



CORPORATE POLICY DEVELOPMENT COMMITTEE

WEDNESDAY 10 SEPTEMBER 2008

7.30 PM

**MEETING ROOM 2, CIVIC OFFICES,
CENTRAL MILTON KEYNES**

A G E N D A

Councillor Tunney (Chair)
Councillors Burke, Carstens, Clarke, Edwards, Galloway, Mallyon and Miles

If you have any enquires about this agenda please contact Stephen Parker (Senior Committee Manager) on Tel: (01908) 252391 or e-mail: stephen.parker@milton-keynes.gov.uk

Terms of Reference of the Corporate Policy Development Committee

1. Pre-decision scrutiny of all Policy Framework and other major policy documents within the Committee's remit.
2. Investigation of under-performing areas within the Committee's remit.
3. Identification of future policy requirements and issues, either with Cabinet or independently within the Committee's remit.

1. Welcome and Introductions

2. Apologies

3. Disclosures of Interest

Members and officers to disclose any personal or prejudicial Interests they may have in the business to be transacted.

4. Minutes

To approve, and the Chair to sign as a correct record, the Minutes of the meeting of the Corporate Policy Development Committee held on 25th June 2008 (Item 4) **(Pages 6 to 8)**.

5. Council Priorities and the Single Planning Process

i. Refresh of Council Priorities

Council Priorities are currently being updated for the period 2009/10 to 2011/12. The Project Manager is to present an analysis of background information to inform this **(To Follow)**. The Committee is invited to make recommendations on Council Priorities.

ii. Budget Options, Resources and Priorities

The Director of Finance is to present a report on the proposed single planning process for the continuation budget and the medium term planning process, which is to be aligned with the refresh of the Council's Priorities. This report is attached as Item 5 (ii) **(Pages 9 to 12)**. The Committee is invited to comment on the process.

6. Current Strategy Consultations

i. Cohesion Strategy

The Committee is asked to respond to the consultation on the Cohesion Strategy. A summary of the Strategy is attached as Item 6 (i), **(Page 13)** and the full document may be found at the following web address:

<http://www.miltonkeynes.gov.uk/equalities/DisplayArticle.asp?ID=36270>

ii. Regeneration Strategy

The Committee is asked to respond to the consultation on the Regeneration Strategy. A summary of the Strategy is attached as Item 6 (ii), **(Pages 14 to 15)** and the full document may be found at the following web address: <http://www.miltonkeynes.gov.uk/regeneration/DisplayArticle.asp?ID=57529>

iii. Community Development Strategy

The overall responsibility for endorsing, monitoring and implementing the strategy will reside with the Local Strategic Partnership (LSP). The

Committee is asked to respond to the consultation on the Draft Community Development Strategy, which is attached as Item 6 (iii) **(Pages 16 to 18)**.

Health and Safety

Please take a few moments to familiarise yourself with the nearest available fire exit, indicated by the fire evacuation signs. In the event of a continuous alarm sounding during the meeting you must evacuate the building immediately and follow all instructions provided by the fire evacuation officer who will identify him/herself should the alarm sound. You will be assisted to the nearest designated assembly point until it is safe to return to the building.

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Agenda

Agendas and reports for the majority of the Council's public meetings can be accessed via the Internet at: <http://cmis.milton-keynes.gov.uk/cmiswebpublic/>

Comments, Complaints and Compliments

Milton Keynes Council welcomes comments, complaints and compliments from members of the public in order to make its services as efficient and effective as possible. We would appreciate any suggestions regarding the usefulness of the paperwork for this meeting, or the conduct of the meeting you have attended.

A form is available online at <http://www.milton-keynes.gov.uk/complaints/> or is obtainable from the Committee Manager in attendance at the meeting.

Please detach the slip below and return it to the Committee Manager, or leave it on the table at the back of room where the agendas were laid out. If you would wish us to contact you about your comments, please also leave your contact details.

Meeting Attended: Corporate Policy Development Committee

Date of Meeting: 10 September 2008

Comments:.....
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Contact Details:.....



Minutes of the meeting of the CORPORATE POLICY DEVELOPMENT COMMITTEE held on WEDNESDAY 25 JUNE 2008 at 7.30 pm

Present: Councillors Bint (substitute for Councillor Tunney), Carstens, Clark, Edwards, Galloway, Mallyon and Miles

Officers: G Snelson (Corporate Director [Strategy, Governance and Performance]), I Frost (Director of Finance), G Waghorn (Deputy Head of Finance), S Heap (Democratic Services Manager), J Tabbitt (Cohesion Officer) and S Parker (Senior Committee Manager)

Apologies: Councillors Burke and Tunney

Also Present: Councillor Crooks

THE MAYOR (COUNCILLOR LLOYD) IN THE CHAIR

CPDC01 ELECTION OF CHAIR

RESOLVED -

That Councillor Tunney be elected Chair of the Committee for the Council Year 2008/09.

CPDC02 APPOINTMENT OF VICE-CHAIR

RESOLVED -

That Councillor Edwards be appointed Vice-Chair of the Committee for the Council Year 2008/09.

COUNCILLOR EDWARDS IN THE CHAIR

CPDC03 DISCLOSURE OF INTEREST

Councillor Crooks declared a personal interest in Item 7 (Working on the Budget), as he had a connection with one of the case studies mentioned in the report.

CPDC04 WELCOME AND INTRODUCTIONS

Councillor Edwards welcomed officers and the public to the meeting.

G Snelson (Corporate Director [Strategy, Governance and Performance]) highlighted a number of areas of work which the Committee could most usefully look at over the coming year.

Members particularly referred to the possibility of the Committee considering the Council's role in promoting the economic development of the Borough, the implications of the Freedom of Information and Data Protection Acts for the Council, the corporate complaints procedure and the use of the Regulation of Investigating Powers Act.

The Cabinet Member for Finance also reminded the Committee of its role in considering the Corporate Plan, which he considered was an important element of the Committee's work.

It was noted that the suggestions for the Council's future work programme would be considered by the Committee's Planning Group.

CPDC05 MINUTES

The Committee considered the Minutes of the meeting of the Corporate Policy Development Committee held on 6 February 2008 and the special meeting held on 13 March 2008.

RESOLVED -

1. That the Minutes of the meeting of the Corporate Policy Development Committee held on 6 February 2008, be approved and signed by the Vice-Chair as a correct record, subject to his concerns relating to the detail in which the areas of workforce savings, highways and contingency payments were covered in the Minutes, being noted by the Committee.
2. That the Minutes of the special meeting of the Committee held on 13 March 2008, be approved and signed by the Vice-Chair as a correct record.

CPDC06 WORKING ON THE BUDGET

The Committee received a presentation from the Director of Finance on the suggested budget process and financial strategy for 2009/10, including the involvement in the process of the Policy Development Committees.

The Committee also received the Audit Commission's discussion paper entitled 'World Class Financial Management'.

RESOLVED -

1. That the Director of Finance be requested to brief the political groups on the suggested budget preparation process for 2009/10 and report back to the Committee's next meeting, to allow further consideration of the process.

2. That the re-appointment of the Capital Scoring Review Group for 2008/09 be deferred, pending the outcome of the Committee's further consideration of the budget process.

CPDC07 COMMUNITY COHESION STRATEGY

The Committee received a progress report on the Strategic Cohesion Programme.

Members made a number of detailed comments which Members were asked to raise with the Cohesion Officer outside the meeting, together with further comments on the Strategic Cohesion Programme which could then be taken into account in finalising the draft Strategy, which would be reported back to the Committee at its meeting in September 2008.

CPDC08 SUSTAINABLE COMMUNITY ACTION PLANS

The Committee considered the draft refreshed Sustainable Community Action Plans, which had been endorsed by the Local Strategic Partnership and were to be considered by Cabinet at its meeting on 15 July 2008.

RESOLVED -

1. That the report and actions plans be noted.
2. That the 'indicator column' include a précis of the nature of each indicator being cited in the Action Plan.

CPDC09 REVIEW OF WORKING GROUPS

The Committee noted a report on the work of the Capital Scoring Group, the appointment of which it had deferred (Minute CPDC06 refers).

THE CHAIR CLOSED THE MEETING AT 10.24 PM

BUDGET OPTIONS, RESOURCES AND PRIORITIES

ACCOUNTABLE CABINET MEMBER: SAM CROOKS

Contact Officer:

Ian Frost (Director of Finance)

MK252756

1. Background

- 1.1 This year a review has been undertaken of the continuation budget and MTP processes. An agreement has been reached that the processes followed in previous years will be disbanded and a new single planning process will be put in place. This process will be aligned with the refresh of the Council's priorities which will be updated for the 3 year period 2009/10 to 2011/12. This alignment is to ensure resources move to the areas of highest priority to enable the Council to achieve its objectives. A high level discussion document will be produced in September to inform the priority setting process. It will be based upon the conclusions drawn from the Milton Keynes Story of Place, which shaped the development of the LAA, with additional information about current performance and the views of citizens and the Audit Commission.

The milestones of the new process will be the CPDC meetings where Ian Frost will report on progress.

- 1.2 The dates of the CPDC meetings are:

10/9/08
8/10/08
3/12/08
4/02/09

- 1.3 The concept of the single planning process is based on three factors:

1. The corporate priorities will be refreshed this year for the next 3 years and resources may be realigned if priorities are changed.
2. Whilst recognising there may be changes as a result of point 1, fundamentally budgets have already been built and agreed by Council for 2009-10 and 2010-11. Rather than scrapping these budgets as has happened in previous years the new process will build on the already agreed budgets. As there is no additional funding available over and

above that already agreed in the budget, any additional pressures will need to be financed from within existing budgets.

3. It is foreseen that the budget build will be one that is constantly evolving. As pressures and savings are identified in budget monitoring, budgets will be adjusted through the use of virements to keep the overall budget as accurate as possible.

2. Workforce/Efficiency Savings

- 2.1 The current budget is set on the assumption that £2.2m of workforce and £1.2m of other efficiency savings will be achieved in 2008-9. These targets will still need to be met and permanent virements need to be completed in the year to find the savings from within Directorate budgets.

3. Period 6 budget monitoring

- 3.1 The period 6 budget monitoring report will be a critical document. A review will be undertaken following this report to establish what virements can be actioned to remove budgets from areas that are constantly under-spending and to address consistent 'bad budgets'.
- 3.2 It is anticipated that if Directorates are reporting an under-spend savings will be vired back to a central code to enable a fund to be built to fund other overspends and priorities or projects that members wish to undertake. This could take the form of temporary one year only virements or permanent virements.
- 3.3 If Directorates are reporting an over-spend a decision will be reached on whether this is controllable or non controllable. If controllable, a target will be added to the Directorate budget for savings to be found.
- 3.4 This means that the Period 6 report will be the driving force behind the future year budgets.
- 3.5 To ensure that that amounts are not being withheld in the monitoring report, the Transactional Accounts Team will be running diagnostic reports from SAP to compare forecasts against actual spend. Any inconsistencies will be reported to the Financial Control Team for further investigation in conjunction with the Technical Teams.

4. Overview of Budget Build Process

- 4.1 The budgets currently built for 2010-11 will be copied to form the basis of the 2011-12 budget.
The budgets already build in SAP and agreed by Council for 2009-10 and 2010-11 will remain in force.
All three years will be updated for known pressures and savings. However as the budgets are currently balanced to the funding available any updates will have to have a net nil effect on the bottom line for the Council.

5. Detailed process

- 5.1 Budgets will constantly be updated by the Technical Teams by the use of virements. Each month the permanent virements will be copied by the Transactional Team into the budget build layout. These will be entered into column A12
- 5.2 Technical Teams will prepare a balanced upload for each year to update the existing budget for known pressures and savings. As the adjustments will not be automatically copied into later years the upload adjustments need to be shown as a cumulative effect. A template for the upload will be provided by the Transactional Team. The upload sheets will be loaded in to column A13 of the budget build layout.
- 5.3 If following the initial upload subsequent adjustments are required a new upload sheet, showing the changes should be sent to the Transactional Team. All upload sheets need to have a unique reference number so that the Transactional team can be sure that the correct version has been uploaded.
- 5.4 To aid the Technical Teams in preparing the upload sheets, the Transactional Team will run salary diagnostic reports in Version 2 of SAP. The reports will show the forecast position for each year as per the salary forecaster report with adjustments for pay inflation. These will then be available for the Technical Teams to use as a comparison with the existing budget to highlight any adjustments that are required.
- 5.5 As required the Transactional Team will produce the reports directly from SAP for submission to CPDC. These reports will be excluding recharges.

6. Timetable for CPDC on 10/9/08

- | | |
|-----------------|---|
| 01/07/08 | Transactional team to copy 2010-11 budget build into 2011-12 |
| 25/07/08 | Submission of July virements to the Transactional Team. |
| 31/07/08 | Priorities discussion document produced. |
| 08/08/08 | Upload sheets to be submitted to the Transactional team. |
| 22/08/08 | July Virements and upload sheets entered into the budget build layout, and available for Technical Teams to check for accuracy |
| 29/08/08 | Technical Team to submit to Transactional any amendments to the original upload forms. These changes will overwrite the amounts currently shown in the budget build report. |
| 28/08/08 | Transactional Team to prepare and submit reports to Strategic Finance for CPDC |

7. Timetable for future CPDC meetings

- 26/08/08 Last day for submission of August virements to Transactional
- 29/08/08 Transactional team to send request to Technical Teams for information on non controllable recharges
- 25/09/08 Last day for submission of September virements to Transactional
Last day for any revisions to the upload forms to be submitted to Transactional for inclusion in the October CPDC report
- 30/09/08** Last day for submission to the Transactional Team of data to be used for non controllable recharges
- 25/09/08 Transactional Team to prepare and submit reports to Strategic Finance for CPDC. Due to timings this will only include virements up to the end of August.
- 27/10/08 Last day for submission of October virements to Transactional.
- 17/11/08 Last day for submission of November virements to Transactional. (This month is early to enable virements to be picked up in the December CPDC report and December Cabinet papers)
- 20/11/08** Last day for any revisions to the upload forms to be submitted to Transactional for inclusion in the December CPDC reports
- 20/11/08 Transactional Team to prepare and submit reports to Strategic Finance for CPDC and December Cabinet reports
- 28/11/08 Transactional Team to have prepared non controllable recharges in SAP to enable recharges to be run when requested.

7.1 After the budgets have been agreed by December's Cabinet and recharges have been run, any changes to the budget will need to be kept to a minimum. This will avoid changes to the recharge mechanism and any potential effect on the recharges to the HRA. It is suggested that any amounts that are for specific projects agreed by members after this date are easily identified in SAP.

8. Public Consultation

8.1 The first public consultation will focus on budget priorities in early to mid October. This will be followed by consultation on the more detailed service and budget implications of the proposals throughout January 2009.

9. Information required

9.1 Limits on the overall budget for 2011-12
Guidance on central inflation factors
Guidance on corporate priorities to enable directorates to establish which services should be enhanced and which reduced

Draft Cohesion Strategy Summary

What is Cohesion?

Community Cohesion looks at: how well people from different backgrounds get on together in our neighbourhoods; community belonging; and community identity.

MK Cohesion Programme 2008

- Review: Government guidance, national best practice, literature review and secondary analysis of existing data
- Consultation : 816 respondent MK Community Survey, MK Visioning Event and 13 Stakeholder Interviews (Jan- April 08 by Ecotec)
- Mapping: Cohesion and tensions mapped (live) using GIS and ongoing community data from partners across MK. MKC will share this long term resource.
- Multi-agency Reference Group steer involving MK Partnership, MK Council of Voluntary Organisations, Community Safety Partnership and Thames Valley Police, MK Equality Council, Education, Regeneration.

Key Objectives of the Draft MK Cohesion Strategy

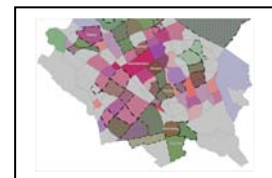
1. Building local pride and a sense of belonging
2. Promoting greater knowledge and understanding between differing communities
3. Engaging and supporting young people
4. Addressing social tensions and conflict
5. Mainstreaming community cohesion

MK Cohesion Delivery

The Strategic Overview Action Plan (available on the website) shows how MKC and partner agencies across the Borough are pulling together over the next 3 years to deliver under the key objectives and against performance indicators. The Operational Action Plan (available from MKC) is a working document to develop the delivery of projects and working groups from Autumn 2008.

Delivery on Cohesion includes:

- Mapping database (including Community tension Monitoring)
- Cohesion in service planning across MK
- Cohesion Projects: e.g. Resource Allocation Projects (Housing and Community Facilities)
- Working groups: e.g. New Arrivals and Migrant Workers
- Funding application support



How to get your views included?

Join us at one of the workshops listed below,

- Tuesday 2nd September, the Novotel, Heelands between 4pm – 7pm
- Monday 6th October, Acorn House, between 2pm-5pm

To book a place at one of the workshops please ring 01908 252427

Email: pamela.bopara@milton-keynes.gov.uk

Alternatively just fill in the Consultation Response Form and return it to us, by post, email or just hand it in at any of our offices.

THE CONSULTATION PERIOD IS NOW OPEN UNTIL 24TH OCTOBER 2008 FOR MORE INFORMATION AND FEEDBACK FORMS PLEASE VISIT:

<http://www.milton-keynes.gov.uk/equalities/DisplayArticle.asp?ID=36270>

or email Jessica.tabbitt@milton-keynes.gov.uk or call 01908 253898

Draft Regeneration Strategy Summary

Why do we need a Regeneration Strategy?

To Address

- Social exclusion
- Reduce economic disadvantage
- Address physical and environmental concerns
- To address the widening gap between the most and least deprived areas
- To help us address the Priority estates and neighbourhoods for action
- To strengthen Local Communities

Key Principles of the Strategy

- **Strategic Fit** – to complement wider MK strategies, most importantly the Community Strategy
- **Subsidiarity** – decision-making and service management to be at the neighbourhood level where practical - involving local people as much as possible.
- **Sustainability** – enhance the quality of life and well-being in local neighbourhoods without damaging the environment or peoples prospects, now and in the future.
- **Co-operation** – improved partnership working between agencies and with all living and working in the neighbourhood
- **Empowerment** – working with local residents to raise aspirations and the ability to get involved.

Neighbourhood Capital

The strategy identified four types of Neighbourhood Capital and aims to make sure they are all in the right balance for the particular neighbourhood.

- **Physical Capital** - quality of the physical environment
- **Economic Capital** - skills and employment of residents, home ownership, business and retail
- **Human Capital** - health of residents, culture and strength of community
- **Social/Cultural Capital** - Social bonds between people and across communities, community spirit

What is a Neighbourhood Action Plan (NAP)?

For each priority neighbourhood, a NAP will be produced in partnership with local residents and local stakeholders (eg: The Police/MKC/schools) using a community development approach. The NAP will aim to bring about fundamental and transformative change.

NAP's will be based on:

- Consensus about what is the local neighbourhood
- Analysis of social economic and physical circumstances to understand the causes of why the neighbourhood is deprived.
- Understand what makes for a successful neighbourhood
- Develop neighbourhood capital

Implementation

Strategic

A Neighbourhood Regeneration Strategy Group will be established for the borough. This will be a sub group of the LSP (Local Strategic Partnership)

Local Production & Co-ordination of Neighbourhood Action Plans (NAP)

This will be led by Parish/Town Councils with guidance and support from MKC.

Pilot Schemes

The strategy will concentrate on 3 neighbourhoods in the first year.

These will be selected to help us learn how to produce NAPs, so the three may be chosen using factors other than the level of need of the neighbourhood. They might be chosen to give a good balance of learning about how different challenges can be addressed.

Priority Neighbourhoods

The following Neighbourhoods are proposed to be priorities for regeneration. In each of these the balance between the four types of neighbourhood capital will be different so the resulting Neighbourhood Action Plans will have a different balance of activity.

The identified areas are:

Beanhill,	Bradville/New Bradwell & Stantonbury	Central MK
Coffee Hall	Conniburrow	Eaglestone
Fenny Stratford	Fishermead	Fullers Slade
Greenleys	Granby	Hodge Lea
Leadenhall	Netherfield	Simpson
Springfield	Stacey Bushes	Tinkers Bridge
Water Eaton		

How to get your views included?

Join us at one of the workshops listed below,

- Saturday 2nd August, the Civic Offices, between 10am - 1pm
- Tuesday 2nd September, the Novotel, Heelands between 4pm – 7pm
- Monday 6th October, Acorn House, between 2pm-5pm

To book a place at one of the workshops please ring 01908 252427 or Email:

Regeneration@milton-keynes.gov.uk

Alternatively just fill in the feed back form and return it to us, by post, email or just hand it in at any of our offices.

THE CONSULTATION PERIOD IS NOW OPEN UNTIL 24TH OCTOBER 2008 FOR MORE INFORMATION AND FEEDBACK FORMS PLEASE VISIT:

WWW.milton-keynes.gov.uk/regeneration or contact 01908 252237

Draft Community Development Strategy for Consultation July-Sept 2008

1. Introduction – Why Community Development?

The Milton Keynes Community Strategy, our Handbook for Change 2004 – 2034, has a bold vision for the future of Milton Keynes; that:

*This will be a city that celebrates diversity and cares for all its citizens, giving priority to those in greatest need. **It will be renowned for its forward looking approach to community development**, housing solutions, learning, health frameworks and social care facilities. A city that embraces change, it will pioneer new methods to ensure the best of services can thrive and be sustained. It will be **a city where everyone has a say**; where communities are actively involved in the workings of the city and help to manage change together*

The adoption of a community development approach for engaging with the community and communities of Milton Keynes will be vital in achieving this vision. This Community Development Strategy seeks to set out, for all those engaged in activities that impact on communities or are customer focused, the processes and methodologies that will support such an approach. **It links with, and underpins, the draft strategies for Regeneration and Cohesion.**

2. What this Community Development Strategy seeks to do

- To promote the use and implementation of community development as central to **community capacity building** (see below for definition) and the delivery of public and community sector services; and
- to both establish standards for engagement with communities and identify resources and procedures that support such engagement

Community development is not an end in itself, rather it suggests an approach or selection of processes that ensure there are opportunities for **everyone to have a say** in the services and situations that affect them and that support everyone to make well-informed choices.

This strategy aims to empower people at all levels; to enable them to influence decisions. It is important that people feel they have the opportunity to make a meaningful contribution in the development, design, planning and delivery of services they receive and the physical environment they live and work in.

The Community Development Strategy, therefore, does not replace other strategies but sits alongside them, providing processes that maximise the potential effectiveness of the design and implementation of those strategies.

A Community Development Strategy is not just for those working in Community Development departments or community organisations but for everyone who is involved in activities that impact on our communities.

There is now considerable evidence that best services are driven by their users; best communities are run by those who live and work there; and this strategy seeks to create a framework that supports community development across Milton Keynes.

3. By Community Development we mean:

Community development expresses the values of fairness, equality, accountability, opportunity, choice, participation, mutuality, reciprocity and continuous learning. **Educating, enabling and empowering** are at the core principles of community development.

Therefore, Community Development seeks to develop people's skills to enable them to influence what happens where they live.

It is the process of developing active and sustainable communities based on social justice and mutual respect. It is about influencing power structures and building capacity to remove the barriers that prevent people from acting on the issues that affect their lives.

Staff and others are engaged in community development work when they facilitate the participation of people in this process. They enable connections to be made between communities and the providers of services, and wider policies and programmes.

4. This strategy proposes that partner organisations put in place robust action and service delivery plans:

- To build the capacity, skills and knowledge of public service officers and their delivery partners in community development and its principles.
- To devise processes of community involvement modelled on both business planning and community development objectives. These solutions will be developed during the first three years of the strategy period through close partnership working with key agencies, organisations and individuals within Milton Keynes.
- To promote the use and implementation of the community development model as central to community capacity building and the delivery of public and community sector services.
- To monitor the quality of their engagement with communities.
- To create opportunities to critically evaluate and share best practice.

5. Partners Action Plans should include elements of the following:

- **Primary or generic community development** also called building social capital

Primary community development is important in creating informal social networks in communities. It is therefore of great value to individuals, communities and agencies. Historically agencies have tended to prioritise work because it has been more closely aligned with short term targets. However there is an increasing awareness of the longer term importance of enabling communities to initiate their own responses to their needs through primary community development.

- **Purposive Community Development**, the use of community development approach in the delivery of conventional services.

Purposive community development seeks to support the community in acquiring the skills to identify and tackle its problems. It works to address issues related to specific community groups or service providers and may support a particularly vulnerable group, for example asylum seekers or people with mental health problems, to acquire and use the unique skills needed to meet their needs. Equally, it may improve the service delivered to a specific client group, by working with community partners. Purposive community development seeks to improve local services by involving service users and tailoring the service to their needs.

- **Community Development to involve and engage communities** in service monitoring, local democratic structures and governance

The third strand of community development is community engagement in democratic debate, service planning, monitoring or evaluation. This approach actively seeks to communicate with customers and citizens to gain their views on service provision and local government. Community development can deliver the capacity to enable people to get involved in service delivery. It is also an important element of improved participation in local democratic structures.

Individual involvement and collective activity in these three areas of community development go hand in hand: the aim is to encourage people in a community to join together with others so as to provide through collective effort what the community needs, but in such a way that those taking part also develop their own potential as members of society. **This process is often referred to as “community capacity building”.**

6. Accountability and Ownership of the Community Development Strategy

The overall responsibility for endorsing, monitoring and implementing the strategy will reside with the Local Strategic Partnership (LSP).

Everyone who is a partner to this strategy will be asked to demonstrate how through their own operational procedures and practises they are adopting the principles of community development.

7. Supporting resources

This strategy will be accompanied by a range of resources to support partners to develop good practise in the use of community development. This will include a tool-kit to assist organisations to evaluate their practises.