

#	What / How
1a0	Using reflective practice to learn what best practice looks like for enabling and mobilising strong, thriving, healthy, self-reliant solution focused resourceful communities, subsequently feeding into a sustainable legacy enabled through this funding, and a proposed alliance framework.
1a1	Capture the community voice, give all people and groups the chance to feed into the community development framework.
1a2	Build community capacity and capability through understanding the needs and strengths of the community (groups and individuals) where there are gaps, and where the solutions may lie.
1a3	Understand the current best practice and how to build on this, alongside how to break down barriers (within and between people/services) and discover more enablers in relation to community development.
1a4	Investigate and identify what we mean by Community Development Best Practice.
1a5	Evidencing of impact, aligned to national occupational standards, through community development portfolios.
1a6	Build understanding whilst developing a co-designed and collaborative North Devon Community Development *Alliance model. Where strategic partners understand and value the impact of community development and work together to secure long-term investment with an effective deployment plan and linking to systems change.
1a7	Produce and implement a model Strategic Community Development framework emulating from our learning, reflections alongside Community Development Theory of Change and Evidence based portfolios.
1a8	Social change evaluation framework developed.
1b0	Understanding effective ways of working to engage with, and then support, local communities, in particular disadvantaged groups so they feel heard, their challenges understood, solutions found, and their needs met.
1b1	Assisting in placing communities at the heart of decision making through inclusive and participatory processes with an active role in decisions and governance.
1b2	Ensure there is a two-way communication process to allow this to work
1b3	Unlocking lived community experience as a foundation for civic policy setting.
1b4	Emulating the One Communities model by expanding it into more rural areas, focusing on the hinterlands and 'forgotten communities.
1b5	Community Development Portfolio of good practice, against National Occupational Standards, including case studies and impact reports – tangible and non-tangible outcomes.
1b6	Supporting and enabling the VCSE groups who are already working in this space and are experts, including Encompass South West, Sunrise Diversity and The Pickwell Foundation.
1b7	People with lived experience feel valued, heard and are part of the community story
1c0	Improved Partnership working including how to collaborate and support and reduced silo working and waste and feed into system change supporting placed based partnerships.
1c1	Encourage and support public bodies to build effective relationships with communities and people by working with One Devon on their five-year joint forward plan through the One Northern Devon Local Care Partnership. Ensuring representation at their Community Development and Learning Steering Group.

- 1c2 Build on the current strategic partnerships and networks including One Northern Devon and the One Communities, North Devon Futures and the Levelling Up Partnership – with an emphasis on reducing duplication, focusing on prevention strategies and effective multi-level intervention.
- 1c3 Support collaborative and partnership work with a range of partners, and special agencies that co-design solutions to better understand how we can support implementation. Including, but not limited to, Citizens Advice Bureau, Active Devon, Encompass Southwest, Kailo Youth Mental Health Project (Dartington Service Design Lab and Kailo Partners) Interwoven CIC – but prioritising those that are supporting the hidden and minority and complex communities.
- 1c4 Raise awareness, (untapped partners) including within the corporate community of the impact that can be made, and secure investment. Also, to learn from this and share our findings.
- 1c5 Showcase what Alliance Models can achieve and prevent.
- 2a0 **Continue to make a positive impact within the community, by allowing current groups/networks to connect, flourish and grow. (Building community-based capability and capacity by:)**
- 2a1 Offering advice, support and information alongside partnership offers, that can provide information and updates that highlight best practice, legislation, and new opportunities.
- 2a2 Support with sourcing and applying for funding pots.
- 2a3 Continuation with Revitalising Volunteering campaigns and volunteer management support to promote safe, inclusive, and engaging volunteering and the benefit it brings to all.
- 2a4 Enabling community project startups and helping with ideas and innovations.
- 2a5 Sourcing a relevant, comprehensive, and accessible training package based on need, intelligence, and feedback.
- 2a6 Building on current networks and starting new ones that might be needed as well as making introductions to relevant connections.
- 2a7 Look at opportunities for groups to publish what they do and find out what others are doing.
- 2a8 Collaborating with the One Communities. Learning from them and emulating into hidden communities (by local strengths, need and geography).
- 2b0 **Recognition of what the positive impact that VCSE organisations can have, alongside, savings around preventions. This includes the Council for Voluntary Services, as the infrastructure, who are the lynch pin and connectors.**
- 2b1 Advocate through appropriate channels by identifying and attending meetings, forums, and networks where we can provide a sector voice.
- 2b2 Build understanding of social return on investment alongside celebrating the sector's impact and success.
- 2b3 Gain exposure for community groups and the difference they make - through a programme to collect, collate and share information and intelligence on the strengths, needs and impact of the sector.
- 2b4 Gain exposure for community groups and the difference they make - Stories, reports and expert punditry on the sector, and the areas it works in, that are useful for external stakeholders.
- 2b5 Gain exposure for community groups and the difference they make - Enabling strong media and influencer relations to enable groups to engage with them.
- 2c0 **Bring about positive social change and mobilising social community action through effective engagement with communities. To support them and to identify and implement solutions which improve people lives.**

- 2c1 Provision of activities to improve organisations understanding of community engagement and development.
- 2c2 Activities to engage with communities and equip them, and the groups working with them, with the tools and knowledge they need to engage.
- 2c3 Training, support and networking activity to enable improved understanding of community engagement and development.
- 2c4 Identifying the collective goals of the local community.
- 2c5 Learning from the wide variety of individual One Community models.

3a0 A supported and recognised community development workforce.

- 3a1 Building a workforce with agency to support the development of what success looks like, to reach collaborative vision.
- 3a2 Equipping them and training them to agreed standards, codes of ethics and values-based practice.
- 3a3 Ensuring they are aligned to the vision that is clearly articulated.
- 3a4 Employing a Project Co-ordinator and Evaluator to oversee, steer, guide and support.
- 3a5 Via work plan – production of evidence-based portfolio based on the community development national occupational standards.
- 3a6 Working closely with CVS including Partnership/Business Development Officers and Project Co-ordinator(s) for this role.
- 3a7 Introduce quality marks for groups.
- 3a8 Look at getting Portfolio of practice endorsed as recognise qualification with appropriate awarding body.

3b0 Understand and Practice community development, aligned to national occupational standards and values.

- 3b1 Understand and effectively engage with communities, and subsequently identify the needs and action they wish to address, and feed this back to CVS, with
- 3b2 Undertake appropriate group work the VCSE organisations and feed into the work of the CVSs and take subsequent collective action.
- 3b3 Enable collaborative and cross-sectoral working including working closely with wellbeing teams and social prescribers.
- 3b4 Initiate community learning to support social change.
- 3b5 Support CVS with VCSE organisation governance and organisational development.
- 3b6 Asset mapping and production of directory(s) to enhance signposting including Devon Connect platform.
- 3b7 Work with CVS to challenge unequal power relationships.
- 3b8 Promote social justice, equality and participation to improve the quality of their own lives, the communities in which they live and societies of which they are
- 3b9 Manage programmes of work or projects
- 3b10 Promote equality of opportunity, diversity and inclusion in your organisation.

4a0 Forward three years to strong, thriving, healthy, self-reliant solution focused resourceful communities with a legacy through this funding.

- 4a1 *Work for a more just and equal society which recognises environmental, political, cultural, and economic issues by*
- 4a2 Celebrating the strengths, skills, and assets in communities.
- 4a3 Acknowledging and challenging inequalities, injustice, and imbalance of power.
- 4a4 Promoting human and civil rights and responsibilities.
- 4a5 *Respecting, valuing, supporting and promoting difference and diversity whilst rejecting and challenging any form of oppression, discriminating and sectarian*
- 4a6 Recognise that discrimination works at individual, community, org/institutional and societal levels.
- 4a7 Explore and challenge all forms of discrimination.
- 4a8 Develop anti-oppressive policies and practices which actively support and value diversity.

- 4a9 *Enabling communities to develop confident, capacity, skills and relationships to shape collective action and challenge imbalances of power.*
- 4a10 Enable communities to recognise and build on their existing skills, knowledge and expertise.
- 4a11 Promote the rights of communities to define themselves, their priorities, and agendas for change.
- 4a12 Provide the space for communities to develop critical, creative, independent and active decision making and participation.
- 4a13 Provide the space of citizens to have a voice and feel like they can shape the community they live in.
- 4a14 *Promoting the active participation of people within communities, using the power of the collective voice and goal.*
- 4a15 Recognise the wealth of creative and positive resources within individuals and communities.
- 4a16 Promote and support diverse communities to agree and act on their common concerns and interests.
- 4a17 Use the power of the collective voice to plan and take collective action while respecting the rights of others.
- 4b0 **A strong and empowered community who feels heard, understood, part of the decision-making process and with a strengthened confidence, s**
- 4b1 *Create and encourage opportunities for collective learning through action and shared reflection.*
- 4b2 Learning from shared experiences of working in collaboration.
- 4b3 Understand experiences in the context of the wider social, and political and economic forces.
- 4b4 Encourage critical reflection on own practice, values, and beliefs.
- JFP1 By 2028, local communities, especially disadvantaged groups, will be empowered by placing them at the heart of decision making through inclusive and participatory processes and have an active role in decision-making and governance – ‘no decision about me without me’.
- JFP2 By 2028, Partnership working, within local communities, will be enabled to bring about positive social change for their communities by identifying their collective goals, engaging in learning and taking action.
- JFP3 By 2028, a Community Development workforce will be supported, equipped and trained to Community Development National Occupational Standards, code of ethics and values-based practice.
- JFP4 **By 2028, Local Care Partnerships will have integrated the role of community partnerships into their planning and infrastructure to ensure the communities of Devon are an equal partner both at system and local level.**