

Conference
Organised by:



**Bogside Brandywell
Initiative**



**Creggan
Neighbourhood
Partnership**



**Greater Shantallow
Area Partnership**



**LOCAL STRATEGY PARTNERSHIP
DERRY CITY COUNCIL AREA**
**Local Strategy
Partnership for
Derry City Council
Area**



**North-West
Community
Network**

Conference
Supported by:



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PATHWAYS FOR CHANGE



**“THE FUTURE OF THE COMMUNITY
AND VOLUNTARY SECTOR
IN THE NORTH-WEST”**

CONFERENCE REPORT

**Tuesday 9th March 2004
Millennium Forum**

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Conference
Organised by:

The Future of the Community and Voluntary Sector in the North-West



Bogside Brandywell Initiative



Creggan Neighbourhood Partnership



Greater Shantallow Area Partnership



**LOCAL STRATEGY PARTNERSHIP
DERRY CITY COUNCIL AREA**

Local Strategy Partnership for Derry City Council Area



North-West Community Network

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Department for Social Development

Introduction

Five local organisations; Bogside Brandywell Initiative, Creggan Neighbourhood Partnership, Greater Shantallow Area Partnership, Local Strategy Partnership for Derry City Council area and North-West Community Network came together to facilitate a conference entitled 'The Future of the Community and Voluntary Sector in the North-West'.

This important conference, which is aimed primarily at the community sector, had two main aims:

1. To examine the position paper of the Task Force on Resourcing the Voluntary and Community Sector in Northern Ireland *Pathways for Change*.
2. To discuss the community sector's role in the economic and social regeneration of the North-West.

The facilitators of the event were keen to have a wide range of views represented at the conference as comments made in workshops etc. have been recorded and from the basis of this report, a North-West response to the *Pathways for Change* document.

Statement from Organising Committee

The organising committee of the 'Future of the Community and Voluntary Sector in the North-West' conference welcome the opportunity to have input into the future direction of the sector as outlined in the *Pathways for Change* position paper. The five local organisations that facilitated the conference welcome the fact that the community and voluntary sector has been valued and placed centrally within future Government plans through the *Pathways* document.

The *Pathways for Change* position paper is recognition by Government of the importance of the community and voluntary sector. The document recognises the fact that the sector deserves to be more than simply tolerated and in fact is to be placed centrally in service design, delivery and evaluation. It is also a recognition that resources need to be allocated to the community sector to ensure the continued delivery of services at the community level.

The organising committee is refreshed to see that central Government is making efforts to secure the long-term future of the sector. These efforts highlight an acceptance that the sector can reach those most marginalised within our society and that this work should be supported.

The committee endorses *Pathways for Change* and the Social Investment model it champions as having the potential of assisting local organisations deliver real change in their communities. There is a need for the development of a long-term vision for development of the sector to tackle the crucial issues of poverty, unemployment, disadvantage, discrimination, community relations etc. We recognise that the community sector cannot deliver the real change needed in local communities by working in isolation. Therefore, the partnership approach encouraged throughout the document is also to be supported. We recognise the need to collaborate with Government and the private sector to create real long-term solutions to the problems facing our society.

We welcome the beginning of a move towards the development of new approaches to delivering community change (as outlined in the *Key Findings* section of this report). The Social Investment model creates as many challenges as opportunities for the sector but we believe that in the long-term the approach will generate a stronger, more effective and efficient community and voluntary sector.

The development of a long-term strategy is also to be endorsed. For too long the community sector has been surviving from one short-term funding stream to the next. *Pathways* offers the possibility of creating long-term visions for the development of our local communities in recognition that the short-termist approach adopted to date has not encouraged effective change to long-term problems.

Pathways should also to be championed if it creates increased trust between our different sectors. This increased trust will in turn lead to more effective

delivery of services to the local community by allowing the local experts, community activists, to deliver services rather than simply account for them.

The committee welcomes the *Pathways for Change* document and endorses its general principles. We are optimistic that this is a real and meaningful exercise and that real change will result from the discussions that have taken place on the position paper.

The fear of the sector is that this is yet another consultation that will not be implemented. If this is indeed the case this would deliver a devastating blow to an already demoralised community and voluntary sector. We trust that the members of the Task Force on Resourcing the Voluntary and Community Sector in Northern Ireland are acutely aware of this and will ensure that the recommendations gathered through the community engagement processes are actioned.

Chairperson's Opening Remarks

Clionagh Boyle

Derry Children's Commission

Welcome to the conference '***The Future of the Community and Voluntary Sector in the North-West***'. This conference is a joint venture of five local organisations funded under BSP Measure 3.3:

- Bogside Brandywell Initiative
- Creggan Neighbourhood Partnership
- Greater Shantallow Area Partnership
- Local Strategy Partnership for Derry City Council area
- North West Community Network

This may seem like a very grand title for a conference but it highlights the fact that the sector has reached a point where its future is very much up for discussion.

We have reached what seems like yet another turning point in the life of the community sector. The ***Pathways for Change*** position paper opens up many possibilities for the sector. This conference is the start of a process of community and voluntary organisations in the North-West taking responsibility for shaping how the sector will be organised and funded in the future.

Today we will collectively begin to think of the future of the sector and to take ownership for our collective future. It is time for the sector to decide how we want our future services to be delivered and how we will be funded. The case has been made for the importance of the sector. This is reflected in the fact that the Task Force for Resourcing the Community and Voluntary Sector in Northern Ireland was established. Now we need to take the opportunities that will come our way over the next few years to ensure that the sector not only survives but thrives.

As you will see from the schedules in your packs we have two keynote speakers during our morning session. Later we will be joined by Alan McClure, Chairman of Ilex Urban Regeneration Company but first I would like to welcome Paul Cavanagh, a very familiar face to most of us from his time with the North West Community Network, who is Manager of the Northern Local Health and Social Care Group and member of the Task Force, to outline for us the findings of the Task Force on ***Resourcing the Community and Voluntary Sector***.

After Paul's presentation, we will move into our discussion groups to look at the questions outlined in the Pathways for Change document. You will see from your badges that you have each been allocated a group. These groups are:

- Foyle
- Millennium

- Newmarket
- Shipquay
- Diamond

These are the names of the meeting rooms downstairs where your group will be meeting. Each group has been assigned a facilitator and a scribe will record the comments made in each group. These comments will then be pulled together to form a North-West response to the Pathways for Change document.

When we return to the large group, we will hear from Alan McClure from Ilex Urban Regeneration Company, Alan's presentation will be followed by a question and answer session.

CLOSING REMARKS

On behalf of the organising committee:

- Bogside Brandywell Initiative
- Creggan Neighbourhood Partnership
- Greater Shantallow Area Partnership
- Local Strategy Partnership for Derry City Council area
- North West Community Network

I would like to extend our thanks for your participation in our conference. As stated earlier the comments made at today's session will be collated and will form a North-West response to the Pathways for Change document. If you would like to receive a copy of this document please complete the pink sheet in your pack and leave it at the registration table.

Thanks again.

Keynote Address

Paul Cavanagh

Northern Local Health and Social Care Group and
Task Force for Resourcing the Community &
Voluntary Sector in Northern Ireland Member

Slide 1



Social Investment

Opportunity for the
Community & Voluntary Sector?



Slide 2



Social Investment

- Key challenge is to devise a framework for resourcing the sector which:
 - enables Government to identify the outcomes to be delivered and satisfy itself as to value for money
 - enables the voluntary and community sector to clarify its contribution and identify the added value it provides



Slide 3

Challenges

- Delivering long-term outcomes
- Supporting sustainability
- Preparing for reduced public sector resources
- Review of Public Administration
- Redressing the balance away from the 'paperchase' and towards countering disadvantage and community empowerment
- Being accountable
- Room for advocacy and campaigning



Slide 4

Elements of a Social Investment Approach

- Consistency with Government objectives
- Identification of longer-term outcomes rather than short-term funding for the delivery of outputs
- Involves stakeholders working together to agree long-term outcomes
- Able to be measured
- Demonstrates 'added value'



Slide 5

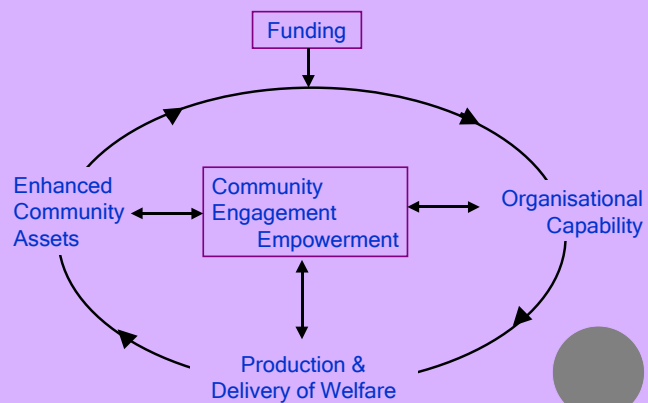
Values of Social Investment

- Shared Vision
- Partnership and Collaboration
- Targeting need
- Commitment to Quality
- Empowerment
- Sustainable Development
- Valuing non-financial investment



Slide 6

Resourcing the Sector



Slide 7

Goals of Social Investment

- Capable organisations
- Enhanced welfare
- Improved quality of life and environment
- Increased social capital
- Empowered communities



Slide 8


Tools for Social Investment

- Needs Assessment
- Commissioning
- Grant Aid
- Endowment Funds
- Social Economy
- Risk Capital
- Joint Ventures
- Knowledge
- Participation
- Support Networks
- Partnership Working




Slide 9

Progress to Date

- Government moving towards identifying performance-based outcomes through PSAs and SDAs
 - Importance of involving all stakeholders through a range of initiatives:
 - Investing for Health and HPSS
 - Task Force on Employability and Long-Term Unemployment
 - People & Place - Neighbourhood Renewal Strategy
 - Social capital indicators developed
- 

Slide 10

What needs to happen?

- Cultural change (from counting inputs/outputs to achieving outcomes)
 - Genuine social partnership
 - Government as enabler
 - Migration plan
 - Sector as the champion of Social Investment
- 

Keynote Address

Alan McClure

ILEX Urban Regeneration Company

“The significance, or otherwise, of the community and voluntary sector in the economic and social regeneration of the North-West”

Madam Chairperson, ladies and gentlemen.

Let me begin by making four points:

First - any urban regeneration strategy for Derry should address the issues of sectarian, economic, social, political and spatial division as fundamental social facts.

Second - urban regeneration planning, as with other kinds of intervention, acts - directly and indirectly - on social and sectarian divisions in ways that either reinforce or restructure the divide.

Third - any policy seeking to stimulate job opportunities within Belfast or Derry would probably displace job opportunities elsewhere unless the policy was able to increase the overall volume of job opportunities in the North of Ireland. Finally - in this macro-economic environment, local and community policies will find that net job creation is an uphill task.

In other words, regeneration strategies for Derry must accept the status-quo as the baseline from which we move forward; regeneration strategies can as easily reinforce sectarianism as eliminate it; and unless the entire region is expanding, new job opportunities for the Bogside mean no new job opportunities in the Waterside.

You may be thinking that those are pretty blunt words to begin a discussion about the future of the community and voluntary sector in the North West - and you would be right.

But they are not my words.

In January 1996, Templegrove Action Research submitted a report in response to the consultation into the 1996-1999 Urban Regeneration Outline Strategy Proposals.

Those four points were in the Executive Summary of that report.

This report is the work of a single political party, a group of like minded individuals, or a vested interest group.

As many of you will recall, between 1994-1996, Templegrove Action Research undertook an investigation into economic and social regeneration of the segregated and enclave communities in Derry~Londonderry.

The work was funded by CCRU, The Joseph Rowntree Trust, the Ireland Fund, and the Londonderry Initiative. The report acknowledges the assistance of a wide cross section of opinion including the DUP, Sinn Fein, Ulster Unionist, SDLP, PUP, the Northern Ireland Economic Research Council, the DoE, the Department of Sociology at Queen's University and Neighbourhoods in Crisis in Brussels.

Those four points from the Executive Summary summarise precisely the difficulties facing us all as we seek to stimulate effective economic regeneration policies in a global economic investment climate, driven by cost, scale and knowledge.

As part of today's conference, Gerard has asked me to address the subject of *'the significance, or otherwise, of the community and voluntary sector in the economic and social regeneration of the North West.'*

Let me deal with the significance bit first.

When we talk about the community and voluntary sector in Northern Ireland we are referring to a loose affiliation of some 4,500 organisations with a workforce of 29,000 people and a further 47,000 volunteers.

If we include the four main churches, the Volunteer Development Agency suggests that about 448,000 individuals give freely of their time to organisations and groups in the Northern Ireland voluntary & community sector.

When you are part of a network that is bigger than the public sector, in my book you are definitely significant.

However, how we all - let alone the voluntary and community sector in isolation - can contribute to the effective economic and social regeneration of the North West is another matter entirely.

Let us look at the current economic situation and how Derry fares against national and international benchmarks.

Just a second ago I mentioned that in the UK and on the Island of Ireland, we are trying to develop economic regeneration policies in a global economic investment climate increasingly driven by cost.

Historically, Northern Ireland, with only 3 per cent of the UK population has successfully attracted between 9-10 per cent of all the UK's foreign direct investment.

Derry in turn attracted more US foreign direct investment than anywhere else in Northern Ireland, including Belfast. At one stage half of all local manufacturing employment was in undertakings owned by overseas companies.

However, the last three years have seen the biggest reduction in international foreign direct investment since the oil crisis of the 1970s.

In seeking new overseas investment, we are facing competition from IDA Ireland with their 12½% tax regime and from India and the Russian Federation with their low-cost, high-skill, English-speaking labour. The emergence of location consultants with their mysterious weighted averages and political stability factors further marginalizes Northern Ireland as an investment location.

The economies of those EU member states that comprise Euroland are barely ticking over and that is inhibiting Northern Ireland exports and investment. Over the past year the dollar has fallen 20% against sterling and 30% against the euro, effectively closing much of the US to Northern Ireland exports.

In a matter of months, the EU will admit 10 new members. This will have the effect of increasing the EU population by 20%, but boosting the EU economy by mere 5%.

Let me put that in context. The average monthly income of a worker in the 10 new accession countries is just over the average weekly wage in Northern Ireland. They may have lower productivity but as new members of the open market of the European Union they - and particularly Poland - will enjoy a massive cost advantage.

The Engineering Employers Federation has warned that the USA, Germany, Austria and the Netherlands have already invested heavily in these new countries to ensure that their cost base remains at rock bottom.

I am reliably informed that there is not a food processing business of any size in Poland that has not been acquired by investors from existing EU member states and from the USA.

Within three years we will see the output of these investments in our supermarkets, on our streets and in our homes.

It's not often that those organisations with a direct stake in the economy agree on the state of the nation. However, a month ago the Economic Development Forum delivered its first annual report on the state of the Northern Ireland economy.

What makes the EDF report special is that it represents the consensus view of employers, unions, academia, government and the voluntary sector - the group that collectively comprises Northern Ireland's social partners. That alone made it a significant document.

The good news is that the EDF identified an increase in both employment levels and wages. It further acknowledged that Northern Ireland skill levels were catching up with the rest of the UK.

However, that was all the good news the EDF could offer. Their report was a catalogue of difficulties ranging from poor productivity and low added-value jobs, falling expenditure on R&D and exports to inadequate business start-up rates and the high cost of electricity that is eroding regional competitiveness.

We may well have an economy where unemployment is close to a record low and employment at an all-time high, but therein too lies a mixed message.

Virtually half of Northern Ireland's 53,000 VAT-registered businesses have no employees; almost 90 per cent have fewer than 10. We have the second-lowest level of business formation in the UK and the lowest level of growth.

Last year the local economy created 5,600 net new jobs, but while there were 7,260 new jobs in the public sector, manufacturing lost 4,650 jobs over the same period.

A third of Northern Ireland's employment is in the public sector, which is equivalent to over 60% of total GDP.

Half of all our jobs are in the public sector and retailing, while 204,000 service sector jobs are now concentrated in retail, hotels and catering and real estate and renting - a worryingly high percentage of the population dependant on continued public expenditure and wealth creation elsewhere in the economy.

There is a geographical and infrastructure limit to the growth of the Belfast Metropolitan Area and an economic price to be paid for failing to stimulate growth in the west and south of the Province.

The Belfast Metropolitan Area currently accounts for 70% of all Northern Ireland's foreign investment and 60% of FDI jobs. In addition, Belfast alone has more businesses with over 200 employees than the other 25 Council areas combined.

For years here in Derry, there has been a perception that, as a second city, our socio-economic performance and position have both been third-rate.

Currently, almost 90% of Derry businesses employ fewer than 10 people and nearly half have no employees at all. Our business formation rate is 40% below the Northern Ireland average and, over the past six years, we have lost nearly 30% of all government-assisted jobs.

While unemployment has fallen from the peak of well over 24% it remains stubbornly twice the Northern Ireland average. But while Northern Ireland has remained broadly neutral in overall job losses in recent years, Derry has lost 12,000 manufacturing jobs in four years, over 9,000 of them in textiles.

What job creation we have experienced is mostly in the service sector or in new technology and knowledge industries, offering little hope to those who lack the vocational skills needed in today's new industries.

But what is the impact and effect of not having enough jobs for those who need them?

Let me go back for a second to that Economic Development Forum report. There the social partners also looked at specific weaknesses in the local economy, which were beyond the competence of employers, unions, the voluntary sector, or academia, alone to fix.

Two of these weaknesses included alarmingly high levels of consumer debt and what the EDF described simply as Northern Ireland's 'appalling levels of poverty'.

Members of the Westminster Work and Pensions' Committee were in Northern Ireland in January to see first-hand some of the highest levels of child poverty in the UK.

National Energy Action says that a third of Northern Ireland households cannot afford to adequately heat their homes. Like the EDF, they too describe the levels of fuel poverty in parts of Northern Ireland as 'appalling'.

In their report, *Bare Necessities*, published last October, Democratic Dialogue found that 67% of lone parents and 38% of children are in poverty. The richest 40% of Northern Ireland households earn 67% of the national income while 40% of the poorest households have 17% of the total national income.

The Northern Ireland Association for Mental Health says that one in four people in Northern Ireland will develop mental health problems in their lifetime and that 30-40% of all sickness absence is due to some form of mental or emotional disturbance - higher than anywhere else in the United Kingdom.

And when we turn our minds to social deprivation we cannot ignore the social impact of a political vacuum.

Over the past five years, levels of reported crime have doubled, with just under half of all estimated crimes never being reported. Drug dealing and abuse is increasing and property and car crime account for four-fifths of the reported crime.

According to the PSNI, in the first 60 days of 2004, there were 51 punishment shootings or beatings, with punishment beatings currently running at five times the 2003 rate.

Here in Derry we have some of the highest levels of deprivation in Northern Ireland. Today 38,000 people are living in what the Noble indicators deem to be amongst the most deprived 10% of Northern Ireland's electoral wards. A further 10,000 people live in wards falling just outside that top 10%.

What's more, Derry's working age population is growing faster than we can hope to create jobs at our present levels of job creation. Those of you who are familiar with the Heart of the City report will recall the initiative table of job creation that is theoretically possible in the city over the next 15 years.

It says that while the working age population will increase by about 10,000 over the decade, it may be possible to create between 7,000 and 8,500 new jobs over 15 years.

That, in summary, is the socio-economic baseline from which Northern Ireland and Derry must move.

Let me look for a second at some other cities and how they compare.

Barcelona is amongst Europe's top tourist destinations. The city's renaissance reached international prominence with the 1992 Olympic Games and has continued to attract huge levels of international and indigenous investment. The latest city developments, Diagonal Mar and Universal Forum 2004, are amongst the most prestigious city and waterfront developments in the EU.

Yet Diagonal Mar, the pinnacle of Barcelona's economic regeneration, is literally next door to La Mina, an area of appalling social deprivation, where illiteracy rates of 25% are compounded with drug abuse, unemployment and chronic overcrowding.

Barcelona is not unique.

In 1990, 1991 and 1992, Glasgow, Dublin and Madrid were, respectively, the European Cities of Culture. Since that time they have become bywords for investment and growth and have, in their respective countries, become leading cities for new knowledge investment, tourism and services.

But as their growth has outpaced competitor cities, a number of other factors have come into play. As regeneration and growth has increased, there has been an influx of investment and while city populations have not increased markedly, the wider territorial unit - or travel-to work areas - have demonstrated significant population growth.

As tradable services and tourism displace traditional low-value-added manufacturing, so the opportunities for the unskilled decline and become narrower. Labour costs and inflation drive up the cost of living, further marginalizing those already socially and educationally disadvantaged.

High density housing effectively segregates already disadvantaged elements of the population and creates a further downward spiral of poor maintenance, criminality and deprivation.

The *Urban Audit* is the EU's quality of life benchmark of 58 European cities. It does not make for comfortable reading.

City after city, marketed as fashionable tourist destinations and boasting economies that outperform their neighbours, are reporting disproportionately high levels of unemployment, reported crime, living and property costs, combined with falling levels of participation, housing stock, health, educational attainment and particularly male employment.

Derry, and the problems of Derry, are not unique.

That takes me back to the role of the voluntary and community sector in economic and social regeneration.

Back in 1996, Templegrove Action Research identified here in Derry, that social regeneration and economic regeneration are inextricably linked. Research and reports from the EU, the UN, the French, Spanish, British and Irish governments have continued to reinforce this belief.

Let me deal with definitions for a second before I go any further.

Since the publication of *Poverty in the United Kingdom*, back in 1979, it has been generally accepted that there is a difference between poverty and deprivation.

The concepts of poverty and deprivation are frequently used interchangeably - but wrongly - in the view of many. It can be argued that the condition of *poverty* means lacking the financial resources to meet needs.

Deprivation, on the other hand refers to unmet needs, which are caused by lack of resources of all kinds, including financial.

People can be deprived if they lack the types of diet, clothing, education, access, equality, employment, environmental and household conditions deemed necessary or reasonable.

It is therefore possible to identify, as the Noble indicators do, those elements, without which individuals, households and communities may be deemed deprived.

It therefore follows that if it is possible to isolate the component elements of multiple deprivation, it is possible to bring specific remedies to bear upon them. And the best way of identifying the elements of multiple deprivation and targeting those remedies is to involve those communities most affected and their representatives.

Whilst government must speak for itself, I certainly believe that Westminster and the Office of the First Minister and Deputy First Minister subscribe to this opinion. It is certainly the view of Ilex and in that I hope I have convinced you that the community and voluntary sector has a role to play in regeneration and that role is best played through the kinds of partnership envisaged by government.

The Neighbourhood Renewal Initiative, under the stewardship of the Department for Social Development, clearly identifies this route and has pledged to focus neighbourhood renewal funding on the top 10% of disadvantaged areas for the next decade.

Indeed, looking to Britain, the Social Exclusion Unit has undertaken a considerable body of work with community groups and Local Strategic Partnerships.

Collectively they have identified 6 historic barriers to progress and have set new targets and minimum standards intended to overcome them. The six areas of historic failure are worth repeating. They were:

- Failing to address the problems of local economies;
- Failing to promote safe and stable communities;
- Poor core public services, such as health and education;
- Lack of leadership and partnership; and
- Insufficient information and the poor use of information that was available.

The Neighbourhood Renewal Initiative has been welcomed throughout the UK as a proactive partnership between government and the communities they are supposed to serve and I was pleased to see that the Derry Initiative was welcomed by all the political parties when it was announced last month.

While DSD remains the sponsoring department, the initiative will be carried forward by the Council and the Development Office in partnership with the neighbourhood partnerships.

The Department for Social Development is also one of the sponsoring departments of Ilex with both DSD and the Council represented on our board and I look forward to the outcomes of this initiative and to working with DSD and the Council to integrate its findings with our own framework for economic development.

Ilex has been established specifically to act as a catalyst to reinvent Derry.

Our remit comes from the Reinvestment and Reform Initiative announced last year by the First and Deputy First Ministers and by British Prime Minister, Tony Blair and Chancellor Gordon Brown.

The Reinvestment and Reform Initiative is specifically intended to address Northern Ireland's £6 billion-plus infrastructure deficit and under the initiative six security and military sites are to be transferred to the people of Northern Ireland - without cost - and these are to serve as a means of local economic and social regeneration.

One of the sites is Ebrington Barracks. We also have the potential to acquire Fort George and other sites in the city and along the river that could give us more than 80 acres of land for redevelopment, for

investment and for wealth creation. And all of that, if it comes together, will fall to Ilex to manage.

But we are not merely property developers. We are not in the business of off-loading parcels of land to the highest bidder to build whatever they want regardless of need and in the face of an overall development framework. Our role is to work with the Council, with Invest Northern Ireland, with the Chamber of Commerce, IoD and other bodies and the 50 or so other organisations the Council already recognises as having a role in economic or social development in the area.

We are about to commission a detailed baseline study of our economy and the social issues and challenges we face. We are actively seeking a Chief Executive - a man or woman who can bring international expertise to bear on this task we have set ourselves and we are determined to complete a framework and a timescale for regeneration by the end of this year.

We have a great deal of work to do. But so do you.

You are here specifically to formulate a response to the *Pathways for Change* consultation document and the 14 questions it poses that may determine the resourcing of the voluntary and community sector post 2006, when European Union funding is expected to decline.

This, as the Harbinson Committee concluded, is a crucial time for the voluntary and community sector and the next few months will shape and determine your future.

Today, like many similar community and voluntary groups, you are endeavouring to move forward and, in the face of serious challenges, develop regeneration strategies for your communities and initiatives. Indeed, like Ilex, you are still gathering the information that will help create your future framework for action.

To finally answer the question that Gerard posed you. The community and voluntary sectors do have a pivotal role in the economic and social regeneration of Derry.

The Neighbourhood Renewal initiative is one of a number of opportunities for the community and voluntary sectors to work in partnership with the Council, with DSD and other agencies of government to identify and address the specific areas of deprivation that face this city.

Good luck and thank you.

KEY FINDINGS

The following is a list of themes that came across strongly within the group discussions in that all the groups reflected the same issues. However, it is important that referral is made to the group feedback (Appendix I Conference Group Feedback) in order to be aware of both the richness of the discussion and the different perspectives that emerged within each group discussion.

FUNDING

Funding community development work

- Core funding essential and funding that is on a longer-term basis (minimum five years) for effectiveness and efficiency of the sector e.g. approach adopted under the Neighbourhood Renewal Strategy.
- Government needs to acknowledge and take seriously the work of the community and voluntary sector. Social partnerships created between Government and community and voluntary sector on an equal partnership basis.
- The need to examine ways in which funding could be allocated to the sector such as:
 - methods that directly address needs in community
 - on the basis of outputs and outcomes
 - alternative models should be examined e.g. service level agreements
- Funding distributed through decentralized agencies – a 'local' fund agency that is aware of what is happening at the local level. There should be further detailed discussions as to how this might be shaped.
- Time and resources should be allocated to allow strategic development to be carried out needed in order to progress work.
- The need for less bureaucracy from application form filling to monitoring/evaluating/auditing etc.
- Acknowledgement for accountability – a creative way of working together to achieve a satisfactory methodology that suits all parties. Responsibility for accounting for funding should not just lie with the community and voluntary sector – government departments and agencies should also be held accountable.

- All funders moving towards agreed outcome based approach. An agreed framework to reduce duplication and bureaucracy (that accompanies 'cocktail' funding) for the community and voluntary sector.
- Any methodologies implemented need to have flexibility and transparency whilst building trust and respect for the organisations that carry out the work.
- The importance of acknowledging past and existing work and the input by volunteers; management committees, those working at the grassroots etc.
- The importance of funding projects that have an element of 'risk'. The Government needs to take calculated risks to allow for innovation and creativity that comes through strongly from the community and voluntary sector.
- The need to build in 'development' work funding to allow creativity and innovation.
- Qualitative work should be considered alongside quantitative work within any funding.
- Criteria for funding based on intervention-investment rather than reaction.

Delivery of public services

- Partnerships that are based on equality. Moving away from a hierarchical, dictatorial approach to one of mutual respect and trust.
- Exploration of 'rights' based as opposed to simply a 'needs' based and the implications for both Government and the community and voluntary sector.
- Contracts entered into that meet the needs of the community and which look at long-term needs of both organization and community (long term rather than short term).
- Negotiable and agreed Contracts that can realize outputs and outcomes (realistically achievable rather than being imposed).
- Community and voluntary sector playing a key role in identifying community needs and having a safe space to challenge Government where needs are not being met without fear of reprisal.
- Opportunities created to examine other 'models', nationally and internationally.

Advocacy and Campaigning

- The need to acknowledge and work through difficulties that this area presents. For example, fear of challenging the 'funder'. Funding

independent of Government made available so that groups are not compromised (whether perceived or real).

- An organisation/mechanisms in place to strengthen the advocacy and campaigning role on behalf of the community and voluntary sector, which is properly resourced.
- That advocacy and campaigning is seen in the positive; as a way of making positive change, allowing organizations to be champions for change.
- The Government needs to take a leading role of advocating for the community and voluntary sector, taking responsibility to source adequate funding in order to help the community and voluntary sector to deliver services on the ground.

Delivery mechanisms

- Local Funding Agency set up representing all sectors, which can make informed decisions on allocation of funding. (LSP is a good model in this respect).
- Less bureaucracy surrounding the delivery of funding.
- Community and voluntary sector working closely with Government in order to deliver on existing and future strategies.
- Different funding agencies working closely with the voluntary and community sector to develop a rationale and funding strategy that reduces bureaucracy and paperwork for the sector.
- The involvement of public civil servants in the community and voluntary sector through secondment etc. in order to fully understand and appreciate the workings of the sector. This should also be mirrored with community and voluntary sector representatives working within the statutory sector.
- Training and skills development made available to the community and voluntary sector.

Collaboration

- Community mapping exercise carried out to identify groups; both geographical and sectoral, that deliver services.
- Mechanisms created to allow organizations to share best practice, information, expertise, knowledge in a way that is non-threatening.
- Adequately resourcing the sector that then allows collaboration and partnership rather than having to be 'territorial' for fear of losing funding.

- Spaces that allow for critical reflection and innovative ways of moving forward in partnership including the need to evaluate the effectiveness of the sector on an ongoing basis.
- Sector examining ways of sharing resources including staffing – to become streamlined and cost effective. Support from Government through streamlining bureaucracy and paperwork that often overwhelms staff and takes away from the service delivery.
- The need for collaboration from Government departments to support the community and voluntary sector to manage change.
- There is a need to consult a range of representative agencies from throughout Northern Ireland on issues relevant to the sector not simply those within the Greater Belfast area.

ACCOUNTABILITY

Governance in the voluntary and community sector

- Training to build capacity on governance and managing of committees, staff and volunteers.
- The need to look at ways of valuing the community and voluntary sector for the work and commitment given on an ongoing basis.
- A Policy Framework and Hand Book that all organizations in the sector can work off.

Grant administration

- A Central Funding Agency created that reduces bureaucracy and which allows the sector to be accountable to one over-arching agency.
- Accountability – Annual Report and Audited Accounts should suffice for expenditure with random checks to satisfy funders.
- While acknowledging the need for accountability, paper trails should be commensurate with the funding that is allocated.
- Government adopts a common set of Procedures in partnership with all major funders in order to simplify bureaucracy surrounding funding matters. The recommendations included in the Northern Ireland Audit Office's report "TITLE" should be actioned.

Risk taking and risk management

- Funding applications should include criteria for development and growth of organizations.

- The sector should be financed adequately (ie longer term core funding) so that workers can have space to think creatively.
- Government departments and community and voluntary sector involved in joint decision making ((equal status) to come up with [innovative] strategies to tackle high levels of deprivation etc.
- The implementation of performance related pay to reward entrepreneurial skills – where appropriate.

RELATIONSHIPS

Joint Government/Community sector Forum

- Awareness raising and communication about the Forum is needed.
- The need to elevate the role and responsibilities of Ministers within the community and voluntary sector rather than leaving Senior Civil Servants with the power.
- It is essential that Ministers should take an active role in the Forum.
- Opportunities should be created at the Joint Forum to inform and collaborate with other sectors when appropriate.

Partnerships

- There is a need for ‘mergers’ – where appropriate and where there is a benefit for the clients – within the community and voluntary sector.
- The need to identify and define what a ‘partnership’ would look like and how it would be structured ensuring the equal standing of all participants.
- Acknowledgement that groups carry out very specific areas of work and that collaboration takes place as and when it is beneficial to do so.
- There is a need for research/evaluation on the benefits of partnerships.
- A mapping exercise is essential to locate organizations/areas of work in the community and voluntary sector.
- A mapping exercise should also be carried out to identify the partnerships that already exist and the roles that they play.
- Evaluation and critique of current partnerships that appear that would appear to have major overlaps such those within the health field such as Investing for Health Partnership, Western Health Action Zone, Local Health and Social Care Group, etc.

INFRASTRUCTURE

Provision of support services

- There is a need to map community infrastructure in a geographical and sectoral basis.
- There is a need for research and evaluation to establish a baseline in order to identify gaps and overlaps.
- Recognition and adequate resourcing of Networks in order to provide good communication and networking strategies.

Capacity and Resourcing

- Examination of rights issues which changes focus on the needs issue (as previously mentioned).
- Measurable Performance standards/Performance indicators introduced – need to be very broad based if it is to be worthwhile having them.
- Any performance standards introduced must reflect the quality of service delivered to the client – qualitative as opposed to quantitative.
- Targets identified – if targets achieved/exceeded, there should be the possibility of drawing down additional funds – acknowledge and reward the community and voluntary sector.
- Any performance standards must recognize and accommodate the work of all groups in the sector and in particular smaller groups.

NEXT STEPS

- Social investment approach that takes into account the wide and diverse nature of the community and voluntary work. Basis for agreed approaches in principle.
- Gap funding to ensure that key services are not lost.
- Transparency and openness around any mechanisms that are put in place.
- A strategy for social investment developed working in equal partnership with the voluntary and community sector.

CONCLUSION

- The document needs to have total inclusion – mentions some groups and organizations and leaves others out.
- Benefits of long term funding – for effectiveness and efficiency and which serves the best interests of the Government departments.
- Groups can be 'single' issue but can also work in partnership.
- Contribution of community and voluntary sector needs to be measured fully.
- The importance of learning what has been achieved.

A P P E N D I C E S

Appendix I	Group Discussion Feedback
Appendix II	Press release
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Appendix VI	Comments & Questions from the Floor

Appendix I

Consultation Questions Group Feedback

- Group 1 Facilitator: Gerard Deane, North West Community Network
Scribe: Carol Rehill, North West Community Network
- Group 2 Facilitator: Nuala Crilly, Creggan Neighbourhood Partnership
Scribe: Patricia Harkin, Creggan Neighbourhood Partnership
- Group 3 Facilitator: Darren Kirby, Greater Shantallow Area Partnership
Scribe: Ciara Ferguson, Greater Shantallow Area Partnership
- Group 4 Facilitator: Paul Kavanagh, Bogside and Brandywell Initiative
Scribe: Julie McGinty, Bogside and Brandywell Initiative
- Group 5 Facilitator: Roisin McLaughlin, Local Strategy Partnership
Scribe: Oonagh McGillion, Local Strategy Partnership

FUNDING

Funding community development work

Q1 *How best should Government Departments and other public agencies support community development work?*

Group 1:

- Core funding
- Service level agreements
- Variety of methods; depending on suitability
- It is more important that Government takes community and voluntary sector seriously.
- More interaction between Government and community and voluntary sector.
- Local development fund – could bring up competitive issues (too local), anonymity helpful (sometimes yes, sometimes no).
- Would you rather see a local fund? Yes, but those who administer it should have no interest in getting it.
- Needs based – level playing field, transparency.
- History of funding: funding shouldn't be piecemeal, should be longer term. This does not mean that groups should not be accountable for outcomes. Funding should be allocated at least on a three yearly basis (5-10 years preferably).
- There has to be acknowledgement that there is community development work that will never be sustainable.
- Can community work be fulfilled by statutory agencies? Investing in own structures and not the community.

Group 2:

- Social investments and looking at outputs should be developed regarding funding.
- If we explored 'bidding', there would be more money available.
- If Government and the sector went along the line of social partnerships, funding would be available.
- Groups need to be supported in order for them to take risks.

Group 3:

- Waves of funding at certain times. If groups are not ready at the time they are
- forced into it. Take on the mantle, realign policies to suit trend based on whim of funding and not the needs of the group.
- Programmes dictated by funding rather than project driven.
- Hands tied by limited education. Readjusting needs of own community to suit funding streams.
- Community development workers – strategic directions based confidently on research, needs good people.
- Community needs at micro and macro level dealt with together.

- Funders fill in monitoring forms etc., rather than community 'counting the beans'. Funders should take on responsibility to gather the information, outputs. Radical shift of trust.
- Funders – rigid
- Retrospective funding – how is it possible for smaller groups?
- Accountability has gone 'through the roof'.
- Overdrafts – treatment is very disheartening, groups having to fight for everything.
- Bureaucracy – t's crossed, i's dotted.
- Recognised need for accountability.
- No flexibility – no apparent working with the group.
- Finance led – economically driven, not about project outcomes.
- Disempowering – policed by funders.
- Community and voluntary sector need to shift position. Sector is assisting government as delivery mechanisms. As the agents, the sector needs acknowledgement of equality. The sector is not treated as equal social partner.
- Importance of volunteers within the sector. Volunteer input not given opportunity to engage. Devalued as to what they do. Loss of many volunteers from the sector. Volunteers have a passion and willingness but there is no financial support.
- Outcome based as opposed to financially driven. Take the risk, allow for innovation.
- Need concrete proposals – how accountability will work – without draining energy resources.
- Need to acknowledge the finance/administrative hours, incredible amount of hours paid/voluntary.
- Running costs are difficult to get from funders.
- Civil Servants obsessed with Government monies and accountability.
- Form filling feels like a waste of time.
- Alternative ways of accountability should be examined.
- Bring accountability to the system to satisfy politicians.
- Funding agencies taking more responsibility to support organizations – hands on approach eg Community Fund Yearly Reports, Statutory, EU – quarterly returns. This takes time, personnel, administration and creates a burden especially on volunteers.
- Expertise and people that are well educated come into the community development sector then move on. What about those not at school for 20 years – they are delivering.
- Why use the jargon: easier, lot faster.
- Outcome based approach needs to be universal.
- All funders move towards agreed outcome based approach. Agreed framework.
- Funders take responsibility (eg Yearly returns)
- Qualitative outcome just as important as financial returns.
- Working as separate entities, not together – missing the 'whole' picture, the common goal.

Group 4:

- More money allocated to community and voluntary workers.

- Single parent family issues need addressed
- Incentives to encourage people to stay in the area (youth clubs etc.).
- Reality that majority of parents have never had paid employment.
- No resource to backup needs.
- Creche facilities/facilitator – should public bodies provide this?
- Not meeting needs. To tailor the needs – set application criteria. No value put on the services delivered – Government and Public Bodies should value this work.
- Needs assessment – voluntary groups should be feeding into this as well.

Group 5:

- If there is a loss of funding eg European Programme, then they must revert to what was primarily provided prior to Peace I. Cover existing activities and help achieve sustainability.
- Shift mentality from reaction to intervention-investment. For example, children 0-3 years of age.
- Query if DHSS was involved in the Task Group, no reference also to NIHE – their work or participation on the Task Force.
- Role of private sector and higher/further education. Interagency approach.
- Need for capacity building in how to become sustainable.
- Is there a clear understanding of what community development is – definition?
- Lack of recognition of what is going on within groups, pigeon-holing of groups.
- Difference in community development and incorporation of community development in service delivery.
- Reference 'Enhanced Community Support Programme'. Who will be involved in the delivery of this?
- Difficulty of this being thrown into Council – lack of accountability, additionality. NRG/Group/LSPs should be involved in this.
- Volunteers need to be encouraged; measured and valued.
- The need to agree long term outcomes. (The sector needs to be secure before it can look at its long term outcomes). Outcomes remain only aspirational unless there are dedicated resources.

Delivery of public services

Q2 *How could we facilitate voluntary and community organizations to participate more in the delivery of better public services?*

Group 1:

- Community and voluntary sector can reach 'hard to reach' people.
- Danger – for example community care; second rate service on the cheap. There should be partnerships but not entered into as a way of saving money.
- Put value on the community and voluntary sector services.
- Talk about partnerships but it means very little in practice.
- Equality within partnerships – cannot be equal if Government departments control the purse strings.
- Republic of Ireland model; community sector as a social partner
- Danger of veto power

Group 2:

- Contract type situations as long as it is carried out using explicit language to explain what is going to be done.
- Contract certain services for a specific amount of money. Do not tie the funding into particularly areas, more important that the job gets done. Deliver what needs to be delivered but don't get involved in how the money is spent. Then more money will be available for other things.
- Smaller groups need a partnership to survive.

Group 3:

- More realistic timescales to realize outcomes.
- Need to be seen as equals.
- Needs assessment – deliver on the ground, do it better with collaboration.
- Outputs need to be agreed in partnership in order to be realistic and achievable rather than being imposed.

Group 4:

- Making Government department aware of needs.
- Better public service transport.
- Government investment of core funding.
- Dependence on an agency?
- Can group complain to funders?
- Relationship between voluntary and statutory agencies – dependence and fear.
- Power relationships by the statutory body.
- Should be treated as an equal partner.

Group 5:

- The need to have a community approach.
- This is inscribed in the Health Department
- Through the real meaning of decentralization.

- Look at models of best practice – locally and internationally.
- Lack of consistency and commitment. Can't keep changing the goalposts. If social investment is the approach, then stick with it.
- Lack of core funding – needs to be properly resourced. Lack of funding from Derry City Council – change in its grant allocation approach. More pressure being put on voluntary workers.
- Lack of recognition of the role of volunteers and social entrepreneurs.
- Need to learn how to price contracts correctly which includes contribution to core costs.
- Shared capacity building between the different sectors: learn from each other.
- Focus should not be on the needs of the organizations but with the beneficiaries.
- Implication that community and voluntary sector should do it cheaper but at the same quality level.

Advocacy and Campaigning

Q3 *How can Government ensure that the advocacy and campaigning work and policy development role of the voluntary and community sector continue?*

Group 1:

- Difficulties in that if there are partnerships, the group may be penalized if it lobbies.
- Should not just be down to the community and voluntary sector.
- Rights and needs – rights more empowering, rights backed by law.
- To ensure advocacy and campaigning – independent funding (example, Pat Finucane Centre).
- Funding available outside control of Central Government eg Community Fund. Otherwise groups end up being compromised.
- Can also work to the opposite effect (more criticism fired at funding agency).
- Takes time and money.
- Are we afraid? Tired?

Group 2:

- Partnerships are about working towards positive change even if it means breaking down what is already there.
- No difficulty if advocacy and campaigning is based on true partnership.
- To continue, Government needs to look at how tight contracts are. If there are too many clauses, groups are tied.
- Other parts of the community and voluntary sector won't get contracts.
- There needs to be a balance – we can't go down the road of everyone bidding for contracts.
- Advocacy will always happen. It has been muted over the past few years, and groups are struggling.
- Advocacy is needed otherwise we will all be involved in bureaucracy.
- Advocacy has to be resourced, it isn't something that can be done on own time.
- At what level and how many different Government departments are buying into this Pathways for Change?
- Is acknowledgement of different Government departments involved in the document but how involved are they?
- Delivery has to happen on the ground each year, and there has to be change. Is it fair to ask one department to do the two jobs. Does each group need to be involved in advocacy? Are there different levels?
- Advocacy is a natural process, it is not something you just sit down and say how can we advocate!

Group 3:

- Government policy/implementation of policy, need to critique Government.
- Allow organizations to be champions for change.
- Advocacy and Policy role only (no project). Does not fit into social economy role. Outcome base would look different under this role. No

guarantees (no control over the outcome). Needs detailed considerations.

Group 4:

- The work carried out by the community is not viewed as valuable.
- Different language.
- Not based on respect.

Group 5:

- Government needs to advocate on behalf of the community.
- Once the advocacy has been completed, Government needs to take action – look for further funding; enable the sector to deliver.
- Most groups do this at the local level – there is no measurement of this. This needs to be included in further funding allocations. Particularly important at network level.
- Continuation of inclusion of community and voluntary sector in decision making.

Delivery mechanisms

Q4 *How could mechanisms for the delivery of funding to the voluntary and community sector be improved?*

Group 1:

- A group solely focused on funding.
- Is it based on needs or rights?
- Government sources – LSPs? Regionally?
- Locally, no needs on ground but must have an understanding of broader context (LSP).
- Need a vision; expectations.
- Application forms less complicated.
- Want IFBs to continue? Or do they need a different role? Could become one pot of money; cleaner and more simple.
- Regional Funders Forum.
- LSP most approachable, responsive because it is made up of different sectors.

Group 2:

- If there was a contract – danger because certain groupings/individuals have become very skilled in filling in applications (some groups may be great at filling in forms and not good on delivery or providing a service).
- Allowing different mechanisms to enter into contracts.
- Applications – filling out an eighty page form is a disaster.
- Why not look at what the organisation can provide and deliver.
- The groups/organisations should be following the local strategy in order to be funded.
- Government strategies are on paper – it is the community that carries the strategy through.

Group 3:

- How many paymasters do groups expect to have? Takes longer to draw down monies.
- Small groups – process needs to be easier (not 70 pages of EU funding applications, quarterly returns etc).
- Need umbrella groups and also opportunity for smaller groups to grow independence.
- The need to allow groups to change, shift and grow. Not increasing existing mechanisms. There is a need for flexibility.

Group 4:

- In the best self interest of Government to partner community and voluntary sector.
- Should a panel representing all sectors be set up to make decisions on allocation of funding. (eg NIHE is a good example)
- Backing and resources needed for groups
- Funding delivered through an agency like the LSP. Better awareness of need on the ground, which is based on local knowledge.

- More time spent on chasing money or filling in forms - not delivering services.
- Putting the money into the community.
- Use of buzz word and ticking boxes.
- Auditors and Dept of Finance and Personnel (N.I.) – imply that people cannot be trusted. Finance ‘people’ are leading/dictating the way.
- Need for representatives of sector to sit on every board so that points can be heard!
- More and more meetings.
- Lack of strategic thinking.
- A need for the sector to spend money at the start of the year. Money always tight. Come end of year, a need to spend it on anything!
- Lack of citizenship – look at Need and Priorities.
- Would there ever be trust between the statutory and local and voluntary sector?
- Government needs to know how much money to be spent. Work out a strategy. Community sector involved in order to put pressure on Government to deliver the funding and keep voluntary and community sector informed.

Group 5:

- LSPs are a good model, appears to be working and should be supported. Improvement on what had previously existed.
- IFBs are also models which could be built upon. Decentralised approaches are better than centralized approaches – want to keep this.
- Community and voluntary sector led by funding, flooded with monitoring and evaluation requirements. Needs simplicity.
- Funders to have relationship with groups – blue chip. Different funders with different requirements. There is a need to have this rationalized with one approach. Need to look at other models.
- No facility for regional programmes – even more difficult because the regional office is based in the West.
- Private sector would share the same issues. 70% of client executive time in N.I. is spent on answering queries rather than helping the companies.
- Public sector should be trained to have the highest quality of standard in terms of administration and financial management (pubic sector role in a non-risk environment, need to change this approach).
- Mentoring issue – release public servants for a year.

Collaboration

Q5 *How could joint working and collaboration between voluntary and community organizations be encouraged and supported to optimize the use of resources?*

Group 1:

- Cooperative working – community and voluntary sector do engage in this but Government bodies do not.
- Concentrate on services (if you had the luxury of not having to concentrate on funding).
- Community mapping (LSP).
- Joint working over-rated? Only needed if service improved or reached more people.
- Models: TRIAX
- Penalties for refusing to cooperate? Administration less, could be centralized.

Group 2:

- There is a need to work together and share resources if we want to grow and develop.
- There is a need to look at what other people are doing. Need to have knowledge of what is happening in the market place as long as the group can keep own autonomy.
- Working and knowing what other organisations are doing can make organisations more healthy.
- There will be groups that do go to the wall, that has to be accepted but if the need is not being serviced there will be a voice.
- Partnership when it suits works, when it does not, there is a need to stand back.

Group 3:

- Share best practice, information, expertise, knowledge instead of 'dog eat dog' and the competitiveness that currently exists, groups feeling fragile and fearful, and under constant threat for survival (lack of funding).
- How community groups see each other – need for joined up thinking.
- The need for critical reflection, what works what doesn't work. Critically evaluate the negative aspects, learn from experience – much more authentic.
- A need to get the measurements right eg qualitative indicators – funders need to take risks.
- Need a role in setting targets/outputs that are achievable.

Group 4:

- Could groups combine shared resources ie Manager, Administrator etc.?
- Would the voluntary sector be prepared to take a hard look at themselves and share resources?
- Build relationships within community.

Group 5:

- Major issues for the sector
- Territorial, competitive, need a lot of work to encourage collaboration.
- Move towards collaboration is being forced on the sector, not necessarily coming from within the sector.
- How can the agencies work together to help the sector to do this?
- Must adopt a private sector approach. Encourage the sector to take 'waste' out of the system – restructuring is ongoing in other sectors.
- Community map really important for this area.
- Lack of collaboration at central level eg DH and DE not sharing plans on young people.
- Greater weighting to genuine collaborative working by funding organizations. Encouragement rather than enforcement. Being able to then manage this change.
- With reference to Community map – LSP lead on this issue as a genuine local partnership working with the community and voluntary sector.

ACCOUNTABILITY

Governance in the voluntary and community sector

Q6 *How could governance in the voluntary and community sector be strengthened by drawing on experience from elsewhere?*

Group 1:

- At group level – voluntary management committee. Difficulties with time.
- Professionalism within the sector – didn't enter negotiations when delivering services.
- Outcome based funding has to consider margin of error – private sector model does not apply.
- Mentoring can benefit skills.
- Everyone can benefit from training.
- Community and voluntary sector has to look at additional ways of sustaining extra investment.
- Volunteer burnout.

Group 2:

- Training with the sector, management etc.
- The community and voluntary sector needs to mature, stand up and take responsibility.
- There are no hard and fast rules.

Group 3:

- Joint training, mutual understanding.
- Key weaknesses – voluntary management, committees don't do the work, community politics etc.
- Time commitment, skills etc., for example acting as treasurer for an organisation.
- Sustaining commitment/taken seriously.
- Volunteers managing volunteers.

Group 4:

- Are management and board fully aware of their roles?
- Staff know more than management committee.
- Should board go through training process before sitting on a management committee.
- Energy and life and commitment lost by training.
- Individuals can acquire skills but can't manufacture enthusiasm or interest.
- Funders enforce the need for a management committee and Memorandum and Articles of Association.
- Groups will do whatever it takes to get money.
- Risk in taking the money.
- Community development has failed – areas of disadvantage same as ten years ago.

- Government need to take the responsibility to look outside the box and look longer term – more to five years instead of one year.

Group 5:

- Government issues becoming a major issue where the group is an employer.
- Need training to build the capacity. Policy and hand book for all organizations to work to.

Grant administration

Q7 How could funders to the voluntary and community sector ensure that public funding is administered more effectively and efficiently?

Group 1:

- Public funding administered more effectively and efficiently.
- 15% of system checked – Partners for Change
- Statutory funders cooperating with independent funders.
- One pot of money with central administration
- Trust – private organizations that receive funding are not so rigorously checked.

Group 2:

- No real agenda. Could statutory funders link with private investors to mainstream.
- Should one body administer to account for funding.
- If it is outcome based – look at the outcome ie Annual Report can provide proof of expenditure. What is the difference in doing this than tracing cheques etc.
- Funding isn't being drawn down within time frame.
- It takes so long to draw down money.

Group 3:

- Funders take on the role.
- Take a 'hands-on' role to get greater understanding – collaborative working.

Group 4:

- Have the one set of Procedures for all Government agencies and all major funders out there.
- Share cost between funders.
- Measurement of outcome would ensure that funding is administered more effectively. Make everyone more efficient.

Group 5:

- Q7 incorporated in previous sections.

Risk taking and risk management

Q8 *How could innovation and entrepreneurial thinking be encouraged across the voluntary and community sector whilst managing risk effectively?*

Group 1:

- Raising status of community and voluntary sector.
- Buy premises rather than leasing (eg Ballybot House, Newry).
- Even being part of the voluntary sector is a risk.
- Need space to try something new; longer term funding eg TRIAX model.

Group 2:

- Part of every funding application needs to focus on development.
- Reinventing yourself {organisation} needs to happen.
- Funders only want to fund hands-on people – it would appear that funders are almost getting rid of management.
- Running costs cannot be changed.

Group 3:

- Impetus to come from funders to create mechanisms, for example IFH Partnership Action Research (currently not encouraged).
- Allow for risk to be innovative and creative from elsewhere.
- Not just needs based.
- Embrace ideas/innovative thinking/risk taking – exciting.

Group 4:

- We have to find ways of managing risk.
- We are not going to fall into their way of measuring risk.
- Schools insurance for after hour services – who pays for this insurance?
- Economic argument to Government if investment is made now it will have a better, more effective benefit in the longer term.
- Look at investment which may not work short term but may work in the long term.
- Multiple aspect to deprivation – needs a multiple approach to solving this. Governments and local politicians will be sympathetic to this.
- Greater wisdom and confidence.
- Opportunity to make a change.
- Community has to communicate more.
- Be a part of the decision-making processes – both statutory and community have a responsibility in the decision making process.

Group 5:

- Performance related pay – rewarding entrepreneurial skills.
- Knowledge transfer very important.
- Bureaucracy kills entrepreneurship!
- Q8 also incorporated in previous sections.

RELATIONSHIPS

Joint Government/Community Sector Forum

Q9 Should Government Ministers be actively involved in the Joint Forum and how should the Joint Forum be developed to improve relations between Government and the voluntary and community sector and other partners?

Group 1:

- Very little people know about this initiative.
- It is NICVA led.
- Who has the power to make it more effective?
- If Ministers can be more effective than senior civil servants.
- Currently it is preferable to deal with senior civil servants than Ministers from London.

Group 2:

- Should there be Government Ministers on this or does this really matter?
- Senior civil servants make decisions and Ministers agree.
- The key people behind the Ministers are important, not the Ministers.
- Behind the scenes count.
- Statutory agencies, from all departments need to be involved.

Group 3:

- Joint Forum plus panel of community and voluntary sector – not clear - needs a communication strategy.
- Not aware of Forum.

Group 4:

- Yes, Government Ministers should be involved in Joint Forum.
- Community and voluntary sector under represented in decision-making, need to be heard.
- Is the LSP a better model?
- Do enough people know about the LSP?

Group 5:

- Not visible enough – lack of awareness.
- Should also have statutory, private involvement.
- Engagement of private sector - need to understand each other; language is a barrier eg private sector refers to waste, community and voluntary sector refer to duplication.

Partnerships

Q10 Have we too many partnership structures and how could they work better?

Group 1:

- Regarding Partnership Board – not useful.
- Need a definition that everyone can agree to.
- Is it better to be in partnership? Too much emphasis on this.
- Depends on the issue – they can be useful, exchange of information etc.
- Too many community and voluntary organisations – needs to be mergers.
- How effective are current partnerships?
- There is a need to evaluate/research – benefits through partnerships or people involved.

Group 2:

- Yes, we have too many partnership structures.
- Is there a sense that they can work separately?
- Different departments have different strategies.
- Different organizations can work together.
- If everyone keeps in touch then everyone knows what is happening.

Group 3:

- The more the better.
- Encourage it – partnerships at all levels.
- Role of LSP – how we can work together better.

Group 4:

- Not recorded

Group 5:

- Political instability affects relations with Government Departments.
- Major overlap – for example in health; Investing in Health Partnership (WHSSB); NHAZ; Derry Healthy Cities, NLHSSCE.
- Passing the ball by having too many partnerships.
- Strategic employment location identified but yet no delivery of this.
- Very difficult to answer without 'map' – what do they do? Services provided?

INFRASTRUCTURE

Provision of support services

Q11 Where do you think there are gaps or overlaps in the provision of support services in the voluntary and community sector and how could joint working and collaboration be encouraged?

Group 1:

- Overlap services – but to be funded by BSP need to provide certain services.
- NWCN – re-evaluating its role, need to disseminate information.
- Flexible community development (not static), always changing, nature of the beast.
- This conference is an example of collaboration.
- Research students could look at gaps and overlaps.

Group 2:

- Optimise use of resources.

Group 3:

- No one size fits all.
- Need to map community infrastructure in a geographical and sectoral basis.
- No baseline – ludicrous to identify gaps without it, otherwise making assumptions.

Group 4:

- No record.

Group 5:

- Appear to have duplication – the community map will identify this.
- Gap between business needs (eg skills) and what the community and voluntary sector is providing.
- Gap in 0-3 year group and what the social economy is doing to plug this gap. Acknowledgement that is being played by those involved in 'rearing children'.
- Role of networks is very important particularly in their role of delivering funding.

Capacity and Resourcing:

Q12 *How should support services be resourced and should performance standards for a consistent provision of support services be introduced?*

Group 1:

- Need to support over-arching body.
- Need to be adequately resourced.
- Room for large and small groups.
- Only 8%(?) of groups funded by Peace II.
- Assist community and voluntary sector to look within our structure: define the mergers rather than having them defined for us.

Group 2:

- Services are targeted in relation to government priorities – not necessarily the priorities of the community.
- Strategies are group led rather than neighbourhood led.
- Focus moving away from groups, to residents.
- Groups emerge due to lack of provision of a service.
- Rights issues changes focus on the needs issue.
- There should be a grant aid programme for rights based programme.
- We should be working ourselves out of existence whereas we get caught up in sustaining ourselves.
- Community development fills gap until society changes.

Group 3:

- Diverse sector - performance indicators need to be very broad based if it is to be worthwhile having them.

Group 4:

- No record.

Group 5:

- Supportive of measuring performance standards.
- Need to have quality built in.
- Targets identified – if targets achieved/exceeded, the possibility of drawing down additional funds – reward the community and voluntary sector.
- Does this affect the smaller, less sophisticated able bodied community groups?
- Implementing Bodies (Peace II Programme) now has a standard service delivery contract which is used to assist in measuring performance etc.
- Funding sometimes goes against quality customer care of your organisation.

NEXT STEPS

Q13 *Does the social investment approach to Government funding of voluntary and community sector fit with your particular circumstances and, if so, what should be the short-term priorities for change to lead towards such an approach?*

Group 1:

- Gap funding – to ensure that key services are not lost.
- Group reflection – are we still needed?
- Any mechanisms put in place must be transparent.
- Social investment approach – wide and diverse nature of community and voluntary work needs to be taken into account.
- Research undertaken to look at the situation.
- Should not be a bullying exercise where smaller groups are forced to close.

Group 2:

- Groups need to have thought through the services, provisions for development.
- Theory of social investment seems appropriate.
- Re-addresses why community development started.
- A Commission and the need for grant aid.
- For groups that are more 'off the wall', grant aid may not be the issue.
- Government needs to recognize community sector is key partner.

Group 3:

- Identified outcome rather than funding there to distribute according to funder's criteria.
- Strategic goals.
- No response to individual requests.
- Positive approach.
- Are outcomes negotiated with community and voluntary sector.
- Equality of partnership.
- A strategy of working together.
- Need to be in a position of power – support to influence support.
- Basis for agreed approaches in principle.
- Transparency, collaboration, equality.

Group 4:

- Not recorded.

Group 5:

- Need the time to nurture the outcomes.
- Lack of analysis of the peace programmes – generally European funding – what outcomes were achieved - quantitative as opposed to qualitative.
- Very difficult to have long term change because of lack of resources.
- Are the turkeys going to vote for Christmas?
- Can't think separately from the Review of Public Administration.

- Should be the survival of the fittest.
- Those who are delivering, weakest and most vulnerable should be involved.
- What does this do for the customer?
- Who is best placed to deliver?
- So long as the service is delivered doesn't /should not matter who is delivering.

CONCLUSION

Q14 Do you have any other comments on issues not already covered that you wish to put forward?

Group 2:

- While the document involves some groups and organisations, it leaves others out.
- There is room for partnerships to be formed to be included. Not necessarily geographical but issue based.
- Is there going to be a standard criteria?
- Benefit needs to be long term funding so that we can focus on what we say we are going to deliver, not get caught up in administering where the next funding is coming from.
- Groups can be single issue but can also work in partnerships.
- The more groups work in partnership the more uniqueness of groups' status and services.

Group 5:

- Contribution of community and voluntary sector needs to be measured fully.
- Need to be more efficient with less resources.
- Really important to learn what has been achieved.
- Huge opportunity for the community and voluntary sector.
- Community and voluntary sector has the ingredients but can it make the cake?

Conference
Organised by:

APPENDIX II

Press Release

4th March 2004



Bogsides Brandywell
Initiative



Creggan
Neighbourhood
Partnership



Greater Shantallow
Area Partnership
Greater Shantallow
Area Partnership



LOCAL STRATEGY PARTNERSHIP
DERRY CITY COUNCIL AREA
Local Strategy
Partnership for
Derry City Council
Area



North-West
Community
Network

Conference
Supported by:



Department for
Social Development

The Future of the Community and Voluntary Sector in the North-West

Five local organisations; Bogsides Brandywell Initiative, Creggan Neighbourhood Partnership, Greater Shantallow Area Partnership, Local Strategy Partnership for Derry City Council area and North West Community Network have come together to organise a conference entitled 'The Future of the Community and Voluntary Sector in the North-West'. The conference will take place on Tuesday 9th March at the Millennium Forum from 9.30am – 1.00pm, followed by lunch.

This important conference, which is aimed primarily at the community sector, has two main aims:

3. To examine the position paper of the Task Force on Resourcing the Voluntary and Community Sector in Northern Ireland *Pathways for Change*
4. To discuss the community sector's role in the economic and social regeneration of the North-West.

Gerard Deane, Co-ordinator of the North West Community Network highlighted the importance of the conference. "This conference will allow the community sector in the North-West the opportunity to have their say on the *Pathways for Change* document. The recommendations that the Task Force on Resourcing the Voluntary and Community Sector in Northern Ireland will make on the future funding of the sector will be based on responses received to this document. Therefore, if the community sector is to continue to play an important role in the North West it is crucial that we take ownership of the challenges that are facing us and take this opportunity to shape a new future for the sector".

Two keynote speakers have been confirmed for the event. Paul Cavanagh, Manager of the Northern Local Health and Social Care Group and member of the Task Force on Resourcing the Voluntary and Community Sector and Alan McClure, Chairman of Ilex Urban Regeneration Company. Darren Kirby, Manager of Greater Shantallow Area Partnership expressed the appreciation of the organising committee, "we are delighted to have secured two well known and well respected guest speakers for this event. We are particularly pleased to have Alan McClure from Ilex delivering an address at the conference as many people within the sector are

keen to hear what the plans of the Urban Regeneration Company are likely to involve”.

Roisin McLaughlin, Community Mapping Researcher with the Local Strategy Partnership, welcomed the timeliness of the conference and highlighted the relevance of the conference to building sustainability. “With the Community Mapping project underway in the Derry City Council area, the issues raised in the conference workshops will be a really useful way of ensuring that we ask community and voluntary groups interview questions which meaningfully tap into the issues facing the sector.”

Nuala Crilly, Co-ordinator of Creggan Neighbourhood Partnership, stressed that the facilitators of the event are keen to have a wide range of views represented at the conference, “It is important that as many people as possible attend this event to ensure that the comments made in workshops, that will be recorded and will go towards a North-West response to the *Pathways for Change* document, reflect the wide range of opinions held within the community and voluntary sector”.

A number of places are still available at the event. To reserve a place please contact Carol at the North West Community Network on 7127 9090 or email carol@nwcn.org.

ENDS

For further information contact:

Gerard Deane, North West Community Network 7127 9090,
gerard@nwcn.org

Darren Kirby, Greater Shantallow Area Partnership 7135 8787,
gsap@shantallow.org

Paul Kavanagh, Bogside Brandywell Initiative 7126 1926,
paulkavanagh@freederry.org

Nuala Crilly, Creggan Neighbourhood Partnership 7128 1900,
nualamcrilly@hotmail.com

Roisin McLaughlin, Local Strategy Partnership for Derry City Council area 7130 8466

Appendix III - "The Future of the Community and Voluntary Sector in the North-West"

Date: Tuesday 9th March 2004

Venue: Millennium Forum

Begin Time	End Time	Event	Guest Speaker
9.30	10.00	Arrival & Registration	
		Chair	Clionagh Boyle, Derry Children's Commission
10.00	10.15	Keynote Address "Findings of the Task Force on Resourcing the Voluntary and Community Sector – <i>Pathways for Change</i> "	Paul Cavanagh, Task Force member
10.15	10.30	Questions & Answer Session	
10.30	12.30	Discussion Sessions Responses <i>Pathways for Change</i>	
12.30	12.50	Keynote Address "The significance, or otherwise, of the community and voluntary sector in the economic and social regeneration of the North-West"	Alan McClure, ILEX Urban Regeneration Company
12.50	1.10	Questions & Answer Session	
1.15		Lunch	

Appendix IV – Conference Participants



Bogside Brandywell Initiative



Creggan Neighbourhood Partnership



Greater Shantallow Area Partnership



**LOCAL STRATEGY PARTNERSHIP
DERRY CITY COUNCIL AREA
Local Strategy Partnership
Derry City Council Area**



North-West Community Network



Appendix IV – Conference Participants

NAME	ORGANISATION	GROUP
Sally Deehan	Aileach Women's Group	Newmarket
Elaine Young	Aileach Women's Group	Millennium
Donncha MacNiallais	An Gaeláras	Foyle
Carmel Mulrine	Ballymagroarty Hazelbank Community Partnership	Foyle
Julie McGinty	Bogside Brandywell Initiative	Newmarket
Paul Kavanagh	Bogside Brandywell Initiative	Newmarket
Colm Barton	Bogside Brandywell Initiative	Newmarket
Noel McCartney	Bogside Brandywell Initiative	Newmarket
Noleen Brojan	Caw 2000	Millennium
Irene Nelson	Caw 2000	Newmarket
Paul O'Doherty	CCMS	Diamond
Winnie Lynott	Centre of Creative Energy	Foyle
Jacqueline Gorman	Churches Voluntary Work Bureau	Millennium
Tommy McCay	Columba Community	Newmarket
James Stewart	Columba Community	Diamond
Cathy McCardle	Community Development and Health Network	Millennium
Nualla Crilly	Creggan Neighbourhood Partnership	Shipquay
Patricia Harkin	Creggan Neighbourhood Partnership	Shipquay
Louise McIntyre	Creggan Pre School and Training Association	Millennium
Mary Casey	Culmore Area Forum	Diamond
Clionagh Boyle	Derry Children's Commission	Millennium
Gerry Craig	Derry City Council	Shipquay
Sue Gallagher	Derry City Council	Millennium
Eamon O'Kane	Derry Healthy Cities	Diamond
Deirdre O'Hara	Derry Well Woman	Foyle
Charles Lamberton	Dove House	Shipquay
Brendan McKeever	Family Information Group	Shipquay
Joe Doherty	Galliagh Resident's Group	Foyle
Darren Kirby	Greater Shantallow Area Partnership	Millennium
Ciara Ferguson	Greater Shantallow Area Partnership	Millennium
Eamonn Deane	Holywell Trust	Newmarket
Alan McClure	ILEX	Diamond
Roisin O'Hagan	INCORE	Shipquay
Frank Foley	INCORE	Millennium
Rep	INCORE	Newmarket
Rep	INCORE	Diamond
Marie George	Leafair Community Association	Diamond
Catherine Doherty	Limavady Borough Council	Shipquay
Paul Cavanagh	Local Health and Social Care Group	Shipquay
Roisin McLaughlin	Local Strategy Partnership	Diamond
Oonagh McGillion	Local Strategy Partnership	Diamond
Gerard Deane	North-West Community Network	Foyle
Carol Rehill	North-West Community Network	Foyle
Joe McGrann	Partnership Care West	Shipquay

Appendix IV – Conference Participants

NAME	ORGANISATION	GROUP
Katy Hayward	Queen's University	Millennium
Jim Clifford	SDLP	Millennium
Mark Durkan	SDLP	Shipquay
W O'Connell	SDLP	Diamond
Maeve McLaughlin	Sinn Fein	Newmarket
Gerard Harkin	Strabane and District Caring Services	Diamond
Patricia Hegarty	Strabane District Council	Foyle
Brenda Ferry	The Nucleus	Millennium
Kevin O'Carroll	TRIAX Task Force	Diamond
Fidelma Hodkinson	U3A Foyle	Millennium
Geraldine Compton	Waterside Women's Centre	Foyle

**TASK FORCE ON RESOURCING THE
VOLUNTARY AND COMMUNITY SECTOR**

PUBLIC CONSULTATION

The Task Force on Resourcing the Voluntary and Community Sector was established by the Minister for Social Development in February 2003. It is due to report next year and has been examining what action is required to make a substantial contribution to the well-being of the Northern Ireland community. The Task Force has published a Position Paper to share its thinking, promote discussion and to invite comment on issues which are fundamental to the future of the voluntary and community sector.

To facilitate this Bogside Brandywell Initiative, Creggan Neighbourhood Partnership, Greater Shantallow Area Partnership, Local Strategy Partnership for Derry City Council Area and North-West Community Network are holding a half-day conference 'The Future of the Community and Voluntary Sector in the North-West' on:

Date: Tuesday 9th March
Time: 9.30am – 1.30pm
Venue: Millennium Forum

To reserve a place at this conference please phone Carol on (028) 7127 9090 or email info@nwcni.org.



Appendix VI – Comments & Questions from the floor

The following comments were made after each of the keynote addresses by participants in the conference. The notes below reflect the comments and questions raised and the answers given by the keynote speaker/conference chair. These notes have been used to inform the key findings of the conference and as such the notes are not direct quotations. Every effort has been made to reflect the sentiment of each comment/question.

Comments/Questions after Paul Cavanagh's keynote address

Clionagh:

More understanding of work of Task Force, particularly around social investment. Personally speaking, it sounds like we are trying to recapture why we got into this game. Community development is about social change. There is something to be grasped in getting back into the area of social change.

Clionagh:

Any points of clarification from the floor?

Kevin:

Outcome based approach coming from the perspective of DSD policy looking at longer term policy. With regards to the rights based approach: can you comment on what you understand as a rights based approach as opposed to a needs based approach?

Paul:

Needs based approach is important in getting services right. Rights are also important and over-arch what those needs are and how we tackle those needs, agendas and hearing voices of young people – the ongoing development of which will spark further community empowerment. Perhaps Clionagh is best placed to explain more.

Clionagh:

It is about a shift in perspective and essentially our approach to what we are doing. It is a question about power. Needs based approach is important within community development. Rights based approach does not perceive community has needs only, but people with rights. Providers need to recognise rights and make that shift instead of perceiving community as 'needy'.

The childrens' sector strategy has moved from needs based to rights based accountable under the UN Convention on the Rights of the Child.

Comments/Questions after Alan McClure's keynote address

Clionagh:

Any questions from the floor?

Mary Casey:

If you believe that the voluntary and community sector have such a lead role to play, why have they been excluded from ILEX?

Alan:

The committee is mindful of inclusion, trying to get a job done. As far as we are concerned it was not our decision, it was up to the two Ministers to make up the board. What we are determined to do is to bring in a Senior Executive reporting to the Chief Executive who will manage relationships. If there is a need from the community and voluntary sector to be represented, I am sure the Ministers will be forthcoming and it will happen when the Chief Executive is in position. It is hoped that there will be a relationship and further collaboration with the voluntary and community sector.

Paul Kavanagh:

Where do you see the complementarity of the work of ILEX and the Neighbourhood Renewal Partnership. Can you elaborate on this further?

Alan:

Our renewal is urban and economic regeneration. Trying to say ILEX is not responsible for doing all the work but to act as a catalyst to work more effectively and efficiently to help collaboration that is where we want it to be.

Ilex moving out beyond this?

Idea is to look at the geographical area – 147 square miles of Council area (?). Framework document will go through an extensive public consultation do that in a professional manner. Engage proactively with all the organisations who want to see change to make this happen. Bottom line is that we would like to sell to the people of Derry that this is a good way to go. Collectively we can make this happen. Not just a question of the two sides (referring to Ebrington Barracks and Fort George?) but what happens in the spaces between. We want this to be a better place to be, a better place to live, to have pride in the city. Collectively see this as a beautiful city, at the moment we can't see it because our chins are on our chest. We need to act. Our job is to get the framework document into play. With the help of the voluntary and community sector, we can drive it to its conclusion, what will be best for Derry in the longer term.

Marie:

From a personal point of view – I have been doing voluntary work for 30 years – the way I see it, the Task Force is trying to force out the small groups to amalgamate into one. Each of our small groups want to keep our own identity, we all meet different needs etc. I have been working for 10 years at my present voluntary work and I feel that this is all to do with doing away with small groups. Modernisation is coming into everything. Lot of things being forced out, cut backs etc. The Government is putting a lot of pressure of voluntary workers over the last number of years.

Alan:

I expect that is why you are here today. This is an opportunity to talk about the Pathways for change and is a huge opportunity to pull together and get a collective response to this document. No matter where we come from, it is the challenge to get better value, manage change. In this particular situation Government is doing some is provide sector to get rid of . Cant to Government to solve all problems wake up call before 2006. When funding will no longer be there work with Government to make this better. Acknowledge the good work but needs to be amalgamated with Government.

Mary Casey:

Could you give some views in relation to the community and voluntary sector, to get the knowledge of how to come together to come up with a strategic plan?

Alan:

It would be wrong (?) of me to tell the sector how to do that. Mentioned language of the business community, don't understand language and government needs to understand as well. Between us all we can engage and help in the process. ILEX is about engaging and delivering what the people of Derry can sign up to.

Trials and tribulation that the voluntary and community sector are coming through, see the work as a positive step in this direction and is invaluable.

Clionagh:

Don't see around us, don't see the beauty around us. Need to get the chins off our chests. Any insight, how do we strike the balance of policy TSN and the feeling that we have been disadvantaged and it is more than a feeling. Strike the balance, get the chins off our chests, get off our knees, get our own power and get leverage at N.I. level to get what we deserve.

Alan:

Uphill struggle and it has been for years. Extremely well served by our own political masters who have tried at every opportunity to ensure that Derry's problems are relayed to senior officials. (Same feeling in Belfast, Price Waterhouse ring of wealth around Belfast.??) Wrong economically and morally, first time the public is saying this. Feeling now in Belfast, if Belfast needs to market itself, it needs to get a better structure between Derry and Belfast. Industry on both sides, easily seen on road to Belfast, needs to engage second city and rural community. Not before time, need to get a framework for this city, agree this and where we want to be in twenty years time. ILEX hopefully will come up with suggestions. This is about employment, a job to many people.

Collectively work on this to create solutions. Give solutions to Government. If quality of work that ILEX produces can be sold to its constituents and delivered and hold the line, but it is up to ILEX to build trust with different constituencies and communities and help build the relationships. We will do that with good two-way communication. Any organisation that wishes to engage, we will do our best to make sure that this takes place and also head up consultations.

Clionagh:

Thank you for sharing your thoughts on the issues that face us and engaging in a process with the community and voluntary sector.