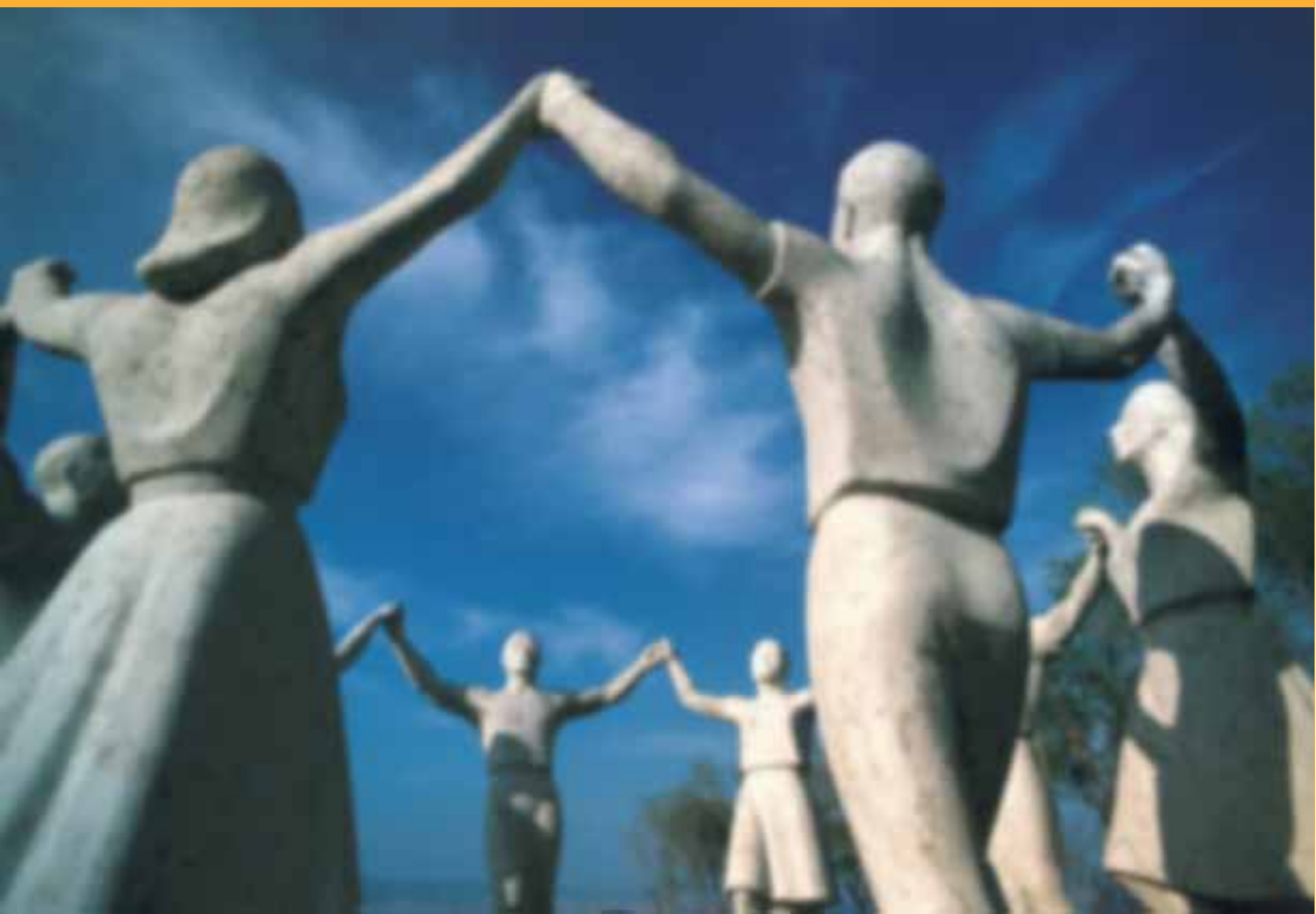




From Challenge to Change

East Belfast Community Development Agency's
Strategic Plan 2006-2010



Foreword

In 2005 East Belfast Community Development Agency celebrated 35 years of supporting the community sector in East Belfast. During these years the Organisation has existed under various names but has always had the support and development of the community in East Belfast at the forefront of all the work it has done. As we move into our 36th year we are excited to present this Strategy which we look forward to developing over the next five years. In doing so we acknowledge that EBCDA exists in a very different world to what it did 35 years ago but we are confident the plans presented will help move our community into the next decade.

Looking ahead is always challenging – but our committed Board of Directors and competent Staff Team see this as an opportunity to develop the Agency further, contributing enthusiastically, confidently and with professionalism to the ongoing development of the community sector in East Belfast. We look forward to the time when we move *“from challenge to change”*.



Cliff Kennedy

Chair

1.0 Introduction

East Belfast Community Development Agency (EBCDA) is the 'umbrella organisation' supporting community development in East Belfast. Our membership is made up of community groups drawn from an area that contains almost 110,000 people. It is representative of a broad range of interests and needs within communities and encompasses a variety of groups, including local residents' associations, faith based organisations, sports clubs, older people's projects and women's groups.

EBCDA's job is to add value to the activity undertaken by groups in local areas and to work with other key organisations to ensure the continued development of a community sector in East Belfast that is recognised, valued and effective. We seek to support successful community development, encourage reflective practice and promote cooperation and locally based solutions.

This Strategic Plan is an important document because it provides the basis for the work that we will undertake in the next five years. It includes an assessment of the external environment within which the Organisation will be operating and attempts to identify key developments and planned initiatives that are likely to impact on our role and the community/voluntary sector more generally. It also sets out some challenging aims for the Organisation, underpinned by a set of values and standards that will help to shape our work. Each year, detailed Operational Plans will be developed, based on a review of activity and outcomes from the previous year and the principles and plans set out in this document.

2.0 Mission

East Belfast Community Development Agency
exists to provide resources, support and
capacity building programmes for community groups
that are based on partnership,
equal opportunities and sustainable outcomes.

3.0 Values and Principles

3.1 - Participation

We will work proactively to ensure that people have the opportunity to fully contribute to, and share in, decision-making processes in relation to policies and programmes that will affect them.

3.2 - Inclusion

We will support and promote work which builds communities that include groups and people that have been most marginalised.

3.3 - Fairness

We oppose harassment, victimisation and prejudice of any kind. We are committed to ensuring that we do not discriminate against anyone within, or in contact with, the Organisation on the grounds of gender, race, nationality, ethnic origin, disability, and responsibility for dependents, sexuality, age, economic status, religious or political belief or marital status. This includes all the groups highlighted in Equality Legislation as outlined in Section 75 of the (1998) Northern Ireland Act.

3.4 - Good Practice

We value learning from other places and will promote identified good practice amongst our members and other stakeholders.

The application of these values and principles to our work will contribute to:

- A greater awareness that the principles of community development are fundamental to successful regeneration in East Belfast.
- Equal access to a wide range of development opportunities for people living in areas of recognised disadvantage.
- All relevant agencies and organisations being involved in promoting community participation and consultation in developing policy and practice.

4.0 External Context

It is widely recognised that the community and voluntary sector in Northern Ireland has been very active since the beginning of the troubles. The sector now, and in the future, has a key role to play in the transition to a more 'normal' society in which people have opportunities to shape their own lives and the communities in which they live.

In the 1990s a number of developments contributed to an improved position for community and voluntary organisations. These included a government strategy on the voluntary sector and community development in 1993 and increasing support under mainstream EU structural funds and 'peace money'.

The (1998) compact between government and the community/voluntary sector and the establishment of a Task Force in 2003 to recommend directions, roles, structures and functions for the sector and its role in systems of governance further indicated a continued commitment to the sector and its role.

There has also been an increased dialogue around themes of social inclusion and partnership through policies such as Targeting Social Need (TSN) and a legal duty on statutory bodies to consult widely in relation to policies or programmes that may have equality implications.

The emphasis in the 2005 Programme for Government was on the need for effective cross-sectoral relationships and a number of policies, from 'Neighbourhood Renewal' to 'Investing for Health', have been developed and acknowledge the importance of the community and voluntary sector across a range of priorities.

“...community involvement will be crucial. Communities must be at the forefront of renewal activity in their neighbourhoods. Local communities are best placed to know the needs of their local areas and to identify the right solutions. Some communities, however, do not have the skills, knowledge, experience or capacity to drive forward Neighbourhood Renewal. Building community capacity is vital.” (DSD June 2003)

In East Belfast there are some well-organised groups that have developed the ability to articulate need and attract resources and support for their neighbourhoods. In contrast, other communities are fragmented and a lack of positive leadership and co-operation has left people unaware of support opportunities and disconnected from their neighbours. The interface areas between Protestant neighbourhoods and the predominantly Catholic community in Short Strand also present a series of challenges, particularly when tensions translate into localised violence.

This local context is important when shaping the direction of EBCDA's work to 2010 and irrespective of the language that is used to characterise the situation, engaging people, supporting the development of community leadership and building effective ways of working in these neighbourhoods is essential to our work. Funding through initiatives such as the Local Community Fund and Measure 2.11a of the Peace Programme was intended to assist with the community development process in these communities and EBCDA's role in promoting collaboration around common issues of concern is likely to remain a key theme in the next five years.

The need for such an approach is further emphasised by the economic context of East Belfast in which an increasingly fragile economic base has compounded evident decline in some neighbourhoods.

5.0 Funding

Despite an apparently positive policy climate, community based organisations are working in an inconsistent and highly competitive funding environment. Given the relative 'boom' of the 1990's, there is genuine concern about sustainability in a tight public spending environment with reduced funds from the EU expected following the end of the Peace Programmes. The Task Force's recommendations within its report "Positive Steps" in relation to funding are important developments, but the reality is that Government spending remains by far the most significant source of funding in Northern Ireland, yet Departments are seeking to find efficiency savings. There is potential for this to be reflected in reduced allocations of grants to community organisations.

It is also evident that grant aid is not always the most appropriate way of funding work that meets joint aims, and there has been some movement towards Service Level Agreements between community and voluntary organisations and agencies with responsibility for delivering initiatives that are responsive to local communities.

Given this context, it is important that work which is undertaken is effective and tightly focused on communities that most need support. EBCDA has a critical job in encouraging collaboration and ensuring that a tighter funding environment does not have a disproportionate impact.

It is also important that opportunities to identify best practice are shared and that EBCDA fulfils this role.

6.0 Relationships

The development of positive relationships within and between communities in East Belfast is essential to the development of a respected, effective community sector. The development of our membership base to-date suggests that we have been successful so far in providing support to a broad range of groups. We are also well placed to identify opportunities for working together on shared issues and building a strong agenda for community development.

However, while substantial progress has been made, there are also considerable challenges. Along with community relations, the issue of places with 'low' or 'weak' community infrastructure, or low levels of 'social capital' has received increasing attention in recent years and has been a focus of both policy interventions and funding programmes.

Specific commitments were made in the Programme for Government (2005) in relation to building community participation in the most disadvantaged neighbourhoods. Unfortunately progress against these plans is unclear and has been, at best, inconsistent in application across geographical areas.

EBCDA believes that the development of this strategy will begin a process that will allow us to develop work with our members and other key organisations to ensure that the community sector in East Belfast is responsive to the needs of people living in places that experience high levels of relative deprivation and low levels of community organisation.

In the period covered by this Strategic Plan, we anticipate that relationships with the following organisations will be key to effective delivery:

East Belfast Community Development Agency

- East Belfast Partnership
- Community Services Sections of Castlereagh and Belfast Councils

- Inner East and Tullycarnet Neighbourhood Partnerships (established through Neighbourhood Renewal)
- Community Development Networks Forum
- East Belfast Community Health Information Project
- Community Development Team of the South and East Belfast Trust
- South and East Local Health and Social Care Group
- Inner East Forum
- Short Strand Community Forum
- NICVA

7.0 Governance

Local governance in Northern Ireland is currently in a state of change and there is continued uncertainty with regard to the potential restoration of devolution. The Review of Public Administration is obviously going to lead to a major rearrangement and reform of local governance structures and the public sector during the life of this plan, in recognition that the current approach, which involves more than 150 public bodies and executive agencies for a population of 1.7 million people, is untenable. The proliferation of partnerships, most recently through the Neighbourhood Renewal Initiative, reflects a commitment in policy terms to the development of structures that ensure community participation, but this is set against the risk that disparate policies and programmes actually reduce the potential benefit to local communities.

In the period from 2006 to 2010 we should see substantial progress towards a model in which there will be seven Councils with far more power in relation to a range of core services that impact on people's lives and an increased emphasis on community planning and integrated service delivery.

In a changing external environment it will be important that we continue to build relationships with key organisations that share an interest in East Belfast and which are committed to the development of vibrant, outward looking communities and the regeneration of local neighbourhoods and shared places.

8.0 Strategy

EBCDA has identified the following strategic aims for 2006 to 2010:

8.1 - Community Support/Capacity Building

To assess the needs of the community sector and work with other key organisations to draw up programmes, projects, plans and strategies that build capacity.

8.2 - Community Resource and Finance Services

To promote good financial management practice in the community sector by offering financial management advice, training services and a community accountancy service.

To provide accessible meeting rooms and assistance with photocopying, production of newsheets, leaflets and other administrative support.

8.3 - Community Development Education and Training

To encourage, support and facilitate the provision of quality community development education and training opportunities.

8.4 - Advocacy

To seek to influence the policies of community, voluntary, government and public agencies so that they recognise the value of adopting a community development approach and that the community sector in East Belfast might benefit from this.

9.0 Delivery

Yearly operational plans will be developed to support work towards our aims with quarterly review of progress undertaken by the Board. We anticipate that the focus will be on the provision of services to the community sector in East Belfast based around our four core themes of Community Support/Capacity Building, Community Resource and Finance Services, Community Development Training and Education, and Advocacy.

Operational Plans will be underpinned by an emphasis on those areas of work that:

- Promote co-operation and collaboration between community organisations;
- Promote the principles of community development;
- Enhance the level of community participation by supporting local people to become more involved in the decisions that affect the interests of their communities;
- Support groups to acquire and develop the skills and resources necessary to achieve positive and sustainable outcomes.

We recognise that the Organisation operates in an area of relatively under-developed community infrastructure and has a responsibility to assist in the development of basic community organisations from which community development and capacity building can grow and develop.

Earlier in this document it was stressed that groups operating in some East Belfast neighbourhoods have been isolated and have lacked the skills and confidence to access support opportunities.

EBCDA believes there is a need for continued work to facilitate the development of community groups that are genuinely representative of local people and objectively identified need, that are listened to and that have opportunity to influence services, policies and programmes which affect people's lives. Whilst our mission, core values and key aims form the backbone of our work, we anticipate that we can bring the following unique contribution to capacity building in East Belfast during the life of this Strategic Plan:

9.1 - Community Support/Capacity Building

Administrative support (internet access, use of computers, printing and scanning services, photocopying, loan of audio-visual equipment, mail merge and distribution, administrative support for area forums);

Promotion of best practice (policies and training on employment, health and safety, fraud, finance, etc);

Co-ordinating local networks (Community Workers' Forum, Youth Workers' Forum, Social Economy Forum);

Consultations (supporting community groups to collectively respond to consultations undertaken by a range of agencies such as the Big Lottery, NICVA, Community Change, Belfast City Council, Department of Social Development);

Partnership working (supporting partnership structures that work for local communities);

Infrastructure (*to build and sustain community organisations, accept that community organisations need long-term support; contribute to the better co-ordination of training and support services*).

It is important to note that East Belfast Partnership's Strategic Plan for 2006-2010 includes a focus on developing community cohesion, which is key to engaging people and supporting their continued involvement.

This is closely associated with our own commitments under Capacity Building and Community Support, and EBCDA's operational plans will include detailed proposals for work with the Partnership to ensure that maximum benefit can be derived from the skills and relationships that the two organisations offer to the sector.

9.2 - Community Resource and Finance Services

Financial and professional services (eg facilitation, mediation, community development support, administration of salaries on behalf of groups, finance training, independent examinations);

Use of premises (ie meeting and training rooms);

Provision of resource materials (computers, multi-media technology and presentational facilities)

9.3 - Community Development Education and Training

Provision of advice (eg preparation of constitutions, establishment of new organisations, networking guidance as well as specific advice projects, sourcing funding);

Information (information resources, library functions, newsletters);

Support for training (eg community leadership, committee skills, writing funding applications, equality and political issues, monitoring and evaluation, organisational development);

9.4 - Advocacy

Acting as an advocate for the community sector in East Belfast (lobbying, support for collective action, a representative role for geographical areas that are broader than neighbourhoods, *creating strong local organisations with their own assets*);

Representing the sector on partnership projects and with key stakeholders, including:

- East Belfast Partnership
- Inner East Forum
- Short Strand Community Forum
- South and East Health and Social Care Group
- Inner East Neighbourhood Partnership
- Tullycarnet Neighbourhood Partnership
- East Belfast Community Health Information Project
- EBP Interface Project
- NICVA
- South & East Health and Social Services Trust
- PSNI
- Belfast and Castlereagh Councils and new Council structures following the Review of Public Administration
- Funding Advice Network (NICVA)
- Councillors, MLAs and MPs

10.0 Communication

EBCDA believe it is important that all parties relevant to our work are fully informed regarding the support and resources we can provide and the work we carry out as an Organisation.

We have therefore produced a communications strategy which outlines our communication objectives, identifies our target audiences and highlights the key messages we need to get across.

Objectives include; raising EBCDA's profile in East Belfast and encourage uptake of our services; increase membership of EBCDA and reach all new community groups in the area; further develop relations with key influencers in order to advocate for the community sector; keep abreast of activities relevant to the community sector and to communicate a broad range of relevant information to members and ensure two-way communication. Communication will be reviewed on an annual basis in conjunction within our operational plan.

11.0 Monitoring

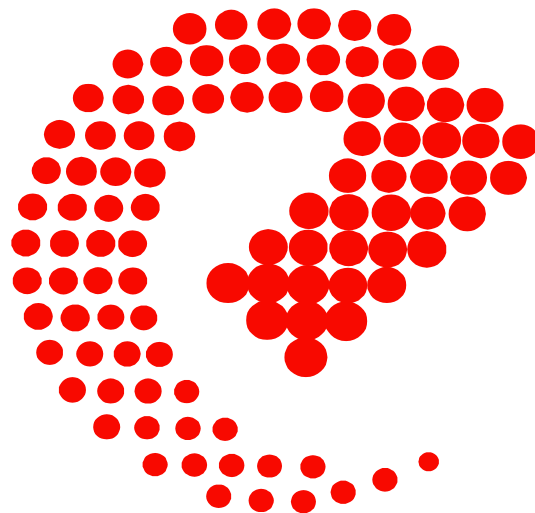
We are committed to the continued development of a learning organisation and identifying and sharing lessons which can be drawn from our work.

The Director and key Staff will report progress against annual operational plans on a quarterly basis to the EBCDA Board. For any project undertaken, work will be planned and monitored against specific targets which will reflect the ethos of the Organisation and help to establish a framework for progress.

In the early life of this strategy an evaluation process will be developed to underpin the monitoring of development of the groups we will work with. This process will track how our work progresses with groups and also allow for the continuing development of EBCDA and the community sector in East Belfast.

East Belfast Community Development Agency

Operational Plan 2007



Managing the Agency

Objective - To manage the agency and its resources in a meaningful and professional manner					
Activity	Target	Output	Activity 2007	Progress	Responsibility
Staff	To update staff handbook.	Updated version available Feb 2007	Feb		Kim
		Ensure handbook is issued to new staff during induction.	Ongoing		Kim Michael
	Contracts	All staff on appropriate contracts and remuneration.	Reviewed Annually		Michael
	Operate an appraisal system	Appraisal system operational.	Appraisals completed in Nov/Dec		Chair Michael Kim
	Regular staff meetings	Monthly meetings	12		All Staff
	Policies and Procedures	Revise annually. Introduce new appropriate policies.	November and ongoing		Michael Kim Sonia
	Training	Conduct an annual staff training and development analysis and budget.	July/Aug		Sonia
	Staff aware that they can avail of training opportunities	Promoted during Appraisal		All Staff	
	Staff Planning Day	Staff collectively develop team and procedures	December		All Staff
Board	Information is provided to Board in a legible and accessible form.	Relevant Board papers are produced and distributed 1 week before each Board meeting.	10 times		Michael Barbara
	To review and approve all policies and procedures.	All new policies and procedures recorded in appropriate minutes and dated when approved.	Ongoing at Board Meetings		Michael Chairman Board
	To review strategy and operational plan	Reporting by Director bi-annually.	June and December		Michael
	Board members to be included in mailings regarding events/information	Relevant information forwarded to Board members	Ongoing		Admin

contd.

To manage the agency and it's resources in a meaningful and professional manner					
Activity	Target	Output	Activity 2007	Progress	Responsibility
Board continued	Manage Strategy for 2006 - 2010	Working and active document implemented and approved by Board of Directors and Members	Operational from Jan 06 Reviewed November each year		Michael Chairman Board Staff
	Manage Membership	Collate and publish results of membership survey carried out in 2006.	Jan – March		Sonia Barbara
		Update membership list for 2007-2010.	April - June		Michael Barbara
		New members to be approved by Board.	Ongoing		Michael Board
		One to One meetings with member groups to discuss their work and how EBCDA might support their development	Mar – Sept		Michael/Sonia/ Kim
To maximise attendance at Board meetings.		Implementation and monitoring following the code of conduct guidelines	Ongoing		Board
		To record and present Board attendance figures bi-annually.	June and December		Michael
To update Board members information pack.		Board members have copies of all policies, operational plans and strategies and their general responsibilities in relation to EBCDA.	May and November		Michael Board Chair Kim

contd.

To manage the agency and it's resources in a meaningful and professional manner					
Activity	Target	Output	Activity 2007	Progress	Responsibility
Building	Maintain building	Ensure building is maintained to appropriate standards for public use.	Ongoing. Formal checks completed Jul/August and action taken		Kim
		Source funding for replacement of rendering to correct damp-proof problem identified	May		Michael
		Staff adheres to Housekeeping policy to ensure safety of public use.	Ongoing		All Staff
	To comply with Health & Safety regulations	Health & Safety policy reviewed and updated as required.	November		Kim

Capacity Building and Community Support

Objective - To work with, develop and assess the needs of the community sector and support groups in drawing up programmes, projects, plans and strategies that both build their capacity and develop the capacity of their clients.

Activity	Target	Output	Activity 2007	Progress	Responsibility
Capacity Building and Community Support	To build confidence, skill levels and communication at local level.	Committee development programme completed	March 10 groups		Sonia
		Organise series of themed peer support sessions	4		All staff
		Life coaching/mentoring project	Jan – June		Justine
	Build strategic alliances	Identify opportunities for joint working with other agencies with a similar ethos. i.e. NICVA, EBP, Investing for Health, Inner East Neighbourhood Partnership, BRO, S&EBT, Health Promotion Agency, PSNI, Inner East Forum, NIAPN, CDNf		Ongoing	
Identify key statutory, funding, political and other key influencers.			Jan – Dec		All staff
Pursue Templemore Avenue School as a Networking Centre, which will support and develop the community sector in East Belfast.			Ongoing		Michael Sammy Sub-Group Board

contd.

Objective - To work with, develop and assess the needs of the community sector and support groups in drawing up programmes, projects, plans and strategies that both build their capacity and develop the capacity of their clients.					
Activity	Target	Output	Activity 2007	Progress	Responsibility
Capacity Building and Community Support Continued	To ensure that community groups have the appropriate information to support their decision-making.	Ensure regular information is available to members.	24 Emailed information		Sonia Michael Justine Barbara
		Production of Newssheet and clash Diary.	4		Sonia
		All research reports on website.	Ongoing		Michael
		Create links on website to Health Organisations/opportunities and Volunteering Organisations/opportunities.	June and Ongoing		Michael All staff
		Develop Health themed web page	June and ongoing		Justine/Michael
		Create post-code box link to NINIS Website	Feb/March		Michael
		Create an internet station in Library	October/ November		Sonia Kim
		Series of information and awareness raising seminars	12		All Staff
		Produce relevant leaflets	As required		All Staff
		Design and develop a volunteer information pack	December		Ian

contd.

Objective - To work with, develop and assess the needs of the community sector and support groups in drawing up programmes, projects, plans and strategies that both build their capacity and develop the capacity of their clients.					
Activity	Target	Output	Activity 2007	Progress	Responsibility
Capacity Building and Community Support Continued	Develop links, contacts and networks.	Representation on various bodies within and without East Belfast.	Continued representation on		
			NICVA Executive		Michael
			E B Partnership		Michael Board
			European Programmes Advisory Group		Michael
			Community Development Networks Forum		Michael
			Inner East Neighbourhood Partnership		Michael
			Funding Advice Network		Sonia
			Finance Workers Network		Kim
			Health Issues Working Group		Justine/Michael
Woodstock Ethnic Minority Support Network		Justine			

contd.

Objective - To work with, develop and assess the needs of the community sector and support groups in drawing up programmes, projects, plans and strategies that both build their capacity and develop the capacity of their clients.					
Activity	Target	Output	Activity 2007	Progress	Responsibility
	Develop links, contacts and networks. <i>Cntd.</i>	Representation on various bodies within and without East Belfast. <i>Cntd.</i>	Mental Health Community of Interest Fit Futures Community of Interest CDHN – Community Pharmacy Advisory Group Fuel Poverty Community of Interest S&EB Trust Community Forum		Justine Justine Justine Justine Justine
	Developing relationship with Community Services within Belfast City Council and Castlereagh Borough Council.	Encourage active involvement of Council Community staff in the development of EBCDA.	Active and ongoing		Michael and All Staff
	To provide ongoing support for East Belfast Partnership Community reps	Active community reps group within East Belfast Partnership	4 meeting of community reps 4 meetings of East Belfast Partnership		Michael

contd.

To work with, develop and assess the needs of the community sector and support groups in drawing up programmes, projects, plans and strategies that both build their capacity and develop the capacity of their clients.					
Activity	Target	Output	Activity 2007	Progress	Responsibility
Capacity Building and Community Support Continued	To develop a coordinated approach with other organisations and agencies to meeting community needs.	Regular meetings with:-			
		BRO	2 meetings		Michael
		NICVA Executive	5 meetings		Michael
		Inner East N'bourhood Partnership	12 meetings		Michael
		South & East Belfast Trust	4 meetings		Michael/Justine
		E B Community Workers Forum	8 meetings		M, S, J
		East Belfast Partnership	5 meetings		Michael
		European Programmes Ad. Grp	4 meetings		Michael
		E B Youth Workers Forum	8 meetings		Michael
		E B Social Econ. Stakeholders Forum	3 meetings		Michael
		Com. Development Networks Forum	4 meetings		Michael
		Funding Advice Network.	10 meetings		Sonia
		Parent and Toddlers Network	3 meetings		Sonia
		E B Com. Health Information Project	6 meetings		Michael
		Health & Social Connections Ad. Grp	4 meetings		Justine
Inner East Forum	10 meetings		Michael		
Volunteer Development Agency	4 meetings		Ian		
Voluntary Services Bureau	4 meetings		Ian		
	To ensure groups who experience discrimination and deprivation are fairly represented.	Application of section 75 guidelines applied throughout the work of the Agency.	Ongoing		All Staff

contd.

To work with, develop and assess the needs of the community sector and support groups in drawing up programmes, projects, plans and strategies that both build their capacity and develop the capacity of their clients.

Activity	Target	Output	Activity 2007	Progress	Responsibility
Capacity Building and Community Support Continued	To promote models of good practice in relation to both structures and in developing relationships.	Proactive research within the sector and record and publishing work of EBCDA.	2 pieces of research		All Staff
		Develop a good practice library	October		Sonia Kim Ian Michael
		Organise conference around theme of good practice.	June		All Staff
		Series of themed learning visits to communities who have been successful in influencing change.	4		Sonia
		Develop process to support good practice for organisations working with volunteers and ensure standards are being met.	Ongoing		Ian
		Explore monitoring, evaluation and demonstrating impact of Health Projects with possibility of developing a toolkit.	October		Justine
		Design an evaluation form for volunteers and feedback form for groups working with volunteers.	March		Ian

contd

To work with, develop and assess the needs of the community sector and support groups in drawing up programmes, projects, plans and strategies that both build their capacity and develop the capacity of their clients.

Activity	Target	Output	Activity 2007	Progress	Responsibility
Capacity Building and Community Support Continued	To identify and be aware of new/emerging groups.	To provide support and signposting. Ensure new groups are aware of benefits of EBCDA membership and receive appropriate forms	Ongoing Ongoing		Sonia All Staff All Staff
	Informal Networking for the community sector	Opportunity to build relationships amongst workers and an opportunity for workers to seek mutual support. Organise networking events for organisations using volunteers. In partnership, organise volunteer reward event. Series of team building events for community workers.	4 Informal networking opportunities eg breakfasts, residential etc 2 1 3 small 1 large	.	Michael Sonia Justine Ian Ian Ian Sonia

Community Resource and Accountancy Services

Objective - To promote good financial management practice in the community sector through offering financial advice management and training services. Access to meeting rooms, photocopying, production of newsheets, leaflets and admin support.

Activity	Target	Output	Activity 2007 - 2008	Progress	Responsibility
Community Resource and Accountancy Services	To ensure EBCDA's financial systems and procedures are adhered to.	Detailed in house financial systems and procedures reviewed and revised when required.	2 Spot checks carried out by Treasurer and findings reported to the Board		Treasurer Kim
	To improve compliance with legal, regulatory and funder requirements	Detailed in house information stored in line with requirements of various funding bodies.	Policies updated as appropriate and information made available to the community sector in East Belfast.		Kim
	To undertake financial 'health checks' for community organisations.	Assessments carried out with clients.	10		Kim Jean
	To establish a printing service offering low quantity/high quality letterheads, leaflets, reports etc.	Advertise and provide services.	Ongoing		Kim Barbara
	To contribute to Forums and Networks established to support finance staff in the community sector in N.I.	Continue to attend meetings of Finance Workers Network.	2 meetings		Kim

Contd.

To promote good financial management practice in the community sector through offering financial advice management and training services. Access to meeting rooms, photocopying, production of newsheets, leaflets and admin support.

Activity	Target	Output	Activity 2007 - 2008	Progress	Responsibility
Community Resource and Accountancy Services Contd.	To provide financial services to community organisations.	A wages administration service provided. Provide independent examinations to community groups with an annual turnover of less than £60,000.	10 Groups 10 Groups		Jean Kim Jean
	To assist the community sector to develop their financial procedures and systems.	Provide one-to-one training and telephone advice.	30 Groups		Kim
		Run 'Financial Management' information sessions	10 groups		Kim
	To provide meeting rooms and office space to community organisations.	Hire of meeting room - provision of refreshments when required.	150 room hires		Barbara
		Office space rented and costs apportioned, where necessary. i.e. telephone, admin services	available space rented out to other agencies with similar ethos		Kim
To provide finance administration and administration services to community organisations.	Administration services provided which includes typing, photocopying, mail-merge, binding and laminating.	Provided to 40 groups		Barbara	
	Acting as lead partner for Local Community Fund in East Belfast.	Management of approx £86,000		Kim Michael	

contd.

To promote good financial management practice in the community sector through offering financial advice management and training services. Access to meeting rooms, photocopying, production of newsheets, leaflets and admin support.					
Activity	Target	Output	Activity 2007 - 2008	Progress	Responsibility
Community Resource and Accountancy Services Contd.	Funding information.	Funding Information Event-Groups are aware of funding available and have an opportunity to discuss, directly with funders, their needs.	Sept/October		Sonia
		Support groups to source, apply for and manage funding.	Ongoing		Sonia, Kim, Ian, Justine
	Manage Databases	Update main database when new information received.	Ongoing		Barbara
		Establish working database of individuals and organisations involved in Health and Well-being.	February		Justine Barbara
		Establish working database of individuals and organisations involved in Volunteering	May		Ian

Community Development Education and Training

Objective - To encourage, support and facilitate the provision of quality community development education and training opportunities for those involved in community development and capacity building

Activity	Target	Output	Activity 2007	Progress	Responsibility
Community Development Education and Training	To ensure that people involved in community organisations have the opportunity to acquire appropriate skills and qualifications, which support the emergence of skilled community activists.	Re-organisation of Training Information Library to incorporate Good Practice Library Sourcing training to meet identified community need and working in conjunction with local training providers and signposting to specialists when appropriate.	October and ongoing		Sonia Kim
			<ul style="list-style-type: none"> • 4 Lobbying Training courses 		Sonia
			<ul style="list-style-type: none"> • 9 Training courses e.g. Developing Leadership Skills, Strategy Development, Managing Volunteers, Demonstrating Impact of Projects, Understanding the Social Model of Health, Creative Partnership Working, Training for Volunteers 		Sonia Michael Justine Ian
			<ul style="list-style-type: none"> • 2 Community Development Training courses 		Sonia
			<ul style="list-style-type: none"> • 2 First aid in the workplace courses 		Sonia

Advocacy

Objective - To influence the policies of community, voluntary, government and public agencies that they might recognise the value of adopting a community development approach and that the community sector in East Belfast might benefit from this influencing.

Activity	Target	Output	Activity 2007	Progress	Responsibility
Advocacy	To arrange networking opportunities across East Belfast around policy and participation issues.	Consultation processes. 'Meet the Influencer' panel discussion and question and answer session	When appropriate. 1		Michael Sonia Sonia Michael
	To facilitate local responses to relevant consultation opportunities from statutory agencies, government departments and others.	Responses to relevant consultations completed. Regular meetings with CWF, IEF, EBP, SEBT, BRO and other appropriate bodies that inform consultations.	3		Michael Sonia
	To share information and ensure appropriate access to the policies and strategies of decision makers.	To source and share information made available to EBCDA.	Ongoing		All staff Board
	To work in partnership with statutory organisations and other agencies to promote and share best practice.	To promote and operate a sense of collaboration throughout the sector.	Ongoing		All Staff

contd.

To influence the policies of community, voluntary, government and public agencies that they might recognise the value of adopting a community development approach and that the community sector in East Belfast might benefit from this influencing.

Activity	Target	Output	Activity 2007	Progress	Responsibility
Advocacy Contd.	To develop effective communication mechanisms through which meaningful consultation with the community can happen and ensure an effective voice for the community sector in East Belfast.	Production of 4 newssheets to include specific health information	4		Sonia Justine
		Production of Information/Clash Diary	4		Sonia
		Regular postal and/or e-mailings to membership.	24		Michael Sonia All Staff
	To encourage the involvement of local people in the design and management of projects in an effort to build capacity.	People within local communities are confident to manage and run projects.	Ongoing support and guidance offered		Michael Sonia Justine Kim
		Support Groups involved in LCF	Ongoing		Michael Sonia Kim
	To encourage the development of local leaders	Manage Billy Shannon Leadership Bursary Scheme	2 bursaries awarded		Michael

contd.

To influence the policies of community, voluntary, government and public agencies that they might recognise the value of adopting a community development approach and that the community sector in East Belfast might benefit from this influencing.

Activity	Target	Output	Activity 2007	Progress	Responsibility
<p>Advocacy Contd.</p>	<p>To ensure EBCDA and East Belfast are adequately represented within the wider infrastructure that supports the community sector.</p>	<p>Regular attendance at events and meeting organised by</p> <ul style="list-style-type: none"> • BRO • NICVA • Inner East N'bourhood P'tnership • South & East Belfast Trust • E B Community Workers Forum • East Belfast Partnership • European Programmes Adv. Grp • E B Youth Workers Forum • E B Social Economy Stakeholders Forum • Community Development Networks Forum • Funding Advice Network. • East Belfast Community Health Information Project • Inner East Forum • VCU/DSD • CFNI 	<p>60 events/ meetings</p>		<p>Michael Sonia Justine Kim Ian</p>

contd.

To influence the policies of community, voluntary, government and public agencies that they might recognise the value of adopting a community development approach and that the community sector in East Belfast might benefit from this influencing.

Activity	Target	Output	Activity 2007	Progress	Responsibility
Advocacy Contd	To promote the principle of community participation and encourage the development of more participative structures across the sectors.	Everyone recognises the value of community involvement at all levels of decision making and structures.	Ongoing support and guidance offered		Michael Sonia Justine Kim
		To facilitate a community conference for the community sector in East Belfast. (theme – good practise)	June		All Staff
		Publicise volunteer and recruitment and referral system and volunteer vacancy tool.	March		Ian
		To develop a lobbying group in East Belfast/Castlereagh specifically around health related issues.	Ongoing		Justine
		To increase volunteer numbers in East Belfast.	40		Ian
		Establish a local support network for volunteers.	December		Ian
		Develop links with organisations to enable volunteers to avail of their training	20 volunteers		Ian

contd.

To influence the policies of community, voluntary, government and public agencies that they might recognise the value of adopting a community development approach and that the community sector in East Belfast might benefit from this influencing.

Activity	Target	Output	Activity 2007	Progress	Responsibility
Advocacy Contd	To promote the health and well-being of those working and volunteering in the community sector	'Looking after the Worker' Fair (to run for one week)	September		Michael Sonia Justine Ian
		Holistic course – concentrating on well-being of worker.	December		Justine
		People to benefit from Projects which promote personal development	200		All Staff