

Causeway Coast and Glens

Borough Council

**Causeway Coast and Glens
Community Development Strategy**

2014

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1. Executive Summary

As a result of the major restructuring that local Government is undergoing through the Review of Public Administration, the existing Councils of Ballymoney, Coleraine, Limavady and Moyle will come together to form the new Causeway Coast and Glens Council area in April 2015.

These four Councils have a history of working in partnership to identify common issues, to ensure that the public service they provide represents value for money and achieves maximum impact on the ground.

In 2013, the four Councils indicated their willingness to work together in a collaborative and integrated fashion and produced a Community Development Framework that identified common issues and needs, alongside a number of potential areas for greater collaboration. This report, which represents the second phase of that work, results in the production of an overarching Strategy for the Causeway Coast and Glens Council area and a detailed Action Plan for the new Council for the period 2015 – 2018.

The overall objectives of the commission were to:

- ❖ Produce a plan that would build on the achievements of existing Council Community Support Plans but recognise and reflect that the new plan will have a substantially enhanced community development function, including tackling deprivation and developing more cohesive communities. This should be reflected in the action plan and grant aid policy produced as a result of this project;
- ❖ Build on the substantial direct consultation and engagement process undertaken in the first phase of the process to determine the needs and priorities of the area;
- ❖ Review the current grant aid policies of the existing Councils with a specific focus on Community Development and Community Festivals, taking into account the priorities of both the DSD and Causeway Coast and Glens Frameworks. This should result in proposals and recommendations for a new universal grant aid policy for the Causeway Coast and Glens Council; and

- ❖ Consider options for management and/or delivery structures for effective community development practice in line with the Causeway Coast and Glens Council requirements.

The work commenced in January 2014. Our approach to establish need was twofold:

1. A comprehensive desk research analysis was undertaken to establish the existing policy landscape and identify opportunities for collaborative working and gaps in existing provision.
2. A targeted, direct consultation and engagement process with community and voluntary representatives, private and public sector stakeholders, elected members and Council staff was undertaken across all four of the individual Council areas. This was designed to complement the extensive consultation undertaken throughout 2013 during the development of the Causeway Coast & Glens Community Support Framework stage of the project.

The consultation was designed to ensure that both the Strategy and the subsequent Action Plans were informed by as wide a range of voices as possible. The cooperation of those who took the time to contribute was greatly appreciated and their input proved to be invaluable when the new three year Strategic Community Action Plans were being developed.

In addition to the consultation, we considered the existing and emerging policy landscape at both a local and regional level, to help shape the final strategic Community Action Plans. It was imperative that both existing interventions and policy landscape (both local and regional) were considered together in order to give a full picture and enable the development of new relevant, innovative programmes.

In considering the social and economic profile of the new Council area, we were mindful that the demographic of the new Council has the potential to present challenges for both civic and wider society, as this will be their first experience living and working in a more challenging demographic Council model. It was therefore essential that the Community Development Action Plan is cognisant of this change.

As part of the process we undertook a SWOT analysis in relation to Community Development in the new Council model and found that the strengths and opportunities of the Causeway Coast and Glens in respect of Community Development appear to outnumber the weaknesses and threats identified, which is a positive outcome in respect of the potential impact of the new Strategy.

When developing the Strategic Action Plan, we developed a five step Strategic Framework to ensure only the actions which have the potential to achieve the most sustainable impact were progressed. The five steps of the Strategic Framework were:

- ❖ Fit with DSD Regeneration Framework;
- ❖ Addressing the issues identified in the Community Framework;
- ❖ Alignment with one of the four identified community development strands;
- ❖ Identification of relevant stakeholders; and
- ❖ Complementing and providing additionality to existing local strategies and programmes.

The Strategic Framework resulted in the development of four thematic strands of work which are scheduled to commence in April 2015. It is recommended that the strands would then continue through 2016 to 2018, building year on year the confidence, knowledge and skills of the participants to support maximum engagement in the development of Community Capacity in the new Causeway Coast and Glens Borough Council area. The four thematic strands developed to operationalise the strategy are detailed below.

Strand 1: Promotion of Core Community Capacity Building

This programme seeks to work with communities to build their core capacity to ensure they have the skills, knowledge and confidence to engage in collaborative partnership working, with particular reference to Community Planning. Strand one will be operationalised through the delivery of the following four actions:

Action 1: Volunteer Promotion;

Action 2: Advice Support;

Action 3: Capacity Development (generic); and

Action 4: Capacity Development (bespoke).

Strand 2: Promotion of Productive Engagement

This programme seeks to develop the skills of both Council staff and Community Organisations to develop a clear understanding of their interdependence in terms of the planning of effective service delivery, with particular reference to Community Planning. Strand two will be operationalised through the delivery of the following four actions:

- ❖ Action 5: Council Engagement;
- ❖ Action 6: Community Engagement;
- ❖ Action 7: Resident Engagement; and
- ❖ Action 8: Thematic Network Development.

Strand 3: Targeting of Deprivation and Evidenced Need through Partnership Working.

The end of the Neighbourhood Renewal programme as and when it occurs will present both an opportunity and challenge for the new Council area. This Strand of the strategy provides an opportunity to disseminate the best practice partnership model developed in the three existing Neighbourhood Renewal Partnerships across the Causeway Coast and Glens Council area.

Community Planning will undoubtedly lead to the need for more inter-sectoral partnership working. The Council's unique role, at the heart of service delivery in the Causeway Coast and Glens area, will provide an opportunity to support community organisations and service providers to engage with the relevant statutory agencies to develop the policy decisions which impact on the social, economic and physical regeneration across the Causeway Coast and Glens area. Strand three will be operationalised through the delivery of the following three actions:

- ❖ Action 9: Development of a Partnership Framework;
- ❖ Action 10: Area Partnerships; and
- ❖ Action 11: Community Chest.

Strand 4: Supporting Community Infrastructure to maximise Sustainability.

The changing policy landscape has provided opportunities, for those groups who wish to do so, to capitalise on their expertise and consider becoming delivery partners in meeting local needs, developing community assets and delivering local and central government aims. The council's responsibility in respect of this strand is twofold; firstly to provide developmental support to those groups who wish to avail of this new opportunity and secondly to support groups core costs to enable them to explore new mechanisms through which they can secure their future sustainability. Strand four will be operationalised through the delivery of the following four actions:

- ❖ Action 12: Programme Development for Council Owned Community Facilities;
- ❖ Action 13: Programme Development for Community Owned Multi-Use Facilities;
- ❖ Action 14: Organisational Sustainability for Community Organisations; and
- ❖ Action 15: Small Capital Works Grant.

The four strands each work with different constituent groups, using different methodologies to work on different needs, but with only one strategic aim; to develop the overall Community Capacity of the Causeway Coast and Glens Council area. The result of the work will be:

- ❖ Increased partnership working in the Causeway Coast and Glens Council area;
- ❖ Development of a more sustainable community sector in the Causeway Coast and Glens Council area;
- ❖ Greater social cohesion in the Causeway Coast and Glens Council area;
- ❖ Increased connectivity between neighbourhoods, towns and villages in the Causeway Coast and Glens Council area;
- ❖ Early identification of local solutions for emerging needs in the Causeway Coast and Glens Council area; and
- ❖ Increased community capacity in the Causeway Coast and Glens Council area.

1.1 Executive Conclusions

In conclusion, the findings of the consultation combined with the findings from other related studies has established that the new Causeway Coast and Glens Borough Council requires a new approach to Community Development, which blends together all the existing best practice identified within the existing four Council model.

In order to achieve this ideal we have made a number of recommendations:

Recommendations in relation to community facility usage:

- ❖ **Recommendation 1** - Responsibility for the physical fabric of the buildings remains with the facilities team in the new Council;
- ❖ **Recommendation 2** - Responsibility for community use of the buildings is transferred to the Community Development team in the new Council;
- ❖ **Recommendation 3** - Standardise the management, charges, opening times, promotion and staffing of community halls across the new Council area;
- ❖ **Recommendation 4** - The mapping and audit of community facilities, currently being undertaken by the four present Councils with the support of The Community Foundation NI (CFNI), should be considered in order to identify substantial gaps in provision;
- ❖ **Recommendation 5** - Developmental support should be offered to those community owned multi-use facilities which currently, because of the absence of a Council facility, provide the service undertaken by Council owned/managed facilities in other parts of the wider area. Developmental support should be in line with that provided for Council owned facilities; and
- ❖ **Recommendation 6** - A users' forum should be developed to promote connectivity and the dissemination of best practice between key communities and organisations actively involved in the Council owned community facilities.

Recommendations in respect of grant administration:

Recommendation 7 - Standardise the grant framework to include transparent, clear guidelines, which reflect a bespoke version of the eighteen recommendations made in the Addressing Bureaucracy Report issued by the Northern Ireland Executive in April 2013. The grant framework would detail:

- ❖ Funding principles;
- ❖ Funding procedures;
- ❖ Roles and responsibilities of both Council and the grantees;
- ❖ Funding streams within Council; and
- ❖ Clarity around what the Council will support from each of its funding streams.

Recommendation 8 –Ensure that support is available to provide mentoring and support to develop the fundraising capacity of community groups. This recommendation would provide an additional bespoke element of support for community groups and would develop a clear understanding that project money should be sourced from outside of Council’s existing budget. Support for groups to identify the core projects aims and objectives and then to identify existing and emerging funding streams which would have a strategic fit. Also to identify funding which can be best drawn down when a collaborative partnership approach is adopted between organisations with shared aims and objectives;

Recommendation 9 - Rationalise the types and amounts of grants available through community development sources. Community development, at its core, is the development of capacity in communities. This recommendation is that the Council goes back to this core ethos and supports only groups whose core objective is the development of community skills, knowledge and confidence. This will mean that the community development role will change from that of a funder to one of an enabler. If the Council can support the growth and vibrancy of the community associations with the Causeway Coast and Glens area by funding or contributing to funding their core costs, then this will allow the organisations the freedom to explore project funding from other Council funding sources e.g. Good Relations, Policing & Community Safety Partnership (PCSP) or from external sources; and

Recommendation 10 - Appoint a grants team within the Development Directorate in line with the recommendations of the Addressing Bureaucracy Report issued by the Northern Ireland Executive in April 2013. This approach would standardise the grants process throughout the Council and ensure a clear, transparent segregation of duties and focus in respect of the roles and responsibilities of the Council Officers. It would be anticipated that assessment advisory panels involving developmental staff would be established as part of the grants process.

Generic Recommendations:

Recommendation 11 - Formal structured engagement should be undertaken by all funding streams managed and administered within the new Council to avoid displacement or duplication and to promote collaborative working to maximise additionality and complementarity between strategies and plans for which the Council has responsibility;

Recommendation 12 - The collaborative approach adopted from the outset of Local Government Reform by the Councils of Ballymoney, Coleraine, Limavady and Moyle should continue, to ensure a seamless transition to the implementation of the new Strategy in April 2015;

Recommendation 13 - Particular attention should be given to ensure a managed exit strategy in relation to the existing Neighbourhood Renewal Programme as and when the end of this programme occurs. The aims and objectives of the existing partnerships have been incorporated into the new Strategy and every effort should be made to ensure that this message is conveyed to those communities who may be anxious regarding an end of this particular programme;

Recommendation 14 - The final decision regarding staffing levels and delivery should be agreed at the earliest opportunity;

Recommendation 15 - Regular engagement should be undertaken with the Community Networks to promote transparency during 2014/15 in the lead up to LGR;

Recommendation 16 - Robust monitoring and evaluation should be built into all actions to establish their effectiveness and measure their impact; and

Recommendation 17 - A collective approach to any communication of the new Strategy to the public should commence immediately following the adoption of the Strategy by the new Shadow Council.

2. Project Overview

As a result of the major restructuring that Local Government is undergoing through the Review of Public Administration, the existing Councils of Ballymoney, Coleraine, Limavady and Moyle are to come together to form the new Causeway Coast and Glens Council area in April 2015. These four Councils have to date been pro-active in seeking to identify a collaborative approach to Community Development to ensure value for money and maximum impact on the ground. In 2013, the four Councils worked together in a collaborative and integrated fashion and in extensive consultation with local communities and other stakeholders to produce a Community Development Framework that identified common issues and needs, alongside a number of potential areas for greater collaboration. This report represents the second phase of that work, as it sees the production of an over-arching Strategy for the Causeway Coast and Glens Borough Council area and detailed Action Plan for the new Council for the period 2015 – 2018.

In order to continue with this collaborative approach and to ensure the promotion of relevant impactful community development services in the geographical area covered by the cluster, Ballymoney Borough Council, Coleraine Borough Council, Limavady Borough Council and Moyle District Council determined terms of reference to appoint a service provider with appropriate expertise to develop a Community Development Strategy and Action Plan (2015-2018). The overall objectives of the commission were to:

- ❖ Produce a plan that would build on the achievements of existing Council Community Support Plans but recognise and reflect that the new plan will have a substantially enhanced community development function, including tackling deprivation and developing more cohesive communities. This should be reflected in the action plan and grant aid policy produced as a result of this project.

- ❖ Review the current grant aid policies of the existing Councils with a specific focus on Community Development and Community Festivals, taking into account the priorities of both the Department for Social Development (DSD) and Causeway Coast and Glens Frameworks. This should result in proposals and recommendations for a new universal grant aid policy for the Causeway Coast and Glens Borough Council.

- ❖ Build on the substantial direct consultation and engagement process undertaken in the first phase of the process to determine the needs and priorities of the area.
- ❖ Consider options for management and/or delivery structures for effective community development practice in line with the Causeway Coast and Glens Council requirements.

The commission commenced in January 2014.

3. Methodology

3.1 Project Outcomes

The five main outcomes of the commission were agreed as:

Outcome 1 - The completion of a substantial, direct consultation and engagement process with key stakeholders to determine needs and priorities including the general public, community/voluntary groups in the four areas, local networks (as agreed by the Officers in the four Councils), private and public sector stakeholders, Councillors, the new governing Council structure and relevant Council staff across the four existing Council areas and including representatives from all Section 75 categories within the process.

Outcome 2 - The completion of a review of the current grant aid policies of the existing Councils with a specific focus on Community Development and Community Festivals and taking into account the priorities of both the DSD and Causeway Coast and Glens Frameworks. This was to result in proposals and recommendations for a new universal grant aid policy for the new Council.

Outcome 3 - The completion of a comparative analysis of the priorities/needs and issues facing the four existing Councils of Ballymoney, Coleraine, Limavady and Moyle in relation to community development;

Outcome 4 - The production of a strategic plan detailing strategic priorities/themes emerging for the new Council area that reflect both identified needs and the relevant policy context both locally and regionally.

Outcome 5 - The identification of key outcomes and suitable methodologies/actions to address these through the development of a three year interim Strategy and Action Plan, incorporating where appropriate, existing priority actions and effective models of delivery within the new Council context.

3.2 Project Outputs

In order to ensure that the anticipated outcomes identified by the project promoters were met, the six overarching SMART outputs detailed below were identified and agreed as the most suitable framework through which to structure and develop the new Causeway Coast and Glens Community Development Strategy and subsequent Action Plan (2015-2018).

Output 1: Completion of a socio-economic profile of the Causeway Coast and Glens Borough Council area, using recent data collated by the Councils and other sources to be completed to the satisfaction of the programme promoters. This output was undertaken and achieved through the analysis of statistical data from a range of reputable sources. The details of the analysis are outlined in section 5 of the report.

Output 2: A comprehensive needs assessment in respect of community development, including a robust research process to have been completed to the satisfaction of the programme promoters. This was to have been informed by both desk based research as well as a substantial direct consultation and engagement process with the general public, community and voluntary, private and public sector stakeholders, Councillors and Council staff across the existing four Council areas and including representatives from all Section 75 categories within the process. Our approach to establish need was twofold. Firstly, a comprehensive desk research analysis was undertaken to establish the existing policy landscape and identify opportunities for collaborative working and gaps in existing provision. The findings of this research can be found in section four of this report.

Secondly, a targeted consultation and engagement process, designed to provide additionality to the extensive consultation undertaken during part one of this process i.e. the development of the Community Framework. The consultation was designed to ensure that both the Strategy and the subsequent Action Plan was informed by as wide a range of voices as possible. In order to do this, a number of opportunities were created for both individuals and organisations to contribute in a way which was most convenient and relevant to them.

The nature of the engagement within each of the four Councils differed slightly to take account of the capacity, availability and geographical spread of relevant stakeholders. However, the overarching framework in each Council was the same.

3.2.1 Council Consultation Days

An opportunity for elected members and Council staff to contribute to the consultation was arranged for the following dates:

- ❖ Ballymoney on the 14th March 2014 from 9am-5pm;
- ❖ Coleraine on the 10th March 2014 from 9am-5pm;
- ❖ Moyle on the 24th March 2014 from 9am-5pm; and
- ❖ Limavady on the 12th March 2014 from 9am-5pm.

3.2.2 Network Consultations

To consolidate the Community Consultation undertaken in the development of the Community Framework ongoing consultation was undertaken with Community Networks and their members.

3.2.3 Individual Consultations

Using the contacts provided by the Officers from each of the Council areas, we initiated engagement with as many of the identified community, voluntary and statutory stakeholders as possible to establish:

- ❖ Their nominated representative;
- ❖ Their preferred method of engagement; and
- ❖ The most convenient time for them to feed into the consultation.

We then conducted follow up interviews with the relevant person(s) identified. The advantage of this type of engagement was that it allowed for responses to be explored in more detail.

4. Strategic Context

4.1 Introduction

There are a number of regional and local policies which must also be taken into consideration if the Causeway Coast and Glens Council is to avoid duplication or displacement of existing resources. In order to maximise the impact of the new Strategy it is essential that any proposed interventions complement or provide additionality to existing relevant interventions.

4.2 Regional Strategic Linkage

There were six regional plans that we considered to be particularly relevant to the development of this new Strategy.

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 which aim to address the underlying problems of urban areas and maximise the impact of community development. These are deliverable through four supporting actions which will help develop a more conducive policy and financial environment to support the policy objectives:

- 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

The Programme for Government 2011-2015

On 12 March 2012, the First Minister and deputy First Minister published the Programme for Government 2011-2015. The Programme for Government identifies the five actions the Executive will take to deliver its number one priority – a vibrant economy which can transform our society while dealing with the deprivation and poverty which has affected some of our communities for generations. The most relevant of the priorities to this work are:

- Priority 3: Protecting our people, the environment and creating safer communities;
- Priority 4: Building a stronger and shared community; and
- Priority 5: Delivering high quality and efficient public services.

The Department of the Environment Community Planning Foundation Programme 2013

The Community Planning Foundation Programme has been developed as part of the preparations for the reform of local government. It is intended to help Statutory Transition Committees, the new Councils and their community planning partners to prepare for community planning in advance of the introduction of the statutory Community Planning Duty in April 2015. Community planning is a process led by Councils, in conjunction with partners and communities, to develop and implement a shared vision for their area; a long term vision which relates to all aspects of community life and which also involves working together to plan and deliver better services which make a real difference to people's lives.

OFMDFM Good Relations Strategic Document - Together: Building A United Community (TBUAC)

This strategic document details five themes:

Our Children and Young People - to continue to improve attitudes amongst our young people and to build a community where they can play a full and active role in building Good Relations;

Our Shared Community - to create a community where division does not restrict the life opportunities of individuals and where all areas are open and accessible to all;

Our Safe Community - to create a community where everyone feels safe in moving around and where life choices are not inhibited by fears around safety;

Our Cultural Expression - to create a community which promotes mutual respect and understanding, is strengthened by its diversity, and where cultural expression is celebrated and embraced; and

Supporting Programme Actions - to develop support programmes, at both Council and community level, to increase and improve leadership, capacity and organisation and capital building skills in order to support Good Relations.

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. “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”. It also states that Council Community Support Plans should be community focussed, comprehensive, and demonstrate active community involvement. The Department’s support for Councils’ Community Support Plans is intended to achieve the four outcomes of its Community Support Programme:

- An active and organised community;
- An influential community,;
- An informed community; and
- A sustainable community.

The Department of Agriculture and Rural Development Tackling Rural Poverty and Social Isolation Framework 2011-2015

The Department of Agriculture and Rural Development Tackling Rural Poverty and Social Isolation Framework 2011-2015 is the most recent overarching statement of its commitments to helping the most vulnerable rural dwellers facing poverty and social isolation. The objectives of the DARD Framework include “Empower rural communities to help themselves”. The Framework is linked to the Rural White Paper Action Plan which provides a strategic direction for rural policy in the region. There are five priority themes including ‘Sustainable Rural Communities’ (promote tolerance, health, well-being and inclusion; minimise disadvantage, poverty, social exclusion and inequality; promote the development of effective and inclusive rural governance structures and sufficient community capacity to engage in these structures; etc).

In taking forward the Framework, the DARD Rural Development Division supports the provision of local community development support and advice services to:

- Develop capacity and leadership in rural communities along with proper governance as a means of supporting community involvement and maintaining strong rural communities;
- Assist individuals and groups to engage with the social economy sector as a means of achieving the economic and social sustainability of rural communities; and
- Provide support for individuals and communities, including farmers and farm families, to access the Northern Ireland Rural Development Programme.

The Department of Justice Community Safety Strategy for NI 2012-2017

The Department of Justice Community Safety Strategy for NI 2012-2017: ‘Building Safer, Shared and Confident Communities’ sets the direction for reducing crime, anti-social behaviour and fear of crime in Northern Ireland. As an Executive-wide response, this Strategy seeks to bring together government departments in addressing the wider issues linked to crime and anti-social behaviour. The overall aim of the Community Safety Strategy is to help build:

- Safer communities, with lower levels of crime and anti-social behaviour;
- Shared communities, where each person’s rights are respected in a shared and cohesive community; and
- Confident communities, where people feel safe and have confidence in the agencies that serve them.

4.3 Local Strategic Linkage

There were ten local strategies or plans that we considered to be particularly relevant to the development of this new Strategy.

Causeway Coast and Glens Good Relations Audit and Strategy 2014-2017

This audit and Strategy provides the strategic framework for supporting Good relations in the transition period from four to one Council. The strategy concentrates on addressing real good relation issues with as wide a constituent group as possible. The aims and objectives of the Strategy are delivered through five main programmes, each of which is operationalised through the delivery of a number of projects. The five programmes are:

- Programme 1- Good Relations Youth Programme;
- Programme 2 - The Promotion of Shared Communities;
- Programme 3 - The Promotion of Positive Cultural Citizenship;
- Programme 4 - A Celebration of Cultural Diversity; and
- Programme 5 - Promotion of Progressive Dialogue and Action Learning.

North East Peace III Partnership Phase 2 Action Plan (2011-2014)

The overall objective of the PEACE III Programme was to reinforce progress towards a peaceful and stable society and to promote reconciliation in Northern Ireland and the Border Region. The North East (NE) PEACE III Plan outlined how the Council areas of Ballymena, Ballymoney, Coleraine, Larne, Limavady and Moyle aimed to address reconciliation and how they intended to contribute to lasting peace in their cluster area. The Plan detailed how the cluster would work towards building positive relations at local level which is the focus of Priority 1.1 of the Programme. The Plan outlined how the North East PEACE III Partnership would address Priority 1.1, the aim of which is “to challenge attitudes towards sectarianism and racism and to support conflict resolution and mediation at the local community level”. The Plan was initially due to end in 2013 but additional resources have been secured to extend the identified best practices contained within it until 2014. It is anticipated Peace IV will be launched in 2015.

Causeway Coast and Glens Community Support Plans with associated local Action Plans for Ballymoney Borough Council, Coleraine Borough Council, Limavady Borough Council and Moyle District Council

All District Councils have developed Community Support Plans which establish the existing pattern of community provision in the Council area from Council and other statutory and non-statutory sources. The overall purpose of these Community Support Action Plans is to stimulate and enable community and voluntary groups to express local need, develop collective action and provide community leadership to improve the quality of life for local people. The associated Action Plans have been/will be extended to cover the period up to 31 March 2015.

Policing and Community Safety Partnership Action Plans (2013-2015) for Ballymoney Borough Council, Coleraine Borough Council, Limavady Borough Council and Moyle District Council

The overall purpose of the Policing and Community Safety Partnerships in each of the four Council areas is to help make the voice of local people heard in relation to community safety issues and to empower communities to develop solutions that tackle crime, the fear of crime and anti- Social behaviour in the local Council areas, through the enhancement of personal, professional and protective policing. The Action Plans also aim to build confidence between communities and the statutory agencies which serve them through the promotion of partnership working.

Ballymoney Borough Council Corporate Plan

Ballymoney Borough Council's Corporate Plan 2008 – 2011 vision is to be 'forward looking and innovative'. Its mission statement is "to serve all our people and improve their quality of life" and it is supported by three corporate objectives:

- To provide civic leadership;
- To supply services that people want; and
- To be a well run Council with respect to the key issues affecting the Borough.

Coleraine Borough Council Corporate Plan

Coleraine Borough Council Corporate Plan outlines a programme of action for service delivery over the period of the Plan and confirms the Council's commitment to leading the organisation towards the implementation of the Review of Public Administration. There are six strategic priorities identified within the plan:

- Promoting Community Participation;
- Building Prosperity;
- Supporting Health and Leisure;
- Providing Civic Leadership;
- Protecting the Environment; and
- Planning for the Future.

Limavady Borough Council Corporate Plan

Limavady Borough Council's Corporate Plan 2011 – 2015 vision is to create a "place where people are proud to LIVE, WORK and VISIT", with the accompanying mission statement to "provide leadership, deliver quality services and promote the area for everyone. There are four core themes underpinning Limavady Borough Council's Corporate Plan:

- Leadership;
- Economic Development and Prosperity;
- Quality of Life;
- People and Communication;
- Partnership Working;
- Equality;
- Good Relations;
- Sustainability; and
- Innovation.

Moyle District Council Corporate Plan

The Moyle District Council mission statement outlines a commitment to promoting and demonstrating equality and good relations. The Council's Corporate Plan provides the detail as to how it will achieve its mission. The plan is structured around four themes:

- Representing the People of Moyle;
- Pride in the Area;
- Building Stronger Communities; and
- Working Well as a Council.

Causeway Coast and Glens Shadow Council Interim Corporate Plan (2014-2015)

The Causeway Coast and Glens Shadow Council vision statement outlines a commitment to promoting the people, prosperity and places of the new council area.

'Making the most of our natural assets, we will provide inclusive customer focused, innovative services, to shape our area for residents, workers and visitors'.

The Interim Council's Corporate Mission provides the detail as to how it will achieve its vision. The Mission explains the purpose of the Shadow Council desire to;

- Provide accountable civic Leadership;;
- Deliver high quality, sustainable services;
- Protect and enhance our area;
- Establish the new Causeway Coast and Glens Borough Council;
- To improve the wellbeing and quality of life for all;
- Building Stronger Communities; and
- Working Well as a Council.

Coleraine Neighbourhood Partnership Action Plan 2011-2015

Neighbourhood Renewal has been highlighted by Government as a long-term programme based approach to tackle deprivation and close the quality of life gap within the 10% most deprived wards in Northern Ireland. The Department for Social Development (DSD) has overall responsibility for implementing the Neighbourhood Renewal Strategy across Northern Ireland.

As of July 2009, Coleraine Borough Council became the lead delivery agent for Neighbourhood Renewal within the Coleraine area. The structure of Coleraine Neighbourhood Renewal Partnership is:

- A Partnership Board – comprising representatives from the Department of Education, the Department of Health, Social Services and Public Safety, the Department for Employment and Learning, the Northern Ireland Housing Executive, the Police Service of Northern Ireland and community/voluntary representatives from the two Working Groups; and
- Two Working Groups - Millburn/Ballysally Working Group includes representatives from local groups i.e. Focus on Family, Building Ballysally Together and Ballysally Youth and Community Centre. Churchlands Working Group includes representatives from Killowen and Churchlands Community Association, West-Bann Development Centre and Killowen Community Association.

The current Action Plan which runs from 2011-2015 was most recently updated in November 2012. The revised plan focuses on:

- Health;
- Young People and Families;
- Economic Development; and
- Community Capacity.

Limavady Neighbourhood Partnership Action Plan 2013-2015

Neighbourhood Renewal aims to reduce the social and economic inequalities which characterise the most deprived areas of Limavady. Through the Neighbourhood Renewal Programme it does so by making a long term commitment to communities to work in partnership with them to identify and prioritise needs and co-ordinate interventions designed to address the underlying causes of poverty. Neighbourhood Renewal Partnerships were established with representatives of local community interests together with appropriate government departments, public sector agencies, private sector interest and local elected representatives.

Limavady Neighbourhood Partnership is an inter-sectoral partnership of public, private and community/voluntary interests, formally established in February 2006 to work with DSD's North West Development Office on the delivery of the Department's Neighbourhood Renewal Strategy over a 7-10 year planning and implementation timeframe. It also took the lead in managing the Neighbourhood Renewal process in the Limavady Neighbourhood Renewal (NR) areas and to implement the Limavady NR Action Plan.

Through the Neighbourhood Renewal Programme, Limavady Neighbourhood Partnership will deliver against the following Strategic Themes within the Limavady Neighbourhood Renewal Action Plan:

- Community Development and Support;
- Safe Living Environment;
- Health & Well-Being;
- Families, Children & Young People;
- Education Employment and Enterprise; and
- Anti-Social Behaviour and Crime.

4.4 Strategic Context Conclusion

As established earlier in the report, the URCD Framework issued by DSD in 2013 is the most relevant regional policy in relation to the development of this Strategy. However, the additional seventeen regional and local policies detailed in this section were also taken into consideration to avoid duplication or displacement of existing resources.

In order to maximise the impact of the new Strategy it is essential that any proposed interventions complement or provide additionality to existing relevant interventions.

Particular attention was paid to the existing Neighbourhood Renewal Strategies as, although Neighbourhood Renewal as a programme is due to cease moving forward, the ethos of the existing Strategies/Plans are still relevant to future Community Development activity in the Causeway Coast and Glens Borough Council area.

Care was also taken to ensure that all of the strategic actions detailed in the Action Plan were developed to show clear linkage to one or more of the regional or local strategies to ensure synergies with the wider policy landscape.

5. Social and Economic Overview

5.1 Households

On Census day, 27 March 2011, the usually resident population of the Causeway Coast and Glens Council area was 140,877 accounting for 7.77% of the NI total. This represents an increase of 6.61% since the 2001 Census.

The table below shows how the household structure of the usually resident population on Census Day has changed between 2001 and 2011.

Age Bands	2001		2011		
	Usual Residents	%	Usual Residents	%	% Increase
0-15	31,013	23.57	28,756	20.41	-3.16%
16-39	45,421	34.52	44,366	31.49	-3.03%
40-64	38,052	28.92	46,058	32.69	+3.77
65-84	15,366	11.68	19,254	13.67	+1.99
85 plus	1,712	1.30	2,443	1.73	+0.43
Total	131,564	100	140,877	100	n/a

Census Data in relation to Age Profile	CC&G Data	NI Data	Variation
0-15	20.41%	20.95%	On trend
16-39	31.49%	32.79%	1.3% below the NI Average
40-64	32.69%	31.70%	On trend
65-84	13.67%	12.83%	On trend
85 plus	1.73%	1.73%	On trend

5.2 Demographics

The majority of the population, 32.69%, which resides in the Causeway Coast and Glens Council area falls within the category of 40-64 years. 20.41% of the population consists of 0-15 years and 15.4% of the population are over the age of 65. The Causeway Coast and Glens Council area consists of 49.46% Male and 50.54% Female. The average medium age of the population is recorded as 38.

Census Data in relation to Demographics	CC&G Data	NI Data	Variation
Aged under 15 years	20.41%	20.95%	On trend
Aged 65 and over	15.40%	14.56%	On trend
Male Population	49.46%	49%	On trend
Female Population	50.54%	51%	On trend
Average Medium Age	38	37	On trend

Fig5. 2.1 Demographics in the Causeway Coast and Glens area

5.3 Ethnicity, Identity, Language and Religion

The community background of the Causeway Coast and Glens population is made up of 40.21% Catholic, 54.79% Protestant and Other Christian, 0.64% Other Religions and 4.35% None. This represents a slight increase in the Catholic community background by 0.81%, a decrease in the Protestant and Other Christian community background by 3.32%, a slight increase in Other Religions by 0.38% and an increase in those with no community background of 2.16%. Since the 2001 Census, there has been a reduction in the number of electoral wards from eleven to seven (DEAs) with over 90% of residents coming from a single community background across the new Council area.

Census Data in relation to Religion	CC&G Data	NI Data	Variation
Brought up in a Catholic Religion	40.21%	45.14%	4.93% below the NI Average
Brought up in a 'Protestant and Other Christian (including Christian related)' Religion	54.79%	48.36%	6.43% above the NI Average

5.4 National Identity

The majority, 54.31%, of the Causeway Coast and Glens population identified themselves as British, 31.29% as Northern Irish and 21.45% as Irish.

Census Data in relation to Identity	CC&G Data	NI Data	Variation
British National Identity	54.31%	48.41%	5.9% above the NI Average
Irish National Identity	21.45%	28.35%	6.9% below the NI Average
N. Irish Identity	31.29%	29.44%	1.85% above the NI Average

5.5 Ethnicity

On Census Day the resident population of the Causeway Coast and Glens area was a majority White ethnic group (98.96%) with 1.09% from an ethnic minority population. The largest minority ethnic groups in the Causeway Coast and Glens are; Chinese 0.24% (339); Mixed 356 (0.25%); Indian 0.15% (225) and Other Asian 0.15% (213).

Census Data in relation to Ethnicity	CC&G Data	NI Data	Variation
Ethnic Minority Population	1%	1.72%	On trend

5.6 Language Aged 3+ years

The majority of the resident population aged 3+ years in the Causeway Coast and Glens area speak English as a first language(98.09%) with only 1.90% of people not speaking English as a first language. 17.69% of people had some knowledge of Ulster Scots and 8.80% had some knowledge of Irish.

Census Data in relation to Language	CC&G Data	NI Data	Variation
Knowledge of Irish	8.80%	10.65%	1.85% below the NI Average
Knowledge of Ulster Scots	17.69%	8.08%	9.61% above the NI Average
English was not a First Language	1.90%	3.14%	1.24% below the NI Average

5.7 Health

On Census day, 27 March 2011, in the Causeway Coast and Glens area 80.02% of usual residents described their health as good or very good, 20.17% of people had a long-term health problem or disability that limited their day-to-day activities and 10.73% of people stated that they provided unpaid care to family, friends, neighbours or others.

Census Data in relation to Health	CC&G Data	NI Data	Variation
Long-Term Health Problem or Disability	20.17%	20.69%	On trend
General Health was Either Good or Very Good	80.02%	79.51%	On trend
Provided Unpaid Care	10.73	11.82%	On trend

5.8 Housing

On Census day, 27th March 2011, in the Causeway Coast and Glens Local Government District (2014), 67.50% of residents were owner occupiers.

Census Data in relation to Housing	CC&G Data	NI Data	Variation
Owner Occupied	67.50%	66.90%	On trend
Owned Outright	35.87%	32.11%	3.76% above the NI Average
Rented	29.15%	29.99%	On trend
Lone Parent Households with Dependent Children	7.85%	9.13%	1.28% below the NI Average

5.9 Qualifications

On census, day 27 March 2011, considering the population aged 16 years and over, 21.33% of those who resided in the Causeway Coast and Glens Council area had a degree or higher qualification and 42.93% had No or Low (Level1-4) O Level/CSE/GCSE (any grades) or equivalent qualifications.

Census Data in relation to Qualifications	CC&G Data	NI Data	Variation
Had a Degree or Higher Qualification	21.33%	23.65%	2.32% below the NI Average
Had No or Low (Level 1*) Qualifications.	42.93%	40.63%	2.3% above the NI Average

5.10 Economic Activity

In the Causeway Coast and Glens Council area 63.64% of residents aged 16-74 are economically active. Of this, 31.39% are employed full-time, 12.55% are employed part time and 10.66% are self-employed. 54.61% are in paid employment; 36.35% are economically inactive; 5.59% are unemployed; 2.56% are long-term unemployed; 13.88% are retired and 15.87% carry out voluntary work.

Census Data in relation to Economic Activity	CC&G Data	NI Data	Variation
Economically Active	63.64%	66.22%	2.58% below the NI Average
Economically Inactive	36.36%	33.78%	2.58% above the NI Average
In Paid Employment	54.62%	57.61%	2.99% below the NI Average
Unemployed	5.59%	4.96%	On trend
Of those Declaring who were Long-Term Unemployed	45.85%	44.98%	On trend

5.11 NI Multiple Deprivation Measures (2010)

The extent of deprivation across the four Council areas varies considerably with Limavady, Moyle and Coleraine in the top ten most deprived LGDs ranking 7th, 9th and 10th respectively. Ballymoney ranks as the second least deprived LGD at 25th. In relation to the percentage of total population income deprived, each of the Council areas which make up the Causeway Coast and Glens area are ranked within the top 12 LGDs; Limavady 5th, Moyle 6th, Ballymoney 11th and Coleraine 12th.

A number of wards within the Causeway Coast and Glens area fall within the worst 20% of most deprived wards in Northern Ireland by domain. Proximity to services is the highest domain with twenty-two wards; eight in Moyle, seven in Ballymoney, four in Limavady and three in Coleraine. The next highest domain is Crime and Disorder with fifteen wards; seven in Coleraine, four in Limavady and four in Moyle. The third highest domain relates to Income with fourteen wards: five in Moyle, four in Limavady, four in Coleraine, and one in Ballymoney. This is followed by twelve wards in relation to Living Environment, eleven wards for Employment, nine wards for Education, Skills and Training and six wards in relation to Health and Disability. Additionally, seven wards in both Coleraine and Moyle are ranked within the 10% most deprived wards in Northern Ireland across a number of domains; five wards in Limavady and one ward in Ballymoney.

Coleraine contains the highest number of wards across each of the NIMD domains which rank in the worst 20% of most deprived wards in Northern Ireland. Eleven different wards appear a total of thirty-one times across the NIMD Domains with Central and Churchlands the most deprived wards in the new Causeway Coast and Glens Council area. In Moyle, thirteen different wards appear a total of twenty-five times. In Limavady, nine different wards appear a total of twenty times. In Ballymoney, nine different wards appear a total of twelve times.

Three super output areas across the new Causeway Coast and Glens Council area are ranked in the top 100 most deprived; Greystone (40) in Limavady, Ballysally1 (64) in Coleraine and Coolessan (65) in Limavady. The new Council area also contains three of the twenty most deprived rural areas; Dungiven (189) in Limavady, Armoy, Moss-side and Moyarget (198) in Moyle, and Ballylough and Bushmills (215) in Moyle.

Deprivation	Ballymoney	Coleraine	Limavady	Moyle
Extent Score % (Rank of Extent – 1 is most deprived)	2 (25)	12 (10)	16 (7)	12 (9)
Income Deprived Scale (Rank)	7,162 (23)	13,550 (12)	9,522 (19)	4,682 (26)
Percentage of Total Population Income Deprived (Rank)	24 (11)	24 (12)	28 (5)	28 (6)
Employment Deprived Scale (Rank)	2,303 (24)	3,974 (13)	3,158 (20)	1,353 (26)
Percentage of Working Age Population Employment Deprived (Rank)	13 (10)	12 (14)	15 (4)	14 (6)

NI Multiple Deprivation Domain	Causeway Coast and Glens Data
Income	14
Employment	11
Health and Disability	6
Education, Skills and Training	9
Proximity to Services	22
Living Environment	12
Crime and Disorder	15
Total wards	89

5.12 Crime

There were 7,120 recorded crime offences in the Causeway Coast and Glens area in 2012. The majority of these (49.28%) took place in Coleraine with 3663 recorded and the lowest recorded crime (9.55%) was in Moyle with 710 recorded. Violence against the person 31.98% (2,377) and Criminal Damage 24.85% (1,847) were the two highest classes of crimes recorded in the Causeway Coast and Glens area. Offences recorded with a sectarian, homophobic or racist motivation were low across each of the Council areas and equated to 1.81% (135) of all recorded crime in the new Council area. Again, the majority of these types of offences were recorded in Coleraine. Across the Causeway Coast and Glens area there were 5,124 recorded Anti-Social Behavior Incidents and 817 recorded Domestic Abuse Motivated incidents.

Census Data in relation to Crime Breakdown	CC&G Data
Recorded Crime Offences	7,432
Violence Against the Person	2,377
Violence Against the Person With Injury	1,161
Violence Against the Person Without Injury	1,216
Offences Recorded with a Sectarian Motivation	101
Offences Recorded with a Homophobic Motivation	13
Offences Recorded with a Racist Motivation	21
Criminal Damage	1,847
Robbery	30
Burglary	694
Offences Against Vehicles	233
Sexual Offences	174
Drug Offences	323
Fraud Offences	193
Other Miscellaneous Offences	303
Anti-Social Behaviour Incidents	5,124
Domestic Abuse Motivation	817

5.13 Access to Transport

19.32% (10,384) of people in the Causeway Coast and Glens area have no access to a car or van.

Census Data in relation to Vehicle Ownership	CC&G Data
No Access to a Car or Van	19.32

5.14 Fuel Poverty

Fuel poverty is an issue across the Causeway Coast and Glens area with 45.30% (3230) of the population of Moyle, 39.90% (4610) of the population of Limavady, 35.20% (4000) of the population of Ballymoney and 30.70% (7580) of the population of Coleraine in fuel poverty.

Census Data in relation to Fuel Poverty	Ballymoney	Coleraine	Limavady	Moyle
% of population poverty	35.20%	30.70%	39.90%	45.30%

5.15 Conclusion in respect of the Social and Economic Overview of the Causeway Coast and Glens Council area

The data used to provide the social and economic overview is as was recorded on Census day (27th March 2011). For the purposes of comparison, we benchmarked the Causeway Coast and Glens data against the NI average data set and noted the variation when the difference was less than 1%.

In most instances the Causeway Coast and Glens model did not show significant deviation from the regional model. However some of the larger deviations were in respect of Ethnicity, Identity, Language and Religion.

This deviation is a significant factor in respect of the community development capacity in the new Council model as for both civic and wider society this will be their first experience living and working in a more balanced demographic Council model. It is therefore essential that the Community Development Action Plan is cognisant of this change.

6. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

6.1 Introduction

The strength of a SWOT analysis lies in the analysis of information both positive and negative, identification of possible roadblocks and the highlighting of potential opportunities. The use of the SWOT analysis allows for focused consideration of each of the four elements included in the acronym which in turn informs the strategies:

- **Strengths** - The strengths identified are the positive elements of the Strategy which are within the control of the four Councils and can therefore be protected and enhanced.
- **Weaknesses** - The weaknesses identified are the factors which have the potential to detract from the impact of the Strategy but, because they lie within the influence of the four Councils, remain manageable.
- **Opportunities** - The opportunities identified are external factors which, although outside of the direct control of the four Councils, still have the potential to maximise the impact of any Community Development Strategy and Action Plan.
- **Threats** - The threats identified are external factors which, although outside of the direct control of the four Councils, still have the potential to jeopardise the impact of any Community Development Strategy and Action Plan if not mitigated against.

6.2 Strengths

- The four Councils remain committed to continuing to fund the promotion of Community Development;
- Three of the four Council areas have established, experienced Community Development Officers in post;
- All four Council areas have a history of promoting collaborative working partnerships in relation to the promotion of community development;
- The ability to identify gaps in provision and adapt to external policy priorities;
- All four councils have positive collaborative working relationships and partnerships with external agencies and groupings;
- Collectively the four councils have an excellent track record of leveraging additional funding; and
- The services undertaken by the community development team all contribute to the delivery of the statutory functions of Council.

6.3 Weaknesses

- The existing policies and procedures in relation to the support, development and promotion of community development vary between the four individual Councils;
- The support, development and promotion of community development in each of the four Council areas have yet to be mainstreamed throughout core Council activities;
- The Ballymoney staff model currently does not have a dedicated staff resource in relation to community development/support;
- The new Council area will have a wide geographical spread and care should therefore be undertaken to rural proof any community development work; and
- Co-terminosity between external statutory bodies is not universal.

6.4 Opportunities

- The new Council area will present an opportunity to share existing best practice;
- The size, demographic and rural/urban split of the new Council model will lend itself to increased eligibility in relation to future funding opportunities;
- The development of strategic cross Council programmes will represent increased value for money;
- New Council structures necessitate change; therefore the opportunity exists to ensure the change has a positive legacy;
- The transfers of powers from DSD to the new council post RPA allows for the development of a new creative approach to tackling deprivation in the new Causeway Coast and Glens Council area;
- A streamlined grants policy will result in equity and efficiency of provision across the new Council area;
- Community planning presents an opportunity to address duplication and develop an improved joined up, needs based Community Development provision in the new Council area;
- Potential for increased internal collaborative working practices between existing and emerging Council service areas; and
- Option to contract services out e.g. networking, lobbying etc. to networks/support groups.

6.5 Threats

- Community sector mistrust, apathy and cynicism in relation to the introduction of any new approach to delivering community development;
- Annual submissions to Government Departments – annual contracts restrict ability to deliver medium to long term projects; and
- Failure of DSD to manage the expectations of existing groups supported through Neighbourhood Renewal in relation to the reality of their future.

6.6 SWOT Conclusion

The strengths and opportunities of the Causeway Coast and Glens Borough Council area in respect of community development appear to outnumber the weaknesses and threats identified, which is a positive outcome in respect of the potential impact of the new Strategy.

7 Existing Community Development roles of the existing four councils

7.1. Introduction

The overall purpose of any Community Support Service is to;

‘To stimulate and enable community & voluntary groups to express local need, develop collective action and provide community leadership to improve the quality of life for local people’

The four existing councils of Ballymoney, Coleraine, Limavady and Moyle currently deliver their Community Development services in line with the Department for Social Development’s (DSD) ‘*Beyond the Centre*’ Strategy. In this strategy community support is taken to ‘describe the processes and activities through which local Councils stimulate and enable groups of people to express their needs, support them in their collective action and assist them with projects and schemes as part of the overall objective of providing civic leadership.’

In order to operationalise this strategy each of the four existing councils delivers a Community Support Plan; which is an effective and comprehensive management plan for the relevant actions to be undertaken by a Council with its own resources and those available under the Community Support Programme (funded by the Department for Social Development).

7.2 Existing Provision

The existing four plans are each based on the characteristics of best practice highlighted by The Department for Social Development in ‘*Beyond the Centre*.’ Each Community Support Plan describes how each Council intends to allocate their resources up to March 2015 to ensure the service they provide is;

- ❖ **Comprehensive:** That they consider the community as a totality, recognise that problems are inter-linked and understand that there is a need for integration and co-ordination.
- ❖ **Mindful of both needs and resources:** addressing not only needs but also the resources available for community use, including financial resources, the skills and commitment to local people, the network of organisations that exist and other potential sources of support.

- ❖ **Focus on community:** They are defined in relation to a particular geographical area and for the purposes of the programme, it is also appropriate to include communities of interest.
- ❖ **Demonstrate active community involvement:** In keeping with 'best value' principles, community involvement outlined within the plans address community need and help develop community commitment and self-confidence.
- ❖ **Lead to action to improve the quality of community life:** Plans list necessary actions and meaningful targets and incorporate a shared commitment to implement them.

The existing four plans each represent an agreed statement of local need arrived at through consultation and partnership.

The Community Support Plans ensure that the communities coming together in April 2015 to make up the new Causeway Coast and Glens Borough Council area benefit through better assessment of their need, better targeting of resources, improved use of community facilities and increased support for their local community groups.

The plans also provide the Department for Social Development, the Council and local communities with a written statement of the strategy, action plan and monitoring arrangements for the utilisation of these resources.

This approach although different in each of the four Council areas ensures that the priorities and services in each of Community Support Plans remain consistent.

The priorities in all four Community Support Plans are;

- ❖ To engage in a range of community partnerships / networking / training and development initiatives on behalf of Council;
- ❖ To ensure effective and efficient support structures moving towards a larger Council;
- ❖ To provide generalist voluntary sector advice services at a local level;
- ❖ To support Council owned and voluntary run community facilities; and
- ❖ To implement the Community Support Plan administration services.

Snapshot of Community and Voluntary Sector across the Causeway Coast and Glens
Borough Council area

- ❖ There are approximately **517** Community and Voluntary Sector organisations in the Causeway Coast and Glens Borough

- ❖ There is a great diversity in the Community and Voluntary Sector in the Borough. An analysis of the Voluntary and Community Sector organisations indicates a total of **100** organisations involved in **Community Development** activity. There are **42 Older Peoples Groups** in the Borough. The number of **Youth Clubs and Young Peoples Groups** is **102**, with **19 Women’s Groups**; **10 Ethnic Minority Groups** and **25** groups dealing with **Disability** issues. Another **219** groups in the Borough operate in a range of **other Interests** including **Arts and Cultural Groups**, **Environmental and Conservation Groups** and **Festival and other Social Groups**.

	Causeway Coast and Glens	Ballymoney	Coleraine	Limavady	Moyle
Total number of community and voluntary groups	517	95	191	106	125
Community Associations/ Residents Groups	100	20	35	29	16
Older peoples groups	42	5	15	10	12
Youth Clubs/ Young Peoples Groups	102	10	44 uniformed 24 Youth Clubs	13	11
Women’s Groups	19	3	4	3	9
Ethnic Minority Groups	10	3	4	3	0
Disability Groups	25	6	10	5	4
Other	219	48	55	43	73

Breakdown of Community and Voluntary Sector Organisations across Causeway Coast and Glens Borough

7.3 Conclusions in respect of Existing Provision

The detail of the services provided through the delivery of each of the four Community Support plans varies depending of the needs of each of the local communities but the core of the services remains the same throughout the four council areas:

- ❖ Generalist voluntary advice services – i.e. welfare, benefits, housing advice etc.;
- ❖ Support for community centres/halls and facilities ;
- ❖ Promotion of volunteering;
- ❖ Youth citizenship initiatives;
- ❖ Capacity building/mentoring for community groups;
- ❖ Networking and training initiatives to promote community development training for community groups ;
- ❖ Supporting partnership working including collaborative working across the four merging Council areas;
- ❖ Networking opportunities to promote community development; and
- ❖ Recognition opportunities for the community & voluntary sector.

Whilst each of the four Councils currently has their own approach to measuring results or outcomes from each of their plans to support their local communities, a number of key achievements can be identified as a direct result of Community Development activity across the four areas.

- ❖ Up to 1,000 groups across the area are making regular use of community facilities supported through each Council's Community Support Plan.
- ❖ Direct grant aid in excess of £250,000 has been distributed in the period 2013-14 across the areas in support of community development activity;
- ❖ 5,000 volunteers contributing over 75,000 hours of their time to the needs of their local communities;
- ❖ The four Councils have helped to develop and have supported 43 different community festival events right across the area, ranging from local village community week events attracting up to 1,000 people to larger town based events led by local volunteers attracting up to 50,000 spectators and 1,500 participants. All of these activities lever in additional grant funds – in Coleraine and Moyle Councils together, this represented £235,600 in match funding against grants distributed in 2013-14.

- ❖ Each of the Councils provide for local Generalist Voluntary Advice provision with 35,945 individual advice enquiries met right across the new Council area in the period 2013-14 and with an estimated additional benefit uptake in excess of £1,000,000.
- ❖ Almost 300 community /voluntary groups have benefitted from direct training initiatives originating in the Community Support Plans;
- ❖ Over 1,200 individuals participating in direct learning opportunities.

Moving forward there is clear merit in a continued commitment to an outcomes-focused approach to ensure the resources invested in future community development support are maximized.

8. Consultation and Engagement Process

8.1. Introduction

In 2013, the four Councils indicated their willingness to work together in a collaborative and integrated fashion and in extensive consultation with local communities and other stakeholders produced a Community Development Support Framework that identified common issues and needs, alongside a number of potential areas for greater collaboration.

The second phase of that work resulted in the production of an overarching Strategy for the Causeway Coast and Glens Borough Council area and a detailed Action Plan for the new Council for the period 2015 – 2018.

The consultation was designed to ensure that both the Strategy and the subsequent Action Plans were informed by as wide a range of relevant voices as possible. The cooperation of those who took the time to contribute was greatly appreciated and their input proved to be invaluable when the new three year Strategic Action Plans were being developed.

8.2. Consultation Methodology

In total **537** individuals representing a total of **134** organisations /groups were consulted during the engagement process. A full list of those who engaged with the consultation can be found in Appendix 1. The consultation undertaken in both stage one and stage two of the development of the new strategy involved representatives from;

- ❖ The statutory sector;
- ❖ The Community Sector;
- ❖ The Voluntary Sector;
- ❖ The private sector and;
- ❖ The political sector; and
- ❖ Individual Residents.

To maximize the opportunity for relevant stakeholders to contribute to the development of the new strategy a range of engagement methods were undertaken in different locations and at different times of the day. The qualitative analysis used to inform the strategy in both stage one and stage two included;

- ❖ One to one consultations ;
- ❖ Workshops;
- ❖ Focus groups;
- ❖ Written surveys; and
- ❖ Consultation drop-in surgeries

Stage one of the processes had a strong community focus and was designed to establish three main objectives;

- ❖ what the new Council should aim to achieve through its community development support;
- ❖ what types of support the Council should prioritise; and
- ❖ what would help to make engagement between the new Council and communities work well.

Stage two of the consultation process worked with the relevant stakeholders to identify how best to operationalise and achieve the outcomes identified in stage one of the process.

8.3. Engagement Findings

Stage one of the process worked with relevant stakeholders to identify what the objectives, priorities and mechanisms to maximize the impact of the new Causeway Coast and Glens Borough Council Community Development Strategy should be.

Strategy Objectives

The engagement identified the five main objectives as;

- ❖ Increased Community Capacity;
- ❖ Preparation for Community Planning;
- ❖ Increased Partnership Working;
- ❖ Provision of an accessible Generalist Voluntary Advice Service; and
- ❖ Enhanced Community Volunteering.



Strategy Priorities

The engagement identified the six main priorities as;

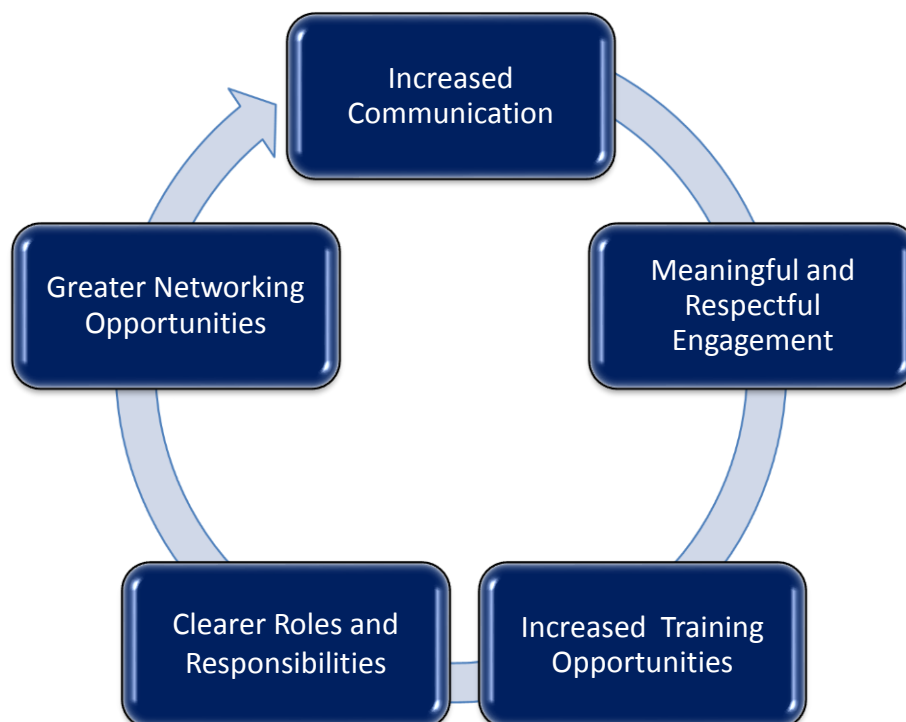
- ❖ pro-active engagement with all including isolated and harder to reach communities and people to ensure equitable community access to all council support for community development;
- ❖ addressing evidenced need ;
- ❖ building cohesion, inclusion and collaboration within and between communities ;
- ❖ partnership and collaboration in the delivery of community development services, facilities and projects;
- ❖ co-operation with community support services within the sector to maximise resources and leverage funding for communities; and
- ❖ Sharing of best practice to increase Collective Community Knowledge.



Strategic Impact

The engagement identified the five most appropriate mechanisms to maximise impact as;

- ❖ Increased Communication;
- ❖ Meaningful and respectful engagement;
- ❖ Increased training ;
- ❖ Clearer understanding of the roles and responsibilities of all relevant stakeholder; and
- ❖ Greater Networking/Partnership opportunities.

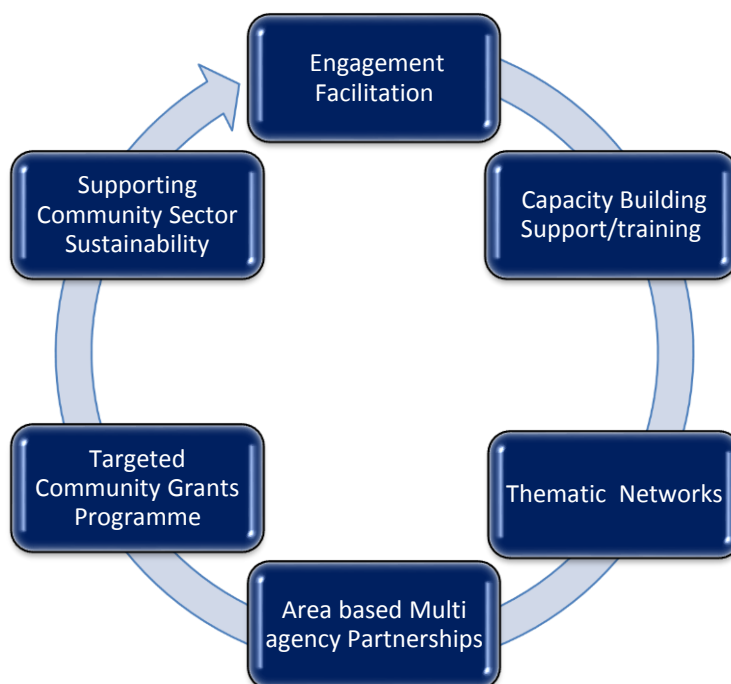


Stage two of the processes worked with relevant stakeholders to identify themes that could operationalise the aims and objectives identified in stage one of the consultation the themes identified were

Strategic Themes

The engagement identified six key themes through which the aims, objectives priorities identified could be best met.

- ❖ Community Capacity Building Support/training;
- ❖ Engagement skills development;
- ❖ Creation of area based partnerships;
- ❖ Supporting Community Sector Sustainability
- ❖ Through thematic based networks; and
- ❖ Development of a targeted Community Grants Programme.



8.4. Consultation and Engagement Conclusions

The staged approach to the consultation ensured that the process provided a comprehensive understanding of the expectations which the relevant stakeholders felt that the new Community Development Strategy needed to be mindful of. These expectations were identified as;

- ❖ The need to support groups with operational and running cost;
- ❖ Continued dedicated Community Development Support from Council Officers;
- ❖ Facilitation of partnership working through networking and clustering;
- ❖ The development of clear Communication and Information channels;
- ❖ The importance of independent community support in the delivery of community capacity building and training;
- ❖ Increased support for the management and usage of Community Centres(including assets transfer guidance)
- ❖ Recognition and support for positive community development practice;
- ❖ Continued support for independent advice provision;
- ❖ Continued support and advice in relation to Community Planning;
- ❖ Increased meaningful engagement; and
- ❖ Parity of service and opportunity.

9. Review of Council Grants Provision

9.1 Introduction

In order to develop a new framework to support the continued growth of community organisations through a Council grants programme, it is first necessary to undertake a review of the existing grants provision in the four Councils that make up the Causeway Coast and Glens area to establish examples of best practice that could be disseminated throughout the new Causeway Coast and Glens Council area. The tables in section 9.2 provide the details of our analysis.

9.2 Existing Grants Provision

Table 1 Community Development	Amount	Purpose of Grant	Target Group	Exclusions	Budget
Ballymoney	n/a	n/a	n/a	n/a	n/a
Coleraine	£2,000 pa (£1k i.r.o. running Costs; £1k i.r.o. project costs)	Running Costs Project Costs Small items of equipment (£250 max)	Existing Community Groups Voluntary run Community Centres	Recipients of the Network Support Grant	£49,700
Limavady	£2,000 pa	Running Costs	Community Groups with their own premises	Existing Groups Community Groups with their own premises only	n/a
Moyle	n/a	n/a	n/a	n/a	n/a

Table 2 Network Support	Amount	Purpose of Grant	Target Recipients	Exclusions	Total Budget
Ballymoney	n/a	n/a	n/a	n/a	n/a
Coleraine	£1750 pa	Running Costs Project Costs Small items of equipment (£250 max)	Networks Partnerships Consortia	Recipients of the Community Development Grant	£5,000
Limavady	n/a	n/a	n/a	n/a	n/a
Moyle	n/a	n/a	n/a	n/a	n/a

Table 3 Summer Schemes	Max Amount	Purpose of grant	Target Recipients	Exclusions	Total Annual Budget
Ballymoney	n/a	Provision made through BBC Leisure Services	n/a	n/a	n/a
Coleraine	n/a	Provision made through CBC Leisure Services	n/a	n/a	n/a
Limavady	£100	To support Children's Summer Scheme	Community Groups	Existing Groups Community Groups only	n/a
Moyle	£2,500	To support rural Children's Summer Scheme	Community Groups outside of Ballycastle	Refreshments Entrance fees	£6,000

Table 4 Community Festivals	Amount	Purpose of Grant	Recipients	Exclusions	Total Budget
Ballymoney	£1,500	To support community led festivals lasting for more than 2 days	Community Based Organisations	Alcoholic Refreshments	£15,600
Coleraine	£5,000	To support community led festivals lasting for more than 3 days which attract in excess of 5,000 participants	Community Based Organisations	Festival taking place outside the borough Festivals of a commercial nature Alcoholic Refreshments	£23,220
	£1750	To support community led festivals lasting for more than 2 days which attract less than 5,000 participants			
Limavady	£500	To support community led festivals which promote Limavady	Community Based Organisations	Festival taking place outside the borough Festivals of a commercial nature Alcoholic Refreshments	£16,979
	£1500				
	£3000				
	£7000				
Moyle	£1000	To support community led festivals	Community Based Organisations	Alcoholic Refreshments Fireworks Running costs	£25,500
	£10,000				

Table 5 Volunteer Support	Max Amount	Purpose of Grant	Target Recipients	Exclusions	Total Annual Budget
Ballymoney	n/a	n/a	n/a	n/a	n/a
Coleraine	£2,500	Volunteer Support	Volunteer Centre Only	Volunteer Centre Only	£2,500
Limavady	£3,500	Volunteer Support	Volunteer Centre Only	Volunteer Centre Only	£3,500
Moyle	n/a	n/a	n/a	n/a	n/a

Table 6 Emergency Support	Max Amount	Purpose of Grant	Target Recipients	Exclusions	Total Annual Budget
Ballymoney	n/a	n/a	n/a	n/a	n/a
Coleraine	n/a	n/a	n/a	n/a	n/a
Limavady	£100	Emergency Support	Existing Community Groups	Existing Groups Community Groups only	Included in CSP
Moyle	n/a	n/a	n/a	n/a	n/a

Table 7 Community Support	Max Amount	Purpose of Grant	Target Recipients	Exclusions	Total Annual Budget
Ballymoney	£200	Support small projects and events	Existing Community Groups	Christmas decorations and Fireworks	£8,000
Coleraine	n/a	n/a	n/a	n/a	n/a
Limavady	n/a	n/a	n/a	n/a	n/a
Moyle	£300	Support small projects and events	Existing Community Groups	Events based outside the District	£2,000

Table 8 Training Support	Max Amount	Purpose of Grant	Target Recipients	Exclusions	Total Annual Budget
Ballymoney	n/a	n/a	n/a	n/a	n/a
Coleraine	n/a	n/a	n/a	n/a	n/a
Limavady	£75	Costs incurred through training directly related to the development of a community organisation	Existing Community Groups	Existing groups Community Groups only	Included in CSP
Moyle	n/a	n/a	n/a	n/a	n/a

Table 9 Community Infrastructure Support	Max Amount	Purpose of Grant	Target Recipients	Exclusions	Total Annual Budget
Ballymoney	n/a	n/a	n/a	n/a	n/a
Coleraine	n/a	n/a	n/a	n/a	n/a
Limavady	n/a	n/a	n/a	n/a	n/a
Moyle	£7,500 20% of Capital Costs	Technical assistance of up to 90% of the incurred expenditure Capital costs of up to 20% of the incurred expenditure	Community Groups Sporting Groups	Portable assets or equipment	£40,000

Table 10 Seeding Grant	Max Amount	Purpose of Grant	Target Recipients	Exclusions	Total Annual Budget
Ballymoney	£200	Group set up costs	New Community Groups	Existing Groups	Included in CSP
Coleraine	£500	Group set up costs	New Community Groups	Existing Groups Community Groups only	£2,000
Limavady	£100	Group set up costs	New Community Groups	Existing groups Community Groups only	Included in CSP
Moyle	£300	Group set up costs	New Community Groups	Existing Groups	£900

Table 11 Overall Grant Contributions	Council Contribution	DCAL Contribution	DSD Contribution	Total Budget
Ballymoney	£12,800	£7,800	£0	£20,600
Coleraine	£44,853	£11,610	£25,257	£81,720
Limavady	£8,479	£8,500	£47,503	£64,482
Moyle	£57,547	£4,300	£5,000	£66,847
	£123,679	£32,210	£77,760	£233,649

Table 12 Grants per Population	Total Budget	Population at last Census	£ Cost per Person	Council Contribution	% of Council Contribution
Ballymoney	£20,600	31,224	£0.66pp	£12,800k	75%
Coleraine	£81,720	59,067	£1.38pp	£44,853k	55%
Limavady	£64,482	33,536	£1.92pp	£8,479k	13%
Moyle	£66,847	17,050	£3.92pp	£57,547k	86%

Table 12 details the overall budget for each existing Council area and, using the population statistics from the 2011 Census details, provides a unit cost per adult. This ranges from Ballymoney whose unit cost per person is 0.66p through to Moyle who has the highest unit cost at £3.92 per person. The value for ratepayers' money is also considered in this table when the Councils' contribution to the overall grant total is calculated as a percentage of the overall spend. In this respect Limavady Borough Council provide their rate payers with the most value for money as the majority of the money they pay out in grants is derived from external sources.

9.3 Options for the New Grant Structure

In order to explore the most effective grants system, we considered four different models.

Draft Model 1 - This model is based on providing support only to those groups whose core activity is community development. Adopting this model would mean that support would be offered in the form of substantial seeding grants (supported with a setting up toolkit), substantial funds towards organisational overheads and running costs for existing groups , festival grants and technical support for those groups wishing to develop capital projects.

Grant	Purpose	Maximum Amount	Target Output
Seeding Grant	To support new community groups to develop good governance structures and to help with the associated costs when setting up a group.	£1,500k	A minimum of 20 new groups
Community Services Support Grant	To contribute to the running costs/overhead costs of key community development organisations.	£2k	A minimum of 100 existing groups
Community Network Support Grant	To contribute to the running costs/overhead costs of key community network organisations.	£5K	A minimum of 10 networks (existing or new)
Community Infrastructure Grant	To provide technical assistance to groups developing capital infrastructure either new or existing.	£5k	A minimum of 10 existing groups
Community Festival	To support existing collaborative community interest festivals.	£6k	Up to 10 awards
			A minimum of 150

Draft Model 2: This model is based on Model 1 but with significant reduction to the overall budget whilst extending the grants on offer to include general community /social inclusion groups eg 50+ sector etc. whilst at the same time maintaining support to those groups whose core activity is community development. This model also sees the introduction of a small scale programme to assist community groups who are required to make small adaptations or repairs to key community facilities to maintain facilities.

Grant	Purpose	Maximum Amount	Target Output
Seeding Grant	To support new community groups to develop good governance structures and to help with the associated costs when setting up a group.	£1k	A minimum of 20 new groups
Community Services Support Grant	To contribute to the running costs/overhead costs of key community development organisations.	£2k	A minimum of 64 existing groups
Social Inclusion Grant	To contribute to the running costs/overhead costs of community organisations promoting social inclusion .	£500K	A minimum of 80 existing groups
Community Infrastructure Grant	To provide technical assistance to groups developing capital infrastructure either new or existing.	£5k	A minimum of 8 existing groups
Community Festivals Grant	To support existing collaborative community interest festivals.	£5k	A minimum of 12 awards
			A minimum of 182

Draft Model 3: This model is based on the grants provision outlined in Draft Model 2 but has been adjusted to reflect the existent available grant spend across the four Council areas.

Grant	Purpose	Maximum Amount	Target Output
Seeding Grant	To support newly established community development groups to help develop good governance structures and to help with the associated costs when setting up a group.	£1k	A minimum of 5 new groups
Community Services Support Grant	To contribute to the running costs/overhead costs incurred of core community development organisations. There will be two strands to this grant ; A Groups with premises; and B Groups without premises.	A -up to £2K B – up to £1K	A minimum of 40 Group A A minimum of 32 Group B
Social Inclusion Grant	To contribute to the running costs/overhead costs of community organisations promoting social inclusion .	£500	A minimum of 70 existing groups
Small Scale Capital Improvement Grant	To provide fiscal support to groups developing small scale capital infrastructure improvements to their existing community facilities.	£5k	A minimum of 4 existing groups
Community Festivals Grant	To support community interest festivals.	£2 -£5k	A minimum of 25 awards
			A minimum of 175

9.4. Consideration of the Grant Administration Models

	Positive Attributes	Negative Attributes
Grant Model 1	Focuses on community development function with significant financial support.	Involves the most expenditure from the public purse. Engages fewer groups than in the existing independent models
Grant Model 2	Extends the support to include general community based social inclusion groups recognising their contribution to the volunteering and community involvement ethos of the area.	Is more costly than the existing availability of funds
Grant Model 3	Is comparable in expenditure terms to the existing model of grants spent.	Engages fewer groups than Model 2

9.5. Conclusion and Recommendations in respect of Community Development Grants

Having considered the four options available, we believe that **Model 3** provides the most assurance in relation to value for money and impact.*

The recommendations in relation to Community Development Grants are:

Recommendation - Standardise the grant framework to include transparent, clear guidelines, which reflect a bespoke version of the eighteen recommendations made in the Addressing Bureaucracy Report issued by the Northern Ireland Executive in April 2013. The grant framework would detail:

- ❖ Funding principles;
- ❖ Funding procedures;
- ❖ Roles and responsibilities of both Council and the grantees;
- ❖ Funding streams within Council; and
- ❖ Clarity around what the Council will support from each of its funding streams.

Recommendation –Ensure that support is available to provide mentoring and support to develop the fundraising capacity of community groups. This recommendation would provide an additional bespoke element of support for community groups and would develop a clear understanding that project money should be sourced from outside of Council’s existing budget. Support for groups to identify the core projects aims and objectives and then to identify existing and emerging funding streams which would have a strategic fit. Also to identify funding which can be best drawn down when a collaborative partnership approach is adopted between organisations with shared aims and objectives;

Recommendation - Rationalise the types and amounts of grants available through community development sources. Community development, at its core, is the development of capacity in communities. This recommendation is that the Council goes back to this core ethos and supports only groups whose core objective is the development of community skills, knowledge and confidence. This will mean that the community development role will change from that of a funder to one of an enabler. If the Council can support the growth and vibrancy of the community associations with the Causeway Coast and Glens area by funding or contributing to funding their core costs, then this will allow the organisations the freedom to explore project funding from other Council funding sources e.g. Good Relations, Policing &

Community Safety Partnership (PCSP) or from external sources; and

Recommendation - Appoint a grants team within the Development Directorate in line with the recommendations of the Addressing Bureaucracy Report issued by the Northern Ireland Executive in April 2013. This approach would standardise the grants process throughout the Council and ensure a clear, transparent segregation of duties and focus in respect of the roles and responsibilities of the Council Officers. It would be anticipated that assessment advisory panels involving developmental staff would be established as part of the grants process.

*The proposed Model 3 for Community Development Grant Programme is reflective of the existent grants available in the 4 existing Councils. The scope of the Community Development Grant Programme will be dependent on the availability of sufficient budget and may require adjusting when final budgets have been agreed for the new Causeway Coast and Glens Council.

10. Review of Council owned Community Centres and Halls

10.1 Existing Provision.

The four Councils all have different management arrangements and a different level of physical stock in relation to community halls.

Council	Number	Location	Management Arrangement
Ballymoney	7	Rasharkin Community Centre	Community management arrangement
		Dervock Community Centre	Still to be determined.
		Balnamore Community Centre	Community management arrangement
		Ballybogey Community Centre	Community management arrangement
		Killyrammer Community Centre	Community management arrangement
		Stranocum Community Centre	Community management arrangement
		Ballymoney Social Centre	Council Managed
Coleraine	8	Coleraine West Community Centre	Council Managed
		Ballysally Youth and Community Centre	Council Managed
		Millburn Community Centre	Council Managed
		Windyhall Community Centre	Council Managed
		Harpur's Hill Community Centre	Council Managed
		Kilrea Town Hall	Council Managed
		Peter Thompson Hall	Council Managed
		Portballintrae Village Hall	Council Managed
Limavady	2	Greysteel Community Centre	Partner arrangement between Limavady Borough Council and Greysteel Community Association
		Magillian Community Centre	Partner arrangement between Limavady Borough Council and Magillian Community Association

Moyle	3	Bushmills Community Centre	Council Managed
		Mosside Community Centre	Council Managed
		Sheskburn Community Centre	Council Managed
Totals	20		

10.2 Consideration of the Potential of the Facilities

The existing 20 Council owned community facilities will provide an excellent opportunity to enhance community development provision in the new Causeway Coast and Glens area as they will provide a physical infrastructure throughout the new Council area to support:

- ❖ **The strengthening of local connections** - These existing community facilities provide an opportunity for the community development team in the new Council to establish community centred community hubs in which local communities develop a strong sense of place through the promotions and usage of these Council owned facilities as vehicles for social regeneration within the Causeway Coast and Glens area.
- ❖ **Increased community capacity** - The existing community facilities are all currently located within established active communities throughout the new Council area. The level of inclusion and usage by local community organisations is however varied and dependent upon the level of capacity in each of the locations. The Strategy provides an opportunity for the transformation of the existing physical resources into community hubs where the skills, knowledge and confidence of the local communities can be nurtured, to develop the collective and individual capacity of the residents of the Causeway Coast and Glens area.
- ❖ **Increased partnership working** - The existing community facilities provide an opportunity for local groups to meet and interact to develop connections, to avoid duplication and displacement and to support collaborative working designed to maximise their collective impact and individual sustainability.

10.3 Recommendations in relation to Community Centres and Halls

Consideration of the role of community facilities in the new Council model has resulted in six recommendations:

- ❖ **Recommendation** - Responsibility for the physical fabric of the buildings remains with the facilities team in the new Council;
- ❖ **Recommendation** - Responsibility for community use of the buildings is transferred to the Community Development team in the new Council;
- ❖ **Recommendation** - Standardise the management, charges, opening times, promotion and staffing of community halls across the new Council area;
- ❖ **Recommendation** - The mapping and audit of community facilities, currently being undertaken by the four present Councils with the support of The Community Foundation NI (CFNI), should be considered in order to identify substantial gaps in provision;
- ❖ **Recommendation** - Developmental support should be offered to those community owned multi-use facilities which currently, because of the absence of a Council facility, provide the service undertaken by Council owned/managed facilities in other parts of the wider area. Developmental support should be in line with that provided for Council owned facilities; and
- ❖ **Recommendation** - A users' forum should be developed to promote connectivity and the dissemination of best practice between key communities and organisations actively involved in the Council owned community facilities.

11. Review of the Roles and Responsibilities of the Networks

11.1 Introduction

Currently there are four networks operating within the four Councils that will make up the new Council model:

- ❖ Causeway Rural and Urban Network; is an independent constituted formal community network.
- ❖ Ballymoney Community Resource Centre is an independent constituted formal community Forum network.
- ❖ North Antrim Community Network is an independent constituted formal community network.
- ❖ Limavady Community Network is an informal community forum convened by Limavady Borough Council.

Causeway Rural and Urban Network (CRUN) and Ballymoney Community Resource Centre (BCRC) are currently funded directly by DSD through the Community Investment Fund whilst the North Antrim Community Network (NACN) is core funded through DARD.

11.2 Review of the Current Role of the Networks

Throughout the consultation it became clear that the Community Networks were held in the highest regard by all of the relevant stakeholders, with a consensus that there was a definite role for the Networks in the implementation of the new Community Development Strategy

The consultation indicated that the most positive aspects of the Networks work involved;

- ❖ Training support;
- ❖ Mentoring;
- ❖ Peer support; and
- ❖ A critical friend to both the Council and the Community Organisations.

11.3 Conclusion in respect of the Future Role of the Existing Networks

The current procurement best practice guidelines prevent the new Council from replicating the existing relationships that The Department for Social Development have with two of the existing Networks. However, it is anticipated that the accumulated local knowledge and experience of the three formal Networks will ensure that they continue to be a strong stakeholder in the new Council model.

The Informal model currently operating in Limavady has been identified as a model of best practice and has therefore been developed into an Action (4) in the new Strategic Action Plan.

12. Review of the Community Development Objectives in the New Council Model

12.1 Introduction

The final structure of the new Council model will not be decided until the relevant management positions within the new Council are finalised. However, although the structures will influence the delivery mechanisms adopted by the new Council, they will not change the community development objectives of the new body.

12.2 Community Development Objectives

Communities with lower levels of capacity will find it difficult to achieve significant social, economic and physical regeneration without the required level of support. Therefore successful community development activity within the Causeway Coast and Glens area is essential if the capacity of such communities is to be increased to ensure the necessary skills, knowledge and confidence to make positive contributions to the social, physical and economic regeneration of the new Council area as a whole. This outcome will be achieved through the delivery of four distinct but interdependent objectives of the new Community Development Strategy. The four objectives of the new Strategy are:

Objective 1 Increased Community Development Capacity - This objective will be achieved through working with communities to build their core capacity to ensure they have the skills, knowledge and confidence to engage in collaborative, partnership working; with particular reference to Community Planning. The new Council's role in delivering objective 1 of the Strategy will be to:

- ❖ Support community groups through the provision of grant aid;
- ❖ Provide relevant advice and assistance to both individuals and organisations;
- ❖ Mentor; and
- ❖ Provide relevant training.

Anticipated outcomes associated with objective 1 include:

- ❖ Improved community capacity throughout the new Council area;
- ❖ Increased levels of volunteering throughout the new Council area;
- ❖ Improved financial stability of community organisations across the Causeway Coast and Glens Council area;
- ❖ Increased percentage of leveraged programme funding in relation to Council financial support; and
- ❖ Improved levels of governance and financial capability within the community sector across the Causeway Coast and Glens Council area.

Objective 2: The Promotion of Productive Engagement - This objective will be achieved by developing the skills of Council officers, community groups and individual constituents to ensure a clear understanding of their interdependence in terms of the planning of effective service delivery across the Causeway Coast and Glens area. The new Council's role in objective 2 will be to:

- ❖ Facilitate shared Learning;
- ❖ Reach out to new constituent groups;
- ❖ Engage independent members of the community;
- ❖ Develop a framework for effective engagement; and
- ❖ Mainstream community development principles within all departments of the new Causeway Coast and Glens Council area.

Anticipated outcomes associated with objective 2 include:

- ❖ A culture of constructive community engagement becomes prevalent throughout all departments within the new Causeway Coast and Glens Council area;
- ❖ Staff within the new Causeway Coast and Glens Council have the necessary skill set to undertake constructive community engagement;
- ❖ Community representatives within the new Causeway Coast and Glens Council have the necessary skill set to undertake constructive engagement with relevant stakeholders;
- ❖ An improved understanding of the challenges and opportunities that Community Planning presents;
- ❖ Increased value for money for the rate payers of the new Causeway Coast and Glens Council area brought about through the provision of improved area specific services to meet needs, as a result of the constructive engagement between local communities and Council departments; and
- ❖ Parity of services across the new Causeway Coast and Glens Council area.

Objective 3 The Targeting of Deprivation and Evidenced Need Through Partnership Working

- The end of the Neighbourhood Renewal programme as and when it occurs will present both an opportunity and challenge for the new Council area. This Strand of the strategy provides an opportunity to disseminate the best practice partnership model developed in the three existing Neighbourhood Renewal Partnerships across the Causeway Coast and Glens Council area.

Community Planning will undoubtedly lead to the need for more inter-sectoral partnership working. The Council's unique role at the heart of service delivery in the Causeway Coast and Glens area provides an opportunity to support community organisations and service providers to engage with the relevant statutory agencies to develop the policy decisions which impact on the social, economic and physical regeneration of the Causeway Coast and Glens area. The new Council's role in developing objective 3 of the Strategy will be to:

- ❖ Create effective collaborative relationships;
- ❖ Enable partnership working;
- ❖ Develop a framework for collaborative working;
- ❖ Increase connectivity ;
- ❖ Develop the Councils role as the key 'honest Broker'; and
- ❖ Create linkages within services where synergy exists.

In order to incentivise this partnership approach to decision making a *Community Investment Chest* will be available through action 11 of the action plan to provide match funding for interventions developed through the Council led inter-sectoral partnerships. Anticipated outcomes associated with objective 3 include:

- ❖ The promotion of collaborative working across the new Causeway Coast and Glens Council area;
- ❖ A reduction in the instances of displacement or duplication in relation to service provision;
- ❖ A targeted approach to addressing deprivation and evidenced community need; and
- ❖ Increased value for money in relation to public expenditure.

Objective 4 Providing Support to Community Infrastructure to Maximise Sustainability - The changing policy landscape has provided opportunities for those groups who wish to do so to capitalise on their expertise and to consider becoming delivery partners in meeting local needs, developing community assets and delivering local and central government aims. The Council's responsibility in respect of this strand is twofold; firstly to provide developmental support to those groups who wish to avail of this new opportunity; and secondly to support groups core costs to enable them to explore new mechanisms to secure their groups future sustainability. The new Council's role in developing objective 4 of the Strategy will be to:

- ❖ Support Groups wishing to explore social economy models;
- ❖ Provide grant support for small scale, necessary capital renovations in priority community facilities;
- ❖ Facilitate area planning approaches to the provision of services;
- ❖ Increase usage of existing community/Council resources; and
- ❖ Create opportunities for shared management.

Anticipated outcomes associated with objective 4 include:

- ❖ Increased community use of Council owned community facilities within the new Causeway Coast and Glens Council area;
- ❖ Increased use of community owned facilities within the new Causeway Coast and Glens Council area;
- ❖ Increased sustainability of community organisations within the new Causeway Coast and Glens Council area;
- ❖ Parity of service provision across the new Causeway Coast and Glens Council area; and
- ❖ Increased opportunity for collaborative working between the new Causeway Coast and Glens Council and community organisations.

12.3 Conclusion in respect of the Community Development Objectives

Although each strand will have stand alone community development outcomes, the real impact of the Strategy will be if the four strands are accepted as an interdependent solution to the development of community capacity in the Causeway Coast and Glens Council area.



13. Strategic Framework

13.1 Introduction

The Strategic Framework provides the skeleton around which all the programmes within the Action Plan must be based. It provides the core ethos of the Action Plan and clearly supports the commitment of the existing four Councils to collaboratively work together to maximise the impact of the new Council in the development of community capacity in the new Causeway Coast and Glens Council area.

13.2 Framework Components

In order to develop new, relevant, innovative actions, it was necessary to consider all of the recent information gathered along with the local and regional policy landscapes. When developing the Strategic Action Plans we developed a five step Strategic Framework to ensure only the actions which have the most sustainable impact were progressed. The five steps of the Strategic Framework used to ensure that this model was achieved are detailed below.

Step 1: Synergy with the Department for Social Development's Regeneration and Community Development Framework 2013

As stated earlier in the report, responsibility for community development is one of the powers which will be transferred to new Borough Councils post RPA. It is therefore essential that any new Community Development Strategy is cognisant of The Department for Social Development's Regeneration and Community Development Framework 2013. This is the leading policy for the delivery of regeneration and community development in the region and sets the policy context for both the transfer of any responsibilities to Councils and for the allocation of monies to Councils for the delivery of community development support.

The Framework highlights the importance of community development in the pursuit of policy aims and recognises the importance of strong community infrastructure to enable social and economic objectives to be achieved in more sustainable and efficient ways. Importantly, it also places an emphasis on outcomes and measuring change. The Framework’s four policy objectives together with some of its key actions which will be taken forward are detailed in the following table.

DSD Regeneration and Community Development Framework Objectives	Actions Most Relevant to a New Community Development Framework
To develop more cohesive and engaged communities	<ul style="list-style-type: none"> ❖ Developing volunteering and active citizenship ❖ Developing networks, partnerships and participation within and between communities, to empower local people to contribute to improving their neighbourhoods and town centres ❖ Strengthening networks and cross-interface schemes to develop positive community responses to social, economic and environmental problems ❖ Supporting local asset ownership and management by communities, to meet their needs and create opportunities for the development of facilities
To tackle area-based deprivation	<ul style="list-style-type: none"> ❖ Projects that address the specific needs of socially excluded people and groups and enabling public services to operate in more targeted and locally-engaged ways ❖ Programmes that aim to reduce worklessness and enable people to reach their full potential ❖ Promoting social economy
To improve linkages between areas of need and areas of opportunity	<ul style="list-style-type: none"> ❖ Strengthening the connection between key investment sites and disadvantaged neighbourhoods or segregated communities ❖ Physical regeneration of interface areas, including environmental improvement
To strengthen the competitiveness of our towns and cities	<ul style="list-style-type: none"> ❖ Increasing physical access to services, facilities and opportunities for employment ❖ Development of shared and safely accessible commercial centres and development sites

When developing the new programmes within the Strategic Action Plan, it was essential that each action could be directly linked with one or more of the four themes of the Department for Social Development's Urban Regeneration and Community Development Framework 2013.

Step 2: Addressing the New Community Development Objectives of the Causeway Coast and Glens Council Area

The new strategy has been developed around the following four core strands:

- ❖ Objective 1 - Core Capacity Building;
- ❖ Objective 2 - Promoting Positive Engagement;
- ❖ Objective 3 - Targeting Deprivation and Evidenced Need through Partnership working;
and
- ❖ Objective 4 Supporting Communities Infrastructure to Maximise Sustainability.

These objectives underpin the necessary change in direction in the new Causeway Coast and Glens area, which will see the Council adopting an enabling role designed to support every community organisation to maximise both their capacity and sustainability.

Step 3: Fit with the Causeway Coast and Glens Community Development Framework (2013)

It is essential that the Community Development Strategy proposed is in keeping with the eight cross-cutting principles identified in the recent Causeway Coast and Glens Community Development Framework. The principles identified are:

- ❖ Equitable community access to all Council support for community development;
- ❖ Pro-active engagement with all, including isolated and harder to reach communities and people;
- ❖ Addressing need which is objectively measured and assessed;
- ❖ Building cohesion within and between communities and with local and regional government;

- ❖ Respect for and inclusion of the experiences and perspectives of all;
- ❖ Partnership and collaboration in the delivery of community development services, facilities and projects;
- ❖ Co-operation with community support services within the sector to maximise resources and leverage funding for communities; and
- ❖ Building on and extending levels of local community activity and learning from what works.

Step 4: Identification of Relevant Stakeholders

Throughout the consultation there was a consensus that the role of the new Council should not be that of a service provider but rather that of an enabler, to provide developmental support to existing and emerging community groups, forums and associations to encourage and undertake meaningful community development activities in the Causeway Coast and Glens Council area.

The Consultation identified a desire by all of the relevant statutory agencies to work collaboratively in partnership to support community development as an important way of enabling people to undertake meaningful contribution in the community planning process. In developing this strategy it is essential that the commitment to partnership working is operationalised.

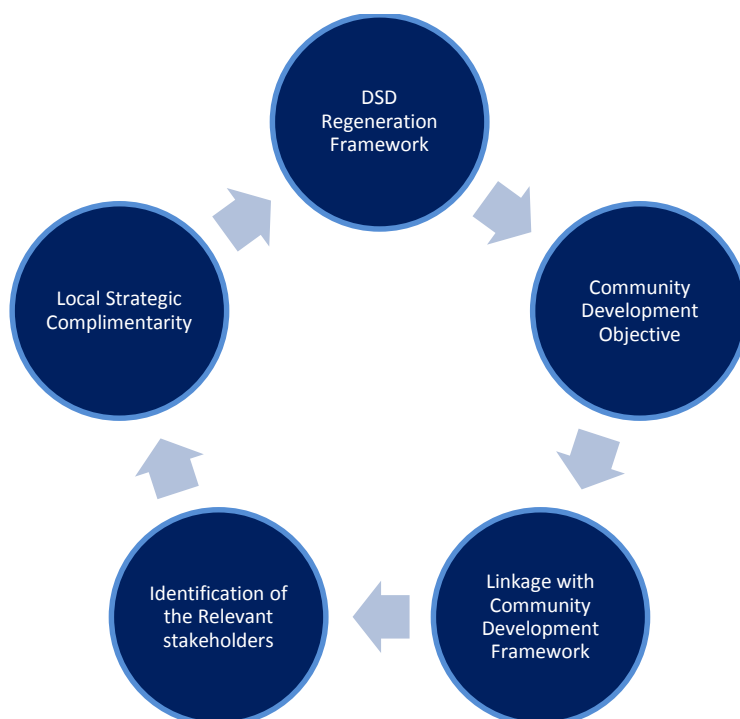
Step 5: Strategic Linkage

Throughout the audit and consultation process the need for community development to be mainstreamed into the fabric of all Council activities was identified. In order to make that aspiration a reality, throughout the development of the new programmes we needed to establish that the proposed actions complemented and provided additionality to existing local strategies and programmes.

13. 3 Conclusion in respect of the Strategic Framework

The implementation of the five step strategic framework ensured that each of the five programmes is relevant to the audit findings in respect of:

- ❖ Fit with DSD Regeneration and Community Development Framework;
- ❖ Addressing the issues identified in the Community Framework;
- ❖ Identification with one of the four identified community development strands;
- ❖ Identification of relevant stakeholders; and
- ❖ Complementing and providing additionality to existing local strategies and programmes.



14. Strategic Recommendations

14.1 Introduction

The strategic framework resulted in the development of four thematic strands of work which is scheduled to commence in April 2015. The recommendation is that the strands would then continue through 2016 to 2018, building year on year the confidence, knowledge and skills of the participants to contribute to the development of community capacity in the new Causeway Coast and Glens Council area. The four thematic programmes developed to operationalise the Strategy are detailed below.

Strand 1: The Causeway Coast and Glens Promotion of Core Community Capacity Building Programme

This programme seeks to work with communities to build their core capacity to ensure they have the skills, knowledge and confidence to engage in collaborative partnership working, with particular reference to Community Planning. Strand one will be operationalised through the delivery of the following four actions:

- ❖ Action 1: Volunteer Promotion;
- ❖ Action 2: Advice Support;
- ❖ Action 3: Capacity Development (generic); and
- ❖ Action 4: Capacity Development (bespoke).

Strand 2: The Causeway Coast and Glens Promotion of Productive Engagement Programme

This programme seeks to develop the skills of both Council staff and Community Organisations to develop a clear understanding of their interdependence in terms of the planning of effective service delivery, with particular reference to Community Planning. Strand two will be operationalised through the delivery of the following four actions:

- ❖ Action 5: Council Engagement;
- ❖ Action 6: Community Engagement;
- ❖ Action 7: Resident Engagement; and
- ❖ Action 8: Thematic Peer Network Development.

Strand 3: The Causeway Coast and Glens Targeting of Deprivation through Partnership Working Programme

The end of the Neighbourhood Renewal programme as and when it occurs will present both an opportunity and challenge for the new Council area. This Strand of the strategy provides an opportunity to disseminate the best practice partnership model developed in the three existing Neighbourhood Renewal Partnerships across the Causeway Coast and Glens Council area.

Community Planning will undoubtedly lead to the need for more inter-sectoral partnership working. The Council's unique role, at the heart of service delivery in the Causeway Coast and Glens area, provides an opportunity to support community organisations and service providers to engage with the relevant statutory agencies to develop the policy decisions which impact on the social, economic and physical regeneration of the Causeway Coast and Glens area. Strand three will be operationalised through the delivery of the following three actions:

- ❖ Action 9: Development of a Partnership Framework;
- ❖ Action 10: Area Partnerships; and
- ❖ Action 11: Community Chest.

Strand 4: The Causeway Coast and Glens Supporting Sustainable Communities Infrastructure Programme

The changing policy landscape has provided opportunities, for those groups who wish to do so, to capitalise on their expertise and consider becoming delivery partners in meeting local needs, developing community assets and delivering local and central government aims. The Council's responsibility in respect of this strand is twofold; firstly to provide developmental support to those groups who wish to avail of this new opportunity and secondly to support groups' core costs to enable them to explore new mechanisms through which they can secure their future sustainability. Strand four will be operationalised through the delivery of the following four actions:

- ❖ Action 12: Programme Development for Council Owned Community Facilities;
- ❖ Action 13: Programme Development for Community Owned Multi-Use Facilities;
- ❖ Action 14: Organisational Sustainability for Community Organisations; and
- ❖ Action 15: Small Capital Works Grant.

14.2 Impact

The four strands each work with different constituent groups, using different methodologies to work on different needs, but with only one strategic aim; to develop the overall Community Capacity of the Causeway Coast and Glens Council area. The result of the work will be:

- ❖ Increased partnership working in the Causeway Coast and Glens Council area;
- ❖ Development of a more sustainable community sector in the Causeway Coast and Glens Council area;
- ❖ Greater social cohesion in the Causeway Coast and Glens Council area;
- ❖ Increased connectivity between neighbourhoods, towns and villages in the Causeway Coast and Glens Council area;
- ❖ Early identification of local solutions for emerging needs in the Causeway Coast and Glens Council area; and
- ❖ Increased community capacity in the Causeway Coast and Glens Council area.

14.3 Compatibility with Existing Models of Best Practice

It should be noted that the Strategic Framework is compatible with existing models of best practice already operating in the four Councils. Where applicable, these existing projects could and should be integrated into the new Strategic Framework. Examples of how this could be possible are detailed in the fig 14.3.1

New Strategic Programme	Existing Compatible Projects
Strand 1: The Causeway Coast and Glens Promotion of Core Community Capacity Building Programme	All Generic support provided by the existing three formal Networks
Strand 2: The Causeway Coast and Glens Promotion of Productive Engagement programme	Limavady: Community Network
Strand 3: The Causeway Coast and Glens Targeting Deprivation through Partnership Working Programme	Coleraine and Limavady: Neighbourhood Renewal Partnerships
Strand 4: The Causeway Coast and Glens Supporting Communities to Achieve Their Maximum Level of Sustainability Programme	Moyle: Infrastructure Grants Programme

Fig 14.3.1 – Integration of existing projects into the new strategic framework

15. Conclusions and Recommendations

In conclusion, the findings of the consultation combined with the findings from other related studies has established that the new Causeway Coast and Glens Council requires a new approach to community development which blends together all the existing best practice identified within the existing four Council model.

In order to achieve this ideal we have made a number of recommendations.

Recommendations in relation to community facility usage:

Recommendation 1 - Responsibility for the physical fabric of the buildings remains with the facilities team in the new Council;

Recommendation 2 - Responsibility for community use of the buildings is transferred to the Community Development team in the new Council;

Recommendation 3 - Standardise the management, charges, opening times, promotion and staffing of community halls across the new Council area;

Recommendation 4 - The mapping and audit of community facilities, currently being undertaken by the four present Councils with the support of The Community Foundation NI (CFNI), should be considered in order to identify substantial gaps in provision;

Recommendation 5 - Developmental support should be offered to those community owned multi-use facilities which currently, because of the absence of a Council facility, provide the service undertaken by Council owned/managed facilities in other parts of the wider area. Developmental support should be in line with that provided for Council owned facilities; and

Recommendation 6 - A users' forum should be developed to promote connectivity and the dissemination of best practice between key communities and organisations actively involved in the Council owned community facilities.

Recommendations in respect of grant administration:

Recommendation 7 - Standardise the grant framework to include transparent, clear guidelines, which reflect a bespoke version of the eighteen recommendations made in the Addressing Bureaucracy Report issued by the Northern Ireland Executive in April 2013. The grant framework would detail:

- ❖ Funding principles;
- ❖ Funding procedures;
- ❖ Roles and responsibilities of both Council and the grantees;
- ❖ Funding streams within Council; and
- ❖ Clarity around what the Council will support from each of its funding streams.

Recommendation 8 –Ensure that support is available to provide mentoring and support to develop the fundraising capacity of community groups. This recommendation would provide an additional bespoke element of support for community groups and would develop a clear understanding that project money should be sourced from outside of Council’s existing budget. Support for groups to identify the core projects aims and objectives and then to identify existing and emerging funding streams which would have a strategic fit. Also to identify funding which can be best drawn down when a collaborative partnership approach is adopted between organisations with shared aims and objectives;

Recommendation 9 - Rationalise the types and amounts of grants available through community development sources. Community development, at its core, is the development of capacity in communities. This recommendation is that the Council goes back to this core ethos and supports only groups whose core objective is the development of community skills, knowledge and confidence. This will mean that the community development role will change from that of a funder to one of an enabler. If the Council can support the growth and vibrancy of the community associations with the Causeway Coast and Glens area by funding or contributing to funding their core costs, then this will allow the organisations the freedom to explore project funding from other Council funding sources e.g. Good Relations, Policing & Community Safety Partnership (PCSP) or from external sources; and

Recommendation 10 - Appoint a grants team within the Development Directorate in line with the recommendations of the Addressing Bureaucracy Report issued by the Northern Ireland Executive in April 2013. This approach would standardise the grants process throughout the Council and ensure a clear, transparent segregation of duties and focus in respect of the roles and responsibilities of the Council Officers. It would be anticipated that assessment advisory panels involving developmental staff would be established as part of the grants process.

Generic Recommendations:

Recommendation 11 - Formal structured engagement should be undertaken by all funding streams managed and administered within the new Council to avoid displacement or duplication and to promote collaborative working to maximise additionality and complementarity between strategies and plans for which the Council has responsibility;

Recommendation 12 - The collaborative approach adopted from the outset of Local Government Reform by the Councils of Ballymoney, Coleraine, Limavady and Moyle should continue, to ensure a seamless transition to the implementation of the new Strategy in April 2015;

Recommendation 13 - Particular attention should be given to ensure a managed exit strategy in relation to the existing Neighbourhood Renewal Programme as and when the end of this programme occurs. The aims and objectives of the existing partnerships have been incorporated into the new Strategy and every effort should be made to ensure that this message is conveyed to those communities who may be anxious regarding an end of this particular programme;

Recommendation 14 - The final decision regarding staffing levels and delivery should be agreed at the earliest opportunity;

Recommendation 15 - Regular engagement should be undertaken with the Community Networks to promote transparency during 2014/15 in the lead up to LGR;

Recommendation 16 - Robust monitoring and evaluation should be built into all actions to establish their effectiveness and measure their impact; and

Recommendation 17 - A collective approach to any communication of the new Strategy to the public should commence immediately following the adoption of the Strategy by the new Shadow Council.

16. Appendices

16.1. Appendix 1: List of Relevant Stakeholders who contributed to the consultation.

A

Ageing Well Roe Valley
Age Concern Causeway
Alliance Party
Asian 50+ Group
Ardinariff Historical and cultural Society
Armo Community Association
Armo GAA
Armo Over 55s
Arthritis Care

B

Ballerin GAC
Ballycastle Chamber of Commerce
Ballycastle Community Development
Association
Ballykelly Community Association
Ballintoy Community Association
Ballintoy Young At Heart
Balnamore Community Association
Ballymacconnelly Renewal Group
Ballymoney Borough Council
Ballymoney Children's and Young Persons
Locality Planning Group
Ballymoney Community Resource Centre
Bann Valley Arts & Historical Society
Benbradagh Community Support
Benvardin Community Association
BJM -Chartered Accountants
Boveedy Community Association
Building Ballysally Together
Burnfoot Youth and Community Association
Bushmills Residents and Environmental
Forum
Bushmills Traders Association
Bushmills Village Forum

C

Castlerock Community Association
Castle Community Association
Castle Youth Club
Carnany Community Association
Causeway Citizens Advice Bureau
Causeway Homestart
Causeway Rural and Urban Network
Causeway Volunteer Centre
Causeway Vineyard Compassion
Ceres Group, Ballykelly

D

Democratic Unionist Party
Department of Social Development
Derrykeighan and District Community
Association
Dervock Community Group
Diamond Club
Diamond Shopping Centre
Dromboughil Community Association
Dunloy Community Association
Dunloy Development Association

C

CHAT
Causeway Citizens Advice Bureau
COAST
Coleraine Borough Council
Co-Life
Coleraine 50+ Forum
Coleraine Multi- Cultural Forum
Coolessan Community Association
Corrymeela
Crafts with Love
Cross Glebe Community Association
Cushendall Development Group
Cushendun Development Association

E

Evergreen

G

Garvagh & District Development Association
(GADDA)
Garvagh Diamond Club
Gelvin Community Association
Glack Community Association
Glebeside Community Association
Glenariff Improvement Group
Glenullin Women's Group
Glens Community Association
Glenshane Community Enterprises
Glenshane Community Development Ltd
Glór Dhún Geimhin

I

Irish Pilgrimage Trust

L

Limavady Community Development Initiative
Limavady Borough Council
Limavady Historical & Cultural Society
Limavady Volunteer Centre
Loughgiel Community Association
Loughview Development Association

F

FAB Women's Group
Friends Of Glenariffe

H

Hands that Talk
Harvest Moon Club

Harpers Hill Children Family Centre
Harpurs Hill, Early Years

K

Killyrammer Community Association

M

Magilligan Community Association
Millburn Community Association
Macosquin Community
Mosside Development Group
Moyle District Council

N

NI Council for Ethnic Minorities
NI Housing Executive
NHSCT
North Antrim Community Network
North East Region Rural Development
Programme
Northern Regional College

O

O'Connors GAC
Oisins GAC

P

Patchwork
Portstewart Community Vision
Portballintrae Residents' Association
PSNI
Progressive Unionist Forum
Public Health Agency

Q

N/A

R

Rainbow Project
Rasharkin Community Association
Rasharkin Luncheon Club
Rasharkin Playgroup
RESTORE Community Group
Roe Valley Resident's Association

S

St Marys GAA Rasharkin
Sinn Fein
Solas
Social Democratic & Labour Party
Special Olympics Group, Limavady
Stranocum and District Community Association
Supporting Communities NI
Sure Start
St Vincent de Paul (SVP)

T

Traditional Unionist Voice

U

Ulster GAA
Ullans Speakers' Association
Ulster Scots Resource Centre
Ulster Scots Regeneration Group
Ulster Unionist Party
University of the Third Age (U3A)

V

Victim Support
Vineyard Compassion
Volunteer Now

W

WAVE Trauma Centre
West Bann Development

