




# Advanced Diploma in Civic Leadership and Community Planning

[ulster.ac.uk/uubs](http://ulster.ac.uk/uubs)



---

The Business Institute

A photograph of two men sitting at a table in a meeting room. The man in the foreground is wearing a light blue shirt and is looking down at something on the table. The man behind him is wearing a white shirt and is also looking down. The background shows a window with blinds.

**“I would recommend this course to anyone who has an interest in this area, as I believe you will be challenged in your thinking and gain from the networking”**

**Jackie Patton**

Good Relations Officer,  
Ballymena Borough Council

The Advanced Diploma in Civic Leadership and Community Planning is an innovative leadership development programme. The first of its type in Northern Ireland, this programme has been developed to meet the need for a practical, accredited programme for key players involved in developing and implementing community planning.

The programme will provide participants with knowledge and understanding of the principles and practices of community planning and effective leadership to enable them to make a strategic contribution to attaining organisational objectives and improved performance.

This programme is currently recruiting.

**Who is it for?**

The programme has been developed for elected members and officers in district councils; officers in statutory agencies; and representatives from the community and voluntary sector.

**Programme design**

Through practical workshops and dissemination of good practice, participants will gain the knowledge, skills and competence required to undertake a civic leadership role.

The programme will be delivered over eighteen months, with participants completing six modules and attending six action learning sets.

Each module will require attendance at two one-day workshops, a total of 12 days. Successful completion of the Advanced Diploma programme will also require private study.

The diploma requires the successful completion of six modules:

### **Personal Leadership Competence**

This module explores personal leadership and development within the context of community planning, including the competence needed for effective leadership. It examines new thinking and theories of responsible leadership developed to tackle the complex issues in society today that engage and empower players.

### **Civic Leadership People and Place**

This module explains the different models of community planning and civic leadership in different contexts. It draws on established models of community development and regeneration in Northern Ireland and emerging models of community planning. Consideration is also given to how community planning will be implemented in practice in Northern Ireland including new roles, commitment, inter-organisational working, neighbourhood arrangements and community capacity.

### **Effective Personal and Communication Skills**

This module develops participants' self-awareness, confidence and communication skills. Participants will enhance their self-awareness of how they are perceived by others and how they can build more effective relationships to influence and advocate on behalf of others. This module will also provide participants with the understanding of how to handle the media and examine innovative approaches to communicating effectively with a wide range of audiences and stakeholders.

### **Consensus Building and Partnerships**

This module will enable participants to understand how consensus building and partnership working underpin community planning. It will explore strategy development through partnerships between a range of stakeholders and agencies.

### **Community Engagement**

This module will examine the evolving nature and role of community engagement in policy development, local decision making and in the scrutiny and development of public services. It will analyse and question how models of community engagement can be applied in a community planning context.

### **Change Management**

This module will explore the drivers for modernisation and service excellence across the public service in Northern Ireland. It will enable participants to explore models change and the tools and techniques that can be used to plan, implement, and evaluate change. Particular attention will be paid to the people dimensions of change.

Participants will be guided in their learning through the use of case-studies, presentations, from practitioners and study visits.

## Assessment

Participants will complete a number of assignments after undertaking the necessary workshops, action learning sets, background research and study.

A variety of assessment methods will be used including analytical studies, business reports, case studies and transfer of learning from presentations and group work.

## Admission requirements

No formal qualifications are required, but potential students must be capable of undertaking academic work at Advanced Diploma level which equates to the first year of a primary degree.

## Fees

The fees are currently £2250. A contribution towards the course fee is available to councils from the Local Government Training Group.

## Tutors

The Programme Team is drawn from both the Ulster University Business School and the School of the Built Environment. Members of the team include Dorothy McKee, Steve Pollard, Gavan Rafferty and Janette Sheerman.

## How to enrol

Elected Members and officers in district councils should contact their Member Services Officer and Training Liaison Officer respectively. Prospective candidates outside local government can contact the Course Director Steve Pollard for an application form, contact details are provided below. Additional information on the programme can be obtained from:

Steve Pollard  
Programme Director  
Room 2D24A  
Ulster University Business School  
Shore Road  
Newtownabbey  
County Antrim  
BT37 0QB

**T:** +44 (0)7710717161 or +44 (0)28 9036 6572

**E:** [sf.pollard@ulster.ac.uk](mailto:sf.pollard@ulster.ac.uk)

**“Community Planning is a developing subject area I knew I needed to learn more about in my role as leader of a community development organisation. This course is relevant to those who want a realistic course of study that enables input and ideas from real work to be included as valuable in addition to the academic matters.”**

**Katie Hanlon**

Ballynafeigh Development  
Association

