



**A strong coalition of national organisations and  
networks of regional organisations**



# Development Plan 2022-2025



## **CDAS Development Plan – 2022-25**

CDAS continues to understand the challenges that community development organisations face, how you are tackling these challenges and what impact they have made. This in turn will enable CDAS to better target the most pressing of these challenges and be more confident in the work we do to support our member organisations and the wider community development field. We will also seek to establish a more informed understanding of the contribution we have made.

Therefore, our overarching priority in 2024-25 will be to engage with CDAS members and the wider world of community development practice to understand more fully the environment in which we work, the opportunities and threats envisaged, and the strengths and weaknesses of the sector. We will also look to develop increasingly robust ways to understand the impact of CDAS’s role and to communicate this impact widely. Feedback from our members has always been our driving force in the development of our actions.

As such, CDAS has identified five priority outcome areas and we have involved members and encouraged them to give feedback on any areas for improvement. The following table sets out the detail of the outcomes, methods, timescales, and indicators we shall use to assess progress. The indicators in the final column will be measured from a known baseline at the start of the funded period. The entire development plan is congruent with the National Performance Framework and the core objectives of CDAS, as follows:

### **CDAS DEVELOPMENT PLAN 2022- 25**

CDAS trustees, recognise the need to clearly understand the challenges facing community development organisations across Scotland; how they tackle these challenges and recognise the impact their approaches have. In turn CDAS will make best use of our finite resources to target the most pressing of these challenges and be more confident in engaging with and supporting our member organisations and the wider community development field. By recognising the changing landscape our members and CD practitioners operate in; the opportunities - threats - strengths and weaknesses identified within the sector. CDAS will continue to deliver on our objectives to the long-term benefit of our members, partners and agencies.

To achieve this CDAS has identified four priority outcome areas for 2022-25, aligned to our constitutional objectives. We believe this approach will be significant to the future of Community Development.

The four outcomes are:

- **Build the widest possible network of national organisations across sectors with a shared commitment to, and understanding of community development, and actively involve them to strengthen communities.**
  - Influence, expand networks and increase a common understanding of community development.
- **Strengthen the role of community development in national policies and local strategic planning in order to create a more social and equally just society.**
  - Explore potential routes to strengthen the focus and evidence the impact of community development.
- **Develop and widely disseminate, amongst workforces and in communities, good practice in community development and an understanding of how and why it is effective in order to strengthen communities.**
  - Enhance the role and use of social media, publications and digital technology in supporting Community Development practice, as established in response to the cost-of-living crisis with its potential to afford protection to the most vulnerable people and groups by closing the digital divide.
- **Support the responses to the cost-of-living crisis on communities, in particular, marginalised communities in order to create a more social and equally just society.**
  - To highlight and support the response to the cost-of-living crisis on communities, evidencing the ways in which communities have responded and coped, and sharing the learning for future community development thinking and practice.

Our Development Plan established our approach to implement these core outcomes. **The entire development plan is congruent with the National Performance Framework.** The following table sets out detail of the outcomes, methods, timescales, and indicators to be used to assess progress. The indicators in the final column will be measured from a known baseline at the start of the funded period.

OUTCOME	ACTIONS	TIMESCALE	PARTNERS AND RESOURCES REQUIRED	INDICATORS/PROXIES
<b>Build the widest possible network of national organisations in all sectors with a shared commitment to and understanding of community development, and actively involve them in order to strengthen communities.</b>				
<u>Outcome 1</u> Opportunities and space are created to bring together all sectors in which community development takes place allowing for active contribution to dialogue and action. (CDAS Constitutional objectives 2c&d)	Continuing expansion in membership and involve members in a range of networking activities, opportunities and events.	Ongoing	Co-ordinator	Increased membership and involvement of members in CDAS activities, opportunities and events.
	Continue to develop close links with IACD, SCDC, SCDN and other membership organisations and support activities, opportunities and events.	Continual	IACD ; SCDN ; SCDC ; CLD Standards Council ; Scottish Refugee Council ; Marie Curie ; Education Scotland ; Social Enterprise Academy ; CLDMS ; Volunteer Scotland ; Public Health Scotland ; Chest, Heart & Stroke ; Eden Communities Scotland	Increase membership participation at events, including members speaking or delivering sessions.  Expand third and voluntary sector member involvement.
	Organise CDAS conference on priority themes and one other event in partnership with membership organisations and subscribers.	Annual	Co-ordinator Other partners	Increase engagement with members and subscribers via online platforms, and increase contributions to CDAS activities, opportunities and events.

	Engage members on priorities and responses to CDAS activity including contact with less active members to stimulate increased participation.	Continual	Co-ordinator Board members Other partners	Increase participation of member organisations and subscribers to help shape learning and understanding of community development.
	Facilitate and deliver events with priority themes including: <ul style="list-style-type: none"> <li>● Community empowerment</li> <li>● Democracy matters 2</li> <li>● CD skills and values</li> <li>● National and local strategic approaches</li> </ul>	Annual / Continual	Support from members, speakers and subscribers	Increase discussions and networking at events to include exchanges of good practice, opportunities and experience.
	Gather and publish examples of evidence, good practice, and case studies in community development.	Continual	Co-ordinator Board members Partners All membership organisations	<p>Increase use of tools and resources available to showcase good practice.</p> <p>Review and update new publication “Why CD, Our Collective Impact”.</p> <p>Raise awareness and disseminate new publication “Why CD, Our Collective Impact”.</p> <p>Increased signposting of regional and local organisations working on priority issues.</p>

OUTCOME	ACTIONS	TIMESCALE	PARTNERS AND RESOURCES REQUIRED	INDICATORS/PROXIES
<b>Strengthen the role of community development in national policies and local strategic planning in order to create a more social and equally just society.</b>				
<u>Outcome 2</u> Community development values, principles and approaches are reflected in policies intended to support community empowerment. (CDAS Constitutional objectives 2a&g)	Work with members and partners to highlight references to community development in existing policies and identify gaps.	Continual	Co-ordinator Management group CDAS members	Active involvement and contribution with membership organisations and subscribers in key government strategies and engage on the impact of CDAS.
	Continue to promote the national vision for community development and wider understanding and involvement of Democracy Matters 2.	Continual	Co-ordinator CDAS membership organisations	The vision developed and shared with our membership and wider networks.
	Develop and facilitate dialogue on the fundamental role of community development and delivery of aspirations of the Community Empowerment Act (Scotland) 2015.	Continual	Co-ordinator Board members CDAS members and subscribers	Increased awareness of the role of community development and community capacity building is recognised in a wider range of legislation, strategies, and policy guidance.

	Maintain and build relationships with Ministers, senior policy makers and wider partners.	Continual	Co-ordinator, Board members CDAS membership organisations Scottish Government,	Increase involvement of Ministers, senior policymakers and wider partners in order to build on the reputation and contribution of CDAS.
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OUTCOME	ACTIONS	TIMESCALE	PARTNERS AND RESOURCES REQUIRED	INDICATORS/PROXIES
<b>Good practice in engaging, supporting and developing communities is available to a wide range of stakeholders to help shape how policy is developed and implemented.</b>				
<u>Outcome 3</u> Good community development practice designed to implement policy priorities is captured and widely disseminated including why it is effective and delivers strategic outcomes. (CDAS Constitutional objectives 2b, e, f &g)	Highlight and share how CD good practice examples achieve policy priorities.	Continual	Co-ordinator CDAS Board CDAS member	Strong examples of good CD practice shared with strategic partners.
	Produce monthly information bulletins and quarterly themed bulletins to communicate a wide range of policy and practice developments and research.	Continual	Co-ordinator Information from partners and members	Increase bulletin subscriber numbers and evaluate relevance, content and value of bulletins.
	Continue to develop website on all aspects of community development including increased social media presence.	Continual	Co-ordinator	Content of the website as an information resource is improved. increase social media contacts, e.g. Facebook, twitter and LinkedIn followers.



OUTCOME	ACTIONS	TIMESCALE	PARTNERS AND RESOURCES REQUIRED	INDICATORS/PROXIES
<b>Support the responses of cost-of-living crisis on communities, in particular, marginalised communities in order to create a more social and equally just society.</b>				
<u>Outcome 4</u> Evidence of response to the cost-of-living crisis on communities. (Constitutional objectives 2c, d&e)	Support community development responses to the adverse effect of the cost-of-living crisis and post information on the CDAS Bulletin.	Review timescales on responses	Co-ordinator CDAS Board CDAS members	Community development responses to the adverse effects of the cost-of-living crisis are communicated to members and wider partners.
	The role of digital Community Development is highlighted during the cost-of-living crisis with its potential to afford protection to the most vulnerable people and groups.		Co-ordinator CDAS Board CDAS members	Signpost membership organisations to services to support communities including cost of living funding streams.  Increase and utilise digital technology to engage with members and key stakeholders.