

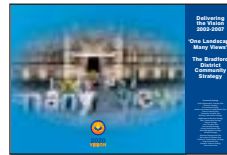


# The Building Communities Strategy 2004-2009

The Bradford District strategy for strengthening communities



2020 Vision

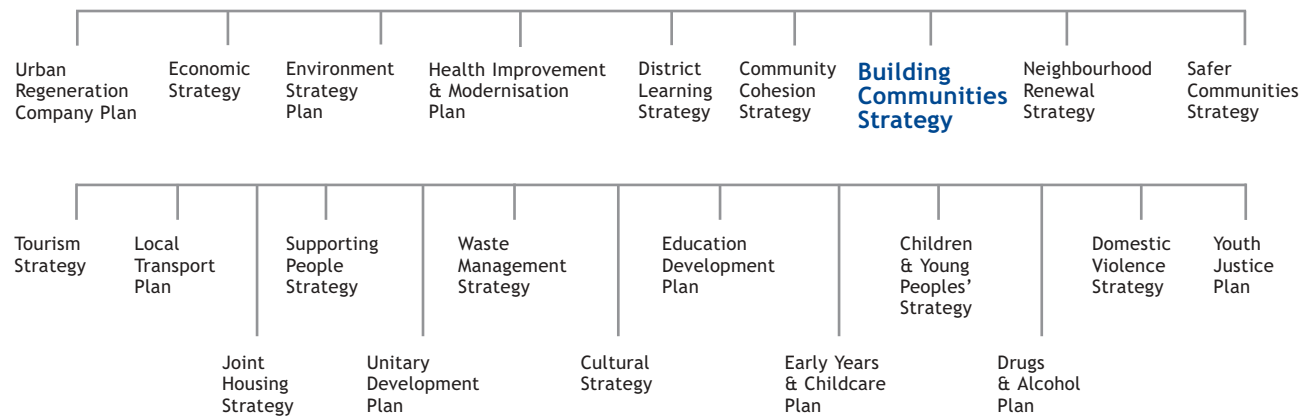


**Delivering The Vision: 2002-2007  
The Bradford District Community Strategy**

*Community Strategy Priorities*



*Main Supporting Strategies and Plans*



*How Building Communities fits into the family of Strategies and Plans within Bradford Vision*

# The Building Communities Strategy 2004 - 2009

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## The Building Communities Strategy 2004-2009

Communities have a central role to play in the development of the Bradford District.

The Building Communities Strategy focuses on strengthening communities so that they can fully play their part.

The aims of the Building Communities Strategy are:

- ★ To strengthen the voluntary and community sector.
- ★ To achieve more effective consultation and participation.
- ★ To strengthen community activity across the District.



In these ways, Building Communities will contribute to key initiatives across the District such as Community Cohesion and Neighbourhood Renewal, the Community Strategy and the 2020 Vision.

Many different organisations have contributed to this strategy, including a wide range of groups, networks and public sector organisations.

Implementation of the strategy will be led by the Building Communities Partnership, a well-established multi-sector body which has a Forum with over 160 member organisations and is a part of Bradford Vision.



### ***Principles underpinning building communities***

- ★ *Active communities are an essential part of life in the District*
- ★ *Communities have a right to be involved in decisions that affect them*

## **Principles underpinning building communities**

- ★ *Recognise that some communities experience discrimination which leads to inequality*
- ★ *Discrimination must be challenged*

## **The objectives of the Building Communities Strategy**

1. Increase the skills and abilities of people involved in community groups and voluntary organisations.
2. Strengthen the support for voluntary and community organisations to set up, develop and have lasting impact.
3. Develop effective agreements between the major partners and the voluntary and community sector that defines their respective roles and responsibilities.
4. Encourage the Council, Health Service and others to develop a strategic approach to increasing the financial and practical resources available to the voluntary and community sector.
5. Promote individual involvement in community-based activities and initiatives.
6. Ensure better co-ordination and delivery of community development work across the District.
7. Improve co-ordination of, and promote good practice in, community consultation and participation across all communities.
8. Strengthen the infrastructure and influence of communities facing discrimination.
9. Ensure that community representatives on decision-making bodies reflect the cross section of communities in the District.

The Implementation of these objectives will be based on Building Communities principles and equality commitments.

More information about each Objective can be found on Page 14.





## What issues will the Building Communities Strategy address?

The Bradford District is alive with communities taking action to tackle deprivation and get involved in local decision making. Many voluntary organisations and agencies work with great skill and energy to support new initiatives, groups and projects. The District has over 3000 community and voluntary organisations, employing approximately 3800 full or part time staff.

There are also thousands of people involved in self-help and volunteering, both through organisations and informally between neighbours. Through involvement in groups, forums, networks, parish councils and local partnerships, many people are being active in improving their neighbourhood and quality of life for all. In combination, in both rural and urban areas, this community and voluntary activity creates a strong force working for the development of the District.

In addition, across the District many agencies and large public organisations need to, and are keen to, involve communities. For example:

- ★ Consultation on services to assist effective planning.
- ★ Joint management of projects and new initiatives.
- ★ Involvement in regeneration partnerships.
- ★ Voluntary organisations directly providing local services.
- ★ Contributions to community cohesion and tackling discrimination.

However:

- ★ The level of involvement across the District is very patchy and in some communities it is very low.
- ★ Some communities have very few groups and those groups have a low level of resources.
- ★ Many groups and communities are not formally connected to important decision-making structures and processes.
- ★ Members of groups and networks are increasingly being required to take on demanding roles to represent their communities and join partnerships.
- ★ Many community and voluntary groups suffer from insecure funding.
- ★ Many groups are asking for help to develop the skills needed to get involved in managing projects and generating income.

***Effective community participation is increasingly seen as a key to success in addressing major problems in the District and across the country***

***Building Communities is about building the foundations which many other key strategies and partnerships need to be fully effective***

## **What issues will the Building Communities Strategy address?**

Many large public organisations, partnerships and agencies are dependent on effective community involvement and participation in order to successfully achieve their aims. For example:

- ★ To recruit and benefit from volunteers.
- ★ To provide leadership for public life and community enterprise.
- ★ To tackle problems of breakdown of relations between communities.
- ★ To access funding not available directly to the public sector.
- ★ To provide accountability and local knowledge.
- ★ To tackle meaningful local priorities.
- ★ To increase the take up of services by all communities.
- ★ To achieve targets on service delivery set by central government.

Many current key initiatives such as economic development, health improvement, community cohesion, neighbourhood renewal and the modernisation of local government need effective community participation. There is much good work to build on. However there are many areas in need of further development. For example:

- ★ Consultation and participation is often ad hoc and unco-ordinated between agencies.
- ★ Funding for voluntary and community organisations is not strategically co-ordinated between funders, and remains mainly short term.
- ★ Policies and practices in large public organisations do not, in many cases, support the effective involvement of communities.
- ★ Funding for community and voluntary organisations is insufficient for them to adequately provide services.
- ★ The important role of voluntary organisations that support other voluntary and community groups is not sufficiently recognised and resourced.

The Building Communities Strategy's objectives address these issues. They will be tackled through joint working between public sector organisations and the voluntary and community sector.





## Building Communities and Equality

A commitment to equality underpins the Building Communities Strategy. Many of Bradford's communities experience what is called 'social exclusion' where people, for a variety of reasons, cannot fully participate in, or contribute to, society. Some communities do not have access to the services and resources that others take for granted. In order to make services accessible and take active roles in the District, people experiencing social exclusion need to have well-developed groups and strong networks within their communities. In addition public sector organisations need to organise decision-making and participation to properly recognise and involve diverse communities.

The Building Communities Partnership will work to give support to community-based groups that experience discrimination and are marginalised. Community development support can help to provide groups with advice, information and practical help so they can increase their capacity to contribute and have a real say in local decision-making.

Implementation of the strategy needs to be based on equality commitments, which are to:

- ★ Promote a more sophisticated understanding of equality in community development.
- ★ Ensure that resources are allocated to address inequality.
- ★ Ensure that communities have community development support, appropriate to their particular needs and circumstances.
- ★ Prioritise the equal participation of disadvantaged, minority and discriminated against groups.

Building Communities will consequently work to encourage an inclusive approach to community consultation so that all communities have the chance to have their voices heard and their needs met. It will also encourage public, voluntary and community sector organisations, partnerships and networks to tackle inequality and discrimination, based on the equality commitments.

## What is the particular contribution of the Building Communities Strategy?

No other strategy or partnership directly addresses the strengthening of the voluntary and community sector. In particular the Building Communities Strategy is concerned with establishing a strong community infrastructure that can support community activity and the development of community and voluntary groups. Several other strategies in the District need the effective participation and contribution of communities. These other strategies focus on specific issues that are community based, for example community safety, and community cohesion. Building Communities specialises in dealing directly with the development of communities themselves - the skills and structures needed for communities to participate, take initiatives and contribute to projects, programmes and partnerships. This particular focus gives the Building Communities Strategy a clearly identifiable place in the 'family of strategies' (described on the inside front cover). Building Communities' role is distinct from that of the Community Network - see the Questions and Answers section on page 18 for more details.

## What will be the impact of the Building Communities Strategy?

The Building Communities Strategy will have a wide impact on communities and on the achievements of large public sector organisations.

These outcomes are summarised in the diagram on page 8. They can be described by using the chapter headings of the District's five year Community Strategy:

### **Greater Prosperity**

Community and voluntary organisations can act as a platform for community enterprise. Regeneration programmes are strengthened and more lasting in impact when communities have a key role in management and leadership. The Building Communities Strategy will help to increase the level of community organisation and participation, especially in areas of economic deprivation or isolation.

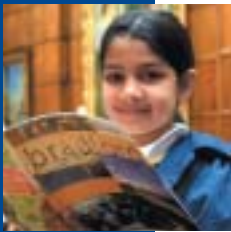
### **Increased Participation in Learning**

The strategy will actively support increased access to learning and training. Community activity and involvement in voluntary and community organisations is a major source of new transferable skills for people who may not access learning in other ways.

### **Safer Communities**

Community safety will be increased through involving communities in developing local solutions. Well-organised communities are better placed to contribute to community safety initiatives.





## The impact of the Building Communities Strategy



## What will be the impact of the Building Communities Strategy?

### Health and Social Care

Health and social care services will benefit from the increased capacity of communities to be partners in planning services and by increased use of services by marginalized and isolated groups.

### The District as a Good Place to Live

More volunteering, self-help initiatives and community and voluntary groups able to contribute to environmental activities, rural life, better housing and wider transport options.

### Vibrant Cultural Life

Communities will be better organised and connected with each other, providing a basis for cultural and artistic activities, contributing to a better quality of life across the District.

### Strong Communities - more Cohesive Communities

The Strategy aims to strengthen the organisation of excluded groups which will help to involve representatives in formal decision-making bodies, such as school governors and Primary Care Trusts. Greater involvement by marginalised groups will also contribute to greater equality of access to services and resources. The Building Communities Strategy will support community cohesion through increasing the involvement of communities in voting, governance and developing policies.

### Strong Communities - more effective Neighbourhood Renewal

Building Communities will support neighbourhood renewal initiatives particularly by increasing the contribution of communities of interest and by developing a strong well-organised community and voluntary sector across the District.

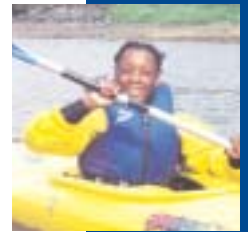
In addition the Building Communities Strategy will contribute to:

### Customer Services

Users and potential-users will be able to contribute more effectively to service planning.

### The Image of the District

The Building Communities Strategy will promote Bradford District as a lively multi-cultural District with active communities and innovative community development.





## What has the Building Communities Strategy achieved so far?

The first Building Communities Strategy was launched in June 2000. Examples of progress so far include:

### *By April 2002:*

- ★ 392 new community projects were supported.
- ★ There was an increase in the number of first-time attendees to Neighbourhood Forums (2195 in one year).
- ★ Barriers to participation in learning and work were reduced by increasing the number of childcare places in areas of disadvantage by 600 in one year.

### *By April 2003:*

- ★ A new co-ordinating group on consultation and participation was approved by Bradford Vision with a new multi-sector training programme established.
- ★ Communities of Interest were supported in their involvement in neighbourhood renewal, leading to a major new initiative in the planning of services.
- ★ The Learning Partnership and Bradford Council, through their commissioning process, drew on the Building Communities strategy in devising criteria for funding learning services.
- ★ The Bradford Funding Guide was produced with over 1400 copies printed.
- ★ The Strategic Funding Forum, which Building Communities helped to establish, took on key roles in co-ordinating funding in relation to the community and voluntary sector across the District.
- ★ A new handbook on community profiling called 'Assessing Community Strengths' was produced based on a Bradford pilot and published nationally. The profiling method is now being taken up in many parts of Britain such as Bristol, Chester, Colchester, Wales and Northern Ireland.
- ★ A new set of guidelines to assess levels of community involvement in large organisations called 'Well Connected' was produced and has been piloted, creating national interest.

## The Building Communities Partnership

The Building Communities Partnership is a multi-sector body with a membership Forum of over 160 voluntary, community and public sector organisations.

The Executive includes representatives from:

- ★ Bradford Vision: Neighbourhood Renewal and Community Cohesion.
- ★ Bradford Council.
- ★ West Yorkshire Police.
- ★ The voluntary and community sector members of the Building Communities Forum.
- ★ The Community Network.
- ★ The Strategic Health Improvement Partnership.
- ★ The Voluntary and Community sector.

The majority of places on the Building Communities Executive are representatives from the voluntary and community sector, elected from the Building Communities Forum. The Executive meets at least 8 times a year, is supported by active Working Groups and holds large events each year open to all Forum members and interested parties. The Building Communities Partnership has a place on the board of Bradford Vision.

The main roles of the Building Communities Partnership are to:

- ★ Oversee and drive the Building Communities Strategy.
- ★ Act as a significant partnership with a leading role in District-wide strategies.
- ★ Promote and stimulate community development across the District.

In summary the Building Communities Partnership:

- ★ Is a multi-sector body with a focus on the development of the community and voluntary sectors.
- ★ The Building Communities Partnership will not just focus on the specific set of objectives contained within the Building Communities Strategy 2004-9. It also has a wider role to promote a community development approach through joint working, in particular, with a range of public sector organisations, partnerships and networks.





## How will the Building Communities Strategy be implemented?

The Building Communities Strategy 2004-2009 has the support of the following partnerships and organisations:

- ★ West Yorkshire Police
- ★ The Learning Partnership
- ★ Bradford Council
- ★ The Community Network
- ★ Bradford Vision
- ★ The Strategic Health Improvement Partnership

An Action Plan 2004-2006 has been drawn up based on the nine agreed objectives of the Strategy. Resources will need to be secured to implement the actions and a delivery co-ordination group established.

## What role does the Building Communities Partnership have with other key strategies?

The Building Communities Partnership has a key role to play within Bradford Vision concerning the Community Strategy, the five year over-arching strategic plan for the District. For example, the Building Communities Partnership has agreed to contribute to the implementation of the Neighbourhood Renewal Strategy.

The Building Communities Partnership also has representatives on a number of partnerships and task groups. For example, the Partnership contributes to the work of the Learning Partnership through involvement in the Investing in Community-based Learning Group. Through this channel it contributes to the Learning Plan for the District. The Building Communities Partnership will also make the necessary links with other key strategies for the District and in particular:

- ★ Community Cohesion Strategy and Delivery Plan.
- ★ Area based Regeneration Strategies.
- ★ The Children and Young People's Strategy.
- ★ The Cultural Strategy.
- ★ The Economic Regeneration Strategy.

*An effective community infrastructure will be the basis for the delivery of a wide range of other strategies*

## The Building Communities Partnership and Bradford Vision

### Bradford Vision

Representative from Building Communities Executive on the Bradford Vision Board

### The Building Communities Executive

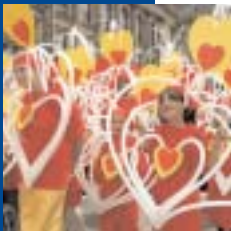
Includes representatives from:

- ★ Bradford Vision: Neighbourhood Renewal and Community Cohesion
- ★ Bradford Council
- ★ West Yorkshire Police
- ★ The Voluntary and Community sector members of the Building Communities Forum
- ★ The Community Network
- ★ The Strategic Health Improvement Partnership

### The Building Communities Forum

Over 160 membership organisations including Bradford Council, statutory agencies, public sector bodies, voluntary sector organisations, community groups and networks.





## The Objectives

### More detailed information about the Objectives

The Building Communities Strategy has nine objectives. These objectives have been devised in order to achieve the three underlying strategic aims which are:

- ★ To strengthen the voluntary and community sector.
- ★ To achieve more effective consultation and participation.
- ★ To strengthen community activity across the District.

Each objective is now introduced in turn. Actions and targets for each objective will be developed in the Action Plan over the coming months.

#### Objective 1 :

#### To increase the skills and abilities of people involved in community groups and voluntary organisations

Community and voluntary groups, including young people's groups, self help groups and faith groups, play a key role in the District. In addition, they are increasingly being asked to provide services, represent their communities and manage new initiatives. They have many skills and abilities to contribute as well as local knowledge and commitment. However, many groups are asking for support in developing new skills. This includes people involved in voluntary and community organisations in both paid and unpaid roles.

#### Developing Skills

*Examples of the skills needed for effective community organisation and activity include:*

- ★ *Management of people, money, assets and resources*
- ★ *Presentation and communication skills*
- ★ *Planning and vision building skills*
- ★ *Skills in fundraising and accessing resources*
- ★ *Knowledge and practice in equality and diversity*
- ★ *Community engagement and partnership working*
- ★ *Facilitation skills*
- ★ *Skills in leadership, negotiation and effective representation*

## Developing Skills

Examples of the skills needed for effective community organisation and activity include:

- ★ Conflict resolution, teamwork and committee skills
- ★ Entrepreneurial behaviour, risk-taking and problem solving
- ★ Reflective behaviour and evaluation skills
- ★ Skills in managing volunteers and giving practical support
- ★ Skills in accessing specialist information
- ★ Knowledge of how local authorities, agencies and partnerships work and plan their activities

## Objective 2 :

### Strengthen the support for community groups and voluntary organisations to set up, develop and have lasting impact

Bradford has a wealth of community and voluntary groups that reflect the District's diversity of cultures and help provide a sense of identity and pride. However, many of these groups work in isolation, often without adequate resources or links with other groups. Surveys and consultation have shown that many groups are interested in developing their organisations and are in need of advice, contacts, information, access to basic practical resources and equipment. In addition to more stable funding and practical resources, a healthy community and voluntary sector will need its own support organisations. This is called community infrastructure. The recent H.M.Treasury cross-cutting review on the role of the voluntary and community sector emphasized the significance of a well-organised infrastructure.

## Objective 3:

### Develop effective agreements between major partners and the voluntary and community sector that defines their respective roles and responsibilities

Formal agreements or 'compacts' have been adopted widely across Britain, acting as a framework to govern relationships between public sector organisations, including local authorities, and community and voluntary sectors. They contain a set of principles and spell out both roles and responsibilities. In Bradford District, compacts are needed to help form the basis of the voluntary and community sector's contribution in the District.

## Objective 4:

### Encourage the Council, Health Service and others to develop a strategic approach to increasing the financial and practical resources available to the District's voluntary and community sector

The biggest problem facing voluntary and community groups in the District is the lack of long-term, sustainable funding. Current funding schemes are often short-term, unco-ordinated and insufficiently linked to developing the voluntary and community sector. Social enterprise, where groups generate income from services and trading, has potential to supplement traditional grant sources in the development of sustainable local services.





**Objective 5:  
Support individual involvement in community based activities and initiatives**

Much support in communities happens at a very local level - informally through people helping each other in practical ways and through self-help groups. Many people are involved in volunteering either informally with neighbours or more formally through a voluntary organisation or the Council. In combination thousands of people are involved to form a bedrock of relationships that hold communities together and contribute to the quality of our lives.

**Objective 6:  
Ensure better co-ordination and delivery of community development work across the District**

A survey in Autumn 2002 showed there are approximately 120 community development workers in the Bradford District. These carry out crucial practical work of supporting community activities and groups and are based both in neighbourhoods and communities of interest. However, many community development workers, managers and trainees suffer from a lack of adequate training, supervision and support. The provision of community development across the District needs to be better co-ordinated. Building Communities will work with partner organisations and Bradford Council's Community Development Service to directly address these problems.

**Objective 7:  
Improve co-ordination of and promote good practice in community consultation and participation across all communities**

In order for communities to have active roles in planning and delivery of services across the District, public sector organisations need to change some of the ways that they consult and work with communities. There is much good practice to build on and innovative approaches being used. The Building Communities Partnership will work jointly within Bradford Vision to facilitate the strategic co-ordination of consultation and participation between sectors and agencies across the District. In addition practical resources are needed to support the effective involvement of community groups and community representatives.



Complementing the role of elected Members from Bradford Council and Parish councils, people from community groups, young people's networks and communities of interest are increasingly being asked to act as representatives and get involved in projects, partnerships and planning. They can contribute local knowledge, grass roots experience and their particular cultural or community perspective. Community representatives often need help to gather views and information and effectively carry out their roles, including reporting back to their group or network. We will work with public sector organisations and partnerships to develop forms of involvement which are more inclusive, for example focusing on communities of interest.

### **Objective 8:**

#### **Strengthen the influence and infrastructure of communities facing discrimination**

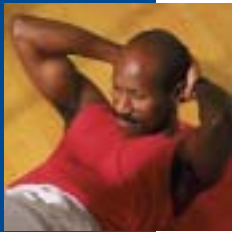
Equity of access to services and resources and other opportunities is a key principle in terms of cohesion and equality. Some communities experience discrimination and barriers to influencing and accessing services which other communities take for granted. The ability of minorities and excluded groups to influence and access resources and services is often affected by how organised and developed the communities own groups and networks are. The Building Communities Partnership will work with key agencies and organisations to ensure that these communities are appropriately supported. This needs to include practical support, advice and resources as well as links between groups. This support is only a part of the picture and needs to be organised in parallel with actions to directly address inequalities and discrimination.

### **Objective 9:**

#### **Ensure that community representatives on decision-making bodies reflect the cross section of communities in the District**

Decision-making bodies are places where key decisions are made about services, funding and resources that affect communities. This includes partnerships, consultation panels, youth forums, school governors' boards, voluntary sector management committees, town and parish councils and Bradford Council. Building on good practice, practical and organisational changes are needed in how such decision-making bodies work. The District has a wealth of backgrounds and cultures that can contribute to effective decision-making on both local and strategic issues. Organisations and partnerships need to identify the blocks to effective representation that may exist in their ways of working and to identify professional skills needed to support effective involvement. The Building Communities Partnership will work with key partnerships to encourage broader involvement.





## Questions and Answers on Building Communities

### Why have Building Communities when there is a Community Network?

The Community Network's main role is to bring voluntary and community organisations together so that they can be represented on and contribute to the work of Bradford Vision and its strategic partnerships. In contrast, the Building Communities Partnership is a multi-sector body whose main role is to promote community development and drive the Building Communities Strategy, rather than represent the voluntary and community sector. The Building Communities Partnership welcomes the setting up of the Community Network and fully supports its role.

### How does Building Communities relate to Communities of Interest?

Communities of Interest are groups of people who:

- ★ Share an identity. For example, African-Caribbean people.
- ★ Or who share an experience. For example, homeless people.

Communities of Interest may be dispersed across the District or be excluded from participating in the place where they live. They often face barriers to influencing and accessing the full range of services such as health, education, or employment.

Single-issue lobby groups are not the same as but are often confused with Communities of Interest. With an increasing focus on area-based planning and service delivery, it has been important to ensure that Communities of Interest and those who face discrimination in their neighbourhood have equal opportunities to influence and access services. In addition there are increasing legislative requirements for public sector bodies to engage with, and meet the needs of a number of these communities. The Building Communities Partnership and the Community Network have been working together with colleagues in Neighbourhood Renewal in order to raise the profile of Communities of Interest in the District and to develop ways people can be involved. As part of the new strategy, Building Communities will continue to advocate for support for Communities of Interest.



**The community and voluntary sector includes, for example:**

- ★ *Self-help support groups*
- ★ *Disability groups*
- ★ *Environmental groups*
- ★ *Neighbourhood watches*
- ★ *Carers' groups*
- ★ *Charities*
- ★ *Black and minority ethnic groups*
- ★ *Locally run community centres*
- ★ *Tenant associations*
- ★ *Residents' groups*
- ★ *Gardening societies*
- ★ *Sports clubs*
- ★ *Allotments associations*
- ★ *Luncheon and social clubs*
- ★ *Councils for Voluntary Service*
- ★ *Community enterprises*
- ★ *Youth groups*
- ★ *Parent Teacher Associations*
- ★ *Community networks*
- ★ *Development trusts*

**How does Building Communities contribute to improved services?**

Local people, community and voluntary organisations, groups and networks have a key part to play in influencing and providing a wide range of local services. This includes the following roles:

- ★ Local, perhaps small-scale services provided by self-managing community-led organisations, often with more access by marginalised groups than a statutory service would achieve.
- ★ Directly providing services through contracts from the local authority or other agency.
- ★ Jointly providing services with public sector organisations.
- ★ Involvement in the planning of services provided by public sector organisations.
- ★ Mutual aid and self-help as a form of local services.
- ★ Volunteering in local and mainstream services.

**How does Building Communities relate to national initiatives?**

Different governments over the last ten to fifteen years have increasingly seen the value of communities being strengthened to play their part in regeneration and renewal. Recently the following key developments nationally have been:

- ★ The HM Treasury report in Summer 2002 recommended a national programme to establish a proper 'infrastructure' to support voluntary organisations taking on increased roles in service delivery.
- ★ The Home Office in 2002 carried out a review of support for community groups that recognised the key roles they play in a variety of departmental schemes.
- ★ The European Commission is increasingly concerned about 'social inclusion' and recognises the key role community development has to play.
- ★ Local authorities are now required to consider strengthening town and parish councils so that local people can take responsibility for planning and delivering certain local services.
- ★ In 2003 the Audit Commission introduced indicators of community involvement into its set of nationally recommended 'quality of life' indicators for use by local authorities.

Building Communities has been making a contribution in Bradford District on these issues and hopes to also contribute at a national level to new initiatives in community development. The Home Office funded agency, the Community Development Foundation recognises the Building Communities Strategy as a leading national example in the field of community development.





## What does community development mean?

Community development means strengthening communities. Policies and practices need to be in place that support individuals and organisations to take active roles to strengthen communities and the District. Strengthened communities and community development can contribute to the delivery and actions linked to a wide range of strategies and partnerships across the District. The aim is to work jointly, valuing and building on existing work. Community development and strengthening communities includes:

- ★ Involving people in communities in identifying issues, needs and solutions.
- ★ Enabling people to develop skills, knowledge and confidence, so they can take active roles in the community and influence decisions that affect them.
- ★ Developing collaborative working between people, organisations, groups and within partnerships,
- ★ Promoting collective activity, rather than focusing primarily on individual needs.
- ★ Strengthening community networks as channels for effective communication.
- ★ Building community and voluntary organisations that are open to all the people wishing to use their services.
- ★ Bringing people of different backgrounds together for increased understanding and joint working.
- ★ Challenging the attitude of individuals and the practices of institutions and society which discriminate against and marginalise people.
- ★ Promoting respect for diverse cultures and the different contributions that individuals and communities can make.
- ★ Supporting individuals, groups and communities in dealing with conflict.
- ★ Influencing how large organisations work with communities.
- ★ Promoting inclusive and empowering ways of working within communities.
- ★ Integrating community development into mainstream policies affecting funding and resources, increasing equality of access to resources and services.
- ★ Removing barriers to involvement and investing to maximize the contribution that community and voluntary groups can make.

## What does this mean in practice?

*Lubna started as a parent and toddler group volunteer, low on confidence and unemployed. This helped her to go on a 'Students with Educational Needs' course which built her self-esteem and then she completed a health researchers Open College course. She is now active in various committees in her area, including housing management and is involved in community radio. These skills and experiences means she now hopes to start her own business. Many of the key steps she took were helped by a community development project, which gave her information, opportunities and moral support.*

*(Based on a true story and used with permission)*



For more information and to find out how you can get involved, please contact:  
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All information in this publication was correct at time of publication, but may be subject to change.

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**BRADFORD  
VISION**  
Your Local Strategic Partnership

