A STRATEGIC FRAMEWORK FOR

COMMUNITY DEVELOPMENT

FOR NI

Contents

Foreword

I would first of all like to acknowledge and pay tribute to RCN as one of the original partners for its investment of time, resources and intellectual capital to create the Building Change Trust. The Trust was established by the Big Lottery Fund in 2008 following the submission and acceptance of a proposal developed by the Community Foundation for Northern Ireland, Community Evaluation Northern Ireland, Business in the Community, Rural Community Network and the Volunteer Development Agency.

The Trust is resourced through a National Lottery grant of £10 million as an investment for community capacity building and promotion of the voluntary and community sector in Northern Ireland.

As Chairperson of the Building Change Trust, I am delighted to welcome this Strategic Framework for Community Development publication. If ever there was a time to be reminded of the need to co-operate, build confidence and support those on the margins of society - it is now. The Trust, like those involved in developing the Framework, believe in the need to create resilient, confident communities, communities that are adaptive to change with a willingness to engage in finding solutions to meet the economic and social challenges that confront us all.

The Framework makes it clear that it is not the end result but part of an ongoing process of continuous community development and this reminded me of a book I recently read 'Battles, Boats and Bones – Archaeological Discoveries in Northern Ireland 1987 – 2008'. In the foreword,

Michael Coulter states *"The discoveries presented here illustrate both how diverse and exciting our archaeological heritage is, and, that historic monuments come in a wide variety of forms. It is fascinating to contemplate how such unprepossessing lands such as school playing fields, eroding bogs, ex-army compounds, waste ground and disused factories can conceal the important relics and everyday remnants of our ancestors."* The voluntary and community sector likewise has a rich, diverse and successful heritage which is hidden, often forgotten and at times neglected. We only have to look at cities, towns and villages to find examples of those whose actions and advocacy were transformative; they went beyond the modern day rubric of effectiveness and efficiency to something radically better.

The 'important relics and everyday remnants of our (community development) ancestors' show that change for the common good is possible when people individually and collectively step forward to take up the challenge. In stepping forward practical solutions are found, new approaches developed and the absurdity and obscenity of poverty, injustice and discrimination exposed. Taking those steps is made somewhat easier by the development of this Framework.

Bill Osborne
Chair, Building Change Trust

1

Purpose

This Strategic Framework for Community Development is a co-ordinated attempt to highlight the purpose, value and contribution of community development practice in Northern Ireland.

Community development has made an important contribution to Northern Ireland in helping to achieve political stability; in motivating and empowering communities; in reaching the most marginalised and excluded within society; in communities becoming more active partners in governance; and in tackling poverty and disadvantage.

Community development practice has evolved considerably in recent years with a dramatic increase in local community-based activity. There has been considerable investment in community development, with a broad and varied infrastructure of support for local communities throughout Northern Ireland at regional, sub regional and local levels.

It seeks to:

- Encourage and assist volunteers and paid workers involved in community development to develop and deliver practice which is grounded in core values and principles.

- Provide a greater understanding and appreciation of what community development can offer to those who can potentially invest in it.

- Assist policy makers in highlighting the value of community development by demonstrating how it is relevant within a range of policy arenas and how it contributes to a range of key Government priorities.

> "There is a need for central co-ordination and leadership in order to embed community development practices across departments, local government and the voluntary and community sector.
>
> (Paid worker)

2

Background

This Framework has been developed by the voluntary and community sector, working in partnership with statutory agencies and Government Departments, in a co-ordinated attempt to highlight the purpose, value and contribution of community development practice in Northern Ireland. This process has been facilitated by Rural Community Network, with support from Building Change Trust.

The Framework itself should be viewed as an important part of a process rather than being the end result. It is important that the Framework forms a solid foundation, enabling community development to move forward with confidence and ensuring that it continues to play an integral role in creating a positive future for Northern Ireland.

The strength and credibility of this Framework was highly dependent on the process adopted in its development. From the outset, an emphasis was placed on bringing together a steering group comprising of representatives from Government Departments, statutory agencies and key organisations within the voluntary and community sector. The steering group provided the expertise, support and direction needed for taking the initiative forward.

Engagement with a broad audience was also critical and a series of regional workshops sought the views of a wide range of participants. These included volunteers and paid community development workers from across many different disciplines and all sectors. This process helped affirm an appetite to create this Framework, shaped its content and sought agreement on the potential impact that it might bring.

This Framework takes cognisance of other key policy developments impacting upon community development in Northern Ireland. The Framework also attempts to focus on the opportunities for community development to play a central role in the development of a peaceful, equitable and inclusive community in Northern Ireland.

The concept of a Framework has originated and been progressed by those directly involved in community development. Critical to this have been the foresight, commitment and leadership demonstrated by the voluntary and community sector in reaching this stage. The process adopted has been important in bringing together so many individuals and organisations at local and regional level, who all share a common belief and passion for community development.

3

What is Community Development?

Community development is about building confidence within communities and creating strong, resilient and shared communities. It is about equipping people with the knowledge, skills and confidence to affect positive change within their own communities.

and engaging communities in a positive process to improve and enhance the quality of life of local communities.[1]

Effective community development is underpinned by values and principles. In summary, these include:

• **Equality and Anti-discrimination**: Practice which challenges the oppression and exclusion of individuals and groups

• **Social Justice**: Practice which strives towards the long term goal of a more equal, inclusive and non sectarian society

• **Collective Action**: Practice which encourages communities to come together with a view to organise, influence and take action

• **Community Empowerment**: Practice which instils confidence amongst individuals to define themselves, their priorities and agendas for action

• **Working and Learning Together**: Practice which values and promotes sharing of skills, knowledge, experience and diversity within communities to collectively bring about change
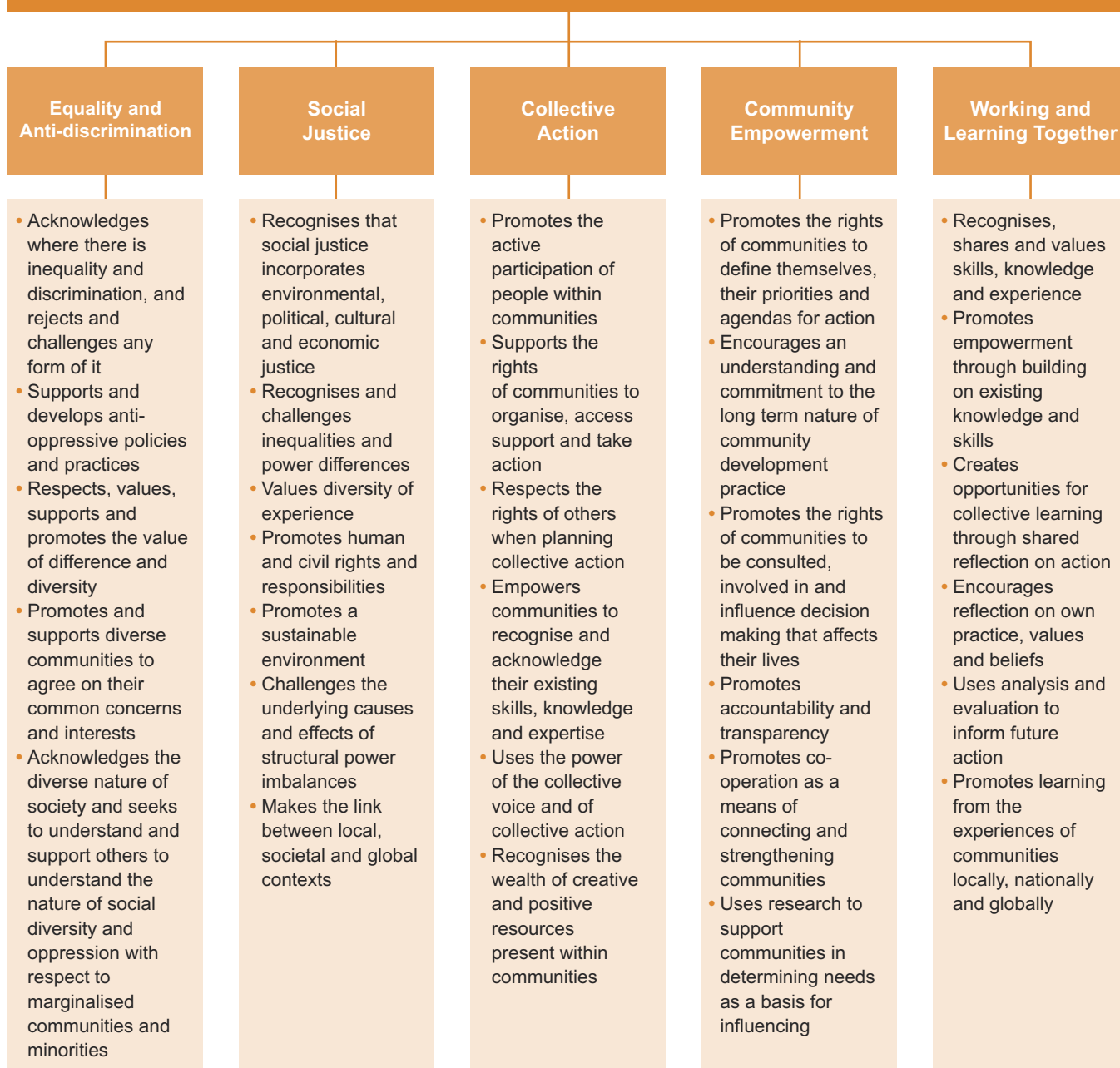
Figure 1 (over) provides an overview of the definition, values and principles of community development, as outlined in the Community Development National Occupational Standards (CDNOS); 2009.

It is about breaking down barriers to engagement, reaching out to the most marginalised and tackling disadvantage in its many forms. Community development practice works with communities to determine their own agendas and to take action to meet their own identified needs. It is about developing and delivering programmes that empower individuals and groups to find solutions and approaches to their own challenges

[1] Learning & Skills Improvement Service Effective Community Development www.lsis.org.uk/Services/Publications/ Documents/Strategic%20Framework%20for%20Community%20Development%20-%20Consultation.pdf

Figure 1: Definition, values and principles of community development[2]

Community development is a long-term value based process which aims to address imbalances in power and bring about change founded on social justice, equality and inclusion. The process enables people to organise and work together to:

- Identify their own needs and aspirations
- Take action to exert influence on the decisions which affect their lives
- Improve the quality of their own lives, the communities in which they live, and societies of which they are a part

Equality and Anti-discrimination

- Acknowledges where there is inequality and discrimination, and rejects and challenges any form of it
- Supports and develops anti-oppressive policies and practices
- Respects, values, supports and promotes the value of difference and diversity
- Promotes and supports diverse communities to agree on their common concerns and interests
- Acknowledges the diverse nature of society and seeks to understand and support others to understand the nature of social diversity and oppression with respect to marginalised communities and minorities

Social Justice

- Recognises that social justice incorporates environmental, political, cultural and economic justice
- Recognises and challenges inequalities and power differences
- Values diversity of experience
- Promotes human and civil rights and responsibilities
- Promotes a sustainable environment
- Challenges the underlying causes and effects of structural power imbalances
- Makes the link between local, societal and global contexts

Collective Action

- Promotes the active participation of people within communities
- Supports the rights of communities to organise, access support and take action
- Respects the rights of others when planning collective action
- Empowers communities to recognise and acknowledge their existing skills, knowledge and expertise
- Uses the power of the collective voice and of collective action
- Recognises the wealth of creative and positive resources present within communities

Community Empowerment

- Promotes the rights of communities to define themselves, their priorities and agendas for action
- Encourages an understanding and commitment to the long term nature of community development practice
- Promotes the rights of communities to be consulted, involved in and influence decision making that affects their lives
- Promotes accountability and transparency
- Promotes co-operation as a means of connecting and strengthening communities
- Uses research to support communities in determining needs as a basis for influencing

Working and Learning Together

- Recognises, shares and values skills, knowledge and experience
- Promotes empowerment through building on existing knowledge and skills
- Creates opportunities for collective learning through shared reflection on action
- Encourages reflection on own practice, values and beliefs
- Uses analysis and evaluation to inform future action
- Promotes learning from the experiences of communities locally, nationally and globally

What benefits does community development bring?

• Building a strong and shared community

Community development supports all sections of communities in articulating their needs, building trust, building people's resilience in difficult times, building bridges within and between communities, making communities safer and more inclusive. In Northern Ireland, it has made an important contribution to achieving and maintaining political stability. It assists greatly in working towards a shared society, challenging all forms of racism and sectarianism and increasing dialogue between disparate groups. It builds social capital[3] by supporting and developing groups, community and voluntary associations, and networks; promoting collective action and co-operation; encouraging and promoting volunteering; and facilitating participation and inclusion.[4]

• Tackling inequality and disadvantage

Community development can assist in helping overcome poverty and exclusion by challenging and addressing the effects of inequality. It also makes a significant contribution to the health and wellbeing of all sections of the community. It deliberately targets the most marginalised in society, seeking to educate, support and empower individuals and communities. It can act as a catalyst in supporting people to break from the cycle of poverty.

• Creating engaged and influential communities

Community development reaches and supports the disadvantaged, socially excluded and non voters, as well as the disengaged and those experiencing the highest level of poverty.[5] It helps unify people around common issues and aspirations and enables local communities to lobby for positive change and network with other communities. It enhances political awareness and ensures greater engagement with the political process. It is a vehicle by which public authorities, services and agencies are enabled to engage with and respond to communities' needs[6]. It is about helping residents and public agencies to work together to achieve a better quality of life for all. It equips people with the skills and provides opportunities to engage in partnership arrangements between Government and local communities. Community development also has an important function in providing a critical voice to statutory agencies and elected representatives.

• Developing creative and innovative communities

Community development provides an important function in developing a sense of innovation and creativity within communities that is critical for strong, cohesive and sustainable communities. It provides the confidence, skills and knowledge required for communities to adapt and change. It provides the conduit for communities to link with opportunities and initiatives that can assist communities to develop and grow. There is clearly a reciprocal relationship between strong social capital and a strong economy. The role of community development and its related outcomes are detailed further in Appendix 1.

---

[3] Social Capital refers to connections among individuals – social networks and the norms of reciprocity and trustworthiness that arise from them
[4] www.incore.ulst.ac.uk/policy/lilp/New_Trends_Com_Dev.pdf
[5] Community Development Challenge www.communities.gov.uk/documents/communities/pdf/153241.pdf
[6] The Community Development Challenge www.communities.gov.uk/documents/communities/pdf/153241.pdf

Ensuring quality community development practice

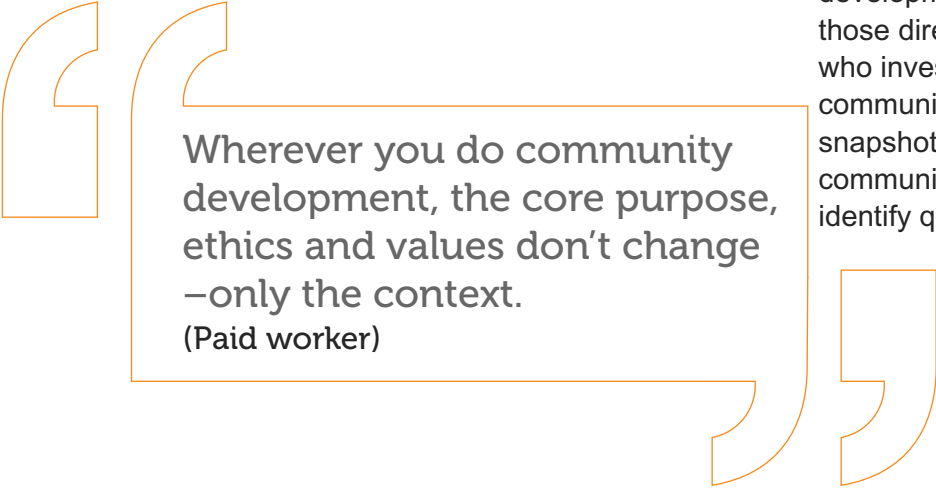## Investing in community development

The quality of the process is integral to effective community development and it should never be compromised. The process should always strive to reflect the values and principles which underpin it. Any deviation from these values will only serve to dilute the quality of the practice and negate the potential of a positive outcome. The process should be sympathetic to the social, demographic, economic, environmental and political climate, as it is not a linear process and should have the flexibility to adapt to changing circumstances.

Focusing on what a community 'possesses' rather than what it 'lacks' is an important component in community development practice. The starting point should be a focus on the positive assets of a community. Assets refer to physical assets such as land and buildings and to the wealth of knowledge, skills, experience and social networks that can exist within the community. Appendix 2 explores this further.

Those involved directly in community development, whether in a paid or unpaid capacity, all carry a responsibility to develop and deliver practice which is grounded in core values and principles. Those who invest in it also carry a responsibility to be able to identify and support quality community development practice.

The Framework itself may not provide the only mechanism by which potential investors determine projects or interventions worthy of support. Each individual investor will always have a set of criteria by which they judge initial applications and progress of existing projects. It may, however, help formulate new thinking around this criterion. It may also encourage investors to take greater account of the values and principles of community development and align their own criteria more closely to these. This should not lead to any additional bureaucracy or burden upon those making applications, but instead help instil greater confidence and consistency amongst the language used and the investment made. This will bring benefit to community development, especially in relation to those directly involved in it, to those who invest in it and ultimately to communities. Appendix 3 provides a snapshot of how those who invest in community development might start to identify quality and effective practice.

"Wherever you do community development, the core purpose, ethics and values don't change —only the context.
(Paid worker)

Measuring impact of community development

For those who invest in and deliver community development, measuring and communicating the impact of their interventions is often challenging. Realising the longer term benefits of community development listed previously does not involve single time bound steps. Capturing and measuring qualitative change should be accepted as an important component of community development. This does not absolve those involved from disregarding more 'output' focused indicators. However, it does provide merit in developing a new approach which takes account of the wider and sometimes less tangible benefits of community development. Material benefits such as reduced crime, improved health or increased employment within a community are all worthy and justifiable indicators. However, these need to be balanced with outcomes which focus on measuring the level of capacity, strength of relationships and formation of networks within communities as a result of community development. Figure 2 explores how outcomes may be broken into three types of outcomes.[7]

Figure 2: Three Types of Outcomes of Community Development

A - **Material Benefits:** e.g. Whether people are getting jobs; whether houses are improved; whether health is improved

B - **Structures: e.g.** Whether a partnership has been established; whether it has inclusive representation; whether it is functioning well; whether communities are able to influence decisions

C - **Capacities:** e.g. Whether people are more confident and involved; whether community groups are able to achieve their goals; whether public agencies are able to engage communities; whether community groups and organisations are able to work together.

4

Who is involved?

Community development involves both volunteers and a significant number of paid workers.

> "Paid workers are important but local volunteers will drive this forward. (Volunteer)"

There are a significant amount of volunteers who make a huge personal contribution to community development, both in the governance of organisations and in supporting the delivery of key services within communities.[8]

Paid Workers

There is a rich tapestry of skilled workers involved in a paid capacity within community development in NI and it is important to recognise this occupational area, which has been further strengthened by the development of Community Development National Occupational Standards (2009). These workers are employed across all sectors which is explored further in Section 5.

For those for which community development is a profession, this Framework affirms the important contribution made by these workers in affecting positive change within communities. It also highlights the challenging and demanding environment in which these workers operate and the vast skills set required to effectively engage communities in any change process. Appendix 4 details the wide range of skills and qualities required by community development practitioners.

Volunteers

The role and contribution of local volunteers is fundamental to community development. The passion, commitment and endeavour of volunteers is core to community development. Volunteering is one of the main conduits through which the values and principles of community development can be implemented. Local volunteers are always best placed to identify community driven solutions to local problems.

---

[8] State of the Sector VI - http://www.nicva.org/sites/default/files/StateOfTheSectorVI-FullCopy.pdf

5

The Policy Context for Community Development in NI

Government policy is increasingly concerned with the devolution of power and control towards the citizen, with communities moving from being reactively involved in the creation of government programmes to becoming active partners in governance.

Appendix 5 provides an overview of how and where community development has a potential contribution to make to a range of Government priorities.

Voluntary and Community Sector

The voluntary and community sector is an important partner in delivering key services in partnership wth Government. The Concordat (2011) is an agreement between the voluntary and community sector and Northern Ireland Government, clearly setting out how both can work together effectively as social partners to build a peaceful, equitable and inclusive community in Northern Ireland. One of the shared principles within the Concordat is a commitment which supports the community development process as an important way of enabling people to contribute to issues which affect their lives and the communities in which they live.[9]

Community development should be integrated at all levels of Government policy, as it has a positive contribution to make in delivering on many of the key Government priorities. The Department for Social Development currently has primary responsibility for providing key strategic support to the voluntary and community sector. Within this remit, one of its core areas is to support community development. However, there is a much wider contribution that other Government Departments can make in terms of investing in and supporting community development.

> " There is a need for central co-ordination and leadership in order to embed community development practices across departments, local government and the voluntary and community sector.
> (Paid worker)

Statutory Sector

• Local Government

Local authorities provide an important role across NI in promoting and supporting community development at the local level. At local authority level, community development is supported by the Department for Social Development via the Community Support Programme. This support aims to strengthen local communities, increase community participation and promote social inclusion through the stimulation and support of community groups, community activity and local advice services.[10] Local authorities receive additional funding from a range of other sources to support community development in areas such as community safety, economic development, sports and the arts.

Community development is more than delivering community services and it is important to highlight this distinction. It is about developing leadership and capacity within communities to effectively manage change.

Belfast City Council has led on the development of a specific community development strategy. This has helped create a shared understanding of community development, acknowledges how it is different from community services and how it can be effectively resourced and supported into the future.[11]

• Public Sector

There is an increasing recognition amongst public sector bodies about the value and contribution of community development in helping to achieve their core aims and objectives.

For example, there have been concerted efforts to integrate community development practice within Health & Social Care, specifically in tackling health inequalities.[12] Significantly, a new Community Development strategy (2012) has been developed by the Health & Social Care Board and Public Health Agency.[13]

Housing is another area in which the role of community development has grown in significance.

> The Board and Agency see community development as a key instrument to improve health and well being, as well as drive us towards health and social wellbeing equality between different communities.
> (Community Development Strategy for Health & Well Being, 2012).

---

[10] www.dsdni.gov.uk/index/voluntary_and_community/funding_programmes/community_support_prog.htm
[11] www.belfastcity.gov.uk/communitydevelopment
[12] Community Development & Health Network Report, 2011, commissioned as part of this Framework
[13] Community Development Strategy for Health and Wellbeing 2012-2017
http://www.hscboard.hscni.net/commdev/Community%20Development%20Strategy%20-%20PDF%20824KB.pdf

Figure 3: Key areas to which community development can make an important contribution

- Safer Community
- Confident Community
- Sustainable Community
- Engaged Community
- Innovative Community
- Shared Community
- Healthy Community
- Respectful Community
- Inclusive Community

Community Development

Community Planning

Community planning is a process whereby councils, statutory agencies and communities work together, to develop and implement a shared vision for promoting the wellbeing of their area and pave the way for the most efficient use of scarce resources. A truly effective plan must not only identify tasks that need to be completed to realise the shared vision, but must also identify who shall carry them out.

Community planning legisliation places a statutory duty on local councils to lead the process and on other public bodies to participate and promote community planning. The leadership role for councils is not just about consultation with citizens and communities but making sure there is effective and genuine engagement.[14]

Community planning has a strong connection with community development and reflects closely on the ethos and values underpinning it. The perceived benefits have particular similarities across key areas of community engagement, participation and empowerment.

For community planning to be truly effective, a strong and robust community development support infrastructure is essential. For communities to play a meaningful role in community planning, investment in developing knowledge, skills, capacity and strong networks amongst local communities is critical. Appendix 6 demonstrates the positive impacts of community development support on communities and the implications this has for community planning in achieving real positive change. Resources have been developed to support all stakeholders involved in the community planning process (www.communityplanningtoolkit.org).

Future Policy Direction

The development of this Framework was at a time of increasing financial austerity and a tightening of public sector resources which has led to a reduction in investment in community development. Whilst the current policy agenda centres primarily on economic recovery, there have also been clear commitments to tackling poverty, disadvantage and inequality.[15] Social recovery is equally critical if communities are to be assertive in moving forward in achieving a better quality of life for all. This Framework would suggest that it is impossible to detach the 'social' and 'economic' agendas – both are inextricably linked, both are highly dependent on each other and both need to be considered in the context of any meaningful and equitable recovery. There is a need for critical strategic investment for community development as a means by which Government can be assisted in moving towards a balanced recovery which has the citizen at its core.

[14] www.moyle-council.org/uploads/assets/community%20planning%20foundation%20programme.pdf
[15] www.northernireland.gov.uk/pfg-2011-2015-final-report.pdf

6

Participative and Representative Democracy

Developing vibrant, prosperous and
sustainable communities is a vision shared
by many, including elected representatives,
voluntary activists and paid community
development practitioners.

> **We need to move from representative democracy towards participative democracy.**
> (Brendan Murtagh, Queen's University of Belfast)

deeper and wider into constituencies. Community development is about helping all parts of the democratic system work to maximum effectiveness in a context where the challenge function of community development is acknowledged, encouraged and supported.[16]

Local communities need supported in building capacity to engage effectively with elected representatives, statutory and public sector agencies. Community development seeks to empower communities to make a significant contribution to partnerships, structures and policies which impact on quality of life issues within local communities. This requires long term investment and engagement has to be meaningful, built on principles of equality, trust, respect and accountability. It should strive to redress imbalances in power and facilitate effective decision making at local level.

Acknowledging the important contribution that each of these stakeholders can make is critical. All play an integral role in supporting communities and should complement each other in this regard, working towards a shared vision.

Community development is not about representing communities, which is clearly different from the mandate given to elected representatives. Community development can however greatly assist representatives to reach

---

[16] Gabriel Channan paper for 'Making the Case' – community development practitioners forum convened by Community Places

7 Training and Skills Development

The development of the revised Community Development National Occupational Standards is a useful instrument to highlight to funders and employers that community development is an authentic occupation with approved standards. Consideration must be given to how workers (paid and unpaid) are supported and afforded opportunities to develop a more comprehensive skills set for community development.

This training strives to take account of the respective needs and issues facing the volunteer. Such training is invaluable in developing core skills and instills confidence within communities which will allow them to engage more effectively in the community development process.

Paid Workers

There has not been a standard or consistent vocational pathway for those involved in community development, with many entering this area of work via a host of other avenues including volunteering, youth work, social work and political or lobbying work. There is usually some affiliation across what are often related disciplines, particularly in terms of the skills set involved. However, Appendix 4 highlights some distinct knowledge and skills that community development practitioners need to be effective in their work.

Community development is often challenging and demanding work due to the complexity of social, political, economic and cultural needs within communities. Community development workers need opportunities to enhance their own skills set, share practice and learn from other workers and have a space to critically reflect on their own practice. This is critical in sustaining a level of support to local communities which is of the highest quality and to ensure practice which is grounded in core community development values and principles.

Volunteers

Within the current community development infrastructure, there is a greater emphasis on providing support for volunteers. This support can be broad ranging, from ad hoc advice and guidance to more structured accredited and non accredited training. Some organisations currently deliver specific accredited community development training, but there is also a host of training opportunities in related areas such as governance; action planning; project management; volunteer management; financial management; fundraising; and lobbying.

8 Looking Ahead

Embedded within the process of developing this Framework has been a commitment to ensure that as many people as possible who are passionate about community development could make a contribution.

The steering group provided the necessary support, guidance and direction, whilst the initial seven workshops provided the scope to engage with a wide range of paid workers and volunteers across NI. The consultation period provided an opportunity for individuals and organisations to provide feedback, while the conference generated much needed discussion around the draft Framework. A number of submissions from various sectoral organisations provided much needed expertise across a range of areas. It is clear that there are huge opportunities for community development to play an even more significant role in the delivery of key Government targets and priorities.

This Framework should serve to promote confidence amongst those with a role to play in community development. Having a shared understanding, consensus and belief in community development practice further enhances the role and contribution it can make in affecting positive change within and between communities in Northern Ireland. It can help identify and champion good community development practice across the region.

Furthermore, it can help create better co-operation and understanding between those involved in community development within the statutory sector, the community and voluntary sector and key Government Departments.

With resources becoming increasingly scarce, tackling issues such as poverty, disadvantage and social exclusion through community development is as important now than ever before. This Framework should act as a catalyst to encourage, guide and direct all those with a role in community development to support, develop and deliver quality and effective community development practice.

It is important, however, that this Framework is seen as a starting point rather than an end point. The co-operation demonstrated in developing the Framework across the statutory sector, the community and voluntary sector and Government Departments has been a key feature which needs to be built upon.

Appendix 1

Role and Outcomes of Community Development

Community development consists of six progressive components. These follow on from each other, building up a combined effect. Additionally each stage has authentic outcomes of its own. Only community development pursues the whole process through its six components.[17]

Role of Community Development	Outcome
1. Help people see that they have common concerns about local or other public issues and can benefit from working together	• Reduction of isolation and alienation • Increase in social capital and co-operation
2. Help people to work together on those issues, often by forming or developing an independent community group, supporting them to plan and take actions and encouraging evaluation and reflection as a way of improving effectiveness	• Creation or improvement of bona-fide community groups • Increase opportunities for activity in the community • More effective community activity
3. Support and develop independent groups across the community sector non-directively but within an ethical framework, and increase networking between groups	Increase in: • Community & voluntary sector • Volunteering • Mutual aid and autonomous services • Learning between groups • Improvement in conditions in the locality
4. Promote values of equity, inclusiveness, participation and co-operation throughout this work	Increase in: • Participation • Social capital • Co-operation • Community cohesion
5. Empower people and their organisations to influence and transform public policies and services and all factors affecting the conditions of their lives	• Community engagement and influence Improvement in: • Dialogue between community and authorities • Coherence and effectiveness of public policies
6. Advise and inform public authorities on community perspectives and assist them to strengthen communities and work in genuine partnership with them	• Increased capacity of agencies, authorities and professions to engage with communities • Improvement in delivery of public services • Increased resources for the community & voluntary sector

[17] Community Development Challenge http://www.communities.gov.uk/documents/communities/pdf/153241.pdf

Appendix 2

Deficit approach vs Asset approach[18]

Deficit approach	Asset approach
Start with deficiencies and needs in the community, often as defined by external data about the community	Start with the assets in the community
Respond to problems	Identify opportunities and strengths
Provide services to users	Invest in people as citizens
Emphasise the role of agencies	Emphasise the role of civil society
Focus on individuals	Focus on communities/neighbourhoods and the common good
See people as clients and consumers receiving services	See people as citizens and co-producers with something to offer
Treat people as passive and done-to	Help people take control of their lives
Fix people	Support people to develop their potential
Implement programmes as the answer	See people as the answer

[18] IACD and Carnegie UK Trust http://www.iacdglobal.org/files/Carnegie_UK_Trust_-_Appreciating_Assets_FINAL-1.pdf

Appendix 3

Potential community development criteria for investors

Value	Expectations/Requirements From Investors in Community Development
Equality & Anti Discrimination	• Does the organisation represent (or at least make an effort to be representative of) the community? • Are services/activities that are offered open to all in the area?
Social Justice	• Does the organisation openly challenge and address issues such as racism and sectarianism? • Does the organisation recognise and challenge inequalities and power differences? • Does the organisation challenge the underlying causes, and effects, of structural power imbalances?
Collective Action	• Does the organisation promote the active participation of people within communities? • Does the organisation recognise and draw upon the wealth of creative and positive resources within communities?
Community Empowerment	• Does the organisation seek to engage with the local community to identify needs, set priorities and agree actions? • Does the organisation promote the rights of communities to be consulted, to be involved in and influence decision making that affects their lives?
Working & Learning Together	• Does the organisation encourage, promote and facilitate opportunities for learning to take place?
Other	• Does the organisation have the capacity to deliver on a project? • Is there adequate governance arrangements in place to ensure effective management of funds?

Appendix 4

Skills and Qualities of Community Development Practitioners[19]

Knowledge and Understanding of:	Skills required:	Behaviour/s (attitude/s) needed:
The community, gained from talking and listening to local people	Effective communication	A commitment to translating community development values and principles into practice
The context for the community – specific historical, political, cultural, social and economic issues	Facilitation	Flexibility – to be able to adapt to a range of changing scenarios
The community development process, practice and principles	Reflection	Creativity – to work with a community to find different and flexible solutions to the challenges they face
	Motivation/ encouragement	Resilience – community development is not a smooth or linear process, so a community development worker must be prepared to manage setbacks and encourage a community to overcome barriers
		Political awareness/astuteness

Appendix 5

**Relevance and Potential Contribution of Community
Development to Government Policy**

Government Department	Application/Benefit of Community Development Approach
Office of First & Deputy First Minister	• To promote promote the voice of underrepresented groups • To promote equality amongst all sections of society • To develop innovative approaches to addressing issues of sectarianism and racism
Department of Agriculture & Rural Development	• To engage more effectively with rural communities, particularly the most excluded and disadvantaged, to identify specific needs and issues • To empower rural communities to advocate and lobby to affect positive change within their own communities • To build capacity amongst rural dwellers to play an integral role in the development of their own communities • To provide the necessary financial support for local rural communities to develop essential services, to create vibrant villages and to create additional employment opportunities
Department of Health, Social Services & Public Safety	• To develop innovative programmes which seek to engage local communities in raising awareness of health related issues, particularly those whom are amongst the biggest users of front line health care services • To educate and empower local communities to adopt a healthier lifestyle • To address growing problem of inequalities in health
Department of Enterprise, Trade & Investment	• To promote, encourage and support the development of the social economy
Department for Social Development	• To develop key interventions which seek to support the most excluded and disadvantaged amongst society • To empower local communities to engage better with public sector agencies • To enable volunteering and active citizenship
Department for Employment & Learning	• To create opportunities for people to advance their personal and professional development through participation in community based educational programmes
Department of Justice	• To develop and deliver community safety initiatives which best meet the needs of local communities • To empower local communities to engage with statutory agencies on issues of community safety and policing
Department of Culture, Arts & Leisure	• To deliver arts, cultural and sporting activities which are reflective of the needs of a particular community
Department of Environment	• To develop capacity of local voluntary activists to engage more effectively in community planning
Department for Regional Development	• To engage more effectively with local communities to develop strategies which are responsive to the needs and issues of local communities • To empower local communities to engage with statutory agencies
Department of Education	• To develop youth work practice which encourages, promotes and facilitates opportunities for young people to become more active citizens within their communities

Appendix 6

What are the characteristics of neighbourhoods with weak and effective community development?[20]

Where there is no or weak community development, a neighbourhood often has these characteristics:	Where there is effective community development, a neighbourhood often has these characteristics:
• The most disadvantaged people receive poor quality services and are less able to express their needs.	• People are more confident and able to shape the quality of their lives.
• Communities miss out on opportunities and are likely to be more excluded.	• There is more involvement and positive citizenship.
• People are unable to agree issues and priorities or have them influence decision-makers.	• Communities and their leaders better understand wider issues and how to influence change.
• Cultural differences are less likely to be respected.	• There are opportunities for co-designed approaches to tackling issues by communities and public bodies.
• There is less volunteering and fewer skilled community groups.	• Areas have a better image, can point to improvements in quality of life and are better able to attract economic investment.
• Public bodies find it difficult to engage with people and communities.	• Young people who gain qualifications and employment are more likely to stay and the area is more likely to attract employed people, thus increasing spending within the local economy.
• People who gain employment may move elsewhere thus reducing the pool of skills and spending in the area.	
• The area may have a poor reputation and fail to attract economic investment and opportunities.	• Communities take more responsibility for developing their own services, enterprises and social economies.
• People are less resilient and less capable of benefiting from wider economic change.	• People are more capable and supported to take advantage of economic and employment growth in the wider city.

[20] www.belfastcity.gov.uk/communitydevelopment

Rural Community Network

SUPPORTING RURAL COMMUNITIES

38a Oldtown Street
Cookstown
Co. Tyrone
BT80 8EF

☎ **028 8676 6670**
✉ **info@ruralcommunitynetwork.org**

www.ruralcommunitynetwork.org

2012