



UPPER SPRINGFIELD

development company ltd

**Upper Springfield
Development Company Ltd
Strategy 2015 – 2018**

Strategic Plan

Part 1

Preamble

USDT's core aim is to support resilient communities and places where people thrive.

The neighbourhoods in which people live is central to their quality of life. USDT always seeks to help develop a sense of community and this we will continue to do so. We want to help develop good neighbourhoods and resilient communities. In the next three years, we will provide policy makers and practitioners with evidence and ideas that enable them to think strategically about:

- Community development;
- Partnership working;
- Local housing need;
- Community capacity issues ;
- Education;
- Early years;
- Family support
- Health development;
- Creating better government.

At all times we will work through our own projects and in partnership with others to understand what makes thriving neighbourhoods and resilient communities. Getting critical resource decisions right – allocating time, talent, and money to the activities that have the greatest impact – is what 'strategy' is all about.

USDT believe our area has all the potential to be a healthy, inclusive and a sustainable community able to address complex social challenges. We believe there are solutions to social problems and that identifying the outcomes to create positive change for people – especially those most disadvantaged – and evaluating, communicating and advocating for better results matters because every person counts.

USDT believe that strong communities are built from within. This requires building people's capacity and empowerment to help transform their own community; it involves partnerships and collaborative approaches between many people and groups to address identified local community needs.

The first principle of community development is that people are not the problem, people are the asset. The second principle is that the leadership needed in every neighbourhood is already there. Community development is about unlocking this asset that harnesses people's potential and promotes their resilience. Every person needs community. People are not strong all alone; they are strong together, supporting and reinforcing one another, helping and connecting so that they can all move forward.

At the heart of sustainable development and resilience is the simple idea of ensuring a better quality of life for everyone, now and for generations to come. The ever changing world around us - austerity, poor health, ageing population, unemployment - presents challenges for all. But it is always the poorest in our area who tend to suffer the most. But these changes allow us to accept new challenges so that our combined efforts can bring about a more equitable society.

USDT VISION
'OUR VISION IS A COMMUNITY
WHERE ALL PEOPLE ACHIEVE
THEIR POTENTIAL.'

The challenges allow USDT to play its part:

- By developing our understanding of need and promoting new and innovative approaches to service delivery;
- By helping to build a more resilient and confident community;
- By promoting the common good in a way which enables everyone to thrive and to achieve their potential.

Managing with a clear vision, mission and strategy produces lasting outcomes is vital for USDT. Over the next three years USDT will make the most of the opportunities and challenges that come our way. We will do this by:

- tackling social and community issues;
- building sustainable urban regeneration through 'capacity building' at local level;
- campaigning on the area's behalf,
- enhancing our area's physical infrastructure;
- providing service excellence through our various programmes.

USDT work for people and places who are disadvantaged. We will work in partnership with others in our area and beyond to help achieve our aims, while protecting our autonomy.

Our three-year strategy maps out USDT's commitment to helping support people and their communities.

Part 2

What do we do and how we do!

USDT provide a broad range of social support - youth development, early years, neighbourhood and urban renewal, job readiness, disability advocacy, urban arts, capacity building et al. Our sole function is to support people and their neighbourhoods through advocacy and service delivery.

Our Methodology

Community Development

Our approach is underpinned by the common principles of community development.¹ Community development is a way of strengthening civil society by prioritising the actions of communities, and their perspectives in the development of social, economic and environmental policy.

Good community development helps people: to recognise and develop their ability/potential, organise themselves to respond to problems and needs which they share. It supports the establishment of strong communities that control and use assets to promote social justice and help improve the quality of community life. It also enables community and public agencies to work together to improve the quality of government.

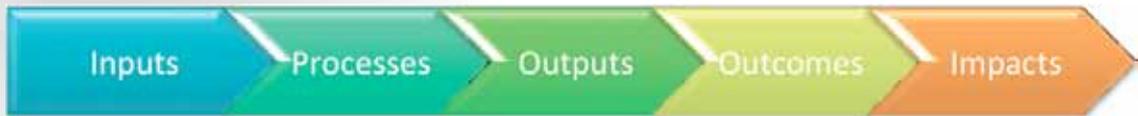
Logic Model

Logic models are a useful tool for program development and evaluation planning for several reasons: they serve as a format for clarifying what the program hopes to achieve; they are an effective way to monitor program activities, and; they can be used for either performance measurement or evaluation.

USDT has high ambitions for the organisation and the community. To achieve that end we must work effectively to ensure all our resources are maximised. We will ensure an organisational culture to develop staff competence, confidence and authority to contribute to real and lasting social change.

¹ Community development activities should be based on a commitment to the following principles:
Empowerment – increasing the ability of individuals and groups to influence issues that affect them and their communities
Participation – supporting people to take part in decision making
Inclusion, equality of opportunity and anti-discrimination – recognising that some people may need additional support to overcome barriers they face
Self-determination – supporting the right of people to make their own choices
Partnership – recognising that many agencies can contribute to community development.

The Logic Model Process



How do we behave?

Defining our values is important as it provides us with a benchmark for what we stand for as an organisation, as well as providing us a shared and common identity. We consider it an essential piece of work that will help us maintain high standards.

We value staff who commit to the principle that community development is a vital tool for social transformation. This includes valuing the diversity of communities and a commitment to empowering communities to become more involved in the decisions affecting their lives. These principles also underpin all of our internal and external processes. Our values are:

- **Equality**

Equality is not about treating everyone the same; equality is about valuing a person 'as an equal' regardless of their characteristics and treating people according to their needs in order to achieve an equal or fair outcome.

- **Integrity**

Organisational integrity is the set of characteristics that justify trustworthiness and generate trust among our stakeholders. Ethical behaviour is fundamental to USDT's reputation.

- **Passion**

We are passionate about our work and our area. We show pride in our heritage and delight in the high quality of our community services. We value, promote and fiercely protect our reputation.

- **Excellence**

We are committed to attaining and maintaining the highest possible organisational standards and work, with a continuous focus on our internal and external stakeholder needs.

- **Leadership and accountability**

We provide a clear strategic vision and priorities supported by a strong, inspiring leadership team.

USDT is an organisation that empowers and develops staff, maximising talent, skills and experience.

- **Needs led**

To place the identified and assessed level of need to the forefront of what we do.



**TO MOVE FROM
INTENT TO
ACTION WE WILL:**

→ Revitalize our approach to partnership work across the area

→ Transform our organisational effectiveness

→ Constantly review our service provision

How do we influence?

USDT aims to influence both policy and practice. We do this by:

- Sharing our experience of service development;
- Providing platforms for people to make their own experience known;
- Bringing people together to discuss common issues;
- Working in partnership with a wide range of stakeholders;
- Carrying out research;
- Providing bespoke service delivery;
- Being highly competent and professional in all that we do;
- Campaigning and advocacy.

How will we know we have made a difference?

Our measure of success will be the stories and evidence of change we can see in a social system that needs to enable, support and benefit people to have a fair chance at a happy life. We will monitor progress against measures set out in our business and operational plans.

During this strategy's lifetime USDT will focus on measuring our social impact. A common way to think about social impact, is to consider it as the change that happens for people as a result of an action or activity. USDT wants to make positive changes for people: understanding the amount of change an activity creates can be very important when planning, designing, commissioning, funding or purchasing services.

Social impact assessments and evaluation focuses on the outcomes of an activity, and not on the processes or outputs that make up an activity.

Part 3

Our organisational aim

USDT aims to help build a resilient and socially inclusive society. Social inclusion is the process by which efforts are made to ensure that everyone, regardless of their experiences and circumstances, can achieve their potential in life. To achieve inclusion, income and employment are necessary but not sufficient. An inclusive society is also characterised by a striving for reduced inequality, a balance between individuals' rights and duties and increased social cohesion.

Strategic Aims

USDT's overarching goal is to ensure that the principles of community development, environmental sustainability and ensuring value for money pervade all our work and development.

Specific Aims

- Leadership;
- Reputation for Excellence;
- Financial Sustainability;
- Development of Social Enterprises;
- Social Impact.

USDT Mission Statement

Our mission is to lead positive change in people's lives through sustainable social, economic and environmental regeneration. We will do this through community development, campaigning and service delivery.

USDT core aims in the next three years are:

Our aim: - To Provide Strong and Effective Leadership

Leadership is the capacity to translate vision into reality. Leadership begins with individuals in leadership positions, but it doesn't end there. We must understand leadership culture, as defined by the collective actions of formal and informal leaders acting together to influence organisational success which in turn leads to positive change for the community in which we work.

Our core objectives in the next three years are:

1. To have a strong Board which provides effective leadership;
2. To have a strong management team to support and implement strategy;
3. To be a flexible organisation that makes decisions and takes managed risks;
4. To network with key stakeholders to achieve our objectives;
5. To develop and maintain high standards of internal processes;
6. To incorporate innovative management methods and bespoke governance frameworks;

7. To support the continuous professional development of staff;
8. To develop short to medium term plans in support of USDT's overall strategy.

Our aim: - To Secure a Reputation For Excellence

For USDT organisation excellence is delivering sustained superior performance that meets and where possible exceeds the expectations of all our various stakeholders. USDT aim to build a great, enduring and responsive organisation that provides the appropriate resources, direction and services in pursuit of developing the area's resilience and capacity. USDT need to excel. To excel, USDT will focus on all parts of the organisation, optimising the use and effectiveness of all of our resources.

Our core objectives in the next three years are:

1. To have a high standard of internal processes (these are to be verified through awards/kite marks such as ISO 9001, 14001, Investors in People);
2. To continually develop our organisational structure in order to be fit for purpose;
3. To develop organisational frameworks to manage performance;
4. To promote USDT's reputation through applying for recognition of achievement awards;
5. To develop a marketing plan to inform the wider public about our work;
6. To be known as an organisation that helps build the capacity of other organisations we work with.

Our aim: - Financial Sustainability

For USDT sustainable development means adopting business strategies and activities that meet the needs of all our projects and our stakeholders today while protecting, sustaining and enhancing the human /natural resources that will be needed in the future.

Achieving organisational financial sustainability is an 'obvious' aim that USDT strives for. However, creating a sustainable organisation to help develop our community requires the flexibility to: practice new behaviours; enable innovative strategies; embrace promising new technologies; and continuously seek new solutions over time.

Our core objectives in the next three years are:

1. To have a financial plan that's fit for purpose and demonstrates value for money;
2. To diversify our income base in order to support future development;
3. To continually develop internal capacity to support the development of the organisation;
4. To ensure own income generation.

Our aim: – Development of Social Enterprises

Social enterprises are businesses that operate on a not-for-profit basis, reinvesting their income to meet a range of social, economic and environmental objectives. A social enterprise business is set up to tackle a social or environmental need. It differs from traditional business in a number of ways which are beneficial to the community.

Social enterprises are more likely to innovate and experiment than traditional models of business because they are usually designed to fill a gap in existing services that cannot or will not be delivered by the public and private sectors.

Social enterprises are profit-making businesses set up to tackle a social or environmental need that can reach socially exclude people by providing volunteer training and employment opportunities.

Socially run local businesses in a neighbourhood can contribute to a sense of local identity, helping to develop the self-confidence of local people.

Our core objectives in the next three years are:

1. To develop a business development plan for social enterprise;
2. To capitalise and invest in social enterprises as a means to generate unrestricted income: ensuring programme development and sustainability.

Our aim: - Demonstrating Social Impact

Understanding the impact of a policy or service strategy, means understanding the difference it makes to the people and communities that are affected by it. It is now more important than ever that impacts are understood, and where possible, the difference that USDT's work achieves must be evidenced, measured and reported clearly. All funders are under increasing pressure to demonstrate how their investment in services contributes towards the production of positive outcomes for local communities, and to know what outcomes their funded project is going to generate. In an ever more competitive environment, the organisation or project that understands the difference it makes, and can evidence this difference, is in a stronger position to continue to find the support required to continue making positive changes for its communities.

Our core objectives in the next three years are:

1. To develop, in consultation with key stakeholders, outcome statements so that the organisation can assess its social impact;
2. To develop output measures related to the outcome statements;
3. To formulate key performance indicators to measure progress;
4. To implement a social impact evaluation system.

Commitment to the Green Issues and Sustainability

USDT recognises that our customers, stakeholders and staff alike expect us to act responsibly to reduce our carbon emissions and support a more sustained environment. USDT will review our sustainability and commit to reduce our impact on the environment. Through expertise guidance we intend to reduce our carbon footprint over the next three years. We will always reduce what we can and offset what we can't.

Our core objectives in the next three years we will:

1. reduce energy consumption;
2. use energy more efficiently;
3. use or generate energy from renewable sources;
4. seek certification for the ISO 14001 by the end of this planning period.

Part 4 Our Shared Future

In this plan, we set out USDT's priorities over the next three years and by using evidence from research, practice and experience we will help make social justice a reality. We will be bold and ambitious. Alongside a clear focus on reducing poverty and inequality, and on creating thriving resilient communities USDT will focus on the steps we need to take as an organisation to help deliver change.

The next three years are uncertain for all of us and for many this is an uncomfortable position. But the next three years gives us possibilities for change. The time ahead presents us with rare opportunities to change our area, it also presents the very real risk that people and places in poverty will be hardest hit.

'Life is divided into three terms - that which was, which is, and which will be. Let us learn from the past to profit by the present, and from the present, to live better in the future.'
William Wordsworth

Appendix I

Area Information Statistical Information

Springfield

On Census Day (27 March 2011) the usually resident population of Upper Springfield Ward was 5,250

- 22.06% were aged under 16 years and 12.97% were aged 65 and over;
- 46.82% of the usually resident population were male and 53.18% were female; and
- 33 years was the average (median) age of the population.

Ethnicity, Identity, Language and Religion

- 99.07% were from the white (including Irish Traveller) ethnic group;
- 93.50% belong to or were brought up in the Catholic religion and 4.59% belong to or were brought up in a 'Protestant and Other Christian (including Christian related)' religion; and
- 11.92% indicated that they had a British national identity, 66.88% had an Irish national identity and 23.12% had a Northern Irish national identity*.
- 23.43% had some knowledge of Irish;
- 1.19% had some knowledge of Ulster-Scots; and
- 2.99% did not have English as their first language.

Health

- 32.17% of people had a long-term health problem or disability that limited their day-to-day activities;
- 67.24% of people stated their general health was either good or very good; and
- 14.02% of people stated that they provided unpaid care to family, friends, neighbours or others.

Housing and Accommodation

- 50.05% of households were owner occupied and 46.53% were rented;
- 18.63% of households were owned outright;
- 8.02% of households were comprised of a single person aged 65+ years;
- 20.60% were lone parent households with dependent children; and
- 53.83% of households did not have access to a car or van

Qualifications

- 7.87% had a degree or higher qualification; while
- 62.95% had no or low (Level 1*) qualifications.

Labour Market

- 50.78% were economically active, 49.22% were economically inactive;
- 37.28% were in paid employment; and
- 8.83% were unemployed

Whiterock

On Census Day 2011 there were 5,601 people (98.37% of the usually resident population) living in 2,051 households, giving an average household size of 2.73.

Demography

On Census Day 27th March 2011, in Whiterock Ward:

- 27.26% were aged under 16 years and 9.50% were aged 65 and over;
- 46.72% of the usually resident population were male and 53.28% were female; and
- 30 years was the average (median) age of the population.

Ethnicity, Identity, Language and Religion

- On Census Day 27th March 2011, in Whiterock Ward, considering the resident population:
- 99.23% were from the white (including Irish Traveller) ethnic group;
- 93.12% belong to or were brought up in the Catholic religion and 4.74% belong to or were brought up in a 'Protestant and Other Christian (including Christian related)' religion; and

- 10.78% indicated that they had a British national identity, 68.95% had an Irish national identity and 22.01% had a Northern Irish national identity*.
- 21.54% had some knowledge of Irish;
- 1.23% had some knowledge of Ulster-Scots; and
- 3.35% did not have English as their first language

Health

- 32.54% of people had a long-term health problem or disability that limited their day-to-day activities;
- 67.93% of people stated their general health was either good or very good; and
- 13.00% of people stated that they provided unpaid care to family, friends, neighbours or others

Housing and Accommodation

- 38.76% of households were owner occupied and 56.70% were rented;
- 12.14% of households were owned outright;
- 5.56% of households were comprised of a single person aged 65+ years;
- 28.86% were lone parent households with dependent children; and
- 60.26% of households did not have access to a car or van

Qualifications

On Census Day 27th March 2011, considering the population aged 16 years old and over:

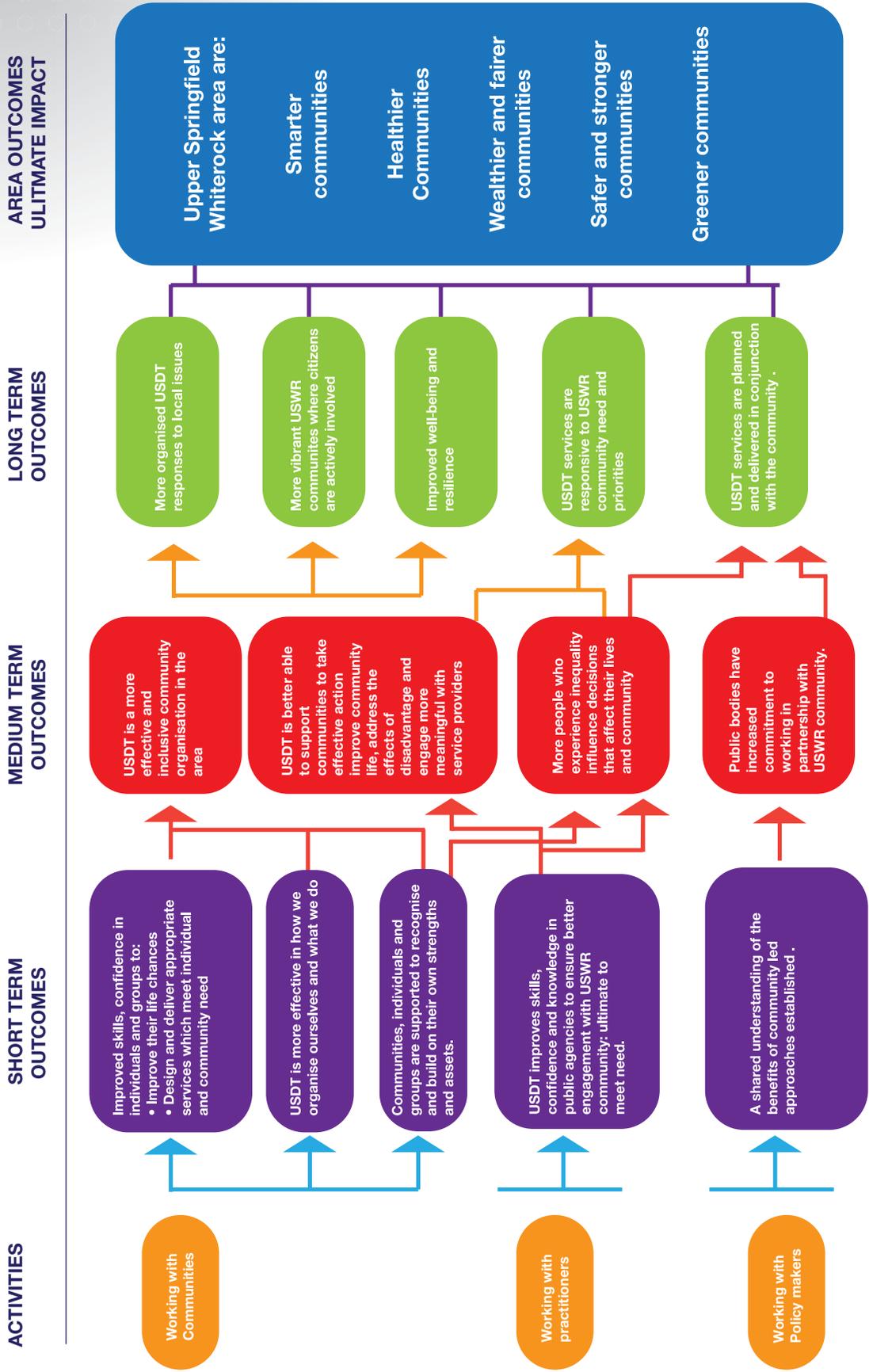
- 7.89% had a degree or higher qualification; while
- 65.31% had no or low (Level 1*) qualifications.
- Level 1 is 1-4 O Levels/CSE/GCSE (any grades) or equivalent

Labour Market

On Census Day 27th March 2011, considering the population aged 16 to 74 years old:

- 47.68% were economically active, 52.32% were economically inactive;
- 35.57% were in paid employment; and
- 8.36% were unemployed

USDT LOGIC SCHEMATA





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