

**SUPPORTING COMMUNITIES NI**



**'Helping Communities Help Themselves'**

## **STRATEGIC PLAN**

**2011 – 2014**

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# FOREWORD

2011 and onward is going to throw up many challenges for Government, Statutory and Voluntary Bodies.

The new Coalition Government have 'Building the Big Society' which is about culture change where people feel powerful enough to help themselves and their communities.

The N.I. Audit Office Comptroller and Auditor General Kieran Donnelly stated "the Voluntary and Community Sector makes a significant contribution to the achievement of the Executive's Strategic Goals and Priorities" (Ref Report titled 'Creating Effective Partnerships between Government and the Voluntary and Community Sector.')

N.I.H.E. in their 10th Annual Report to the Equality Commission, stated "Building a Stronger Community – we recognise and plan our part in tackling issues beyond the physical condition of homes. Our housing work is equally focused on relationships within and between communities, safe communities and inclusive communities."

D.S.D. Housing Division's objective is 'Building Communities, Tackling Disadvantage and Encouraging Social Responsibility.'

S.C.N.I. have reviewed the following in line with Stakeholders, in particular, our 2 core funders, N.I.H.E. and D.S.D. Housing Division's Aims and Objectives:

- Mission Statement
- Vision Statement
- Principles
- Aims and Objectives

This Strategic Plan (2011-2014) seeks to further develop resident involvement over the next 3 years in line with Social Housing Providers who want to develop and enhance community involvement.

S.C.N.I. provide a unique service to our customers, funders and partners, especially as housing providers are now actively moving from Resident Monitoring Services to a more scrutinising role.

Although resident involvement is not new, how and why Social Providers involve their residents now have an increasing influence in design, delivery and assessment of services and the performance of providers. This approach is supported by the new Regulator's Framework in England and in N. Ireland we aim to be a co-regulator with social housing providers who wish to have active participation.

S.C.N.I. will continue to 'Help Communities Help Themselves'

*B. Holmes*  
*Director*

## **MISSION STATEMENT**

Building strong cohesive communities

## **VISION STATEMENT**

Confident, sustainable and inclusive communities

## S.C.N.I. PRINCIPLES

- We will support Communities and Active Citizens to develop and achieve their objects.
- We will work in Partnership with other agencies to achieve agreed objectives.
- We will deliver our services in a consistent and equitable way throughout Northern Ireland.
- Our Services will reflect the priorities of Stakeholders.
- We value contribution made to our work by Staff, Communities and Stakeholders.
- We will strive for Excellence in all we do.
- S.C.N.I. value its staff as the key resource of the organisation.
- Strengthening our role as the key agency in maintaining Community Involvement support and helping to build capacity to Communities, Community Groups and Individuals.
- S.C.N.I. adheres to the principle of Good Governance in all its work and activities.
- We will promote equality, cohesion and sharing.

## STRATEGIC AIMS

- AIM 1 To promote, encourage and support meaningful community participation.
- AIM 2 Provide an effective funding support service to staff, communities and other stakeholders.
- AIM 3 To provide an efficient Information, Research and Policy Support Service to staff, communities and other stakeholders.
- AIM 4 Provide a tailored Training Service to support staff, communities and other stakeholders.
- AIM 5 Provide a comprehensive, efficient administrative service to staff, communities and other stakeholders.
- AIM 6 To act as an 'Exemplar' for community participation in Housing at strategic and local level.
- AIM 7 To maximise opportunities for Partnership Working.

**AIM 1 To Promote, Encourage and Support Meaningful Community Participation**

| <b>Operational Objective</b>   | <b>Action</b>   | <b>D.S.D./N.I.H.E. Objective</b> |
|--|---|----------------------------------|
| <b>To promote, establish and support sustainable community groups to participate in housing related issues</b>                                       | <p>To assess and categorise all new referrals</p> <p>To re-assess and categorise all Groups annually</p> <p>To have a written contract with groups receiving a regular commitment of time</p> <p>To ensure that each group receiving a regular commitment of time develops an annual Plan of Action</p> <p>To monitor satisfaction levels with S.C.N.I. services</p> <p>To support groups and individuals to meaningfully participate in the H.C.N. framework</p> | <b>C</b>                         |
| <b>To promote, establish and support sustainable community groups which are tackling disadvantage and encourage social responsibility</b>            | <p>To assess and categorise all new referrals</p> <p>To re-assess and categorise all Groups annually</p> <p>To have a written contract with groups receiving a regular commitment of time</p> <p>To ensure that each group receiving a regular commitment of time develops an annual Plan of Action</p> <p>To monitor satisfaction levels with S.C.N.I. services</p>  | <b>B</b>                         |
| <b>To promote, encourage and support individuals to represent and participate on behalf of their communities in regard to Housing related issues</b> | <p>To encourage and support the development of Community Champions</p> <p>To encourage and support the development of Village Voices</p> <p>To support the utilisation of the</p>   | <b>C</b>                         |

**A** = N.I.H.E. Objective

**B** = D.S.D. Housing Division Objective

**C** = N.I.H.E./D.S.D. Housing Division Objective

|   | Register of Residents   |   |
|---|---|---|
| <b>To research, develop and implement appropriate models of community participation</b>                       | <p>To support and develop existing models of community participation</p> <p>To research and develop new models of community participation</p> <p>To promote, encourage and support groups/individuals to become involved in new models of participation</p> | C |
| <b>To develop, support and implement appropriate models of best practice for Community Groups/Individuals</b> | <p>To share best practice with community groups/individuals</p> <p>To support implementation of best practice and good governance</p> <p>To celebrate best practice</p>   | C |

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**AIM 2 Provide an Effective Funding Support Service to Staff, Communities and Other Stakeholders**

| <b>Operational Objective</b>                                 | <b>Action</b>   | <b>D.S.D./N.I.H.E. Objectives</b> |
|--|---|-----------------------------------|
| <b>Provide information and support to Staff</b>              | <p>Review/update online community funding bulletin</p> <p>Promote funding information and funding support services</p> <p>Review and update funding factsheets and funding section of website</p> <p>Evaluate and review funding received by Groups with S.C.N.I. contract</p> <p>Review funding feedback form</p>  | <b>C</b>                          |
| <b>Provide information and support to community groups</b>   | <p>Promote the community funding bulletin online</p> <p>Deliver an efficient and effective funding enquiry service</p> <p>Provide up to date factsheets</p> <p>Promote funding section of website</p> <p>Encourage groups to provide feedback on funding received</p> <p>Maintain a funding outreach service to groups with S.C.N.I. contract</p> <p>Promote and support the sustainability of groups through developing a fundraising strategy</p> | <b>C</b>                          |
| <b>Provide information and support to other Stakeholders</b> | <p>Provide an efficient and effective funding enquiry service</p> <p>Provide up to date factsheets</p> <p>Promote funding section of website</p> <p>Encourage groups to provide feedback on funding received</p>  | <b>C</b>                          |

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**AIM 3 To provide an efficient Information, Research and Policy Support Service to Staff, Communities and other Stakeholders**

| <b>Operational Objective</b>  | <b>Action</b>   | <b>D.S.D./N.I.H.E. Objective</b> |
|---|---|----------------------------------|
| <b>To provide relevant information to meet the needs of S.C.N.I. Staff</b>  | <p>To review all information coming into the organisation</p> <p>To circulate information to staff as required, appropriate and relevant</p> <p>To review all S.C.N.I. internal publications, producing regular information to staff</p> <p>To maintain an information bank</p> <p>To maintain an information resource on the S.C.N.I. website</p>  | <b>C</b>                         |
| <b>To undertake research and respond to policy consultations on behalf of S.C.N.I.</b>  | <p>Carry out research necessary to the operational requirements of S.C.N.I.</p> <p>To review and respond to consultations relevant to the work of S.C.N.I.</p> <p>To liaise with other stakeholders on relevant policy issues</p>   | <b>C</b>                         |
| <b>Review and update information, research and policy requirements of S.C.N.I. in accordance with the needs of staff, groups and stakeholders</b> | <p>To maintain an information resource that is accessible and useful to groups and stakeholders</p> <p>Regularly review website</p> <p>Research and respond to relevant policy consultations on behalf of S.C.N.I./H.C.N. and wider community</p> <p>Research, promote and implement models of best practice</p> <p>Develop an enhanced communications strategy to meet the needs and future requirements of the H.C.N. communities and other stakeholders</p> <p>To raise the profile of S.C.N.I. as an organisation of excellence at strategic, local and operational level</p> | <b>C</b>                         |

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**AIM 4 Provide a Tailored Training Service to Support Staff, Communities and Other Stakeholders**

| <b>Operational Objective</b>  | <b>Action</b>  | <b>D.S.D./N.I.H.E. Objective</b> |
|---|--|----------------------------------|
| <b>Provide good quality training to enhance community participation</b>   | <p>Develop and deliver courses</p> <p>Identify, develop and review new courses</p> <p>Develop and deliver accredited training</p> <p>Monitor ongoing assessment and evaluate training</p> <p>Review and deliver community planning training in line with R.P.A.</p> <p>Maintain status as O.C.N.N.I. training centre</p> <p>Continue to act as an exemplar of Good Governance Practice</p> <p>Review and update Training Booklet and training section of website</p> | <b>C</b>                         |
| <b>Deliver a training programme in relation to Community Cohesion</b>   | <p>Review and deliver accredited community cohesion training programmes</p>  | <b>C</b>                         |
| <b>Support and deliver training to groups with Community Service Agreements</b>   | <p>Develop and deliver relevant specialised training to implement Community Service Agreements</p>   | <b>A</b>                         |
| <b>Increase meaningful participation to ensure representation of groups from Rural areas and areas without Community Associations</b> | <p>Ensure the accessibility and delivery of training courses to rural community groups</p> <p>Identify and deliver training for community champions/village voices</p>   | <b>C</b>                         |
| <b>Increase meaningful participation to ensure representation of groups established through Housing Associations</b>                  | <p>Research, develop and deliver training for Housing Associations staff and Housing Association Resident's Groups</p>   | <b>B</b>                         |

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**C** = N.I.H.E./D.S.D. Housing Division Objective

|  |  |   |
|--|--|---|
| <b>Design and deliver a training programme in relation to local offers</b> | Research, develop and deliver training for programme on local offers | A |
| <b>Increase skills and knowledge of S.C.N.I. Staff</b>                     | Identify internal/external training for S.C.N.I. Staff               | C |

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**AIM 5 Provide a Comprehensive, Efficient Administrative Service to Staff, Communities and Other Stakeholders**

| <b>Operational Objective</b>   | <b>Action</b>  | <b>D.S.D./N.I.H.E. Objective</b> |
|--|--|----------------------------------|
| <b>To provide an efficient admin support service to S.C.N.I.</b>                     | <p>Prepare and monitor S.C.N.I. budget</p> <p>Ensure changes to legislation, police and practices are implemented</p> <p>Adhere to Good Governance Practices</p> <p>Provide support service to Executive Committee</p>   | <b>C</b>                         |
| <b>To provide an efficient admin support service to Staff</b>                        | <p>Review and update all databases and mailing lists</p> <p>Provide support service to Liaison Officers</p> <p>Provide support service to Specialist Team</p>  | <b>C</b>                         |
| <b>To provide an efficient admin support service to Community Groups/Individuals</b> | <p>Provide financial assessment service to Community Groups</p> <p>Act as an Agent for Inland Revenue on behalf of Community Groups</p> <p>Provide PAYE service on behalf of Community Groups</p> <p>Support Community Groups/Individuals to adhere to Good Governance</p> <p>Provide assistance and support to meet communication and general needs</p> | <b>C</b>                         |
| <b>To provide an efficient admin support service to Stakeholders</b>                 | <p>Provide support service to H.C.N. framework</p> <p>Manage restricted budgets and related programmes</p> <p>Provide support service to Partners/Partnerships</p>   | <b>C</b>                         |

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**AIM 6 To act as an ‘Exemplar’ for community participation in Housing at strategic and local level**

| <b>Operational Objective</b>                           | <b>Action</b>  | <b>D.S.D./N.I.H.E. Objective</b>     |
|--|--|--------------------------------------|
| <p><b>To provide a quality service to N.I.H.E.</b></p> | <p>Review and renew Centre S.L.A.s annually</p> <p>Review and renew District S.L.A.s annually</p> <p>Evaluate services to Districts annually</p> <p>Review and renew Community Participation compacts annually</p> <p>Provide identified support to I.C.N.</p> <p>Provide identified support to Community Housing Project Workers</p> <p>Manage Mystery Shopping and Tenant Led Inspections on behalf of N.I.H.E.</p> <p>Develop models of scrutiny of housing services jointly with N.I.H.E.</p> <p>Support and facilitate the introduction of a co-regulatory role with N.I.H.E. and H.C.N.</p> <p>Maintain and promote Digital Inclusion support to groups on behalf of N.I.H.E.</p> <p>Provide management and development support to Shared Neighbourhood Programme</p> <p>Review and implement Community Involvement Strategy</p> <p>To co-organise and facilitate the annual Community Conference and Awards with N.I.H.E. and H.C.N.</p> <p>To act as a Champion for Community Participation in Housing</p> <p>To research and provide good and best practice examples of community</p> | <p style="text-align: center;">A</p> |

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|  |   |          |
|--|---|----------|
|  | <p>participation in Housing</p> <p>Encourage and support the implementation of good and best practice in Community Participation in Housing</p>   |          |
| <p><b>To develop and support the Housing Community Network (H.C.N.) as an effective framework for Community Participation in Housing</b></p> | <p>Provide support and advice to each tier of the H.C.N.</p> <p>Agree an Annual Programme for Central H.C.N. with N.I.H.E.</p> <p>Participate in all H.C.N. ad hoc Working Groups</p> <p>Support and promote Community Participation in Housing in Rural Areas</p> <p>Provide support and formal training, as identified and agreed to all tiers of H.C.N.</p> <p>Promote greater participation in Housing of 'hard to reach groups'</p> <p>Promote the involvement of all groups, age, disability etc. in the H.C.N.</p> | <p>C</p> |
| <p><b>To maximise the capacity of service users to co-regulate social housing services</b></p>   | <p>Provide and support an enabling service to N.I.H.E. and H.C.N. to progress development of co-regulation</p> <p>Identify training and information requirements of participants in co-regulation</p> <p>Develop and provide training and good and best practice on co-regulation</p>   | <p>C</p> |

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**AIM 7 To Maximise Opportunities for Partnership Working**

| <b>Operational Objective</b>   | <b>Action</b>   | <b>D.S.D./N.I.H.E. Objective</b>            |
|--|---|---|
| <p><b>To participate in relevant strategic, operational and local partnerships</b></p> | <p>To participate in relevant strategic partnerships</p> <p>To ensure that the community perspective is paramount at relevant partnerships</p> <p>To participate in relevant operational partnerships</p> <p>To facilitate Inter-Agency approaches at a local level</p> <p>To facilitate local partnerships</p> | <p style="text-align: center;"><b>C</b></p> |
| <p><b>To develop a service level agreement for individual Housing Associations</b></p> | <p>To develop and implement a strategy to support identified Housing Associations</p> <p>To support identified Housing Associations to develop models of participation</p>  | <p style="text-align: center;"><b>B</b></p> |

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