Community development:

A model for Belfast and
a strategy for the council
-DRAFT-

This draft published 8 June 2011

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Introduction

Belfast City Council's new corporate plan places great importance on the relationship between the council and the communities it serves in contributing to the quality of life of people in the city.

The plan recognises that our citizens and our communities are the lifeblood of the city. Engaged and active communities are not the by-product of a successful city; rather they are a prerequisite for its success.

Supporting and engaging communities make it easier for the council and its partners to contribute to a successful Belfast. Working with communities allows us to get the best use out of our assets; to deliver our services more effectively and to better measure our impact. It also complements the council's civic leadership role and is the basis for determining our priorities and objectives.

The fundamental means by which we foster and sustain good community relationships is through 'community development' activity. For example, through the work of our Community Services team we provide support for capacity building and community involvement- we encourage citizens to volunteer, groups to form; people to organise themselves to address local needs. We offer community centres and facilities so that groups and organisations can be active locally. We provide direct advice and assistance to citizens taking action to help particular sections of their communities such as young people, travellers and those living in poverty.

Community development activity in the council is also wider than Community Services. We engage with citizens and communities through all of our departments in a wide variety of ways. We work with local groups on a huge number of issues including open space, good relations, safety, health development and cleansing.

Underpinning this work is a commitment from our councillors to address local needs and to deal with the issues affecting local communities and the city. We can only deliver effectively on these commitments if we have a shared understanding and commitment to community development.

Why does the council need a Community Development Strategy?

There is no commonly-held model of community development in Northern Ireland. Many organisations are doing important community development work or contributing to community development outcomes. However, neither the statutory sector nor the local community and voluntary sectors have established a shared understanding of what they mean by community development and what they want to achieve from it.

It could be argued that in the past this hasn't greatly affected the work of community and voluntary sector organisations that have made substantial contributions to communities across the city. Nevertheless, in an era of partnerships and joint working, the absence of a shared understanding about community development is having a detrimental effect. It has made it more difficult for organisations to identify and share priorities; to target resources efficiently and to measure the success of what they are doing. It's also made it difficult for organisations to plan and work together to achieve common aims within communities.

Community planning, place-shaping, the measurement of the quality of life in the city, and the active involvement of citizens and statutory partners in co-design, co-production and co-delivery can all be greatly enhanced by a clearly articulated community development approach. For Belfast City Council, we will be better able to support this work where we have broad agreement on community development and its outcomes across the organisation.

As a result, in early 2010 Belfast City Council committed to lead on the design of a strategy that would do two things:

1. Establish a **simple model of community development** that could be shared both within the council and with our partners across the city.

2. Create a **community development strategy** specifically for the council that would allow us, within the context of our corporate objectives, to contribute to the outcomes described in the model.

The **model** focuses on a broad definition of community development and the strands of work that contribute to it. It also considers the types of outcomes that such a model would support. In the first instance, this work would seek to clarify a necessary position for the council on community development. However, we would aim for this to become a shared community development model for the city. We would work with our partners to agree how, individually and jointly, we can adopt this model for Belfast and contribute to shared outcomes.

The second element, the **strategy**, is for the council and its services. It considers where the community development model fits with our own corporate objectives. It also proposes activities specifically for the council that proposes a number of additional actions that can enhance our existing work on community development (particularly within Community Services) and offers ideas for new approaches across the council.

In designing both a model for the city and a strategy for the council, we have spent several months talking to councillors and council staff. We have also held workshops with our statutory partners and with our partners in the community and voluntary sectors on the model. The response has been enthusiastic. This

draft is the product of these discussions. We intend to build on this initial work and test the draft via a public consultation in the autumn.

Adopting a community development approach to our work directly contributes to the realisation of our corporate aim of improving quality of life. Challenged communities and those with weak community infrastructure can greatly impede our ability to deliver on our themes. Community development's role is to foster an environment in our neighbourhoods that will make what we do much more effective.

Research[1] and experience from Belfast and from elsewhere across Europe has demonstrated the importance of community development in ensuring that quality public services are delivered effectively.

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[1] For example *Civil Renewal* (Dick Atkinson, Brewin Books, 2004); and *The Community Development Challenge* (Department of Communities and Local Government, 2007)

A community development model for Belfast

A definition

There are quite a few definitions of community development. For our purposes a simple definition that can be shared widely might be:

'Community development activity is the main means by which we can be better engaged with local people and support their involvement in improving the city and its neighbourhoods. It enables people to come together to:

- influence or take decisions about issues that matter to them and that affect their lives;
- define needs, issues and solutions for their community; and
- take action to help themselves and make a difference.'

Four Building Blocks of Community Development

1. Core community development work
2. Engagement that works
3. Building effective partnerships level
4. Shared service design and delivery

Building Block 1 - Core community development

Working with the community to build up a critical mass of community associations, environmental groups, residents' associations and other local voluntary groups and networks that provide the foundations for communities to articulate their needs and issues and so that they begin to understand how to work best with local and central government bodies.

Building Block 2 - Engagement that works

Communities need to have the ability to engage effectively with those who deliver services to ensure that such services meet their needs. Groups therefore need the skills and information necessary to both identify priorities and propose solutions. From the deliverers' perspective, councils and other public bodies must acquire the skills and capacity to engage meaningfully and effectively with communities.

Building Block 3 - Building effective partnerships

Increasingly, partnership-working is at the heart of many of the relationships between communities and service providers in our city. For it to work well community organisations and service providers need the capacity to co-design, monitor and evaluate services that address local need. They also need to be able to understand the wider interlocking social, economic and environmental issues which impact on local areas.

### Building Block 4 - Shared service design and delivery

Although not always appropriate, in some instances communities may wish to move to a position where they are the co-deliverers of local services. Community groups become delivery partners in meeting local needs, developing community assets and delivering local and central government aims.

Building each bock on top of another

Not all communities would wish, or need, to progress to strands 3 or 4. However, if they do, the fundamentals of strands 1 and 2 need to be in place.

For example, if the council wants to support a local community group in the shared delivery of a community asset (Strand 4), it would be important that the local community had in place a network of active citizens and groups (Strand One) who had the capacity to engage across the community and with service providers on local needs and priorities (Strand 2). It's also likely that some form of effective partnership and governance structure would be required to monitor and deliver the shared service (strand 3).

Strands of community development
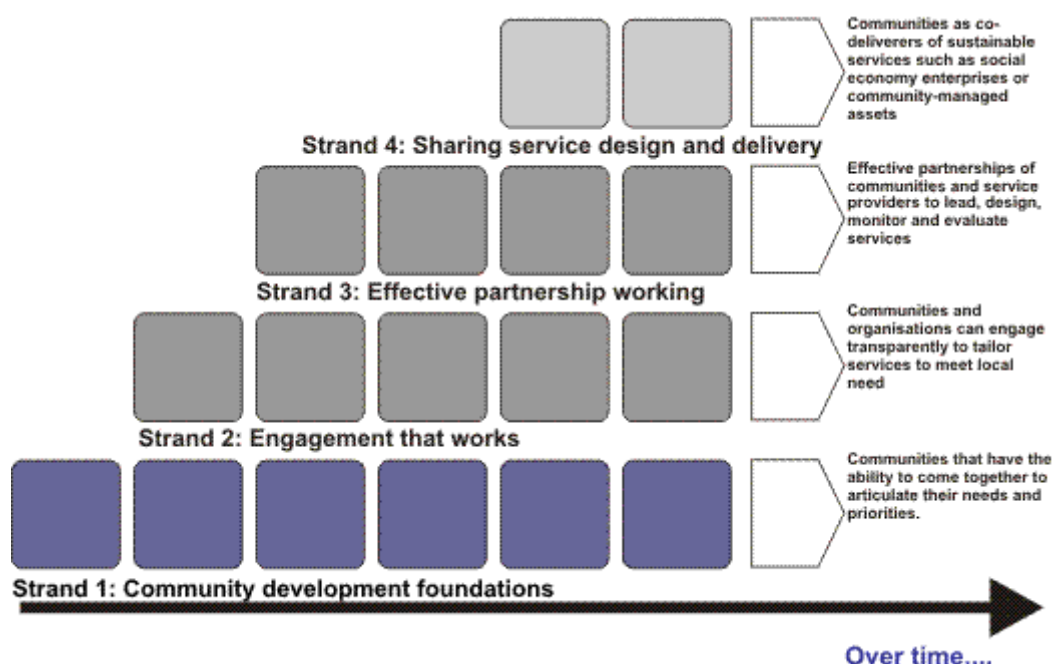
The entire basis of the council's Community Services section's programme of work is predicated on a community development model with a particular focus on the first building block of core community development activity. However, all services across the council contribute in a variety of ways to community development goals that cross all four building blocks.

Building Block 1 - Core community development

Communities that have the ability to come together to articulate their needs and priorities.

Strand 1: Foundations of Community development

What is this?

This building block is about developing active citizenship and positive networks and relationships in and between communities. Through community groups, associations, environmental, residents' and other local voluntary groups this builds the foundations for communities to articulate their needs and issues and begin to understand how to work best with local and central Government bodies.

Who currently does this?

Within council this is primarily the work of **Community Services**. While work elsewhere in the council certainly contributes to the strand, this work is one of the central goals of Community Services.

Where do we want to go?

There are a number of areas of work the council could pursue over the longer term to strengthen its contribution to this strand. These might include:

- Provide support and advice to new and emerging community groups on an area basis.
- Manage and support community facilities as accessible venues for community activities and events.
- Provide grant aid in support of community groups' activities and facilities and for area based networking and capacity building.
- Work to identify and meet specific CD training needs across council.
- Develop a volunteer framework which supports active citizenship internally and externally.
- Promote community development skills and knowledge across the council as part of our organisational development programme.
- Ensure that front-line council workers understand the role of community activity, groups and networks and respond to and support them where appropriate.
- Strengthen and improve the quality of community activity which in turn builds social capital[2] and complements the Council's corporate values and themes.

How do we know if we've been successful?

There are a range of outcomes we would wish to see from this strand and which could be shared across council and, over time, with our partners. They include:

- Community groups are flourishing and networks are vibrant across the city

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[2] **What is social capital?** Briefly, it's the pattern and intensity of networks within and among communities and the shared values which arise from those networks. Definitions vary, but the main aspects include citizenship, 'neighbourliness', social networks and civic participation. OECD define it as 'networks together with shared norms, values and understandings that facilitate co-operation within or among groups.'

- Citizens have access to a wide range of community groups and activities and are more active in their community.
- Community sector networks operate effectively and reach all relevant groups and organisations.
- All community groups have access to use of affordable premises for meetings and activities.
- All community groups have reasonable and fair opportunities to access grants for activities.
- The needs and concerns of all sections of the community are articulated effectively.
- Disaffected or marginalised groups develop confidence, influence and negotiation skills.

How might we begin to measure success?

Indicators might include:
- Large-scale or micro surveys showing how far groups are confident of increasingly meeting their own objectives
- The range of issues addressed by groups
- How well groups attract and retain volunteers
- Whether groups have adequate resources and support
- Quality of services, opportunities and environment enabling groups to function

Building Block 2 - Engagement that works

Communities and organisations can engage transparently to tailor services to meet local need

Strand 2: Engagement that works

What is this?

Communities and organisations can engage transparently to tailor services to meet local need. It supports community groups to gain the skills and information they need to identify priorities and propose solutions. Equally it develops the abilities and knowledge of people working in local Government and public bodies to engage meaningfully and effectively with communities in consultation processes, local forums etc.

Who does this currently?

Engagement is an increasingly important strand of work across the council and **Community Services** act both as channels or facilitators for local engagement. **Other services** with a strong engagement element include Community Safety, Good Relations, Health Development and Cleansing services.

Where do we want to go?

There are a number of areas of work the council could pursue over the longer term to strengthen its contribution to this building block. These might include:

- Facilitate shared learning on community engagement within the council and with community and public sector partners.
- Develop the capacity to assist council departments to design and undertake community engagement.
- Engage with community centre users in developing programmes and management structures.
- Engage with user groups, advocacy groups and community networks to stimulate feedback and invite informed influence.
- Finalise the council framework for consultation and engagement that ensures we:
  - o engage communities to help inform and shape Council policy and decision making;
  - o work with partners in the public and community sectors to identify and apply good practice.
- Value the contribution that community development can make to the corporate themes and individual departmental objectives.
- Increase CD skills and make wide use of CD in the course of their work.
- Initial examples might include the design of community engagement in the Titanic Quarter and the Community Planning pilot health project.

How do we know if we've been successful?

There are a range of outcomes we would wish to see from this building block and which could be shared across council and, over time, with our partners. They include:

- Services are improved and better targeted and delivered as a result of constructive dialogue between communities and council departments.
- Council engagement activity is responded to widely.
- Communities are influential in shaping services and decisions based on them are considered to have been arrived at in a transparent manner.

- Residents, community groups and voluntary organisations have good negotiating skills and use them effectively in relating to the council.
- Council staff have good skills for engaging with and responding to communities and use them effectively in relating to local residents and groups.

How might we begin to measure success?

Indicators might include:

✔ Reports showing how far resident influence is a factor in departmental decisions.
✔ Whether delivery of services is improved by community feedback.
✔ Whether groups testify to improved confidence and capability as a result of community development input.

Building Block 3 - Effective partnership working

Effective partnerships of communities and service providers to lead, design, monitor and evaluate services

Strand 3: Building effective partnerships

What is this?

This involves effective partnerships between communities and service providers that lead, co-design and monitor and evaluate services.

It builds the community capacity and resources needed to enable people to get involved in partnership structures and processes and to understand the wider social, economic and environmental issues which impact on local areas. These partnership structures can be for a particular geographical area or be city wide or focused on issues such as regeneration, health, safety, sports or the environment.

Who does this?

Our services are involved in formal partnerships for health, community safety, policing, education, neighbourhood renewal, older people and good relations. We also work collaboratively organisations and communities at a more informal or operational level to deliver projects, services or to respond to emerging issues. The council also leads on Community Planning and is building capacity and learning on successful partnership working through its BIG lottery funded community planning and health pilot.

Where do we want to go?

There are a number of areas of work the council is already involved in or could pursue further over the longer term to strengthen its contribution to this building block. These include:

- Continuing to represent the council on all Neighbourhood Renewal (NR) Partnerships and relevant sub-groups
- Work with the SNAP team to facilitate communication between council services and the NR Partnerships so that the Neighbourhood Renewal programme can effectively influence local area service provision across our departments;
- Co-ordinate the Council's work on its priority themes of improving services for children and young people and the Traveller community.
- Support, participate in, and (where agreed) lead city-wide, area and neighbourhood partnerships which further the corporate aims and priorities. These include the Good Relations partnership; Community Safety Partnerships and Strategic health partnership.
- Ongoing development of a Community Planning model for Belfast that ensures communities have an effective means of participating in community planning processes.
- Partnership work with communities for the successful delivery of neighbourhood projects, e.g. Connswater Community Greenway project.

How do we know if we've been successful?

There are a range of outcomes we would wish to see from this building block and which could be shared across council and, over time, with our partners. They include:

- Increased cooperation between Council services and community and voluntary groups and greater trust reported.
- Community representatives or advocates on partnerships have wide credibility in their own sector and effectiveness in relation to authorities.
- Better joint planning and collaborative working on key quality if life themes and local priorities, including shared contributions
- Community groups successfully create or negotiate multiple improvements to neighbourhood conditions.
- Groups understand the Council's business and budgetary planning cycle.

How might we begin to measure success?

Indicators might include:
- Reports showing how far groups feel they can influence decisions of council departments and partner bodies.
- Increased joint use of facilities.
- Joint planning by communities and agencies.
- Better satisfaction with services as a result of cooperation.

Building Block 4 - Shared service design and delivery

Strand 4: Sharing service design and delivery

Communities as co-deliverers of sustainable services such as social economy or community-managed assets

What is this?

Communities as co-deliverers of sustainable services such as social economy enterprises or community-managed assets. These meet local needs, develop community assets and help deliver local and central Government aims. They are supported through grant aid, contracts and earned income. Not all communities will wish to proceed to this stage.

Who does this?

Services across council have been exploring the option of working with communities in the direct design and delivery of services – and it's a direction encouraged by national government policy. Both **Community Services** and the **Parks and Leisure** department have a number of facilities that are directly managed by local community organisations and the council's generalist **advice services** are delivered by local advice consortia. In **Waste Management**, Bryson House deliver a kerbside recycling contract operation as a social economy enterprise.

Where do we want to go?

There are a number of areas of work the council could pursue over the longer term to strengthen its contribution to this building block. These might include:
- Support community-managed facilities through grant aid, service agreements and advice on management.
- Support community organisations in the development of social economy enterprises.
- Facilitate an area planning approach to maximise access to and use of community facilities in the council, public and community sectors.
- Provide advice and support to community managed facilities to enable them to become more effective and self sufficient.
- Promote and develop shared facilities and amenities with both the community and public sectors including new arrangements for co-production and management.

How do we know if we've been successful?

There are a range of outcomes we would wish to see from this building block and which could be shared across council and, over time, with our partners. They include:
- Community and voluntary organisations take on delivery of specific aspects of public services.
- Community assets are increased.
- Training and employment opportunities are increased through community organisations and social enterprises
- More social economy enterprises supply goods and services to the council and other public sector bodies.

How might we begin to measure success?

Indicators might include:
- Increase in volume of trading by community and voluntary organisations

- ✔ Increased user satisfaction with services provided by voluntary and community organisations
- ✔ Increased occupational training through these organisations
- ✔ Increase in employability through volunteering.

What are the likely roles?

Drawing together the various contributions suggested in each strand, a number of current and potential future roles emerge from the strategy for services across the council. These include:

Specifically for Community Services

- Provide **support and advice** to new and emerging community groups
- Manage and support **community facilities** as accessible venues for community activities and events.
- Support **community managed facilities** through grant aid, service agreements and advice on management.
- Provide **grant aid** in support of community groups' activities and facilities and for area based networking and capacity building.
- Develop a **volunteer framework** which supports active citizenship internally and externally.
- Promote **community development skills and knowledge** across the council as part of our organisational development programme.
- Strengthen and improve the quality of **community activity**
- Develop the capacity to assist council departments to **design and undertake community engagement;** facilitate shared learning on **community engagement**
- Engage with **community centre users** in developing programmes and management structures.
- Represent the council on all **Neighbourhood Renewal Partnerships** and relevant sub-groups
- Work with the SNAP team to **facilitate communication** between council services and the NR Partnerships
- Co-ordinate the Council's work on its priority themes of improving services for **children and young people** and the **Traveller community**.

For all parts of the council

- Ensure that **front-line council workers** understand the role of community activity, groups and networks and respond to and support them where appropriate.
- **Promote community development skills and knowledge** across the council as part of our organisational development programme.
- Work with Community Services to identify and meet **specific CD training needs**
- Facilitate shared learning on **community engagement**
- Finalise the council **framework for consultation and engagement** that ensures we:
  - o engage communities to help inform and shape Council policy and decision making;
  - o work with partners in the public and community sectors to identify and apply good practice.
- Support, participate in, and (where agreed) lead city-wide, area and **neighbourhood partnerships** which further the corporate aims and priorities. These include the Good Relations partnership; Community Safety Partnerships and Strategic health partnership.
- Value the contribution that community development can make to the **corporate themes** and individual **departmental objectives**

- Ongoing development of a **Community Planning model** for Belfast that ensures communities have an effective means of participating in community planning processes.
- Build on SNAP's co-ordination role to ensure that the Neighbourhood Renewal programme can effectively i**nfluence local area service provision** across our departments.
- Partnership work with communities for the successful delivery of major regeneration projects (eg) the **Connswater Community Greenway** project and local improvement projects.
- Support community organisations in the development of **social economy enterprises.**
- Facilitate an **area planning approach** to maximise access to and use of community facilities in the Council, public and community sectors.
- Promote and develop **shared facilities and amenities** with both the community and public sectors including new arrangements for co-production and management (eg) developing the potential of those Community Services and Parks and Leisure facilities that are managed by community organisations or social economy enterprises.
- **Support in practical ways local community initiatives** which complement Council services and priorities (Neighbourhood Watch, local clean-ups, recycling, etc).

Collecting data on community development outcomes

The previous sections describe the expected outcomes and indicators for each building block.

In the past it's often been assumed that measuring the impact of community development is difficult. However, evidence can take many forms and be collected at different points in the community development process. For corporate and departmental performance management it's necessary to collect evidence that can be shared with many people. These might take the form of officers' reports, reports from community organisations, feedback from residents and observations by other professionals working in the area. It can also be about more formal methods such as mapping social assets, research surveys of residents, grant returns, councillors and staff, or correlation of any of these with statistics about health, safety, employment, environment, housing and education.

Surveys of staff, councillors, communities and community venue users are already undertaken by the council periodically. These will be continued but their content will be reviewed to find ways to relate it more accurately to community development. At the same time, Community Services will develop frameworks and templates for more continuous feedback through community development officers' reports and proposals for shared templates with other departments.

These frameworks will reflect 'theory of change' reasoning, ie:

> ➔ The work is being done in order to change something.
> ➔ What is it that needs to be changed?
> ➔ What is its present state?
> ➔ What is the desired state that we want to change it to?
> ➔ What actions are most likely to bring the change about?
> ➔ How will we recognise whether the change has happened or not?
> ➔ How will we judge whether the change was the result of the action taken?

Since it would be too onerous to collect evidence of everything that happens, a limited set of indicators will be established for a period to capture whether the community development process as a whole is succeeding in contributing its maximum value to the council's corporate themes.

Appendix 1:

National Occupational Standards for community development[3]

The National Occupational Standards outline clearly the Skills, Values and Practice Principles required for community development work and have been developed to provide the basis from which we can promote effective and appropriate community development work practice.

The Federation for Community Development Learning (FCDL) led the development and subsequent review of the National Occupational Standards through widespread consultation and endorsement within the community development work field.

Key purpose of community development work

The key purpose of community development work is collectively to bring about social change and justice, by working with communities to:

- Identify their needs, opportunities, rights and responsibilities
- Plan, organise and take action
- Evaluate the effectiveness and impact of the action all in ways which challenge oppression and tackle inequalities.

Social justice
- Respecting and valuing diversity and difference
- Challenging oppressive and discriminatory actions and attitudes
- Addressing power imbalances between individuals, within groups and society
- Committing to pursue civil and human rights for all
- Seeking and promoting policy and practices that are just and enhance equality whilst challenging those that are not

Self-determination environment
- Valuing the concerns or issues that communities identify as their starting points
- Raising people's awareness of the range of choices open to them, providing opportunities for discussion of implications of options Values and practice principles of community development work Key purpose of community development work
- Promoting the view that communities do not have the right to oppress other communities
- Working with conflict within communities

Working and Learning Together
- Demonstrating that collective working is effective
- Supporting and developing individuals to contribute effectively to communities
- Developing a culture of informed and accountable decision making
- Ensuring all perspectives within the community are considered
- Sharing good practice in order to learn from each other

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[3] The standards identify community development work as an occupation in its own right, and are now held by Lifelong Learning UK (LLUK), the sector skills council for lifelong learning. For more info www.fcdl.org.uk

Sustainable Communities
- Promoting the empowerment of individuals and communities
- Supporting communities to develop their skills to take action
- Promoting the development of autonomous and accountable structures
- Learning from experiences as a basis for change
- Promoting effective collective and collaborative working
- Using resources with respect for the environment

Participation
- Promoting the participation of individuals and communities, particularly those traditionally marginalised/excluded
- Recognising and challenging barriers to full and effective participation
- Supporting communities to gain skills to engage in participation
  Developing structures that enable communities to participate effectively
- Sharing good practice in order to learn from each other

Reflective Practice
- Promoting and supporting individual and collective learning through reflection on practice
- Changing practice in response to outcomes of reflection
- Recognising the constraints and contexts within which community development takes place
- Recognising the importance of keeping others informed and updated about the wider context

Roles and skills for community development work

Role A: Develop working relationships with communities and organisations
- Make relationships within communities
- Build relationships within and with communities and organisations
- Develop strategic relationships with communities, organisations and within partnerships

Role B: Encourage people to work with and learn from each other
- Contribute to the development of community groups/networks
- Facilitate the development of community groups/networks Roles and skills for community development work
- Facilitate ways of working collaboratively
- Promote and support learning from practice and experience
- Create opportunities for learning from practice and experience
- Support individuals, community groups and communities to deal with conflict
- Take action with individuals, community groups and communities to deal with conflict

Role C: Work with people in communities to plan for change and take collective action
- Work within communities to select options and make plans for collective action
- Contribute to collective action within a community
- Support communities to plan and take collective action
- Ensure community participation in planning and taking collective action
- Contribute to the review of needs, opportunities, rights and responsibilities within a community

- Work with communities to identify needs, opportunities, rights and responsibilities

Role D: Work with people in communities to develop and use frameworks for evaluation
- Support communities to monitor and review action for change
- Facilitate the development of evaluation frameworks

Role E: Develop community organisations
- Encourage the best use of resources
- Review and develop funding and resources
- Develop and evaluate a funding/resourcing strategy
- Develop people's skills and roles within community groups/networks
- Facilitate the development of people and learning in communities
- Develop and review community-based organisational structures
- Develop and maintain organisational frameworks for community-based initiatives Units imported from national occupational standards for management
- Contribute to planning and preparation
- Co-ordinate the running of projects
- Contribute to project closure

**Role F: Reflect on and develop own practice and role**
- Identify and reflect on own practice, knowledge and values
- Review own practice, knowledge and values
- Evaluate and develop own practice
- Identify and take action to meet own learning and development needs
- Review and meet own learning and development needs

Appendix 2:

What difference does community development make?

To illustrate the supporting nature of community development activity in the delivery of the council's services, it is useful to consider scenarios within two communities with different levels of community capacity.

Scenario (a): Where there is no or weak community development – providing a community development pathway
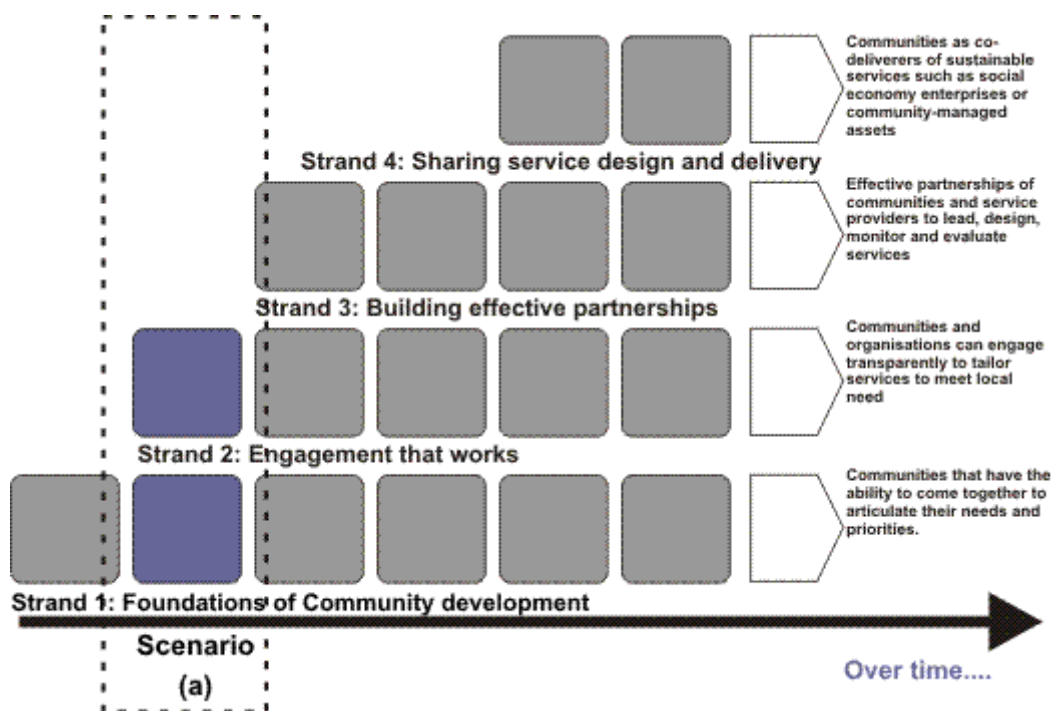
The community in scenario (a) are likely to have a number of small community groups and networks, such as residents' associations, youth groups that have access to community facilities and are supported by enthusiastic volunteers. The communities may have made some attempts to consider the needs and priorities of their local area, and have probably made efforts to engage within their community and service providers.

However, this community has not had much experience of working in partnership either at the community level or with other stakeholders to tackle multiple issues. They would have little experience of working with service providers to design and monitor service delivery. And there would be very few of the skills needed to manage services such as business planning, financial management, etc.

In this scenario it would be extremely difficult for the community to manage its own community centre. There would not be the necessary skills, networks, agreement or trust required to make such an enterprise successful or sustainable.

Community development workers in community services would offer support in a variety of areas, including but not limited to, needs analysis, programme

development, initial engagement with service providers, partnership working skills development etc.

Scenario (b): Where there is already effective community development
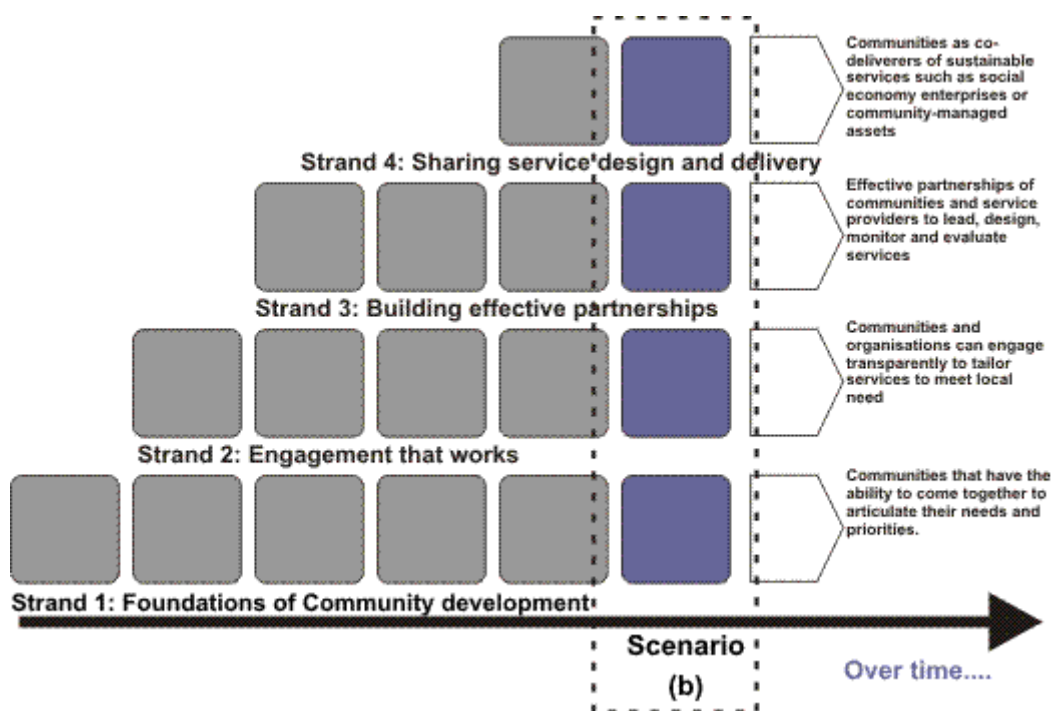
The community in scenario (b) are likely to have a rich and long term network of community groups and networks that have experienced and enthusiastic volunteers who have access to facilities and resources.

The community will have a sophisticated understanding of the characteristics of the local area and its needs. It might well have a well organised local partnership with mature and trusting relationships both within the community and with service providers.

This community has the skills and experience to work with service providers to tailor services to closely meet local need. They will also have the ability to monitor and evaluate such work and challenge deliverers.

This scenario would be fertile ground for the development of social economy enterprises and it would be much easier for the council to work towards community-led services.

Appendix 3:

What are the characteristic of neighbourhoods with weak community development?

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. × Communities miss out on opportunities and are likely to be more excluded. × People are unable to agree issues and priorities or have them influence decision-makers. × Cultural differences are less likely to be respected. × There is less volunteering and fewer skilled community groups. × Public bodies find it difficult to engage with people and communities. × 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. × People are less resilient and less capable of benefiting from wider economic change.	✔ People are more confident and able to shape the quality of their lives. ✔ There is more involvement and positive citizenship. ✔ Communities and their leaders better understand wider issues and how to influence change. ✔ There are opportunities for co-designed approaches to tackling issues by communities and public bodies. ✔ Areas have a better image; can point to improvements in quality of life; and are better able to attract economic investment. ✔ 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. ✔ Communities take more responsibility for developing their own services, enterprises and social economies. ✔ People are more capable and supported to take advantage of economic and employment growth in the wider city.

Development Committee

As of June 2011

Alderman Christopher Stalford (Chairman)
Councillor Conor Maskey (Deputy Chair)

Alderman May Campbell
Alderman Ian Crozier
Alderman Tom Ekin
Alderman William Humphrey
Alderman Bob Stoker
Councillor Janice Austin
Councillor Tom Hartley
Councillor Máire Hendron
Councillor Colin Keenan
Councillor Bernie Kelly
Councillor John Kyle
Councillor Nichola Mallon
Councillor Jim McVeigh
Councillor Caoimhín Mac Giolla Mhín
Councillor Máirtín Ó Muilleoir
Councillor Gavin Robinson
Councilllor Guy Spence
Councillor Andrew Webb