • Brought intervention to problems – C.S. • Not all about service delivery • Communities offer innovation and solutions • Recognition Communities can deliver good services 	<ul style="list-style-type: none"> • Participation • Ownership of decision making • Reduced barriers between community and statutory organisations • Improved and developed relationships • Cost effective service • Communities prioritise needs and issues • Built up skills e.g. project management • Produced good social economy model

Two participants from each table were asked to stay at their table to explain the work that their group had completed and others travelled around to hear what the other groups had come up with.

Participants were then asked to look at Handout 1, “Community Development Impact” (see appendix 2) and to answer the question, “Does it capture some or all of what you identified?”

A general discussion followed and the comments below were made:

- Community Development is also about improving the image of areas.
- Where there is good community development, there are visible relationships, for example, between communities and statutory agencies.
- Community Development is well developed in North and West Belfast, however it has not attracted economic development.
- Good community development is different to “gatekeeper” community development which separates communities from statutory agencies and others.

5.0 Developing a Community Development Model for the City

Colm introduced Handout 2 “Community Development Model” (see appendix 3) and said that this model would help explain community development to people who are new to the concept. Participants were asked to work in their tables on the following questions in relation to the community development model.

- How does the model match your understanding of community development?
- How does it help you explain what community development is to your constituency?

The participant’s responses are set out below.

How does the model match your understanding of community development?	How does it help you explain what community development is to your constituency?
<p style="text-align: center;">TABLE A</p> <ul style="list-style-type: none"> • Broadly speaking, all the discussion in previous exercise could fit within the headings identified in the Community Development Model. <p style="text-align: center;">TABLE B</p> <ul style="list-style-type: none"> • Community Development work does not need to progress to service delivery – this should be clarified • Requires practical examples to illustrate how it works in real life • A reference to resources and support from public sources is needed • A danger that the model could impose agencies’ agendas on communities • Over simplistic? Danger of missing complexity and inter relationships • Problems with measuring aspects of this? How to baseline and measure success? 	<ul style="list-style-type: none"> • Need to bring it to “life” – examples of what you mean under each heading • Who is the audience this is going to be disseminated to – residents, policy makers, statutory agencies, community workers, and councillors, MLAs or MPs? • Don’t want model and language to limit creativity, thoughts and ideas • The language used is not accessible for some local people in communities, but is ok for some sectors such as statutory agencies and policy makers • Recognise that community development means something different to everyone, this is the start of the process <ul style="list-style-type: none"> • Provides clarity – demonstrates the need for community development work • Helps explain goals of community development and links to other work • Where is the link to political activity? How would politicians react? • How do we explain community development to the accountants?

TABLE C

- Core Community Development – starts with the individual
- Tension of participative democracy (Community Development) and elective political process

- Model useful for planners and practitioners
- As broad definition - fine
- Depends on constituency – ok for activists but not the ordinary person

TABLE D

- Couldn't argue with model
- Could be applied to case studies
- The challenge is - how do you apply it?
- Needs to be made clear

- Good practice examples and case studies
- How do you articulate and apply it?
- Spell out clearly to the audience
- Difficulty applying to fragmented communities
- Need to watch jargon
- Issues around gatekeepers
- Conflict with politicians
- Political leadership should understand

A general discussion followed, as outlined below.

- Most participants agreed that the model was clear.
- One participant commented that the contents of Handout 2 (the CD Model) could not be argued with.
- Another participant said that information about how the model would be implemented was missing.
- One participant said that the wording should be changed so that if an individual or organisation is signing up to this strategy, they are making a commitment to certain actions.
- Another participant said that it would be helpful if the strategy set out what it would mean for statutory bodies, community groups, politicians, the council etc.
- How will you convince politicians – community development can be an anathema to them.
- Another said that they would like it to be more controversial. It is too “nice” and “polite”.
- Alison noted that many people had said that stories, quotes and example would help make the strategy more meaningful and would help bridge the concept of community development and the reality. She asked participants if they had any other ideas about how to make the strategy more meaningful?
- Another commented that community development has been separated out and broken into bits e.g. community safety has been separated out from community development.
- One person said the majority of youth organisations have a faith based leadership. Faith based organisations are not mentioned in the document. These organisations often find it difficult to get financial assistance. It can be a disadvantage if you are a faith based organisation.
- Someone commented that a training model, pack or toolkit to communicate the idea to different audiences would be useful. A toolkit already exists in the Health Service and in the Mount Vernon area.

6.0 Purpose and Benefits of a New Community Development Strategy

After a short tea break, participants were asked to sit together by sector - funders, the independent voluntary sector and Belfast City Council. Each group answered the following questions using flip charts.

What are the challenges and the benefits of having a city Community Development Strategy for:

- Community Development Funders and Statutory Agencies?
- for communities and community groups?
- for elected representatives and local democracy?
- for council?

The flip charts were then rotated so that each group was given the opportunity to add to and discuss the other groups' comments. Participants' responses are recorded below.

6.1 Benefits of having a city community development strategy for:			
Funders and Statutory Agencies?	Community Groups?	Elected representatives and local democracy?	Council?
<ul style="list-style-type: none"> • More clarity, focus and co-ordination • Shared measures of success • Development of meaningful measures? • An agreed approach with buy in from statutory and community organisations would be useful • Common language and definitions would be useful 	<ul style="list-style-type: none"> • Framework and achievable plan of action) • Attract resources and investment • Clarity of investment source • Mutual accountability for communities and statutory agencies • Better use of existing resources and more effective targeting of resources • Shared vision – groups are part of something not working in isolation 	<ul style="list-style-type: none"> • Accountability for decision making – Belfast City Council policy, party policy, ratepayers, electorate and constituency • Effectiveness and efficiency of resource allocation • Benchmark for quality? • Shared vision, purpose and framework for all across the city • Effective delivery on the ground • An extension of elected democracy • Could be seen as champions of the strategy (should be) • Common understanding • Councillors etc. recognise the benefits of community development city wide and for their areas 	<ul style="list-style-type: none"> • More co-ordinated, focused and structured approach • Civic leadership • Shared measures of success • A clearer role for community services • Could create quality “generic” posts and reduce the increasing tendency to have “specialists” • Framework which could work • New approach – can focus on impact in community • Clear statement of intent • Efficient and effective - reducing duplication

6.2 Challenges of having a city community development strategy for:			
Funders and Statutory Agencies?	Community Groups?	Elected representatives and local democracy?	Council?
<ul style="list-style-type: none"> • Devolving control • Co-operation • Need for a greater impact with reduced budget – will this help • Multiple strategies • Reputation • Review of Public Administration - boundaries could change again • Selling the strategy to others • Will all funders sign up? • The strategy is for Belfast only may not fit with wider remit of some funders • How it fits with our strategies • Boundary differences and language differences – there is no connection • Strategy could restrict innovation of services if they are not in strict conformance 	<ul style="list-style-type: none"> • One size <u>doesn't</u> fit all! • When? • Ensure that <u>all</u> sectors are engaged (not left to just community sector) • Engaging community residents (volunteering etc.) • Defining support role of councillors, officers and services • Knowledge of community needs • Review and manage • Challenge for groups to “fit in” and be part of strategic vision • Alignment 	<ul style="list-style-type: none"> • Training staff teams • Understanding it • Where does this impact on their role? • Can elected representatives embrace it fully? • Possible threat to constituency base • A high priority? Or are other things more important? • Letting go of power 	<ul style="list-style-type: none"> • Will Councillors see the benefit of a community development approach? • One of many strategies. How can it take prominence and underpin other strategies? • Are the resources available? • Need to communicate the community development message internally and externally • Getting elected representatives to support it (Buy in) • Future funding restraints – what difference will the strategy make? Will funding be available to support the strategy? • How we convince communities • Need to recognise TSN vs. ratepayers, need to target disadvantage • Getting buy in from community , funders and organisations • Acceptable – is the cultural change needed going to happen? • Need to align with other strategies • Is it a strategy for the city or for the city council?

Each group was then asked to provide one sentence of feed back on the discussions within their group. The following feedback was provided:

- There are challenges that run through all of the questions, in particular, getting buy in from statutory agencies, councillors etc.
- The Community Development Strategy will involve delivering responsibility and power to communities and clearly putting on the table where power lies.
- There is a danger of multiple strategies and also challenges in selling the strategy. Responsibility is being devolved down to the community.
- Is the strategy for the city or for the city council?

7.0 Strategic Aims and Objectives

Participants were asked to move out of their sectoral groups and back to their tables. Colm then asked participants to look at Handout Three, "Vision, Aims and Objectives" (see appendix 4). The discussion that followed is recorded below.

- One participant asked - where does this fit with neighbourhood renewal?
- Colm replied that although at one stage it was thought that neighbourhood renewal would be transferred to the council, this has been delayed.
- One participant pointed out that neighbourhood renewal only covers half of the Belfast City Council area.
- Another participant noted that the council should recognise disadvantaged areas and not just target rate payers.
- One participant suggested that objective three should be more strongly worded. The support of these organisations should be enlisted.

Participants were asked to answer the following questions in relation to the vision, aims and objectives of the strategy using flip charts:

- Do they capture what you would expect the council to do?
- Is there anything missing?
- What council actions flow from these objectives?
- How might these objectives create a city wide focus on community development?

The flip charts were then rotated so that participants could comment on or add to work from other groups. The following feedback was provided.

7.1 Do they capture what you would expect the council to do?

<ul style="list-style-type: none">• Seeking opportunities for common approaches• Needs to be Sensitive to other agencies and strategies• Partnership approach - not BCC alone• Community need versus corporate value lead?• Effective /good practice• Co ordination and working together is key• Resourcing - human and facilities• Measuring quality of life?• Inform and share	<ul style="list-style-type: none">• To “engage communities” (not mobilise engagement as worded in handout)• Knowing who to engage with?• Spell out what community engagement is? (Can have different meanings)• Consultation can be poor• What is the “quality” of community activity?• Measuring objectives is missing• Do the objectives fit the model?• Evaluation of service provision – community development practice outcomes and outputs
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7.2 Is there anything missing?

General Comments

- Leadership (Building capacity)
- Engagement
- Council’s role in leading community development
- Belfast City Council staff can influence private sector etc.
- Council understanding and skills
- Mobilising
- Allow others with skills to be involved

Vision

- “become better engaged”
- Tackle disadvantage rather inequalities?
- Should it be to tackle inequality or disadvantage?

Aim

- Approach to be progressive

Objective 1

- Need to internally improve

- Mobilise or facilitate
- Not in isolation but with others
- Not very ambitious
- Purpose is not to help inform

Objective 3

- Member or citizen?

Objective 4

- Inter and intra communities

7.3 What Council actions flow from these objectives?

<ul style="list-style-type: none"> • “Listen and respond!” • Build relationships! • Everything affecting communities accessible at one location • Greater transparency • Service level agreements • Flexibility of opening hours regarding bookings etc. • Encourage officers at all levels to “get out and about” • Talk to community residents and community development workers (non BCC) 	<ul style="list-style-type: none"> • Training needs identified • Opportunity for joint training across service providers • Build engagement • Second officers - embed in community and vice versa • Fewer silos in council • Review of community infrastructure - non council, community officers , workers • Strategy for resourcing
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7.4 How might these objectives create a city wide focus on community development?

General Comments

- Increased collaboration
- Connecting people and groups – getting out and about
- Facilitating meetings and partnerships
- “Joined-up” approach
- Confidence building activities
- Building skills
- Dependent upon officer’s skills improvement

- Obscure language
- Learning opportunities from pilots (Community Planning Pilot)
- Council co-ordinates agenda - not community driven
- Community need?
- Council to lead? – top down and bottom up power
- Council to facilitate
- Restrictions for other agencies
- Balance of city wide and Neighbourhood Strategy

Objective 1

Co-ordinate development of city wide strategy – lead and co-ordinate

Objective 3

How?? Neighbourhood Renewal?

Each table was then asked to provide some feedback from their discussions. This is set out below.

- The link to the model of community development should be stronger.
- Colm stated that the relationship between community groups and councillors needs to be considered and worked on.
- The Community has to be at the heart of this strategy and that is not shown in the objectives. (Alison said that these will be re-drafted before the next external workshop.)

8.0 Strategic Outcomes

Colm introduced Handout 4, “Objectives, Outcomes and Indicators” (See appendix 5). He noted that outcomes make the sector accountable, as the outcomes of their work can be measured. Participants were asked to discuss what actions, changes or omissions could be added to the objectives, outcomes and indicators. The following comments were made.

8.1 Additions, Changes, Omissions

- Influencing decision making
- Change in attitude
- Structural change
- Ensure buy in
- Process change
- Objectives subject to requirement?
- Outcomes – are “lose” (need tightened up)

- Need greater linkage or more definition between outcomes and indicators

A general discussion followed.

- One participant said that work on the ground and the corporate plan should be matched. Processes should be developed to make these connect.
- Another participant said that the outcomes should be more clearly defined and discreet. There should be a clear link between outcomes and indicators so that these are clearly measurable.
- It was noted that recording these outcomes will mean changing the structure of departments and how people report. This is similar to the way in which the requirement for an equality impact assessment has created a mind shift.
- One participant commented that the process should be more cyclical, evolving and reflective rather than linear.
- Another said that there may be opportunities to gather evidence in partnership with others.
- One suggested indicator was the level of volunteer engagement and the number of volunteer hours gifted and another was evidence that decision making was changed.

9.0 Next Steps

Mark McCann thanked participants for their attendance. He explained that this workshop forms part of a series of pre-consultation workshops. Following approval of a draft strategy, it will go to wider public consultation and will be equality proofed. A three year implementation plan will then be developed. All participants will receive a copy of the report from this workshop.

The handouts will be further developed for the next workshop as a result of the feedback from this workshop.

10.0 Workshop Evaluation

Participants were asked to give feedback on the workshop using post it notes.

10.1 What did you achieve or get out of the workshop?	
<ul style="list-style-type: none"> • Good that BCC are leading the way in developing a Community Development Strategy for today's society. • Clearer understanding of benefits this Strategy could have. • Informed of what community development means to Belfast City Council and what their plans for future are. • Better understanding of Council's project • Wider perspective of community development. • More information will help inform our work in taking forward Community Development Strategy. • Networking. An indication of how the future may look re: communities • Joined up thinking, networking • Debate on Community Development and future shaping of it. • Good networking of experience • An understanding of the draft Community Development framework and possible amendments. 	<ul style="list-style-type: none"> • Lots of information to bring back to organisation i.e. model of Community Development. Created links to other work. Influenced Strategy. • Ability to shape and influence the councils Community Development Strategy/ethos/approach. • Opportunity to have an input into the Community Development strategic process. Networking opportunity. • Obtained important information regarding community development elsewhere. • Learning from others. Good discussions. <p>A chance to discuss what Community Development is and hear complementary and conflicting ideas</p> <ul style="list-style-type: none"> • An understanding of the conflicts between community development, councils and communities. • Good external input - helped balance the content • Just contributed - enjoyable. • Opportunity to meet Belfast focused stakeholders • Provided some clarity on the Community Development Strategy

10.2 How will you spread the word and engage your constituency in this process?

<ul style="list-style-type: none"> • Responsible for taking forward Community Development Action Plan in Public Health Agency so will share Belfast City Council plans. • Inform others in VCU. Factor into our own work. • Discuss at Neighbourhood Renewal Partnership • Talking with officers from other departments via our NSEW officer group • Will make information available to partnership and forum members at next meeting. • Talk to colleagues. • Look to deliver services that meet the needs of both legislation and community desires. • Discuss with others the content of today's discussion and to pay attention in the consultation stage and feed into this. • Tell more people of this event. • Will talk to community about how they would respond to this process. • Update and discuss through my wide ranging community contacts/fora/parnerships 	<ul style="list-style-type: none"> • Use the model to influence within the organisation. • Discuss with programme forums across Big Lottery NI • E-news to Belfast based Women's groups, word of mouth to other groups/organisations we engage with, University of Ulster Jordanstown Civic Leadership and Community Planning Programme. • Various partnerships e.g. Neighbourhood Renewal, as well as user representatives • Promote within members' newsletter. • Will discuss with and inform colleagues • Engagement of all council departments and other statutory agencies. • Elected members would have been interesting!! • Get it on the Council's website • Put on IEWP agenda for discussion. Organise local event when consultation period is happening. • Area networks, Neighbourhood Renewal Partnerships
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Belfast City Council Community Development Strategy

Workshop Wednesday 6th October 2010

(Malone House, 9:30 to 13:00 concluding with a buffet lunch)

Agenda

The workshop aims to:

- Identify benefits of and challenges ahead for Community Development across the city
- Give partners in community development work an opportunity to influence the new Belfast City Council Community Development Strategy.

1. Welcome and introduction

2. Background and context to the preparation of a CD Strategy

3. Impact of Community Development

4. Developing a Community Development model for the city

TEA BREAK

5. Purpose and benefits of a new Community Development strategy

6. Strategic aim and objectives

7. Strategic outcomes

8. Next Steps

9. Workshop evaluation

Community Place

COMMUNITY DEVELOPMENT IMPACT

(Handout 1)

Research and experience has shown the importance of Community Development to services and to people.

<p>- Where there is No or Weak Community Development a locality often has these characteristics</p>	<p>- Where there Is Community Development a locality often has these characteristics</p>
<ul style="list-style-type: none"> - The most disadvantaged people receive poor quality services and are less able to articulate needs. - Communities miss out on opportunities and are more excluded. - People are unable to agree issues and priorities and to have these recognised by decision makers. - Cultural differences are less likely to be respected. - There is less volunteering and fewer skilled community groups. - Public bodies find it difficult to engage with people and communities. - People who gain employment may move out thus reducing the pool of skills and spending in the area. - The area may have a poor reputation and fail to attract economic investment and opportunities. - People are less resilient and capable of benefiting from wider economic change. 	<ul style="list-style-type: none"> - People are more confident and able to shape the quality of their lives. - There is more involvement and positive citizenship. - Communities and their leaders better understand wider issues and how to influence change. - There is a planned approach to tackling issues by communities and public bodies. - Areas have a better image, can point to improvements in quality of life and are better able to attract economic investment. - Young people who gain qualifications and employment are more likely to stay and the area is more likely to attract employed people, thus increasing spending. - Communities take more responsibility for developing their own services, enterprises and social economies. - People are more capable and supported to take advantage of economic and employment growth in the wider city.

COMMUNITY DEVELOPMENT MODEL

(Handout 2)

Community Development - What, How and Why

WHAT	Community Development enables people to join together to : <ul style="list-style-type: none">• influence or take decisions about issues that matter to them and affect their lives.• define needs, issues and solutions for their community.• take action to help themselves and make a difference.
HOW	This is delivered by helping people to: <ul style="list-style-type: none">• recognise their common interests, reconcile differences and co-operate.• develop networks and groups to address their needs.• share information and resources.• learn from each other.• influence planning and decision making processes.
WHY	In order to achieve: <ul style="list-style-type: none">• sustainable, healthy and vibrant communities.• the empowerment of excluded or disadvantaged communities to represent their interests more effectively.• the delivery of services which are accessible to all.

Community Development Model



- **Core Community Development:** - this develops active citizenship and positive networks and relationships in and between communities which are valuable to them, to local Government and to public agencies. Through community associations, environmental, residents' and other local voluntary groups this builds the foundations for communities to articulate their needs and issues and begin to understand how to work best with local and central Government bodies.
- **Engagement Community Development:** - improves the delivery of services by engaging with people who use them and where possible tailoring services to meet local community needs. It supports community groups to gain the skills and information they need to identify priorities and propose solutions. Equally it develops the abilities and knowledge of people working in local Government and public bodies to engage meaningfully and effectively with communities in consultation processes, local forums etc.
- **Partnership Community Development:** - involves communities working in partnership with service providers to plan, monitor and evaluate services and to create opportunities for sustainable growth. It thus builds the community capacity and resources needed to enable people to get involved in partnership structures and processes and to understand the wider social, economic and environmental issues which impact on local areas. These partnership structures can be for a particular area or be city wide or focused on issues such as regeneration, health, safety, sports or the environment.
- **Service Delivery Community Development** - This fourth strand includes the development of locally owned community models for the provision of services, facilities and opportunities. These meet local needs, develop community assets and help deliver local and central Government aims. They are supported through grant aid, contracts and earned income and include social enterprises, business centres, community managed facilities and training and employment opportunities.

Vision, Aims and Objectives

(Handout 3)

The **vision** shaping this Community Development Strategy is that all the communities of Belfast will become **engaged, effective and enterprising**.

By engaged we mean that communities will be inclusive of all their members and will have the skills and confidence to work positively with other communities, public agencies and elected representatives. In doing so communities will be effective in prioritising and articulating needs, negotiating solutions and assisting change and development. We also want to help develop enterprising communities which are places of creativity and energy where there is economic investment and opportunities.

Aim

In keeping with its Corporate Plan Values and its Strategic Themes of city leadership and better opportunities, services, and environment, support for people and communities, and value for money the Council will:

Champion, lead and facilitate Community Development to tackle disadvantage, improve services and provide opportunities for the benefit of all the citizens of Belfast

Objectives

In working to achieve this aim the Council will:

- 1. Mobilise community engagement to help inform Council decision making by integrating Community Development and increasing necessary skills across all Council Departments.**
- 2. Strengthen and improve the quality of community activity which enhances the quality of life for all and furthers the Council's Corporate Values and Themes by providing support, facilities and resources.**
- 3. Promote Community Development and Engagement to all public, private and voluntary sector organisations providing services and opportunities in the city.**
- 4. Improve service delivery and make better use of all resources and facilities by supporting and facilitating inter-community and inter-sectoral collaboration.**

OBJECTIVES, OUTCOMES AND INDICATORS

Handout 4

Objectives	Outcomes	Indicators	Sources of evidence
<p>1 Mobilise community engagement to help inform Council decision-making by integrating community development and increasing necessary skills across all council departments</p>	<p>Council departments: . value CD; . increase their CD skills . make use of CD . engage with communities . respond to communities</p>	<p>Council departments' use of CD; level of CD skills; level of engagement with communities; responses to communities; decisions influenced by engagement with communities</p>	<p>Feedback from Council departments; feedback from CD practitioners; feedback from community groups; survey of Council staff</p>
<p>2 Strengthen and improve the quality of community activity which enhances the quality of life for all and furthers the council's corporate values and themes by providing support, facilities and resources</p>	<p>Community groups sector is strengthened; residents benefit in variety of ways from community groups; multiple improvements to neighbourhoods; improvements in relationship between residents and Council</p>	<p>Groups are confident of meeting their objectives; range of issues addressed by groups; groups attract and retain volunteers; groups have adequate resources and support; better services, opportunities and environment</p>	<p>Survey of residents; survey of Councillors; feedback from CD practitioners; feedback from community groups; point of delivery feedback from community events; feedback from other departments and agencies</p>
<p>3 Promote community development and engagement to all public, private and voluntary sector organisations providing services and opportunities in the city.</p>	<p>Council partner agencies both public and voluntary make more use of CD; CD-using organisations share information and develop complementary ethos</p>	<p>Groups feel they can influence local decisions of partner bodies; agencies and organisations acknowledge improved CD information and guidance</p>	<p>Survey and feedback from community groups; feedback from partner agencies and organisations</p>
<p>4 Improve service delivery and make better use of all resources and facilities by supporting and facilitating inter-community and inter-sectoral collaboration.</p>	<p>Sharing projects/facilities etc amongst communities. More joint sharing of facilities by community and public sectors. Facilities used to greater capacity.</p>	<p>Better satisfaction with services. Increased use of facilities. Joint planning of facilities by communities and agencies.</p>	<p>Feedback from Council departments and partner agencies; residents' and councillor surveys; feedback from groups and practitioners</p>

