

Title of Report:	Draft Community Development Strategy 2020-2023
Committee Report Submitted To:	Leisure and Development Committee
Date of Meeting:	18 th February 2020
For Decision or For Information	For Decision

Linkage to Council Strategy (2019-23)	
Strategic Theme	Resilient, Healthy & Engaged Communities
Outcome	Council will work to develop and promote stable and cohesive communities across the Borough
Lead Officer	Head of Community & Culture Community Development Manager

Budgetary Considerations	
Cost of Proposal (net)	£363,477
Included in Current Year Estimates	YES/NO
Capital/Revenue	Revenue
Code	33201/ 33202/ 13201/ 31701
Staffing Costs (net)	£100,580 – incl. in above figure

Screening Requirements	Required for new or revised Policies, Plans, Strategies or Service Delivery Proposals.		
Section 75 Screening	Screening Completed:	<u>Yes/No</u>	Date:19.12.2019
	EQIA Required and Completed:	<u>Yes/No</u>	Date:
Rural Needs Assessment (RNA)	Screening Completed	<u>Yes/No</u>	Date: 19.12.2019
	RNA Required and Completed:	<u>Yes/No</u>	Date:
Data Protection Impact Assessment (DPIA)	Screening Completed:	<u>Yes/No</u>	Date:19.12.2019
	DPIA Required and Completed:	<u>Yes/No</u>	Date:

1.0 Purpose of Report

The purpose of the report is to present a Draft Community Development Strategy for the period 2020-2023 for approval.

The Draft Strategy which has been developed following a period of 3 months of engagement sets high level strategic outcomes for the next 3 years and an Action Plan that details projects that the Community Development service area will undertake to achieve this.

Following Council approval the Draft Strategy will be issued for a period of public consultation of 8 weeks and a final Strategy will then be brought back to Council for approval. The Draft Community Development Strategy 2020-23 is attached at **Annex A**.

2.0 Background

'Community Development' enables people to work collectively to bring about social change in the communities in which they live or are a part of. Community can be defined by geography, identity or interest and it is this broad definition of community that this Strategy relates to.

The Department of Communities Voluntary and Community Division (VCD) sets the current policy direction for the community development support work of councils through its Community Support Programme.

Causeway Coast and Glens Borough Council's previous Community Development Strategy laid out 4 thematic strands of work to deliver community support programmes in the Borough for the first term of Causeway Coast and Glens Borough Council.

This new 3-year Strategy has been developed internally by Council's Community Development Team by engaging with and listening to a range of stakeholders including the Community and Voluntary (C&V) sector, Elected Members, internal Council departments, and statutory partners to help understand the needs and emerging issues in our communities and to shape the direction of this area of work over the next 3 years.

A range of engagement exercises were undertaken with a broad range of stakeholders to inform development of the Strategy including: 8 public workshops; workshops and focus groups with a range of community networks, forums, community interest groups and service providers; statutory agencies; Elected Members and (internal) Council departments.

Engagement findings are contained within the report, however the main issues include:

- Succession planning is needed for both staff and volunteers;
- More regular networking and connecting opportunities needed to allow sharing of good practice and community expertise;
- Continued need for support to source and apply for funding as well as a need for a reduction in bureaucracy;
- Responsibility of operating community buildings - financial sustainability as well as the operational and governance requirements;
- Public transport and infrastructure in rural areas were big issues;
- Feeling of disconnect with Council as a whole in terms of connecting to services;
- Scope for greater internal collaboration within Council to enhance relationships with community groups and ensure effective service delivery;
- Needs and circumstances of vulnerable and marginalised communities need to be understood by decision makers and service providers.

3.0 Proposals

The Strategy has been developed using an Outcomes Based Accountability approach in line with the Community Plan for Causeway Coast and Glens, and underpinned by the values and standards for community development as contained in the Community Development National Occupational Standards (2015).

3.1 Outcomes

The proposed three Outcomes for the Strategy are:

Outcome 1: Our Communities will be skilled and confident.

Outcome 2: Our Communities will be connected.

Outcome 3: Our Communities will be fair and inclusive.

3.2 Key Actions to achieve Outcomes

An Action Plan has been developed with a range of key actions to achieve the Outcomes.

Outcome 1: Our Communities will be Skilled and Confident

- i. 'State of the Sector Survey' & Skills Development Programme.
- ii. Seeding support for new groups setting up.
- iii. Grants Programme for Operating Costs of Community Buildings.
- iv. Programme of support to community groups re fundraising strategies.
- v. Celebration of Good Practice in C&V sector - annual awards.
- vi. Promotion of Community Development Standards.
- vii. Community Centres Strategy – review and set out how Council develops and supports the various (existing and potential) models for provision of community centres in the Borough.
- viii. Community Buildings Mentor Programme for large community groups operating community facilities (H & S, HR, marketing etc.).
- ix. Support Programme for 5 Community operated Council owned centres.
- x. Operating Community Facilities – training for community facility providers.

Outcome 2: Our Communities will be Connected

- i. Central Register of Community & Voluntary Groups in CCG.
- ii. Communities connecting & sharing information/good practice (networking).
- iii. Community Engagement Platform – Borough wide engagement platform in association with Community Planning.
- iv. 'Connecting Communities to Council' marketplace information events connecting Council services with C&V sector.
- v. Connect with statutory and other agencies to promote collaborative approaches to delivery on community issues.
- vi. Promoting good community engagement within Council – guidance and support to Council service areas to plan and undertake community consultation and engagement.
- vii. Succession Planning for voluntary boards/ committees.
- viii. Council Volunteer Policy.

- ix. Community Festivals Fund Grant Programme.
- x. Developmental support programme for community festivals.

Outcome 3: Our Communities will be Fair and Inclusive

- i. Provision of Generalist Advice Service (procured service delivery).
- ii. Co-ordination of Neighbourhood Renewal Partnerships (Coleraine & Limavady).
- iii. Facilitate partnership working and community development approach to tackling poverty, deprivation and social exclusion including an action research project.
- iv. Supporting local groups to carry out local engagement exercises.
- v. Social Inclusion Grant Programme.

The Action Plan will be delivered by the current staff team and the budget for year one (20/21) is based upon 2019-20 budget with savings and efficiencies of £6,055 in programme costs identified through in house delivery. In addition a reduction of 5% has been applied to grants as approved by Leisure and Development Committee on 19th November 2019.

2020/21 Draft Budget	Total Budget (£)	DfC Contribution* (£)	Council Budget (£)
Community Support Programme (incl CDSG & SIG Grant Programmes)	307,940	121,142	186,798
Generalist Advice	233,750	117,621	116,129
Neighbourhood Renewal Co-ordination	62,321	59,051	3,270
Community Festivals Fund Grant	64,530	28,800	35,730
	690,091	326,614	363,477

*Subject to receipt of annual letter of offer - estimated amounts based on 2019-20 budgets and demonstrates for every £1 council invests, the service attracts additional direct funding of £.90p

4.0 Recommendation

It is recommended that the Leisure and Development Committee recommends to Council the approval of the *Draft Community Development Strategy 2020-23*. The final strategy will be presented to Council following an 8 week public consultation process.

Community
Development
Strategy
2020-23

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**Causeway
Coast & Glens
Borough Council**

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1. Introduction

Our Community Development Strategy will guide how Council supports the community and voluntary sector and supports and promotes community development practice in the Borough over the next 3 years. The community development work we undertake in Council is driven by financial assistance from the Department for Communities through its Community Support Programme. This Strategy provides a framework for Council's continued investment in strengthening local communities, increasing community participation and promoting social inclusion throughout Causeway Coast and Glens.

Community development enables people to work collectively to bring about social change in the communities in which they live or are a part of. Community can be defined by geography, identity or interest and it is this broad definition of community that this Strategy relates to.

This Strategy has been developed by Council's Community Development Team by engaging with and listening to a range of stakeholders including the community and voluntary sector, elected members, internal Council departments, and our statutory partners to help us understand the needs and emerging issues in our communities and to shape the direction of this area of work over the next 3 years.

Our Strategy has been developed using an Outcomes Based Accountability approach in line with the Community Plan for Causeway Coast and Glens, and underpinned by the values and standards for community development as contained in the Community Development National Occupational Standards (2015).

Background

The Department for Social Development "Beyond the Centre" document, (2000) and its Community Support Programme together set the current policy direction for the community development support work of councils.

"Beyond the Centre" defines community support as *"the processes and the activities through which local authorities stimulate and enable groups of people to express their needs, support them through collective action and assist them with projects and schemes as part of the overall objective of encouraging active citizenship"*.

The aim of the Community Support Programme is 'to strengthen local communities, increase community participation and promote social inclusion through the stimulation and support of community groups, community activity and local advice services' (DfC). Department of Communities Voluntary and Community Division (VCD) provides financial support to district Councils to deliver community support programmes.

Causeway Coast and Glens Borough Council's Community Development Strategy (2015) was developed for the period 2015-18, and laid out 4 thematic strands of work to deliver community support programmes in the Borough for the first 3 years of Causeway Coast and Glens Borough Council which was formed in April 2015 following the amalgamation of the former Ballymoney Borough Council, Coleraine Borough Council, Limavady Borough Council and Moyle District Council. The Strategy was rolled over for 2018-19 and 2019-20 awaiting the outcome of a review that Department for Communities were carrying out of the Community Support Programme.

During the course of 2019-20 we engaged with the community and voluntary sector in the Borough to develop this new Community Development Strategy that sets high level strategic outcomes for the next 3 years and an Action Plan that details projects that the Community Development service area will undertake in year 1 (2020-21) to achieve this. The Action Plan will be reviewed annually and an updated Action Plan will be prepared for each of the following two years of the Strategy.

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2. What is Community Development?

Community development enables people to work collectively to bring about positive social change. This is a long term process that starts from peoples own experience and enables communities to work together to:

- Identify their own needs and actions
- Take collective action using their strengths and resources
- Develop their confidence, skills and knowledge
- Challenge unequal power relationships
- Promote social justice, equality and inclusion

in order to improve the quality of their own lives, the communities in which they live and societies of which they are a part. ¹



¹ Community Development National Occupational Standards (CD NOS 2015)

The community development process is underpinned by a set of **Values** on which all practice is based:

- Social justice and equality
- Anti-discrimination
- Community empowerment
- Collective action
- Working and learning together²

The Community Development National Occupational Standards 2015 clearly outline the skills, values and processes required for effective and appropriate community development practice. There are **6 Key Areas** within the Community Development National Occupational Standards:

Key Area 1: Understand and practise community development (core to all)

Key Area 2: Understand and engage with communities

Key Area 3: Group work and collective action

Key Area 4: Collaborative and cross-sectoral working

Key Area 5: Community Learning for Social Change

Key Area 6: Governance and organisational development

A full list of the **25 Standards** contained within the Key Areas are included at **Appendix 1**.

The Community Development NOS have been used as a guiding framework in the development of this Strategy to help shape the outcomes and the activities to be undertaken as well as how they will be implemented and monitored.

² Community Development National Occupational Standards (CD NOS 2015)

3. Context

3.1 Strategic Context

There are a number of regional and local policies which we have taken into consideration in developing this Strategy so that proposed interventions complement or provide additionality to existing relevant strategies.

The Strategies that we considered relevant at a regional level are as follows:

- Draft Programme for Government Framework 2016-21
- The Department for Social Development “Beyond the Centre” document (2000)
- The Department for Social Development’s Urban Regeneration and Community Development Policy (URCD) Framework (July 2013)
- People & Place: A Strategy for Neighbourhood Renewal (2003)
- Advising, Supporting, Empowering: A Strategy for the delivery of Generalist Advice Services in N Ireland (2015-20)
- Join In, Get Involved: Build a Better Future - A Volunteering Strategy and Action Plan for Northern Ireland 2012
- The Executive Office Good Relations Strategic Document - Together: Building A United Community (TBUC) 2013
- Department of Agriculture Environment and Rural Affairs - Tackling Rural Poverty and Social Isolation A New Framework 2016
- Making Life Better – A Whole System Strategic Framework for Public Health 2013-23

We identified the following Strategies as relevant at a local level:

- A Better Future Together - A Community Plan for Causeway Coast and Glens 2017-2030
- CC&G Borough Council Corporate Strategy 2015-19
- Causeway Coast and Glens Good Relations Strategy 2018-23
- CC&G Policing and Community Safety Partnership Strategic Assessment, Strategic Plan and Action Plan 2019-2024
- CC&G Borough Council Culture, Arts & Heritage Strategy ‘Open Doors to Culture’ 2016-2021
- CC&G Borough Council PEACE IV Strategy 2014-2020
- CC&G Borough Council Local Rural Development Strategy 2014-2020
- CC&G Borough Council Neighbourhood Renewal Partnership Action Plans (Coleraine & Limavady)
- CC&G Borough Council Economic Strategy & Action Plan 2015-18

Full detail of relevant strategic themes and outcomes within these strategies and how this Community Development Strategy links with these is attached at **Appendix 2**.

3.2 Area Profile

The estimated population of Causeway Coast and Glens Local Government District (LGD) at 30 June 2018 was 144,246, of which 71,497 (49.6%) were male and 72,749 (50.4%) were female. The breakdown within broad age bands is detailed in *Table 1* below³:

	Causeway Coast And Glens LGD	Causeway Coast and Glens LGD (%)	Northern Ireland
Total Population (2018)	144,246		1,881,641
Children (0-15 years) %	28,372	19.67%	20.91%
Young Working Age (16-39 years) %	41,909	29.05%	30.80%
Older Working Age (40-64 years) %	47,863	33.18%	31.91%
Older (65+ years) %	26,102	18.10%	16.38%

Table 1: Population Estimates per broad age band, 2018

On Census Day 27th March 2011, in Causeway Coast and Glens Local Government District (2014), considering the resident population⁴:

- 99.00% were white (including Irish Traveller) while 1.00% were from an ethnic minority population;
- 40.21% belong to or were brought up in the Catholic religion and 54.79% belong to or were brought up in a 'Protestant and Other Christian (including Christian related)' religion; and
- 54.31% indicated that they had a British national identity, 21.45% had an Irish national identity and 31.29% had a Northern Irish national identity (Respondents could indicate more than one national identity).

The Northern Ireland Multiple Deprivation Measures 2017 (NIMDM 2017) identifies small area concentrations of multiple deprivation across Northern Ireland. 14.8% of the population in Causeway Coast and Glens LGD is living in households whose equivalised income is below 60% of the Northern Ireland median. An infographic containing details of the 10 most deprived super output areas in CCG under each of the deprivation measures is attached at **Appendix 3**.

³ Datasets used: Population Estimates: Broad Age Bands (administrative geographies), NISRA Demographic Statistics

⁴ Datasets used: Ethnic Group - KS201NI (administrative geographies), Religion or Religion Brought Up In - KS212NI (administrative geographies), National Identity (Classification 2) - KS203NI (administrative geographies)

Further detailed statistics for Causeway Coast and Glens can be accessed at:

<https://www.ninis2.nisra.gov.uk/public/AreaProfileReportViewer.aspx?FromAPAddressMultipleRecords=Causeway%20Coast%20And%20Glens@Exact%20match%20of%20location%20name:%20@Exact%20Match%20of%20Location%20Name:%20%20Causeway%20Coast%20And%20Glens@22>

There are seven District Electoral areas (DEAs) within Causeway Coast and Glens Borough Council and 40 electoral wards. A map of the seven DEAs and 40 wards is attached at **Appendix 4**.

3.3 Scope of Community and Voluntary sector in Causeway Coast and Glens

We estimate that there are 600+ community and voluntary organisations in Causeway Coast and Glens ranging from geographical community groups and residents associations to physical and mental health support groups, older peoples groups, youth clubs, uniformed youth organisations, sports clubs, parent and toddler groups, environmental groups, regeneration groups, festival groups, historical groups and many more interest groups.

Council holds a Register of Community and Voluntary Organisations; currently there are 265 organisations on the Register and we are encouraging organisations to register so that they can avail of information that we regularly share about our funding programmes, events, consultations, external funding opportunities, and other useful information. The list of community and voluntary organisations currently registered with Council's Community & Culture section can be viewed at <https://www.causewaycoastandglens.gov.uk/live/community-services/community-voluntary-organisations-register>. The organisations can be filtered by type and District Electoral Area. A contact email address is included where we have permission to share on our website. A Registration Form is also available on the website.

3.4 Community facilities in Causeway Coast and Glens

Council recently undertook a mapping of facilities available for community use in Causeway Coast and Glens. The results are available on an interactive map which can be accessed on Council's website:

<http://cbcni.maps.arcgis.com/apps/webappviewer/index.html?id=1400630da5144c6dabdf1722d6e8c634>

The map includes details of nearly 300 facilities ranging from community centres, church halls, social clubs, sports clubs, cultural centres, schools, libraries and a range of other venues in approximately 70 settlements. The information was gathered through face to face surveys with community facility providers as part of a Shared Spaces and Services research project supported by the EU's PEACE IV Programme, managed by the Special EU Programmes Body

(SEUPB). Of the facilities that participated in the survey the breakdown of type of facility is detailed in *Table 2* below:

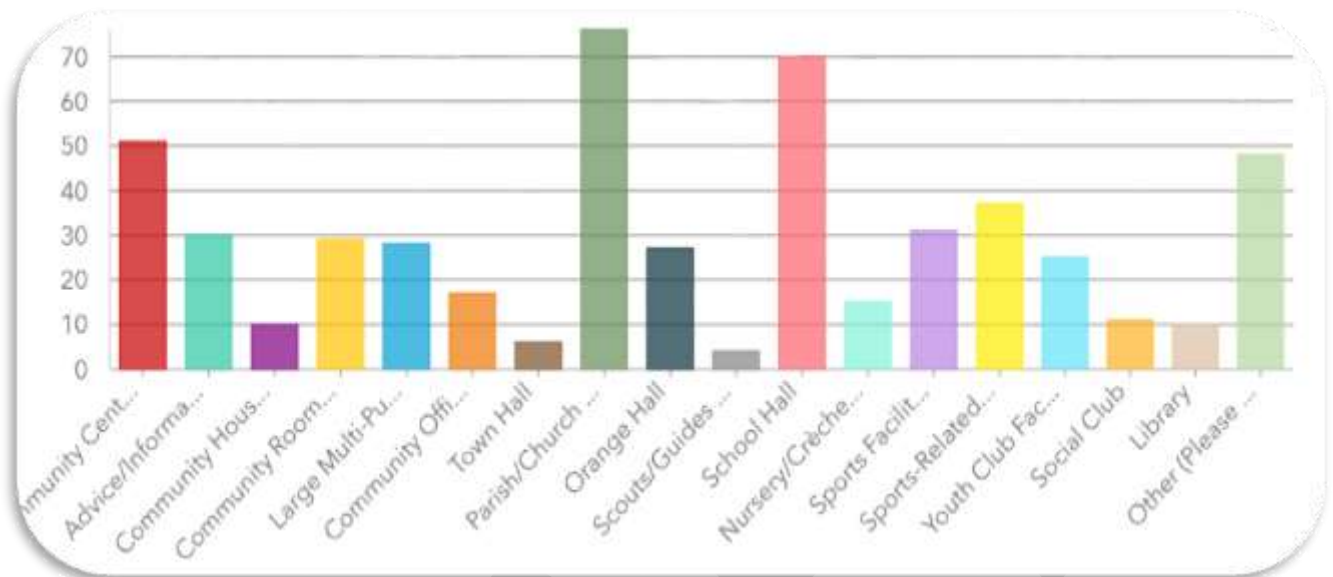


Table 2: Breakdown of type of facilities available for community use in CCG.

There are 17 Council owned community centres in the Borough; 5 of these are operated by community groups through a Shared Management Agreement with Council. There are at least a further 40 community facilities provided and operated by community groups across the Borough in addition to a large number of church halls and other voluntary provided facilities.

Council developed a ***Strategic Framework for Community Centre Provision (Oct 2016)***⁵ to provide an agreed pathway to proactively identify gaps in community centre provision in the Borough and guide Council decision making in relation to capital investment in community centres - both the existing stock of Council owned Centres and also applications from the community/voluntary sector through a Capital Grants Programme.

⁵

[https://www.causewaycoastandglens.gov.uk/uploads/general/CCGBC Strategic Framework for Community Centre Provision.pdf](https://www.causewaycoastandglens.gov.uk/uploads/general/CCGBC_Strategic_Framework_for_Community_Centre_Provision.pdf)

3.5 Current Council Community Development service provision

The Community Development function within Causeway Coast and Glens Borough Council is delivered by a staff team comprising of a Community Development Manager, two area based Community Development Officers, a Community Facilities Development Officer and two part-time area based Neighbourhood Renewal Co-ordinators.

Currently the following programmes are being delivered:

- Community Grant Programmes: Community Development Support Grant (CDSG); Community Festivals Fund (CFF); Social Inclusion Grant (SIG);
- Generalist Advice Provision⁶;
- Promotion and development of Council provided Community Centres & support to community groups operating Council owned Community Centres through Shared Management Agreements;
- Community Buildings Expert Mentor Support Programme: one to one expert mentor support to community groups that own and operate their own community facilities on issues such as health & safety ; human resources; marketing; business case development; financial sustainability etc;
- One to one group support through officer time in the following areas: local engagement exercises; sourcing and applying for funding; development of community festivals and events; new group setup; governance issues; sharing ideas etc;
- Tackling deprivation through facilitation of 2 Neighbourhood Renewal (NR) Partnerships and support to 14 NR projects to value of £796, 340;
- Training Programmes: governance, risk assessment, child protection, first aid etc.

⁶ Delivered by Causeway Advice Consortium led by Community Advice Causeway (formerly Citizens Advice Causeway) in partnership with Limavady Community Development Initiative

The total budget for the Community Development function for the financial year 1st April 2019 to 31st March 2020 was £677,316 comprised as follows:

	DfC Funding	Council contribution	Total Budget
Community Support incl staff team	71,560	145,388	216,948
Community Development Grants (CDSG & SIG)	49,582	49,583	99,165
Generalist Advice Provision	117,621	113,629	231,250
Community Festivals	28,800	39,127	67,927
Neighbourhood Renewal Technical Assistance	59,051	2,975	62,026

Overall 48.23 % of the funding for the service area comes from Department for Communities through the following programmes: Community Support Programme; Community Festivals Fund and Neighbourhood Renewal. Overall 51.78 % of the budget for the service area was provided by Council.

During the last financial year 1st April 2018 and 31st March 2019:

- 170 groups engaged in training, networking or capacity building
- 50 groups received one to one officer support
- 20 training workshops were provided
- 14 Neighbourhood Renewal projects were supported
- 33,797 advice enquiries were dealt with, resulting in £10.7million additional benefit uptake in the Borough.

During the 4 year period since the inception of Causeway Coast and Glens Borough Council ie. April 2015 - March 2019:

- £687,982 was awarded in 548 community grants (CDSG, CFF & SIG)
- 53 groups operating community buildings have received 800 hrs of specialist mentor support (health & safety, HR, marketing, business case etc)
- 11 new build/renovated community centres have been supported to secure funding
- 11 community facilities have had a health & safety audit with advice and guidance to implement findings
- 9 local research/ community engagement exercises have been supported

3.6 Other providers of community development support

Also providing community development support in Causeway Coast and Glens are Northern Area Community Network (NACN) (formerly North Antrim Community Network), Causeway Rural & Urban Network (CRUN), Building Communities Resource Centre (BCRC) and Supporting Communities. NACN are contracted through DAERA to provide rural support and CRUN and BCRC are funded through DfC's Community Investment Fund. All 3 networks secure funding for other initiatives in health, community relations etc. Supporting Communities are funded through Housing Executive to provide support to residents associations and facilitate interagency meetings. There are Volunteer Centres in Limavady and Coleraine that are funded by DfC's Volunteering Strategy and these centres provide training to volunteer involving organisations. Other organisations such as COAST (Causeway Older Active Strategic Team) also provide support to voluntary organisations in the Borough.

We arranged workshops with these support organisations as part of the engagement process in order to ensure that there is a clear understanding of roles and responsibilities and the support that is being provided to the sector so that future actions can be planned on a co-ordinated basis.

4 Methodology

In developing the strategy we aimed to gather the views and ideas of the diverse range of community and voluntary organisations operating in the Borough (whether geographical communities, communities of interest or issues based groups) as well as local citizens and all stakeholders who had an interest in community development. The various engagement activities undertaken are listed below:

Engagement Activity	Details
Public Engagement Workshops	<p>Eight workshops were held in a geographic spread of locations: Dungiven; Limavady; Coleraine; Ballymoney; Ballycastle; Glenariff; Portballintrae and Kilrea (33 groups / 45 individuals attended)</p> <p>The purpose of the workshops was to provide an opportunity for community and voluntary organisations and individuals who had an interest in community development to input at the initial stages of developing the Strategy. The workshops were promoted widely to Councils community group register as well as to the general public.</p>
Community Engagement Platform	<p>One of the quarterly meetings of the Community Engagement Platform (a joint Community Planning and Community Development initiative) was set aside to specifically focus on the Strategy. (attended by 31 individuals from 18 different organisations)</p>
Workshop with Community Support Networks	<p>An externally facilitated workshop was held with the organisations that provide community development support in the Borough including:</p> <ul style="list-style-type: none"> • Building Communities Resource Centre (BCRC) • Causeway Rural & Urban Network (CRUN) • Northern Area Community Network (NACN) • Supporting Communities
Workshop with community project	<p>Two workshops were held for project workers who are employed in the community and voluntary sector in the</p>

workers employed in sector	borough and these were attended by 15 individuals from 7 community and voluntary groups.
Specific sector focus groups	<p>Focus groups were held for specific sectors including:</p> <ul style="list-style-type: none"> • Community groups operating Council community centres • Communities of Interest/ Identity (faith based etc) • Frontline Advice organisations (Community Advice Causeway, Limavady Advice Centre)
Elected Member Workshop	A workshop was held with elected members and was attended by 8 members; the documents were issued to all 40 elected members who had the opportunity to further meet to discuss and input into development of the strategy.
Internal Council department meetings	<p>Meetings were held with the following internal Council departments:</p> <ul style="list-style-type: none"> - Coast & Countryside Management - Community Planning - Culture Arts & Heritage - Good Relations - Democratic Services - Environmental Health - Environmental Resources - Events Team - Funding Unit - Peace IV - Performance Improvement - Planning - Policing and Community Safety Partnership - PR - Prosperity & Place Business Support - Rural Development Programme - Senior Management Team - Sport & Wellbeing - Tourism & Destination Management - Town & Villages
External Stakeholder Meetings	<p>Meetings were held with the following statutory and other external stakeholders:</p> <ul style="list-style-type: none"> - DfC Voluntary & Community Division - DfC Neighbourhood Renewal Unit - Housing Executive

- Northern Health & Social Care Trust (Health & Wellbeing)
- Western Health & Social Care Trust (Health Improvement, Equality & Involvement Department)
- Public Health Agency
- PSNI Community Planning
- Causeway Coast and Glens Area Youth Service
- Causeway Volunteer Centre
- Limavady Volunteer Centre
- Causeway Older Active Strategic Team (COAST)

A list of the organisations that attended the Public Engagement Workshops is included at ***Appendix 5.***

5 Engagement Findings

Public Engagement Workshops

The public engagement workshops were structured around using an Outcomes Based Accountability approach. This approach starts with the results we'd like to achieve and works backwards to consider the means to achieving these results.

At a 'whole population' level ie. all the people living in Causeway Coast and Glens we proposed three overarching outcomes: *A Supported Community, A Connected Community, An Equal Community*. We then posed a series of questions at the workshops to facilitate discussion and help inform 'Turning the Curve' exercises within the Outcomes Based Accountability approach. The questions posed at the workshop were:

- What do the 3 proposed Outcomes mean to you? (What would these conditions look like if we could see them? Are these the right outcomes?)
- What is the story now? (What are assets in your community? And the opportunities? What difficulties/ challenges does your group face? What are the issues in your community as a whole?)
- What works? How could we do better?
- Who are our partners that have a role to play?
- What actions should we prioritise?

Feedback from the workshops is summarised below:

➤ What do the proposed Outcomes mean to you?

A Supported Community

- Funding to carry out activities
- Easy access to information
- Tailored support when needed
- Access to skills and expertise when needed
- Opportunities for peer support
- Use of community facilities at affordable rate
- Long term funding for operating costs
- Reduced reliance on grants
- Encouraged to reach potential

- Being involved in decision making
- Good governance in place & access to help available with governance issues
- Training available
- Feeling that contribution and role of is valued
- Able to learn from and share best practice
- Co-operation with statutory bodies
- Community know where to go to access services
- less red tape/ administrative support

A Connected Community

- Community hubs/ venues for activity and drop in
- good communication between organisations within a community
- Regular networking opportunities
- Aware of other groups and what they're doing
- Feeling of belonging
- Support for isolated in our communities
- Connected to local networks
- Platform for sharing

- volunteers from variety of background and training for new volunteers
- Younger people are encouraged in to community activities
- intergenerational connection with elderly
- Avoidance of duplication
- Transport links
- Links with Councillors
- Know who to go to for help/ services
- Groups can come together to address common issues
- Able to respond quickly to local needs
- A community which listens to the needs of its members and takes appropriate action
- Fairness
- Accessibility

An Equal Community

- Appropriate service provision - one size doesn't fit all
- Equality in terms of grants and support
- A thriving community where nobody is left behind and can gain their full potential
- More opportunities for deprived communities
- Tackling poverty and reducing social inequality

- the people most in need of help feel included
- community spaces are shared and welcoming
- Healthy community – better access to health and social services
- Inclusive

- Geographical Spread – no postcode lottery
- Cross cultural opportunities
- Community enabled to voice what they require

- Access to equitable services in rural areas particularly transport
- Good community relations

➤ What's the story now?

Discussion took place about the assets in communities and the opportunities. We also explored the difficulties and challenges that groups face. A summary of the points is listed below:

Assets & Opportunities

- | | |
|--|--|
| <ul style="list-style-type: none"> ▪ So many groups doing good work ▪ Dedicated and enthusiastic volunteers ▪ People willing to get involved ▪ Large range of Skills in the Community ▪ Ability to fundraise ▪ Many projects increasing awareness of and improving mental health ▪ Good promotion and use of social media ▪ Youth participation good in some areas ▪ Good support available ▪ Grants available ▪ good partnership working ▪ Sense of pride in our communities ▪ Good range of community premises / facilities | <ul style="list-style-type: none"> ▪ Good governance ▪ Lots of local fundraising ▪ Communities taking on a lobbying role ▪ Good Council support at officer level ▪ Networking opportunities ▪ Groups supportive of each other ▪ Inclusion activities eg luncheon clubs ▪ Festivals ▪ Best Practice examples locally ▪ Sharing of resources ▪ Good work being done without funding ▪ Simple projects/ideas work well ▪ Good cross community engagement ▪ People prepared to do something about their concerns |
|--|--|

Challenges

- | | |
|--|--|
| <ul style="list-style-type: none"> ▪ Reliance on volunteers ▪ Getting volunteers and keeping them is difficult ▪ Procedures with volunteers – Insurance, Vetting, Training, expenses ▪ Need for succession planning – staff and committees ▪ Gate keeping on committees/ boards – need to make space for new people and ideas ▪ Handful of people doing all the work | <ul style="list-style-type: none"> ▪ Disillusionment in committees ▪ Too many talking shops ▪ Sustainability/ cost of operating building ▪ Accessing Venues ▪ Lack of sense of belief ▪ risk of dilution of resources/ duplication with too many groups set up to deal with similar issues ▪ Cost of operating a community group increasing ▪ Lack of community motivation |
|--|--|

- Young people disconnected
- Communication at all levels needed
- Public transport in rural areas very poor & lack of services
- Red tape with Council/grants
- Size of the Borough & geography
- Lots of positive work going on but not connected - Need for more collaboration and partnership working
- Lack of investment
- No one to lobby without political institutions in place
- Lack of cohesion within Gov depts
- Grant reliance
- Annual grant cuts
- Red tape with grants and have to apply too early
- Building minor repairs and upkeep – difficulty getting funding
- Difficulty in accessing funding to subsidise activities and deliver services
- Poor broadband coverage
- Disconnect between community & Council

➤ What works? What can we do better?

Workshop participants were encouraged to consider current Council community development provision and to look at what works well and what could be improved, as well as what people thought Council should do to support community activity that it doesn't currently as well as examples of good practice elsewhere. We discussed potential partners and what actions should be prioritised. Prioritised actions are listed below:

- Grants for operating costs
- 3 year longer term funding
- Governance streamlined for grant programmes
- Grant for maintenance of community buildings
- One to one support for groups
- Help to source & apply for funding
- Support to carry out local research
- Quality mark for community groups
- Regular Connecting/Networking Opportunities
- Support for project planning and implementation
- Sharing best practice & promote best practice international approaches
- Directory/ map/library of resources available in communities eg skills, expertise, facilities
- Partnerships with other voluntary organisations
- Central register of community groups
- Succession planning for volunteers
- Help to deal with conflict within groups/managing difficult conversations
- Self-care for volunteers
- Recognition of value of community sector
- Expert mentor support – health and safety, social media etc
- Participatory budgeting – a community pot

- Targeted support to new groups
- Promote waste reduction in community groups
- Signpost/join the dots/who does what in Council
- Support to engage with residents and other groups in the community, schools etc

Engagement with Internal Council Departments and Elected Members

Engagement meetings took place with other Council service areas in order to explore work plans and strategies to identify areas of potential collaboration and ways in which Councils engagement with community and voluntary sector could be supported.

Some key points for development and improvement were:

- There are good working relationships already in place between many Council departments and community and voluntary sector organisations, however there is a need to extend relationships beyond the ‘usual players’.
- There is a need to put mechanisms in place that would allow for these connections to be made in order to enhance Councils service delivery and address the feeling of disconnect with some communities and Council that was raised during the public consultation.
- Ways in which to do this could include information fairs or marketplace type events for community groups and Council service areas; community connection/networking events at a local level where Council officers could attend and promote services, consultation opportunities etc.
- The importance of having a comprehensive knowledge base within Council of key community contacts was recognised particularly in case of emerging issues.
- There are opportunities in the forthcoming review of the Community Plan to better align the Community Development Strategy and Action Plan with Council’s Community Plan Delivery Plan.
- Some specific collaboration opportunities were identified with other Council departments such as promotion of waste reduction at community festivals; peer support and learning between community festivals and larger Council supported events; energy efficiency within community operated and owned community centres.

Engagement with external stakeholders

Engagement took place with a range of statutory agencies and other external stakeholders (listed in Section 4) as part of the Strategy development process. Many of these were identified as partners for delivery at the public engagement workshops. We identified opportunities for collaboration on a range of issues including networking, loneliness and

social isolation, addressing poverty and deprivation. There is potential for using a community development approach to explore and design innovative local solutions to these issues.

There are a number of support organisations and networks operating to support the community and voluntary sector in the Borough. There is a need for a clear role for the Community Development function in Council that is distinct from what other community support organisations are funded to do and there is scope for better connections, collaboration and partnership working in order to achieve shared outcomes.

Other Consultation Feedback

An online survey was undertaken in January 2019 to help inform an Interim Community Development Action Plan for 2019-20. The survey was completed by 34 community and voluntary groups and the results provided useful and still relevant additional evidence to help inform the Strategy. A summary of the results is attached at **Appendix 6**.

We also considered feedback from ongoing engagement with local organisations during the delivery of the annual action plan to help inform the development of our Strategy.

A Peace IV Sharing Your Community Space Programme which was delivered by Council during February 2018 – September 2019 involved 34 community groups that operated community buildings participating in a two- part programme involving dialogue and minor capital works. Evaluation feedback from the 34 groups participating in the programme in relation to the key challenges they face and their ongoing support needs was echoed in the public engagement workshops held in September and October 2019. A summary of the evaluation feedback from this Programme is attached at **Appendix 7**.

Summary of Key Engagement Findings

- There is a vast array of community and voluntary organisations in Causeway Coast and Glens with dedicated and enthusiastic **volunteers** and people willing to get involved in improving lives in their communities. However community and voluntary groups can find it hard to recruit new volunteers and there is an ageing demographic of volunteers within existing boards and committees and a perception in some groups that a small core group of people doing all the work.
- There was an acknowledgement of the need to refresh committees with new people, ideas and skills and that ‘gatekeeping’ can sometimes be an issue in management committees and boards. Support for **succession planning** for both staff and volunteers and support around procedures for managing volunteers were identified as required.
- Participation by **young people** is good in some areas but there is a recognition that there needs to be support and encouragement and more opportunities for young people to get involved in their communities.
- The **nature of community development activity is changing** – while geographical community organisations are still very much active, sports clubs, churches, bands and other traditionally single issue or single identity groups are expanding their activities to improve health and wellbeing, support mental health and address poverty among other issues.
- There is a need also to **celebrate** the strengths, skills and assets in communities and the **contribution that community and voluntary sector** organisations makes to improving the lives of people living in our communities in Causeway Coast and Glens.
- There are many examples of **good practice** projects in areas such as environmental projects, youth programmes, and community facilities. As a result there is a vast amount of **skills and expertise** in local community groups and groups are supportive of each other and willing and keen to learn from each other and share their expertise.
- Groups would welcome opportunities for meaningful **networking and connecting** to facilitate the process of learning and sharing good practice and community expertise.
- Much good work is being done without funding; simple projects/ideas work well and **creativity and innovation** should be encouraged. This sharing of ideas and resources could also be facilitated by more opportunities to connect and share.
- Many groups within the sector are skilled and have had much success at securing **funding** although for many groups it remains a challenge, both the reliance on external funding and the process of sourcing, applying for and managing funding. There is a continued need for support in this area as well as a need for a reduction in bureaucracy. Funding for operating costs for community groups would be more effective if provided on a longer term basis rather than annually.
- Many organisations are **struggling to meet the demands on their services**, particularly with an increase in the numbers of clients they are receiving as a result of social prescribing initiatives, without any additional funding to resource the increased demand.

- There is a wide range of **community facilities** across the Borough providing a range of activities for all sections of the community. The financial sustainability as a result of increasing costs as well as the operational and governance requirements of operating a community building were highlighted as areas requiring ongoing support. The costs of minor repairs and upkeep of community buildings was also an issue particularly as these are costs that are difficult to source funding for.
- Many communities take on a **lobbying** role whether it is in relation to access to services, environmental or other issues. Other groups were unsure about how to lobby for change and **feel powerless**. Groups that took on a lobbying role were frustrated by the lack of political institutions in place and also not knowing who to make contact with at a central government level. Groups acknowledged that, whilst they had shared issues that they felt strongly about, they did not have **collective voice** within the sector.
- One such issue was **public transport in rural areas** was a prominent issue in the consultation as well as a lack of services and poor broadband coverage which disadvantaged rural areas in particular.
- **Minority communities** do much good within their own communities but there is a feeling that they have much to contribute in the wider communities but perhaps need support to overcome unseen barriers to participation and involvement.
- While groups acknowledged **support that they received from Council** there was often a feeling of **disconnect with Council** as a whole and people felt they didn't know who to contact about particular issues. This is partly as a result of the merging of the 4 Councils as a result of the **Review** of Public Administration in 2015 and many of the relationships that had been built up with **Council departments and staff were** lost due to relocation, new posts, redundancy etc.
- There is scope for greater internal collaboration within Council to **enhance relationships with community groups** and ensure effective service delivery.
- There are a number of **support organisations and networks** operating to support the community and voluntary sector in the Borough. There is a need for a clear role for the Community Development function in Council that is distinct from what other community support organisations are funded to do and there is scope for better connections, collaboration and partnership working in order to achieve shared outcomes.
- There is a need for a mechanism to ensure that those organisations that are well placed such as frontline advice organisations with their experience and evidence base, are **connected with decision makers** so that the needs and circumstances of **vulnerable and marginalised communities** are understood by decision makers and service providers.
- There are opportunities for greater collaboration and scope for innovative local solutions to **tackle poverty, deprivation and social exclusion** using a community development approach.
- Community organisations are very aware of the common issues and challenges that they face. However organisations do not necessarily have the solutions or the resources, skills, confidence or connections to address these single-handedly. These key messages coming through in the engagement process helped inform and shape the strategy and the actions that are being proposed to achieve the Outcomes.
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6 Outcomes

Our Strategy has been developed using an Outcomes Based approach. This approach starts with the results we'd like to achieve and works backwards to consider the means to achieving these results.

At a 'whole population' level ie. all the people living in Causeway Coast and Glens we have decided upon 3 Outcomes as a result of our engagement process. These are broad outcomes for the sector that can't be achieved by a single organisation or service working in isolation but rather take a sustained and concerted action from many organisations and can only be delivered through effective partnership working across key stakeholders.

The three outcomes that were proposed initially prior to the public engagement workshops ie. *A Supported Community, A Connected Community, An Equal Community* have been amended to reflect feedback during the engagement process. 'Supported' has been changed to 'Skilled and Confident' to best reflect the outcome we were collectively wanting to achieve. 'Equal' has been amended to 'Fair and Inclusive' as participants in the engagement felt that 'Equal' was difficult to define and to measure.

The final 3 Outcomes for our Community Development Strategy are as follows:



Indicators

For each of the Outcomes we have identified a number of **Indicators** to measure baselines and progress towards the outcomes.

OUTCOMES	Our Communities will be Skilled and Confident	Our Communities will be Connected	Our Communities will be Fair and Inclusive
INDICATORS*	<p>#community groups operating in CCG</p> <p># people employed in community and voluntary sector in CCG</p> <p># citizens availing of services provided by community & voluntary sector in CCG</p>	<p># community groups that participate in meaningful and consistent networking opportunities</p> <p>% citizens of CCG who take part in regular volunteering activity</p>	<p>% population living in absolute and relative poverty before housing costs</p> <p>% population living in top 10% areas of deprivation (NIMDM 2017 & individual domains)</p>

*Where possible we have used Indicators that are included in the Community Plan. For some of the indicators data isn't currently available and so data development actions are required in Year 1 of the Action Plan in order to be able to measure progress against Outcomes.

Key actions to achieve outcomes

OUTCOME 1: Our Communities will be Skilled and Confident

Key areas of work:

Skills Development

Grant programmes for operating costs

Fundraising Strategies

Good community development practice

Community Centres Strategy

Support for Community Facilities

- An **audit of the community and voluntary sector** in Causeway Coast and Glens in Year 1 of the Strategy in order to fully understand the scope of the sector & help shape a skills development programme based on audit findings in Years 2 & 3.
- **Community Development Support Grant** for operating costs of community buildings in 2020/21 followed by a review of the programme in Year 1 and secure Council approval to introduce an updated grant programme in Year 2 of Strategy. The review will consider distinguishing between usage levels and size of facilities etc. We will consider risk rating and longer term contracts with Funding Unit which administers Council grant programmes in order to reduce the bureaucracy particularly with the annual operating costs grant.
- **Small seeding resource allocation** for new groups to support with venue hire, promotion and other costs. Support with new group set up will be provided where required in association with other support organisations.
- Programme to support organisations to develop **Skilled and Confident Fundraising Strategies** which will include annual planning and budgeting, gathering evidence of need, community consultation, project development, measuring impact, identifying and applying for funding and fundraising. Opportunities to collaborate in delivering this programme will be explored with other support organisations.
- An **annual award ceremony** to celebrate the value and contribution of the community & voluntary sector in the Borough, in association with other Council departments eg Culture, Arts and Heritage; Environmental Resources; Good Relations.
- An annual seminar will also be arranged to encourage awareness of and promotion of the **Standards of Community Development** and good community development practice.
- A **Community Centres Strategy** which will carry out an in depth review of how Council provides and supports community centre provision in the Borough which will explore a range of existing and potential models for provision of community centres and how Council supports the various models.

- **Community Buildings Mentor Support Programme** matching community development organisations operating their own community building with an expert mentor in the areas of health and safety, human resources, marketing and business case development.
- Programme of support to the five **community organisations that currently operate Council owned community centres** in association with Sport & Wellbeing service area including peer support meetings as well as one to one officer support with engagement, funding and governance.
- **Training for community facility providers** in receipt of Community Development Support Grant to encourage good practice in all aspects of operating a community facility including health & safety (legionella, risk assessment etc), energy efficiency, waste reduction, operations and monitoring, fundraising, consultation, activity programming, governance, marketing and social media.

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OUTCOME 2: Our Communities will be Connected

Key areas of work:

Creating connections and sharing good practice

Connecting communities to Council

Collaboration with other agencies

Volunteering

Community Festivals

- [Register of community and voluntary sector groups](#) in the Borough - while Council currently holds a Register of C & V groups it is not comprehensive and so we will strive to ensure that we maintain a publicly available comprehensive register of groups in Causeway Coast and Glens; this register will be available for access on Council's website in order to promote greater awareness of the sector and promote connecting opportunities.
- [Regular information and good practice sharing and connecting events](#) in 3/4 localities in the Borough. These will be based on the model of the existing Roe Valley Community Network and will rotate around community venues in the locality and the regularity will be based on an initial meeting in each locality. In addition a quarterly [forum for project workers employed in the community and voluntary sector](#) will be arranged to allow opportunity for networking and sharing and peer support. This was identified as a useful forum following a focus group organised as part of the Strategy engagement process.
- [Community Engagement Platform](#) for Causeway Coast and Glens was set up over a year ago in association with Community Planning as a mechanism for engagement between public service bodies and local community representatives to monitor services and influence decision making and a means for the collective voice of the community and voluntary sector to be expressed and heard. We will continue to develop this in collaboration with Community Planning.
- Opportunities for [community groups to link with Council services](#) such as environmental resources, licencing, energy efficiency etc by organising information fair/ marketplace events.
- [Connect with statutory and other agencies to promote collaborative multi agency approaches to addressing community issues](#) through partnerships such as Community Planning delivery/ action groups, HE Interagency Meetings, Children & Young Peoples Locality Planning Group, NACN, BCRC, CRUN, COAST, Volunteer Centres etc.
- Guidance and support to Council service areas to plan all stages of engagement and consultation with local communities in order to ensure appropriate, inclusive and [effective approaches to community engagement within Council](#) which recognise the diversity of communities in CCG.

- [Succession planning for volunteer committees and boards](#) as well as ensuring [good practice in relation to volunteer involvement](#). We will work with the Volunteer Centres to support community organisations to review the make up and skills of their current board or committee and to consider how they recruit and support volunteers.
- [Council Volunteer Policy](#) to open up volunteering opportunities within Council as well as employer supported volunteering for Council employees. In addition promotion of Volunteers Week and celebration of volunteering across the Borough.
- [Community Festivals Fund](#) grant programme (part funded by DfC) for community festivals that support community cohesion and participation.
- [Developmental support to community festival organisers](#) to share ideas, good practice and encourage peer support.

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OUTCOME 3: Our Communities will be Fair and Inclusive

Key areas of work:

Advice Provision

Tackling Poverty

Social Inclusion

Active Citizenship

- **Generalist Advice service** for the Borough will be commissioned to provide advice on issues like welfare benefits, housing, finance, consumer and employment issues through face to face, telephone and online mediums.
- **Co-ordination of Neighbourhood Renewal Partnerships** in Coleraine and Limavady and promotion and support for collaborative approaches to tackling deprivation in these 2 Neighbourhood Renewal areas.
- Work with key community and statutory partners in relation to **tackling poverty, deprivation and social exclusion** by gathering evidence of needs among marginalised and vulnerable communities to ensure that the needs and circumstances of vulnerable and marginalised communities are understood by decision makers and service providers in CCG. We will undertake a **community led action research project** that will develop research skills of community members and their capability to bring about social change by identifying and implementing local solutions.
- We will support community groups to carry out **local engagement exercises** to determine concerns and priorities within their communities and to encourage more **active citizenship** and participation in community life
- A **Social Inclusion Grant** programme will be continued that will support community projects that take collective action to support the participation of people who are socially excluded (because of for example youth or old age, ill health, disability, unemployment etc) in social and leisure activities. We will explore the potential to link with other partners in a collective grant programme, and subject to availability of additional funding deliver Participatory Budgeting in areas of low community infrastructure or in relation to identified community issues.

7 Implementation of the Strategy

Monitoring

Each of the key actions will be monitored using performance accountability measures to evaluate how well the project, programme or service is performing at a participant level. These will answer the questions: How much did we do? How well did we do it? and Is anyone better off?

	QUANTITY	QUALITY
EFFORT	How much did we do?	How well did we do it?
EFFECT	How many people are better off?	What percentage of people are better off?

Monthly business plan reports and an annual report will be made to Council; quarterly and six- monthly reports will be made to Department for Communities (Voluntary and Community Division, Arts & Creativity Branch and Community Engagement Division)

Ongoing engagement

We will review the action plan on an annual basis in order to inform the delivery of actions under the three outcomes. We will engage with and involve community and voluntary organisations at the design stage of each new programme such as Fundraising Strategies programme, Communities Connecting events etc so that they best meet the needs and circumstances of the groups that will participate.

Communication

We will communicate information about programmes, grants, other Council services using the following means: mailing list from Register of Community and Voluntary Organisations;

Councils website and social media platforms; Community Development social media profile as well as through local support networks. Materials will be made available in different formats upon request. Advice appointments will be made available through Council's SignVideo service in association with frontline advice providers,

Equality Screening

Section 75 of the Northern Ireland Act 1998 requires all public authorities in carrying out their functions relating to Northern Ireland, to have due regard to the need to promote equality of opportunity between –

- Persons of different religious belief, political opinion, racial group, age, marital status or sexual orientation;
- Men and women generally;
- Persons with a disability and persons without; and
- Persons with dependents and persons without.

In addition public authorities must also have regard to the desirability of promoting good relations between persons of different religious belief, political opinion or racial group.

Public authorities are required to screen all policies and make an assessment of the likely impact on equality of opportunity and good relations. The screening process did not identify potential adverse impact on any of the Section 75 groups; and since the Strategy is intended to address inequalities and tackle social inclusion and operates on the basis of need we did not conduct a full equality impact assessment.

Rural Needs Assessment

Public authorities are required to undertake Rural Proofing of policies and strategies to ensure that rural needs and circumstances are fully considered during the policy making process.

The engagement process was designed to ensure that we had representation from rural areas. Public engagement workshops were held in Glenariff, Kilrea, Dungiven, Portballintrae as well as in the main towns of Ballymoney, Coleraine, Limavady and Ballycastle which residents of rural areas also attended. During implementation of the Strategy and Action Plan consideration will be given to location and timings of workshops and events so that they meet the needs of people living in rural areas. An issue that featured significantly in the consultation process was transport and access to services in rural areas. Projects in the Action Plan are aimed at addressing this need including grant funding that can contribute to transport costs and social inclusion activities as well as support to local community organisations that want to take collective action to address these issues.

8 Action Plan 2020-21

Outcome 1: Our Communities will be Skilled and Confident					
Link with Community Plan Outcome: A Healthy Safe Community					
Link with Councils Corporate Strategy Outcome: Council will work to develop and promote stable and cohesive communities across the Borough					
	Project/ Programme	Details/ key activities	Timescale	Performance measures	Performance targets
1.1	State of the Sector Survey and Skills Audit	Undertake audit of the community and voluntary sector <i>Potential partners: Support networks; Community Planning</i>	by Dec 2020	# individual responses; % response rate; % of support organisations or CI depts who found info useful in shaping services	300 responses 50% response rate
1.2	Seeding support for new groups setting up	Small resource allocation (venue hire, promotion and other costs) and set up support <i>Potential partners: Support networks</i>	ongoing	# resource allocations # new groups supported % new groups who found support useful	3 x resource allocations 3 x new groups supported
1.3	Grants Programme for Operating Costs of Community Buildings	Operate Community Development Support Grant Carry out a review of operating costs support to consider distinguishing between useage levels and size of facilities etc.	Review carried out by Sept 2020	# grants awarded % success rate % claim rate	50 grants awarded 95% success rate 100% claim rate New grant programme approved
1.4	Skilled & Confident Fundraising Strategies	Programme to support organisations to develop a Fundraising Strategy to include annual planning and budgeting, gathering evidence of need, project development, measuring impact, identifying and applying for funding and fundraising. <i>Potential partners: Support networks</i>	Sept 2020-Mar 2021	# workshops/ clinics held # groups supported # funding levered % groups who found support useful % groups who feel their skills have improved	4x workshops 4x funding clinics 16 groups supported 1 funding fair

1.5	Celebration of Good Practice in Community & Voluntary sector	Awards ceremony to acknowledge and celebrate value and contribution of the sector in the Borough <i>Potential partners: other Council departments- Culture, Arts and Heritage; Environmental Resources; Good Relations.</i>	Dec 2020	# awards made # groups attend event # other Council depts. % participants who feel valued	One award ceremony held 6x community awards 4x other Council depts. involved
1.6	Promotion of Community Development Standards	Annual seminar to encourage awareness of and promotion of standards of Community Development and good community development practice	May 2020	# people attend # people who find event useful % people who are better informed	One seminar held 25 people attend
1.7	Community Centres Strategy	Develop a strategy that reviews and sets out how Council develops and supports the various models of provision of community centres in the Borough <i>Potential partners: Sport & Wellbeing</i>	By Mar 2021	# engagement exercises # people input to engagement	Strategy approved by Council
1.8	Involve Evolve Community Buildings Mentor Support Programme	Continuation of current programme that matches community development organisations operating their own community building with an expert mentor in the areas of health and safety, human resources, marketing and business case development.	Ongoing	# groups supported # mentor engaged % groups that found support useful % gps that are better informed % gps that will change their practices as a result	8 groups supported
1.9	Support Programme for Community operated Council owned centres	Programme of support to the five community organisations that currently operate Council owned community centres - network meetings quarterly (SWB & CD inter service area) & one to one officer time with engagement, funding,	Ongoing	# gps supported # networking meetings held #one to one support meetings	4x quarterly networking meetings 15x one to one support meetings

		governance, CD approach to operating Council centres <i>Potential partners: Sport & Wellbeing</i>		% gps found support useful	
1.10	Good Practice in Operating Community Facilities	Training for community facility providers in receipt of Community Development Support Grant to encourage good practice in all aspects of operating a community facility including health & safety (legionella, risk assessment etc), energy efficiency, waste reduction, operations and monitoring, fundraising, consultation, activity programming, governance, marketing and social media.	Jun 2020	# workshops # participants % participants who found workshops useful % participants that are better informed % participants that will change their practices as a result	4x workshops 12x groups

Outcome 2: Our Communities will be Connected

Link with Community Plan Outcome: A Healthy Safe Community

Link with Councils Corporate Strategy Outcome: Council will work to develop and promote stable and cohesive communities across the Borough

	Project	Details	Timescale	Performance measures	Performance targets
2.1	Central Register of Community & Voluntary Groups in Causeway Coast and Glens	A publicly available register of community and voluntary sector groups in Causeway Coast and Glens. While Council currently holds a register of groups in the Borough the list is not comprehensive; this register will be available for access on Council's website in order to promote greater awareness of the sector and promote connecting opportunities.	ongoing	# groups registered # groups/ service areas who find register useful	400 groups registered

2.2	Communities Connecting & Sharing events	Regular information and good practice sharing and networking events to be held in 3/4 localities in the Borough. These will be based on the model of the existing Roe Valley Community Network and will rotate around community venues in the locality and the regularity will be based on an initial meeting in each locality. In addition a quarterly forum for project workers employed in the community and voluntary sector to allow opportunity for networking and sharing and peer support. <i>Potential partners: Support networks</i>	ongoing	# networking events # participants % participants who found events useful # participants who made useful contacts	25 networking events 40 groups 160 participants
2.3	Community Engagement Platform for Causeway Coast and Glens	A Borough wide Platform to provide a mechanism for engagement between public service bodies and local community representatives to monitor services and influence decision making and a means for the collective voice of the community and voluntary sector to be expressed and heard. <i>Potential partners: Community Planning; Support networks</i>	quarterly	# events # participants % people who found events useful % participants who are better informed	4x CEP events held 30 groups 120 participants
2.4	Connecting Communities to Council	Information fair/ marketplace event in 2 locations in the Borough to provide an opportunity for community groups to link with Council services <i>Potential partners: other Council depts</i>	Sep 2020	# events # Council service areas attend # participants % participants who found events useful % participants who are better informed	2x events 8x service areas engaged 40x participants

2.5	Collaborative approaches to community issues - ongoing connecting with statutory and other agencies to promote collaborative multi agency approaches to addressing community issues	Ongoing linkages through existing partnerships such as Community Planning action groups, HE Interagency Meetings, Children & Young Peoples Locality Planning Group, NACN, BCRC, CRUN, COAST, Volunteer Centres etc to promote collaborative approaches to community issues eg older people, young people, loneliness, health, capacity building etc <i>Potential partners: other statutory agencies; support networks</i>	ongoing	# meetings attended # collaborative initiatives	7x interagency initiatives attended
2.6	Promoting good community engagement within Council	Guidance and support to Council service areas to plan all stages of engagement and consultation with local communities in order to ensure appropriate inclusive and effective approaches to community engagement within Council which recognise the diversity of communities in CCG <i>Potential partners: other internal service areas</i>	ongoing	# service areas supported # community engagement exercises undertaken % people who found engagement useful	4 service area engagement exercises supported
2.7	Volunteer Refresh and Support Programme	To support community organisations to review the make up and skills of their current board or committee and consider succession planning as well as ensuring good practice in relation to volunteer involvement and management <i>Potential partners: Volunteer centres</i>	Jan-Mar 2020	# community groups supported # new volunteers recruited % groups that found support useful	3x groups supported
2.8	Volunteer Policy	Implementation of a Volunteer Policy to open up volunteering opportunities within Council as well as employer supported volunteering for Council employees. In addition promotion of Volunteers Week and celebration of volunteering. <i>Potential partners: Volunteer centres; Volunteer Now</i>	by Sep 2020	# volunteer placements in Council # Council staff participate in employers supported volunteering activity % line managers who found support useful	Volunteer Policy approved by Council 1 staff volunteer activity 10 volunteer placements 1 volunteer celebration initiative

				# volunteer promotion activities	
2.9	Community Festivals Fund - grant programme	Continuation of existing Community Festivals Fund (DfC) grant programme for Festivals ranging from 1 day fun days to 3+ day long events.	ongoing	# applications awarded/ community festivals support % application success rate % claim rate	45 community festivals supported
2.10	Developmental support programme for community festivals	Developmental support to community festival organisers to share ideas, good practice and encourage peer support. <i>Potential partners: Events Team; Environmental Resources team</i>	Sep 2020- Mar 2021	# workshops held # participants # one to one support % participants who found support useful % participants who will develop their festival as a result	3 workshops 20 participants

Outcome 3: Our Communities will be Fair and Inclusive

Link with Community Plan Outcome: A Healthy Safe Community

Link with Councils Corporate Strategy Outcome: Council will work to develop and promote stable and cohesive communities across the Borough

	Project	Details	Timescale	Performance measures	Performance targets
3.1	Provision of Generalist Advice Service	Contract for Generalist advice services to provide advice on issues like welfare benefits, housing, finance, consumer and employment	Apr 2020 - Mar 2021	# enquiries dealt with # locations for one to one advice	30,000 enquiries dealt with 92.5 hours of advice provided per week

		issues through face to face, telephone and online mediums.		# additional income secured in Borough	7 locations for one to one advice # £ additional income secured in Borough
3.2	Co-ordination of Neighbourhood Renewal Partnerships	Co-ordination of Neighbourhood Renewal Partnerships in Coleraine and Limavady as well as promotion of collaborative approaches to tackling deprivation in Neighbourhood Renewal areas.	ongoing	# groups supported # collaborative projects supported % gps found support useful	16 NR projects supported 2 collaborative projects supported
3.3	Work with community partners to gather research, knowledge and community intelligence, including an action research project, in relation to tackling poverty, deprivation and social exclusion	Facilitate conversations with key community and statutory partners in relation to tackling poverty, deprivation and social exclusion; gather research and evidence of needs particularly among marginalised and vulnerable communities; undertake community led action research project to identify and implement local solutions.	ongoing; Oct 2020-Mar 2021	# partners engaged with # workshops held # research projects undertaken # action projects undertaken % people feel they are better informed	6x partners engaged with 2x workshops held 1 research project undertaken 1 action project undertaken
3.4	Local community engagement and participation exercises	Support community groups to carry out local engagement exercises to determine concerns and priorities within their communities and to encourage more active citizenship and participation in community life	ongoing	#community groups supported # engagement exercises supported % groups who thought support was useful % gps whose volunteer base increased as a result	3x community gps supported 3x engagement exercises supported

3.5	Social Inclusion Grant Programme	Grant programme to support community projects that take collective action to support the participation of people who are socially excluded (because of for example youth or old age, ill health, disability, unemployment etc) in social and leisure activities.	ongoing	# grants awarded # social inclusion activities supported % success rate % claim rate	30 grants awarded 30 social inclusion activities supported 95% success rate
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Appendix 1: Community Development National Occupational Standards (CD NOS)

Key Areas and Standards for community development practice

The Community Development National Occupational Standards (CD NOS) consist of six key areas that between them contain 25 standards. Key Area 1, Understand and practise community development, underpins all other 5 key areas. The Standards identify the roles that practitioners adopt within the community development process and outline the knowledge, understanding and skills needed to carry out the roles.



Key Area 1: CORE

Understand and practise community development

- §1 Integrate and use the values and process of community development
- §2 Work with the tensions inherent in community development practice
- §3 Relate to different communities
- §4 Develop yourself as a community development practitioner
- §5 Maintain community development practice within own organisation
- §6 Support inclusive and collective working

Key Area 2: Understand and engage with communities

- §7 Get to know a community
- §8 Facilitate community research and consultations
- §9 Analyse and disseminate findings from community research

Key Area 3: Group work and collective action

- §10 Organise community events and activities
- §11 Support communities to effectively manage and address conflict, within and between communities or community groups
- §12 Support communities who want to bring about positive social change
- §13 Facilitate community leadership

Key Area 4: Collaborative and cross-sectoral working

- §14 Promote and support effective relationships between communities and public bodies and other agencies
- §15 Encourage and support public bodies to build effective relationships with communities
- §16 Support collaborative and partnership work
- §17 Strategically co-ordinate networks and partnerships

Key Area 5: Community learning for social change

- §18 Promote opportunities for community development learning
- §19 Facilitate community learning for social and political development

Key Area 6: Governance and organisational development

- §20 Advise on organisational structures to support community development
- §21 Plan and gain resources and funding for sustainability
- §22 Strengthen the organisational development of groups
- §23 Monitor and evaluate community development activities
- §24 Manage internal organisational development and external relationships
- §25 Supervise and support community development practitioners

Appendix 2: Strategic Context – linkages with Regional and Local Strategies

Regional Strategic Context	
The Department for Social Development “Beyond the Centre” document (2000)	The Department for Social Development “Beyond the Centre” document, (2000) and its Community Support Programme together set the current policy direction for the community development support work of Councils. The Department’s support for Councils’ Community Support Plans is intended to achieve the four outcomes of its Community Support Programme: <ul style="list-style-type: none"> • An active and organised community; • An influential community; • An informed community; and • A sustainable community.
The Department for Social Development’s Urban Regeneration and Community Development Policy (URCD) Framework (July 2013)	The Department for Social Development’s Urban Regeneration and Community Development Policy (URCD) Framework (July 2013) sets out the strategic direction for the delivery of urban regeneration and community development policies and programmes in Northern Ireland both before and after the Reform of Local Government. The policy is structured around four policy objectives: <ul style="list-style-type: none"> • To develop more cohesive and engaging Communities; • To tackle area based deprivation; • To improve linkages between areas of need and areas of opportunity; and • To strengthen the competitiveness of our Towns and Cities
Draft Programme for Government Framework 2016-21	There are 14 strategic outcomes which direct efforts towards developing wellbeing. The outcomes are supported by 42 indicators which are clear statements for change. The Outcomes relevant for the Community Development Strategy are: <ul style="list-style-type: none"> • Outcome 3. We have a more equal society; • Outcome 4. We enjoy long, healthy, active lives; • Outcome 5. We are an innovative, creative society where people can fulfil their potential; • Outcome 7. We have a safe community where we respect the law and each other; • Outcome 8. We care for others and we help those in need; • Outcome 9. We are a shared society that respects diversity; • Outcome 10. We are a confident, welcoming, outward-looking Society.
The Executive Office Good Relations Strategic Document - Together: Building A United Community (TBUC) 2013	There are four key priorities in the TBUC Strategy that are all of relevance: <ol style="list-style-type: none"> 1. Our Children and Young People; 2. Our Shared Community; 3. Our Safe Community; 4. Our Cultural Expression.

Department of Agriculture Environment and Rural Affairs **Tackling Rural Poverty and Social Isolation A New Framework 2016**

The Tackling Rural Poverty and Social Isolation (TRPSI) Framework is a rural initiative led by the Department of Agriculture Environment and Rural Affairs (DAERA) which aims to tackle poverty and social isolation in rural areas. The 5 intended outcomes are:

- An increase in the availability of new and innovative models/approaches designed to address rural poverty and social isolation;
- An increase in funding and/or other resources levered through partnership working between government organisations and the rural community sector in seeking to tackle poverty and social isolation in rural areas;
- An increase in levels of knowledge and understanding of the causes of poverty and social isolation in rural areas and increased sharing of information, best practice and expertise;
- The successful implementation of interventions which help alleviate the effects of access poverty, financial poverty and social isolation in rural areas among specific vulnerable groups;
- Positive and effective engagement by rural communities in seeking to address poverty and social isolation issues within their areas.

Advising, Supporting, Empowering A Strategy for the delivery of Generalist Advice Services in N Ireland (2015-20)

This Strategy, which is due to be replaced guides the delivery of generalist advice services. A significant proportion of the Community Support Programme monies provided to local Councils by DfC is ring fenced for generalist advice provision. The strategy contains seven high level strategic objectives:

Objective 1: To empower and enable people to help themselves;

Objective 2: To have an aligned and complementary approach to the delivery of advice services;

Objective 3: To have a sustainable Advice sector which maximises the impact of resources;

Objective 4: To maximise accessibility to quality generalist advice services;

Objective 5: To encourage the role of the Advice sector in contributing to the policy development cycle;

Objective 6: To support the delivery of the strategy;

Objective 7: To deliver the Strategy.

Join In, Get Involved: Build a Better Future A Volunteering Strategy and Action Plan for Northern Ireland 2012

The following are the objectives and priorities of the DfC Volunteering Strategy:

Objective 1: Recognising the Value and Promoting the Benefits;

Objective 2: Enhancing Accessibility and Diversity;

Objective 3: Improving the Experience;

Objective 4: Supporting and Strengthening the Infrastructure;

Objective 5: Delivering the Strategy.

Two local Volunteer Centres receive funding from DfC through the Volunteering Strategy.

Making Life Better – A Whole System Strategic Framework for Public Health 2013-23

This 10 year public health strategic framework provides direction for policies and actions to improve the health & wellbeing of people in Northern Ireland. The Framework is structured around 6 themes:

1. Giving Every Child the Best Start;
2. Equipped Throughout Life;
3. Empowering Healthy Living;

4. Creating the Conditions;
5. Empowering Communities;
6. Developing Collaboration.

The Strategy recognises the vital role that community and voluntary organisations play in enabling and empowering people to improve their health.

People & Place: A Strategy for Neighbourhood Renewal (2003)

In June 2003, Government launched Neighbourhood Renewal - People and Place. To tackle deprivation in an integrated way, the Neighbourhood Renewal Strategy had four interlinking strategic objectives:

1. Community Renewal - to develop confident communities that are able and committed to improving the quality of life in the most deprived neighbourhoods;
2. Economic Renewal - to develop economic activity in the most deprived neighbourhoods and connect them to the wider urban economy;
3. Social Renewal - to improve social conditions for the people who live in the most deprived neighbourhoods through better co-ordinated public services and the creation of safer environments; and
4. Physical Renewal - to help create attractive, safe, sustainable environments in the most deprived neighbourhoods.

Local Strategic Context

A Better Future Together - A Community Plan for Causeway Coast and Glens 2017-2030

The Community Plan for Causeway Coast and Glens has 3 overarching long term Strategic Population Outcomes:

1. A Healthy Safe Community;
2. A Thriving Economy;
3. A Sustainable Accessible Environment.

Of a further twelve intermediate outcomes the following are relevant for the Community Development Strategy:

- o Outcome 1: All people of the Causeway Coast and Glens benefit from improved physical health and mental wellbeing;
- o Outcome 2: Our children and young people will have the very best start in life;
- o Outcome 4: The Causeway Coast and Glens area feels safe; and
- o Outcome 5: The Causeway Coast and Glens area promotes and supports positive relationships.

There are opportunities for collaborative community development approaches to achieve the outcomes within the Community Plan.

CC&G Borough Council Corporate Strategy 2015-19

The first Council Strategy for Causeway Coast and Glens Borough Council Strategy was for the period 2015-19 and contained the following Strategic themes:

1. Leader and Champion;
2. Accelerating our Economy and Contributing to Prosperity;
3. Innovation and Transformation;
4. Resilient Healthy and Engaged Communities;
5. Protecting and Enhancing Our Environments and Assets.

	<p>Within the relevant Strategic Theme - Resilient Healthy and Engaged Communities the following is the outcome within which the work of the Community Development section fits:</p> <ul style="list-style-type: none"> o Outcome: Council will work to develop and promote stable and cohesive communities across the Borough.
Causeway Coast and Glens Good Relations Strategy 2018-2023	<p>Council's Good Relation Strategy contains 4 themes in line with Together: Building A United Community (TBUC)</p> <p>The Strategic Outcomes under Theme 2 Our Shared Community are particularly relevant and there are opportunities for collaborative working in achieving these:</p> <ul style="list-style-type: none"> o 2.1 Increased use of shared space and services; o 2.2 Shared space accessible to all. <p>In addition the Community Development team has a role to play in supporting the development of capacity within communities to participate in Good Relations work.</p>
CC&G Policing and Community Safety Partnership Strategic Assessment, Strategic Plan and Action Plan 2019-2024	<p>CCG PCSP Strategic Goals are as follows:</p> <p>Goal 1: Building capacity of the partners to create opportunities for collaborative gain;</p> <p>Goal 2: Early intervention (addressing crime and the causes of crime);</p> <p>Goal 3: Safe people and places;</p> <p>Goal 4: Fear of crime and crime prevention;</p> <p>Goal 5: Connecting our planning with our communities that builds community confidence in the rule of law and embed a culture of lawfulness.</p> <p>There are significant opportunities for collaborative work between the Community Development team and PCSP particularly in supporting the development of capacity within communities to participate in PCSP activity.</p>
CC&G Borough Council Culture, Arts & Heritage Strategy 2016-2021 'Open Doors to Culture'	<p>Councils Culture Arts & Heritage Strategy contains 5 strategic themes:</p> <ol style="list-style-type: none"> 1. Enhancing our cultural venues & assets; 2. Investing in creative learning & skills development; 3. History, heritage and cultural tourism; 4. Participation, inclusion and equality; 5. Communication and advocacy. <p>There are opportunities for collaboration to support community engagement and culture, arts and heritage enhancement of community activity.</p>
CC&G Borough Council PEACE IV Strategy 2014-2020	<p>The PEACE IV Strategy & Action Plan provides a focus on projects and financial investment locally including:</p> <ul style="list-style-type: none"> • Children and Young People; • Shared Spaces and Services; • Building Positive Relations. <p>The long-term sustainability of projects and outcomes and continuing the legacy of Peace IV is something that Community Development Strategy should take cognisance of. Special focus will be given to ensure that the 34 groups that participated in the Sharing Your Community Space Programme continue to participate in sustained meaningful contact.</p>

**CC&G Borough
Council Local Rural
Development
Strategy 2014-2020**

Local Action Groups within each Council are responsible for local delivery of 5 schemes under European Union Priority 6. Social inclusion, poverty reduction and rural economic development:

- Rural Business Investment Scheme
- Village Renewal Scheme
- Rural Broadband Scheme
- Rural Basic Services Scheme
- Leader Cooperation Scheme

Village Renewal Plans were developed for many rural communities within CCG which contain a range of action to address issues in these communities. Community groups in these areas will need support to take forward many of these actions both in terms of project development and securing funds.

**CC&G Neighbourhood
Renewal Partnership
Action Plans**

Two Neighbourhood Renewal Partnerships operate in Causeway Coast and Glens - in Limavady and in Coleraine (Millburn/ Ballysally and Churchlands) to oversee the implementation of Annual Action Plans. The Action Plans contain projects under the themes of Community, Economic, Social & Physical Renewal.

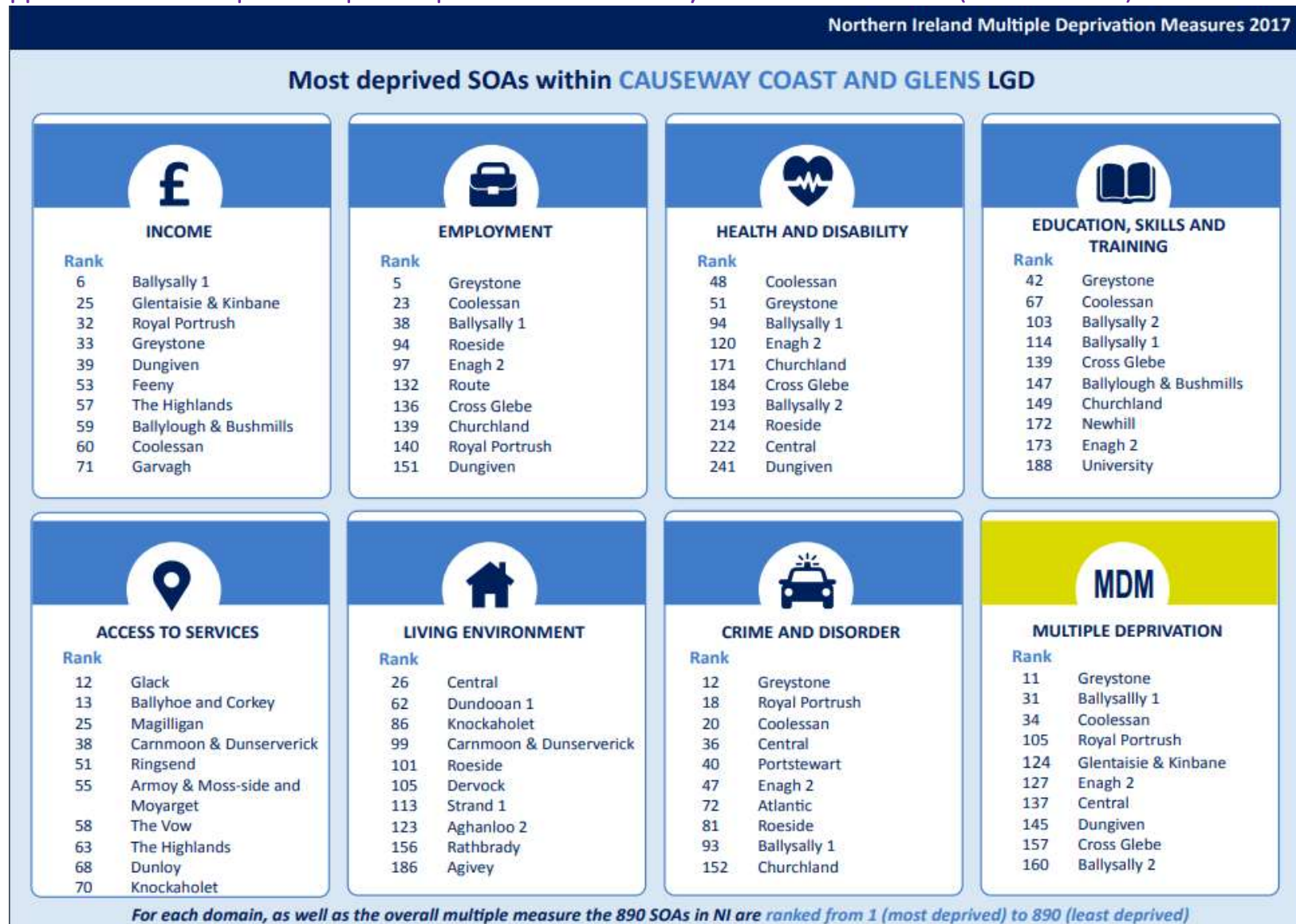
**CC&G Borough
Council Economic
Strategy & Action
Plan 2015-18**

The Economic Strategy contains 4 strategic themes:

- (i) Competitive Causeway - Business Development
- (ii) Connected Causeway - Developing the infrastructure
- (iii) Collaborative Causeway
- (iv) Rural Development

Included in the Economic Strategy Action Plan is support for set up and development of social enterprises and there is scope for collaboration with Prosperity & Place Service Area in Council in relation to support for this sector.

Appendix 3: Most deprived Super Output Areas in Causeway Coast and Glens LGD (NIMDM 2017)



ANNEX A

Appendix 4: Map of electoral wards in Causeway Coast and Glens



ANNEX A

Appendix 5: Organisations that attended Engagement Workshops

Ashes to Gold Oasis
Ballykelly Youth & Community Association
Ballymoney Evergreen Club
Ballymoney Riverside Junior Park Run
Be Safe Be Well Mens Sheds
Bee Heard
Building Ballysally Together
Building Communities Resource Centre (BCRC)
Burnfoot Community Association
Bushmills Community Association
Castlerock Community Association
Causeway Coast and Glens Heritage Trust
Causeway Coast Peace Group
Causeway Rural & Urban Network (CRUN)
Causeway Volunteer Centre
Causeway Yarn Spinners
CC&G Campaigners Active Network
Cloughmills Community Action Team
COAST
Coleraine Ploughing Society
Coleraine Surestart Partnership
Community Advice Causeway
Coolessan Community Association
Cushendall Development Group
DeafBlind UK
DfC Neighbourhood Renewal (NWDO & Northern Office)
Dromboughil Community Association
Dry Arch Childrens Centre
Dungiven Anti Mining Network (DAMN)
Encounter Community Church
Focus on Family
Friends of Glenariffe
Garvagh Development Trust
Gelvin Community Association
Glenariff Improvement Group
Glens Youth Club
Gortnaghey Community Association
Greenlight Gateway
Hands That Talk
Harry Gregg Foundation
Heart of the Glens Festival
Limavady Advice Centre
Limavady Community Development Initiative (LCDI)
Limavady Health Centre
Limavady Initiative for the Prevention of Suicide (LIPS)
Limavady Volunteer Centre
Loughgiel Community Association
Magilligan Community Association
Muslim Association of Coleraine
National Trust
NICHE/ Health Alliance
North Coast LGBTQ Youth & Allies
Northern Area Community Network (NACN)
Northern Health & Social Care Board
Northern Health & Social Care Trust (Looked After Children)
Portballintrae Residents Association
Portstewart Community Association
Portstewart Vision
PSNI Community Policing
Riding for the Disabled Association (Coleraine & District Group)
Roe Valley Ancestral Group
Roe Valley Residents Association
Society of St Vincent de Paul Coleraine
The Corrymeela Community
The Glens Community Association, Limavady
The Open Door Ballymoney
The Rainbow Project
Topp Rural Regeneration & Cultural Society
Triangle Housing Association
Waterfoot Residents Association

Appendix 6: Summary Results of Online Survey of community groups in Causeway Coast and Glens (Jan 2019)

Top 10 issues that groups are addressing in their communities:

- Mental Health (49%)
- Social Isolation (46%)
- Deprivation and Poverty (40%)
- Health and Wellbeing Issues (40%)
- Older People's issues (34%)
- Young People activities (31%)
- Rural Issues (20%)
- Recreational/Play space (14%)
- Environmental Issues (14%)
- Good Relations/Community safety (14%)

Top 10 challenges that groups face while carrying out their activities:

- Getting new volunteers/Involvement from community (65%)
- Securing enough funding for projects (62%)
- Securing enough funding for running costs (47%)
- Planning for the future (47%)
- Developing skills to run a successful committee (18%)
- Employing Staff and HR issues (17%)
- Marketing, Promotion and Social Media (15%)
- Renting suitable space for our activities (12%)
- Managing a Community Building (9%)
- Governance and financial management (3%)

Appendix 7: Peace IV Sharing Your Community Space Programme Evaluation Feedback

Peace IV Sharing Your Community Space Programme Evaluation Feedback Challenges and Ongoing Support Needs:

- *opportunities to benefit from continued dialogue and collaboration among groups and the sharing of expertise and resources;*
- *the need for partnership working between the statutory authorities and the community and voluntary sector;*
- *the opportunity for groups to come together to speak collectively for their communities;*
- *community centres need supported as they provide vital services that cannot be provided by statutory services*
- *funding and services to be geared to the actual needs of communities and a desire to be engaged as co-designers in this process*
- *special attention needed for specific sectors eg youth services, early childhood provision, the needs of the vulnerable, transport in rural areas, mental health etc*
- *Issues with funding - delays, unreasonable time-frames, complicated application forms, irregular and unpredictable funding, and the difficulty, in particular for smaller groups, of availing of retrospective funding;*
- *difficulties securing funding for running costs and staff costs;*
- *longer term funding to allow for proper planning*
- *dealings with authorities - not knowing who is who - possibility of a one-stop-shop for professional advice, community liaison officers, relevant council staff to be identified within departments;*
- *need to review the existing arrangements and structures for networking within the Council area;*
- *support for the idea of an overarching network structure for community and voluntary sector groups covering the Borough Council;*
- *support for gatherings at which centres can plan together for going forward – at neighbourhood and Council area levels;*
- *valuing and recruiting volunteers is a priority;*
- *need to recruit new and young people coming on board as committee members and volunteers;*
- *Succession management planning - skills and training and support and mentoring required;*
- *Guidance on legal and governance rules and regulations and Safeguarding for children and the vulnerable and all who use and work in centres.*

We are happy to provide this document in different formats. Please contact:

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