

# Empowerment in action:

*case studies of local authority  
community development*



Research carried out by COGS  
for the Community Development Exchange  
with support from the National Empowerment Partnership

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*Cover picture: Breathing Spaces event, courtesy of Southampton Neighbourhood Involvement Team*

# Foreword

*"Community development – which specialises in encouraging and empowering people to gain control over the conditions in which they live – gives us a very powerful way of turning alienation into engagement."*

Baroness Kay Andrews, Communities and Local Government,  
*The Community Development Challenge*

This report explores examples of support given to community development by local authorities in England. It provides five case studies of local authorities investing in community development to help build active and inclusive communities, and explores the impact of this investment on both the communities and the local authorities themselves.

CDX commissioned this research to learn more about how local authorities organise and deploy community development resources, the impacts of the work on the authority and its communities, the strategic and policy links of the work and approaches to measuring its effectiveness.

With councils now increasingly expected to work in ways that empower local communities, the role of community

development is more critical than ever to local government. As set out in *The Community Development Challenge*, published by Communities and Local Government, community development is the only occupation that specialises in encouraging and empowering people to come together and gain more control over the decisions that affect their lives. It is a skilled occupation with a long history, international recognition and theoretical basis.

This report describes how five local authorities in England use community development as a central element of their approach to the community empowerment agenda.

We hope this report will inform and inspire other councils to understand the strategic and practical importance of investing in community development as a fundamental part of their efforts to build inclusive, sustainable and empowered communities.

Amanda Greenwood  
Chief Executive, CDX

# *Introduction “transforming ideas into reality”*

This report examines five case studies of community development based in local authorities in England – Kirklees, Newcastle, Southampton, Southwark and Stockport.

The case study research demonstrates how local authority based community development practice can make a positive contribution to empowerment and effective service delivery. Impacts on both communities and public agencies are described, illustrating the dual contribution made by community development teams situated in local authorities. The report describes how community development work carried out by local authorities fits with local and national policies and strategies, linking examples of community development practice ‘on the ground’ with a selection of national and local indicators of empowerment and community strength.

There is a long history of local authorities using community development as a tool to address issues of community empowerment and engagement, and to work effectively with voluntary organisations and community groups. The five case studies illustrated here all have an established community development tradition. Indeed in Stockport, Newcastle and Southampton there has been a community development function within the local authority for over 25 years.

*The Community Development Challenge* report states that “community development is a field which can suffer from a loss of focus and from fuzzy definitions precisely because it is wide-ranging”. These case studies show that the placing

of community development within council structures is enormously varied, moving about in response to political and administrative agendas of the time. Job titles also reflect different policy climates. In Southampton for example, community development functions are to be found in the roles of the Neighbourhood Involvement Workers and Project Workers. In addition, there are several examples of some community development functions being undertaken by a whole range of local authority officers. For instance, *Southwark’s Best Value Review* (2003) indicated that there were approximately 50 staff working across the council who had a community development role.

Clearly the identity, nature and understanding of the community development role within a local authority setting can seem hard to pin down. But as we see in the case studies each of these five authorities has a clear rationale for its community development functions, with clear structural links to policy and strategy, significant planning and reflective practice, and widespread support from communities.

## *The case studies*

Each case study has a similar format, describing:

- Position in the local authority – where the community development team is situated
- Resources
- Strategic context
- Practice
- Practice examples

# *Focus on Kirklees*

## **Position**

Kirklees District Council has a dedicated Community Work team within its Community Support Service (CSS). The CSS also includes a community buildings team and funding team. CSS was initially a stand alone service within the Adult and Communities Directorate (ACD) but it has now been joined by Community Safety in what is now called the Safer Stronger Communities Service (SSCS) of ACD.

## **Resources**

The Community Work team has 14.5 community workers. Ten of these are mainstream funded and 4.5 are programme funded, 3.5 through Neighbourhood Renewal and one through Neighbourhood Management Pathfinder.

The Community Work team is sub-divided into two teams, one in the North (based in Batley) and one in the South (based in Huddersfield). There is a separate line manager for each team, one of whom also acts as the overall Community Work Manager. Most of the workers are based in particular neighbourhoods, though two have a peripatetic brief to provide a mainly reactive service to those areas that do not have a dedicated community worker.

## **Strategic context**

Community development principles and approaches are expressed in the context of 'stronger communities' and linked to national government policy. Community development is seen as a key element of 'Building Stronger Communities', an outcome expressed both within the

Kirklees Local Area Agreement and the Council Performance Plan:

*"We want to develop and increase the levels of voluntary and community activity, through community learning and support from public services. We want to enable local people to have a greater voice and influence over decision making and the delivery of local services."*

(Kirklees Local Area Agreement)

Decisions about where to place the community workers are mainly based upon deprivation indicators and community cohesion risk factors. The work is further informed by council-wide priorities, service drivers and targets within the Safer and Stronger Communities Service Plan. At the neighbourhood level the work is also influenced by local circumstances and priorities and particular requests that may come from councillors, services and programmes.

## **Practice**

All workers work to a common job description which outlines the purpose of the post as follows:

*"To undertake intensive community development work with specified communities to enable people to identify issues of common concern and develop sustainable solutions, by utilising the full range of community work skills, using partnership working where appropriate, within a framework of tackling poverty, inequality and social exclusion."*

The job description goes on to detail responsibility for three key areas of work:

- community development
- co-ordination
- community involvement

For the last four years community development has related very much to the Neighbourhood Renewal agenda – initiatives providing capacity building and community engagement support and supporting other interventions in relation to ‘narrowing the gap’ strategies. Community work is seen to be well placed and the team works closely with other services within the Adult and Communities Directorate:

- working with community safety teams
- working with area committees around community engagement activities
- delivery of community cohesion activities
- liaising closely with the community buildings team
- joint working with the Neighbourhood Renewal team

The nature of the work tends to be split across a set of four functions:

- participation
- inclusivity
- group development
- skills development

### **The Workers' Role**

Community workers themselves describe the work that they do in the following ways:

*“Supporting people to understand the democratic process and how they can be involved in it... organisational structure; committee skills; project planning; group development; and funding advice and support.”*

*“The role also involves linking organisations with each other and building good relationships within communities, myth busting and people learning about each other’s cultures. All of the above includes giving people access to training and support to enable them to take part. It is often about confidence building – the opportunity for involvement in the community can give confidence back.”*

*“On one level supporting community organisations that are just setting up or in their infancy. And also supporting more long standing organisations that may have lost their way. Supporting residents in effecting change in their community... Providing residents with more than just a single voice. Pulling them together to make a difference.”*

*“I see myself as a bridge between the real world on the street and those in the council who don’t have direct contact with the community.”*

# *Examples of practice*

## *Kirklees Jamia Mosque*

The community worker in Heckmondwyke was approached by the local Mosque wanting to open its buildings up to local people. The request was initially for funding advice but the worker also helped the Mosque to plan an open day event in a way that would appeal to people who were new to it and may be wary of religious messages. The worker also provided links to organisations and services as the Mosque wanted to use the day to promote local services as well as helping to conduct outreach work about the event with the local white community. The day was a great success with over 350 people attending at some point in the day. There was a lot of positive feedback with people requesting more similar events in the future. In follow up meetings the Mosque Committee began a process of forward planning by selecting two key priorities from a list of 12 things they would like to do. These were to review their own structure in relation to their new plans and to seek to develop both IT and over-50's activities. The community worker has provided support particularly in relation to planning and project development.

## *Improving transport for older people*

The lack of adequate public transport for older people was a problem on Windybank estate, with older people incurring high taxi costs just to collect their pension. The community worker has supported the Windybank Older People's Group to air their concerns about transport both to the Social Services and to the local bus company. The group has now successfully applied for funding to run a pilot minibus service and the community worker is helping them in contracting a suitable organisation to run this service through a tendering process.

## *Tykes and Trikes*

Community work support to the Tykes and Trikes Toddler Group on London Park Estate initially focused on basics such as effective committee meetings. The group has subsequently been supported in starting a second toddler group at the local school, which led on to the group securing funding to run a holiday playscheme at the same school. After contracting out the delivery of a first playscheme parents decided they could run it as well themselves and this year seven volunteer parents will be running the scheme. The delivery of these community organised activities at the local school is believed to have contributed to an increase in the school roll and to easing transition of children into the school.

# *Focus on Newcastle*

## **Position**

Community development work is seen as a key service for Newcastle City Council and the Community Development Unit (CDU) is centrally placed within the Chief Executive's Office.

## **Resources**

The budget for the CDU in 2006/07 was approximately £1 million. It is mostly spent on staffing and buildings, with a small development fund of about £5K pa per team. The unit employs staff across eight locations across the city. The management team comprises a Principal Community Development Manager and two Senior Community Development Officers supported by an Administration Officer. Staff are organised into four teams: three are geographical and one is citywide, supporting communities of interest and identity and including racial harassment workers.

## **Strategic links**

Community development practice has a strong relationship with policy in Newcastle City Council. The structural position within the Chief Executive's Office enables the CDU to contribute to the development of policies and strategies. CDU managers and policy development staff collaborate frequently and easily, and community development is recognised as providing a mechanism to consult and involve communities in the development of policy.

There are a number of key strategies developed by the city council and Newcastle Partnership that relate to community development:

- Social Inclusion Strategy
- Community Engagement Strategy
- Sustainable Communities Strategy
- Community Cohesion Strategy
- Regeneration Strategy

CDU work programmes explicitly mention involvement in developing and delivering strategies. In relation to the Community Engagement Strategy, for example, the CDU has helped develop an engagement toolkit to support engagement work by other council departments and statutory agencies.

CDU workers and managers welcome policy related work as providing dialogue and offering opportunities to initiate priority work with communities, seeing a natural fit between work in response to community needs and policy initiated work.

*"Community development staff bring a 'reality' and informed perspective into policy development. Information about communities and their needs can be fed in and statistical information made more understandable... It helps staff see how they fit in to the 'bigger picture' – links individual staff targets to corporate targets."*

(Community Development Manager)

In 2006, six key priorities for service improvement were agreed for the CDU, reflecting its position in the Chief Executive's Office:

- targeted community capacity building with communities to their agenda and priorities
- supporting the Head of Social Inclusion to deliver specific projects around inclusion and community cohesion
- building on the involvement of communities in sustainable regeneration
- involving communities in relevant corporate priorities and strategies, including delivery a new engagement strategy
- participation and involvement of communities in governance arrangements and supporting the development of appropriate underpinning structures at ward and area level
- work with partners to develop and deliver a cross sector community development strategy for Newcastle to maximise resources and ensure joined up working between all parties

### **Practice**

Newcastle City Council is signed up to the CDX definition of community development:

*"Community Development is about building active and sustainable communities based on social justice and mutual respect. It is about changing power structures to remove the barriers that prevent people from participating in the issues that affect their lives."*

*(Strategic Framework for Community Development, CDX, 2001)*

Practice in Newcastle is underpinned by the *National Occupational Standards for Community Development Work* and makes reference to principles outlined by national and regional community development bodies.

The CDU outlines three models of community development practice:

- project work: community development workers working with communities to build their capacity to find their own solutions and engage with statutory agencies
- social policy and planning: involvement of the CDU and others in development of policy and to help explain and implement strategies
- community engagement: seen as the 'zone' of contact between community development and social policy / planning

*Photo: Participatory budgeting event, courtesy of Newcastle Community Development Unit*

Priority areas of work covered includes:

- Chinese communities
- participatory budgeting
- LGB communities
- Quality of Life Partnership
- community cohesion
- network development with the Community Empowerment Network (CEN)
- engagement in five regeneration areas including a Neighbourhood Management area

Much of the work focuses on community groups including:

- developing and supporting new groups, assisting with practicalities of constitutions, funding and ways of working
- working with groups and their members to deal with conflicts and problems – mediating, trouble shooting, talking and listening
- supporting groups and their meetings (formal and informal) – discussing with groups what they want to do, how they are going to do it and what they need to do it, working with individual members of groups to help with tasks (e.g. producing reports), providing advice, information, training

The work also includes liaison with other services, gathering research material, finding out how things work in other neighbourhoods, looking at best practice from other areas, organising events, activities and workshops, involvement in



ward committees, training for staff, and close working with a number of other agencies and neighbourhoods that have a community development function.

In general about 60 per cent of work is a response to need as identified by group groups themselves and in dialogue with community development officers and other locally based workers. About 40 per cent is related to council policies, strategies and corporate priorities, for example supporting community engagement, working on the extended school agenda or involvement in policy development and delivery.

Each team holds regular meetings and they review the team workload twice a year. Work is divided into major pieces of work, 'maintenance' work and work under review.

# *Examples of practice*

## *Supporting Polish communities*

A small group of Polish people wanted to form a group and approached the Newcastle City Council Community Development Team. The current Chair of the North East Polish Community Organisation (NEPCO) says the worker "helped us with everything to get going". The group has grown substantially over the last year from about 10 people to nearly 40 active members and over 50 volunteers, and is planning to open two additional branches. Members feel that community development support has helped them make links with other organisations including public services. The group has participated in a variety of workshops and events, developed a monthly magazine, a dual language website and is currently planning a Polish festival. The chair believes the work of the community development team has been invaluable in all these activities, helping the organisation to grow and run more projects.

## *Helping Udecide*

The Community Development Unit is supporting Udecide, a new project which gives local people the power to spend a sum of money to benefit their communities. People attend a local event and members of each group give a short presentation on a project they have submitted. The audience scores each project and the results are announced on the day. Community development staff work with the steering group and support the Udecide process with promotion, the day's event, helping groups prepare projects, enabling the

money to be spent and helping ensure that projects are successfully managed.

A member of the steering group described the project from their perspective.

*"One group called themselves Happy Chicks. They were people with disabilities. Two of them gave the presentation... about podiatry and getting slippers for the elderly. They had seen the older people who go to their centre and wanted to help. They got really excited when they talked about their idea. It was very moving to see them present statistics and everything in front of 200 people. They enjoyed it and got the second highest votes and were so happy when they realised they had got the money. I think it was because they were equal with everybody else on the day – and succeeded."*

The worker supporting Udecide knows that the details are important, such as having a day when everyone gets together and decides and then gets the results straight away. It creates a real buzz of excitement and a feeling of involvement. Community development staff used their expertise in designing the process so that it was accessible, creating simple forms, planning the format of workshops, helping groups prepare for their presentations and so on. It was so accessible that two boys from a pupil referral unit, who had been sent under protest, ended up persuading their headteacher to allow them to put in a future project submission.

# *Focus on Southampton*

## **Position**

In Southampton, community development work is undertaken within a Neighbourhood Involvement Team, part of the Neighbourhood Management Division of the Neighbourhoods Directorate.

## **Resources**

The Neighbourhood Involvement Team has five community development workers and one project worker post.

## **Strategic links**

The Southampton Partnership Local Area Agreement (LAA) as a strong Statement of Community Involvement:

*"We recognise that when people are actively engaged and there is strong community spirit we are better able to tackle deprivation and disadvantage, strengthen community cohesion and ensure everyone is able to benefit from our city's growing creativity, innovation and prosperity. Our LAA is therefore based upon the principles of valuing voluntary action, encouraging community involvement and building capacity, with all partners sharing an understanding that together we are mutually responsible for achieving this and better outcomes for local people."*

(Our Communities Together, Southampton Partnership LAA)

## **Practice**

The placing of the community development workers presents both challenges and opportunities in terms of the focus of the work and capitalising on the resources available to undertake it.

## **Neighbourhood Involvement Team**

The local authority has a particular focus on neighbourhoods. Eleven priority neighbourhood areas have been identified to help address inequality in the city, and these are formed into five Neighbourhood Partnership Areas. Each of these has support from a community development worker, who form part of a Neighbourhood Involvement Team which includes five neighbourhood coordinators.

The role of the workers is to assist each partnership in achieving its planned objectives and actions, in collaboration with the neighbourhood co-ordinators. This includes:

- advising new community associations and residents groups about starting up
- supporting existing groups, for example to set up social enterprise schemes, apply for funding or organise events
- working with local communities to help foster a dialogue with service providers
- providing training and learning opportunities to build the confidence, skills and knowledge of individuals, and develop more effective groups
- acting as a facilitator or catalyst for new developments

The team also has one project worker with a citywide role focusing on community centres.

The work is based on the principles of empowering local people to have more of a say over the things that affect their lives and their communities, and working collectively to address problems. Empowerment is a key concept within the Neighbourhood Involvement Team, borne out by the fact that the majority of the team members have reached their current posts from an initial grassroots level. Most have benefited from community development training programmes, ranging from OCN courses and NVQs to university certificates and degrees. Some of the team now deliver training and continue to promote individual and collective learning as key components of empowerment as part of their work within communities.

It is very clear that there is no such thing as a 'typical day or week' and community development workers gave indications of diverse projects such as:

- developing positive relationships across areas
- strengthening and expanding community group committees, assisting them to map out issues and prioritise
- step-by-step confidence and skill building
- encouraging groups to influence decision-makers
- inter-agency meetings and collaborative work
- licensing applications for community centres
- assisting community centre volunteers with managerial and strategic issues
- challenging community associations to identify community needs, not rely on assumptions

Working across neighbourhoods in this way also means working collaboratively with colleagues from other departments. The local authority is committed to continued support for work of this nature at neighbourhood level.

### **Communities Team**

Southampton also has a Communities Team which includes work on cohesion and is linked to the Local Strategic Partnership. The project workers in this team have a citywide remit focusing on specific project initiatives with and for communities. These staff identify themselves as using community development values and practice principles as an approach, but they are not deemed to be community development workers because they don't offer ongoing support and development. Instead, the project workers signpost groups to other sources of ongoing support, such as the Council for Voluntary Service or the Neighbourhood Involvement Team.

The Communities Team is small and has a small budget. There is a specific intention of undertaking time-limited pieces of work, for example on hate crime, performance management or volunteering. The Communities Team has also been given external funding to work with new communities in Southampton and to promote myth busting information to front-line staff, managers and the wider community.

## *Examples of practice*

### *Bridging the generation gap*

Described as the 'golden thread' that pulled everything together, the community development worker developed an IT course for older people, designed to nurture computer literacy. The project has been able to capitalise on the resources and learning opportunities through inter-generational work, bringing in a trainer with a portable package of hardware and software and accessing resources through a Youth Opportunities grant. They are now looking at potential publications or access to communication through the internet.

### *Bringing residents closer to services*

Grassroot community members attend a monthly Patch Chat meeting including representatives from Open Spaces, the police, housing officers, wardens from elderly schemes, Sure Start. The meetings are designed to forge a link between resident association members and Patch Chat members to discuss current concerns and issues within the locality. This provides a direct link and face-to-face communication which circumvents bureaucratic red tape and facilitates a speedier response to identified concerns.

*Photo: Breathing Spaces event, courtesy of Southampton Neighbourhood Involvement Team*



# *Focus on Southwark*

## **Position**

The focus of this case study is on the Community Involvement and Development Unit (CIDU) and the Resident Involvement Team. These are two strands of the borough's efforts to involve and engage local communities, guided by Southwark's sustainable community strategy. There are many strands to the work in the borough across a range of partners both in the statutory and voluntary sector.

The Community Involvement and Development Unit was established in 2002 and has been central to community development work by the authority since then. CIDU's role includes supporting the work of community development and engagement specialists throughout the council. Both CIDU and Resident Involvement officers are brought together within the Social Inclusion Division.

## **Resources**

The total CIDU budget is approx £700K, of which around two thirds is mainstream funding and one third is time-limited project funding. CIDU currently comprises a staff team of approximately 19 workers, which fluctuates according to new initiatives. Resident involvement officers are also employed to work across the eight housing areas of Southwark.

## **Strategic links**

*The Best Value Review 2003* proposed three priority outcomes for the corporate approach to community development and involvement:

- promoting local governance
- enabling the delivery of better services
- promoting and encouraging communities to thrive and develop

These outcomes inform the aims of the work of CIDU:

- to create constructive and dynamic partnerships between Southwark citizens and all public sector agencies leading to improved local governance arrangements and improved local services
- to provide a corporate resource for the development and implementation of community development and engagement across Southwark Council at a strategic and operational level
- to promote social cohesion and civic responsiveness among residents, communities and voluntary and community organisations in Southwark, through partnership working to create strong, confident and sustainable communities able to express opinions and advocate to meet their own needs

CIDU provides policy and development support to the Stronger Communities Task Group, a multi-agency working group aligned with the Local Strategic Partnership which oversees the development and implementation of the 'informed, active, and responsible citizens' action plan.

This work includes:

- supporting the active citizens' hub which provides training, information, mentoring and advice to groups and individuals wishing to become more active citizens
- linking with voluntary sector networks on the development of new working arrangements within and between voluntary bodies
- providing advice on funding and on developing services which promote active citizenship

### Practice

*"There are no communities who we cannot reach and engage."* (CIDU Manager)

CIDU has a key function in providing a central unit and corporate resource for the implementation of community development and engagement across the council. The process of how practice relates to policy is described as follows:

*"The community strategy was translated into the corporate plan which was translated into the section business plan which was translated into individual work plans. So the links are there."*

(CD Manager)

Within CIDU community development staff are particularly focused on two key areas of work:

- community engagement in community councils, for example supporting wider participation in meetings and enabling communities to propose ideas for community council funding pots

- the empowerment of communities of interest, for example setting up and supporting borough-wide forums and networks

Alongside this work, CIDU also has a role in taking an overview of community engagement across the borough and identifying the needs of emerging communities. The staff roles reflect this work pattern:

- one service manager
- three supporting management roles
- five workers supporting community engagement in community councils
- community cohesion worker
- one information coordinator
- four Bengali community development project workers (some part-time)
- Somali community development worker
- LGBT network co-ordinator
- Multi faith forum co-ordinator
- Muslim forum co-ordinator
- co-ordinator for the disabilities forum and pensioners forum

All the community of interest forums have independent management committees or steering groups and receive time-limited funding. The workers are currently employed by the council and CIDU provides management support and hosting to the projects. Work is progressing to enable them move to full independence and autonomy.

## **Resident Involvement**

The Resident Involvement Team is also based in the Social Inclusion Service. It is primarily responsible for supporting the development of tenants and residents associations and facilitating a process of resident involvement and influence. This involves networking between associations, brokering relationships with councillors and providing opportunities for consultation in areas where there isn't a formal structure.

## **Neighbourhood Renewal**

Although no longer within the same service as CIDU, many Neighbourhood Renewal workers are using a community development approach in their work. Neighbourhood Renewal workers are split across four geographically based teams or quadrant'. In the South West quadrant three are working on Can Do projects on two estates in the area. In these initiatives a door to door survey has been carried out to identify local issues and the level of community cohesion. This baseline is used to inform a series of interventions including community-led initiatives. In at least two Neighbourhood Renewal areas, officers have led initiatives to bring together those taking a community development approach to develop a more coordinated plan of action.

*"What I like about Southwark Council is that they understand that different communities are at very different stages of development. Some have organised themselves into voluntary organisations and have the confidence and skills to get resources for themselves. Others, however, lack the skills and resources and need someone to work with them to develop and make links between services and the community. The Somali community has very few workers within the services and so these links are especially needed. I have seen many other local authorities who say that the Somali community is divided but nothing is ever done about it."*

(Somali community development worker)

# *Examples of practice*

## *Southwark Muslim Forum*

The forum was established in 2002 and has matured over the past year with the support of a forum coordinator employed by the council and hosted by CIDU. The forum currently has over 60 members and provides a broad-based voice for the Muslim community of Southwark. The forum coordinator services the forum's executive committee of 15 members. The work also involves capacity building by helping mosques and other member organisations with training, mentoring and governance advice etc. The forum has recently secured funding for new projects including establishing a Muslim parents forum, organising an Islam exhibition including foods and arts, an accompanying week-long event for children to be organised through schools, and a training programme on Islam for service managers and other professionals.

## *Café Conversations*

A Café Conversations event in Dog Kennel Hill engaged people with learning disabilities in conversations on community safety with local police and other workers in the community. Preparation work by the community development workers included recruiting and training four

people with learning disabilities to work as hosts and facilitators. The pilot won a national award from the Royal College of Arts and a full project was later rolled out with 16 conversations in the four neighbourhood renewal areas. The conversations culminated in a conference event with over 70 participants.

## *Tenant participation*

One worker said: "I have got to know the six tenants and residents associations in my area and the issues of concern to them. I prioritise one or two for intensive support and sit down with them to work out their development needs and an action plan. For example the first year might be just getting better organised in terms of meetings, and the second year might be developing new activities for younger people. When I do drop back they know that I am there to call on if required. It's a relationship of trust where I use coaching and mentoring and link people into both formal training and customised training and support."

# *Focus on Stockport*

## **Position**

The community development team sits within the Social Inclusion Unit of the Adults and Communities Directorate, one of Stockport Council's 'outward facing' service areas incorporating adult social care, community development, community resources, neighbourhood renewal, strategic housing, community safety and customer services. Working alongside the community development team within the Social Inclusion Unit is the community resources team which has responsibility for community buildings, community rent grants and activities around Black History Month.

## **Resources**

The core team budget is £165k of which £150k is for staff salaries. There are twelve staff members, many of whom are part-time. Additional external funding covers specific projects and posts.

## **Strategic links**

Community development has existed in Stockport Borough since the late 1980s, in both the council and the Primary Care Trust (PCT). It has survived rounds of financial cuts giving the work both depth and experience. Senior management in both the council and the PCT has supported the development of the community development service, and this culminated in a joint Community Development Strategy for the Borough, published in 2005.

This strategy sets out the following outcomes:

- communities are flourishing, trust is widespread and

diversity is celebrated

- geographical communities and communities of identity play an active and vibrant part in service delivery and governance
- improved quality of life in communities is achieved
- citizens and communities are engaged in creating a healthy and sustainable Stockport
- community activity improves confidence, self-esteem and well-being
- community development support is delivered to nationally recognised standards

Stockport Council produces a three year over-arching strategy and set of corporate priorities. The Community Development Strategy is integral to this and is part of the council's 2007 – 2010 commitment to building 'safe and strong communities'.

The Community Development Strategy outcomes also link directly to the Local Area Agreement outcomes, such as empowering local people to have a greater voice and influence over local decision making and increasing public involvement in local democracy in order to reduce inequalities borough-wide. The strategy also links with the council's Neighbourhood Renewal Strategy, and the work of the community development service has been a strong feature of the work and values of the North West Neighbourhoods Gateway.

Local and national policy inform practice in various ways. For example, the head of the Social Inclusion Unit is a member

*Photo: Stockport Communities United Forum*

of the national *The Community Development Challenge* working party and brings learning and thinking from that group to the service. There are also national and regional links with community development support bodies and national strategies around community empowerment. Frameworks such as *Firm Foundations* are recognised as significant sources of guidance and effective practice.

In 2008 a jointly managed PCT and Stockport Council community development service was developed. This is a major restructure for the community development team although staff will remain in their respective organisations.

### **Practice**

A relatively new joint outcomes framework and toolkit has been developed for planning and evaluating community development across agencies in Stockport. This project creates a new partnership process overseen by a project board made up of senior managers from the Adult and Communities Directorate, the PCT, the Council for Voluntary Service and the community representative from the Local Strategic Partnership board.

As part of this new planning process a community questionnaire was sent out to 238 known community groups in January 2007 to assess needs. This revealed five top needs across most of the communities:

- access to grants
- help recruiting and retaining volunteers
- help with publicity



- assessing local needs
- support from a community development worker

Having mapped needs, a planning flowchart and workers' questionnaire based on the *ABCD* model was used to analyse the potential for community development input and to aid the development of exit strategies. An action plan with timescales was discussed with the relevant community groups for their input. In one-to-one supervision the worker discussed their ability to resource these needs and then agreed a contract with communities around tasks, measures and milestones. The worker recorded progress for discussion at monthly supervision sessions, quarterly reports fed into the Community Development Board and a six monthly review is held with the community. Weekly team meetings keep everyone up to date.

# *Examples of practice*

## *Stockport Mela*

In 2005 the very first Asian celebration was a relatively small Eid Milan party. The community development team was responsible for most of the organisational work, but since then they have developed a fully functioning community committee to take on the visioning, organisation and resourcing of the event, developing community ownership and creativity. This has involved two years of facilitation work with the community, building their strength step-by-step and creating a constituted group with delegated roles and responsibilities for all members. Capacity building training enabled the group to play a full part in making funding bids and organising subsequent Melas and a Festival of Arts and Music Entertainment. Each year they have been empowered by their successes to raise more money and sponsorship.

## *Building community spirit*

The community development team is helping to build a stronger Adswood and Bridgehall by increasing the numbers of local people involved in activities and developing positive community spirit in the area. Projects include the new Bridgehall Community Centre, opened in 2007 after several years of planning and hard work. The team supported four community activists to set up a steering group, who are now responsible for the day-to-day management and development of the building. In the same area the workers

are supporting a street representatives scheme, engaging new representatives and supporting them to raise their street's issues with service providers.

## *Black and Minority Ethnic Children's Fund Project*

This community development project brings together three Asian Muslim community groups, an African and Caribbean group, a refugee support project and a newly formed Chinese group to provide cultural awareness classes for their children. It brings the communities together to manage the project, with support from the council's community development team and a BME liaison officer. The project was rooted in many years of community development work, including a lot of work to help the different groups understand and empathise with each other. The communities are motivated by their desire to enable children in diverse community groups to learn about their language and cultural heritage. The project is sustaining itself through developing a joint organisation to seek additional sources of funding. This organisation, Stockport Communities United Forum, receives intensive training and day-to-day community development support. Following a comprehensive review of the activities by the children, tutors and parents, a training programme has been developed by a member of the community development team with the tutors to explore areas such as the use of learning through play.

# *Community development impact*

There are literally thousands of examples of local authority community development work available from these five case study areas and elsewhere across the country. From this research we can draw a summary of the types of impacts made by community development based in local authorities:

- strengthening local community infrastructure, such as the number of groups and organisations which exist in a locality
- building community cohesion among people who have never come together before, increasing awareness, understanding and positive interaction between people of different backgrounds
- helping groups to obtain funding and feel prepared and able to manage these resources
- helping communities to have influence and to articulate views to a variety of audiences
- developing clearer ideas about local needs, what organisations exist and what they do
- supporting groups with planning processes
- supporting the development of new organisations through contacts, funding support and lobbying of service providers
- developing and strengthening local networks

## **What community groups said about community development workers:**

- “Their knowledge and contacts make things happen”
- “The community development worker has enabled us to improve and come together as a community, to get things done by and for the community, and created communication which has improved our quality of life”
- “Our group would not have got off the ground without the help and advice of our community development worker”
- “The hands-on approach is a first point of vital contact”
- “The workers have expertise in bringing together various activities and organisers for community benefit”
- “The worker has helped strengthen relationships with the local authority through networking and sharing information”
- “Community development workers forge links with the council and ensure effective delivery”
- “They provide consistency, skills and a presence that provides the glue and supports the credit union”
- “Our development worker provides a regular presence, bringing stability to the group and filling gaps when and where necessary”
- “They are very good at making links between us and other agencies and community groups, they share their knowledge and contacts and provide invaluable service”

Often there is a clear and quite immediate relationship between a community development intervention and the results. For example in Scotswood, Newcastle, plans to build an academy involved closing a path that was well used by local people. It would have made the route to shops much more difficult, particularly for elderly people. The community development officer encouraged the developer to work with the tenants association and to consult on the proposals. This influenced the final decision not to close the route.

In other cases, the consequences develop in a varied way over a period of time. For example with the Older People's Multi-Agency Group in Kirklees, a community worker took the lead in organising a series of older people's roadshows in six neighbouring settlements. This involved recruiting more than 15 agencies to take part, arranging venues, publicity and transport and carrying out outreach work to encourage community members to participate. Outcomes identified to date include:

- the Benefits Advice team has calculated that the events resulted in additional take-up of benefits amounting to approximately £350k
- a voluntary agency involved in community transport has reported a substantial increase in members from the area
- those who attended are now more aware of the services available to them
- services involved commented on the benefits they gained in learning about each other

In addition, three priority issues were identified through the involvement process – health, transport and safety. The community worker has subsequently organised focus groups around health and community safety and signposted people to an area committee meeting focusing on transport. Issues arising and suggestions for action have been fed back to neighbourhood management groups and the PCT. The Older People's Network is now seeking to re-energise itself and to encourage more involvement so that it can more effectively represent members' interests on the Older People's Partnership Board.

A crucial and yet often undervalued element of community development work is that of building alliances, as the two quotes below demonstrate:

*"Community development input is good at bringing people together from a diverse spectrum – facilitating dialogue that leads to ideas developing. There are lots of little individual groups. Community development goes out and meets them all – creates links, brings diverse groups together."*

(community development manager)

*"The LGBT Forum has become involved in other activities through their connection with the Community Development Unit. Bringing together different communities is empowering."*

(community group representative)

*Photo: Sloppy Slippers Project, courtesy of Newcastle CDU*

The relationship between community development work and achieving local targets is shown in the support given by Stockport's community development staff to the Adswood and Bridgehall Community Festive Market.

This was a capacity building event involving local residents and agencies in the planning and running of the event. The objectives were to provide learning opportunities for local people, to promote a positive image of the area to people from outside, to provide an opportunity for stakeholders to promote their services and local community groups to fundraise and showcase their talents. The process and event were carefully monitored and evaluated. Over 600 people attended and 260 completed evaluation forms. The Local Area Agreement targets – increased attendance, positive community spirit and more people informed about their own community – were achieved.

An additional and particularly positive outcome has been the involvement of young people not just in the event itself but subsequently in taking the initiative, chasing up community development workers, organising their own meeting and feeding back their views from it.



# *Making the connections – strategy, process and outcomes*

The new local government performance framework for England includes a number of indicators of aspects of empowerment and community strength. It is clear from this case study research that community development carried out in local authorities can make a significant contribution to the achievement of these outcome indicators.

We have chosen three of the national indicators (NI) below and provided examples of local authority community development support which contributes to their achievement:

- **NI 1: People from different backgrounds get on well together in their area**
- **NI 2: People feel that they belong to their neighbourhood**
- **NI 4: People feel they can influence decisions in their locality**

It is not possible to provide data on the indicators in relation to the specific community development input in these areas, as some of the indicators are new and local authorities are still getting to grips with how to collect the data and relate it to practice. However, we feel it is important to begin to link examples of community development practice to relevant indicators, in order to illustrate the links between local community development activity and national and local strategic targets.

## *NI 1: People from different backgrounds get on well together in their area*

Example of community development work that positively influences this outcome:

### **Building bridges in Savile Town**

Savile Town hit the headlines when a local resident was arrested following the 7/7 bombings. The local community worker knew, and was trusted by, many in the local community and became a key link between the local authority and the community. Working with the manager of a community centre in the area, the community worker called a meeting to seek local ideas and involvement in building bridges between the communities. Twelve people attended the meeting and a member of the local association suggested a series of community events with the theme of foods from around the world. The group now has over 50 people on its contact list of attendees and holds regular meetings. The meetings provide an opportunity for discussion with a willingness on all sides to explore sensitive areas and begin to break down myths and stereotypes. Out of the events friendships have formed across communities. There is acknowledgement both from residents and agencies that community workers have enabled this whole development.

Other examples from the case studies include supporting communities to:

- produce a children's book about a local black historical

figure and promote it within local schools as a way to enhance the curriculum

- establish of a number of inter-generational projects involving schools and older people's groups
- encourage disadvantaged and isolated individuals to participate in a community event, who afterwards started to communicate again with their neighbours
- develop specific groups which meet identified community need and shared usage of facilities such as community entertainment, social groups, sports groups, recreational groups and pensioners

- successfully campaigned for a local newspaper delivery
- provided 60,000 bulbs, 10 bird boxes and 10 seats in the village as well as hanging baskets and a village notice board
- erected a new welcome sign at the entrance to the village
- held a Christmas event and a scarecrow competition every year, and lots of other events

Although the group involves people with substantial business experience and skills, they were new to many aspects of community organisation. The community worker's own role has progressed from suggesting "you could do it like this" to just affirming the villagers' own ideas and plans. She initially attended every meeting of the group to provide advice and support but now attends their meetings every three or four months and keeps in telephone and email contact.

Other examples from the case studies include supporting communities to:

- establish an annual local festival that involves local schools, artists, businesses, community groups and council and other agencies
- organise a St George's Festival
- carry out needs assessment work with Latin American, Sierra Leonian and French-speaking African communities

## *NI 2: People feel that they belong to their neighbourhood*

Example of community development work that positively influences this outcome:

### **Friends of Hunsworth**

Two residents were looking to increase community spirit and make their village a better place in which to live. They were referred to a community worker who supported them to organise a public meeting. Since then they have:

- formed a committee of approximately 12 people
- formally constituted the group as Friends of Hunsworth
- secured four separate funding grants
- carried out a clean-up campaign

*Photo: Community event organised by Newcastle East CDU*

## *NI 4: People feel they can influence decisions in their locality*

Example of community development work that positively influences this outcome:

### **Making LINKs**

Community development support for LINKs (developing involvement in health issues) helped identify various issues that Bangladeshi women had about maternity services in Newcastle. A community development officer who attends the Community Action on Health Forum fed these issues in to the forum, and a group of women were supported in becoming empowered to look at and raise issues themselves.

Other examples from the case studies include providing support to:

- communities wanting to influence planning decisions locally such as turning down an inappropriate development of flats without adequate community facilities
- pensioners having an input into the Older People's Plan
- well supported, well-run tenants and residents associations empowering people with more decision making within the immediate area on things that really matter to them
- a multi-faith forum working on issues including chastisement and teenage pregnancy which feeds into policy development
- the development of Community Councils, with



attendance figures of 60 to 70 people from diverse communities

- communities wanting to develop a stronger voice around street drinking in Camberwell, which led to reduction in anti-social behaviour and greater confidence in public agencies ability to tackle the issue

# *Supporting local authorities to become empowering*

Community development can be seen to have a dual facing role – towards communities and towards agencies. Both communities and agencies need to feel empowered and to build their capacity to work effectively together for successful community development to take place. Much local authority based community development is about supporting other council departments to develop their practice in relation to communities, using the structural links with colleagues to raise the profile of community empowerment.

For example, one interviewee in Southwark noted:

*"The community work team is a practical and valuable service that the council cannot do without, and which can reach the parts of communities that other services may not be able to reach and support services in involving those parts of communities."*

Another interviewee from Southwark illustrates how community development units can inform and influence other service departments within the same authority:

*"Although there is lots of good practice in other departments there was very little link up across departments when I first started. We have been working with CIDU so that they can take more responsibility for hard to reach groups. The work has raised the profile of participation and has helped young people to think more widely."*

(Children's Service participation development officer).

This central role is achieved by both the practical and strategic importance of community development. In Southwark, the strategic importance of community development within the authority is reflected in a process of: *"Tying community development principles to more corporate strategies and interweaving community work and development into the some of the key council priorities and in the service plan."*

Newcastle also provides many examples of where the Community Development Unit has supported other services in the authority. One example is the production of a community engagement toolkit which forms a key element in delivering the Community Engagement Strategy. The toolkit is well used by other departments and by community development officers working alongside officers from other departments on engagement work. Two examples from Kirklees also show the value of an internal community development team to the rest of the authority:

- on one estate where there have been problems of young children involved in anti-social behaviour, the community worker has helped to bring the local authority and other services together to develop a joint plan of action and to work with local residents
- community workers have been involved with providing training sessions to other services and agencies, such as libraries, to help them develop their understanding and skills in community engagement

# *What distinguishes community development in local authorities?*

There is clearly a role for community development work carried out both in public authorities and in the third sector, and local authority community development workers value community work undertaken outside the authority. In Southwark, for example, there is particular praise for the work that has gone on in settlements. In Newcastle there is a strong culture of working with the third sector.

But there are particular benefits of the local authority setting which are identified in this research including:

- access to resources, people, information and opportunities
- community development being at the heart of the local authority
- the potential for having an impact on mainstream agencies
- allowing a two-way process of awareness between the local authority and communities
- the local authority is best placed to implement national government initiatives
- being central provides a strategic importance and a positive link to policy

However, interviewees also identified tensions associated with community development being situated within the local authority:

- the predominance of a social control culture, for example crime and disorder, tenant enforcement and youth offending, rather than a culture of community empowerment
- seen by the community as part of the council and therefore not on their side (working for the bad guys)
- potential for constant conflict as empowering communities means them challenging those in power
- community development staff can be seen by others in the council as complicated and awkward

A useful model for understanding the particular roles of community development workers who are located in public agencies is illustrated on the following page. It was originally developed by the Department of Health and adapted for *The Community Development Challenge* report.

## *Four key roles of community development workers*

<b>Change Agent</b>  Identify community concerns and gaps in services  Seek out capabilities to develop innovative practice  Increase channels of communication between community and statutory authorities	<b>Service Developer</b>  Advise on training and education of staff  Highlight the importance of culture in service systems and practice  Develop joint working between statutory and community service
<b>Access Facilitator</b>  Help people find effective pathways across services  Direct people to community resources  Address language and other barriers to services	<b>Capacity Builder</b>  Develop socially inclusive communities  Engage in establishment of community leadership  Assist in development of community organisations

In the following illustration of practice, all four roles are evident.

## *Somali Advisory Forum*

The Somali community makes up three to five per cent of the population of Southwark and the Community Involvement and Development Unit has employed a Somali community development worker to work with this community for the last three years.

### **Capacity Builder**

With the help of a consultant the community development worker held a number of meetings under the title of Working Together Works in order to bring groups together and begin to break down the lack of trust. These resulted in an agreement by those involved to develop an umbrella organisation to bring together all the Somali community organisations and to look at community needs, plan together, and to provide a voice for the Somali community.

### **Access Facilitator**

This led on to a series of meetings with different services to explore how access to services could be improved. The forum also produced a directory of Somali community organisations which helped to both signpost people to appropriate organisations and helped organisations understand each other better, improve co-operation and reduce overlap.

### **Service Developer**

Following a forum evaluation exercise in 2006 a number of further projects were developed including:

- assessment of Khat use, including meetings with service providers, to improve services for users

- a pilot day care project run by a Somali elders group in conjunction with Social Services following an exploration of the needs of older people, many of whom were very isolated and not accessing services. The community worker has been involved in both a capacity building role with the elders group and as a facilitator and link in the project development process.

### **Change Agent**

Impacts of the forum's work include:

- Social Services now employ a Somali social worker to work with Somali families. This has helped to bridge the mistrust which previously existed between the community and Social Services. Some members of the Somali community are now being trained up as foster parents
- more translated material is now available
- the library now has a Somali section and a homework support teacher

*"There are splits within this community and one of my priorities has been how to address these divisions and to help the community to focus on their lives here in this country rather than differences they have brought from home. There were initially a number of different community based Somali organisations – with different views and members. There was no collective voice, for example when approaching the council."*

(Somali community development worker)

# Measuring effectiveness

*"Evaluation can be really dynamic in creating the stimulus to change and improve."*

(interviewee from Stockport)

Community development is often described as ephemeral and difficult to pin down, yet all five local authorities are aware of the need to capture evidence. In fact, the studies show that a great deal of thinking, commitment and investment goes into monitoring, performance management and evaluation.

In 2005 **Southwark** Council piloted a core set of community involvement indicators, developed by the Community Development Foundation for the Audit Commission. They tested the community influence indicator in the bi-annual Best Value residents survey. Southwark now adopts a range of mechanisms to assess effectiveness:

- evaluations of initiatives and projects
- MORI polls every two years and associated satisfaction indicators – particularly around questions on influence and getting on well together
- supporting groups to measure their work in relation to floor targets
- development of a performance management framework to link to new performance measures
- measuring the impact of a street leader scheme through monitoring the issues raised, and measuring people's satisfaction with their area (piloting neighbourhood-level surveys and focus groups)

- assessing changes in groups where they have carried out needs assessments
- case studies and stories from local people
- evaluating events and initiatives in terms of numbers and diversity of attendance

In **Newcastle**, a new monitoring and evaluation system was developed in 2007. The system aims to help measure the work and examine whether the Community Development Unit (CDU) is meeting the Service Plan priorities in a way that gives good value for money. It is designed to gather information showing the diverse range of people that the unit works with and enable it to plan for equitable and inclusive delivery.

For example, in the 12 month period from 1 October 2006 to 30 September 2007:

- the unit involved a total of 41,695 people in community development activity
- 110 community groups gained £214,517 in grant aid to support their own local projects
- 3,882 people were supported to take part in community engagement with local authority services
- 20,621 people took part in community cohesion events and activities
- 3,643 people accessed capacity building activities involving the delivery of 7,218 training or learning hours
- 2,833 people were supported to be involved in regeneration

- 218 people were supported to represent their communities on crime and community safety issues
- area teams provided a further 2,044 people with advice and signposting

Figures can also be broken down to illustrate the numbers of people participating in work in relation to the council's Service Plan priorities of community engagement, community capacity building, community cohesion, social inclusion, sustainable regeneration and crime and community safety. Equalities monitoring helps to gather information that shows how the unit is performing in terms of making services accessible to all. It not only shows the diverse range of people worked with, but also the types of community development activity different people, groups and communities take part in.

In addition, the unit recently introduced a standard evaluation form to help identify the impact and value of work as perceived by those who access services. Although it is well recognised that gathering this kind of information is more difficult, the CDU wanted to test this through a short pilot. Ninety eight forms were returned in the pilot quarter and the results showed that people felt they had gained significantly from taking part in community development activities with an average of three or more outcomes per participant. The results from the 98 returns showed, for example, that 76 felt they had gained a greater understanding of people from different backgrounds,

generations or abilities as a result of community cohesion activities, and 94 residents felt they had been supported to take part in the work of the council, decision making processes, community activities, or to access services and other resources.

In **Kirklees**, the main way in which evidence of the community work team's work is captured is through a quarterly monitoring procedure. Up until fairly recently this focused on collecting quantitative information including:

- number of community groups provided with intensive support
- number of training and capacity building events and number of people participating
- number of groups provided with funding advice

This is changing, however, to capture more qualitative information about the impacts of the work. Community workers are asked to include a description and impact summary of selected examples of their work under the following headings:

- groups provided with intensive community work support
- new groups developed
- training and capacity building events
- individuals developed new skills
- funding secured
- cross community initiatives

In general, communities have little involvement in collecting this information although one community worker explained how they 'quite often sit down with a group to write down what we did and then transfer this information onto the monitoring form'. Individual pieces of work will also sometimes have their own form of monitoring and evaluation which may involve the community through feedback, evaluation sheets and consultative exercises. In addition, the principal community work co-ordinator presents a quarterly update to the Safer Stronger Communities board. This update pulls together information from the Community Work Team, the voluntary action network and the Community and Leisure Services to feed into the Local Strategic Partnership and inform reporting on the Local Area Agreement.

**Stockport** has established a new community development project which provides a model for developing future action plans with stakeholder ownership and participation. The project has developed a multi-agency approach toolkit which establishes clear reporting structures for monitoring and evaluation using a joint outcomes framework and shared performance measures for all agencies to use. *The Community Development Performance Measurement Workbook* is part of a comprehensive toolkit for planning and evaluating community development in Stockport. The workbook is still being trialled and refined by staff and

community groups, and is a means of identifying performance measures which will be shared with communities to debate their validity. The toolkit has been devised locally but is rooted in *ABCD*.

The workbook begins with a definition of the different types of intervention. A population base is then established to count how many people or groups have benefited from each intervention over a 12 month period. For each of the six outcomes listed in the Community Development Strategy there are a set of performance measures and methods for collecting information. Workers agree a written contract with any groups they work with and a community evaluation form or satisfaction survey is used annually for groups to assess how helpful the worker's intervention has been. Workers use a standard format for recording their day to day work with groups and use an additional form to reflect on their practice, learning and developmental needs. Contracts are then reviewed as part of the evaluation and planning process.

In addition, the team monitors and evaluates all their work, using the *ABCD* model to form a profile for each group worked with and as a means of recording and evaluating progress. All enquiries at the office are logged. Visitors use a signing in sheet to express their satisfaction with the service received and identify further help required. The team has also developed a methodology to enable communities to evaluate their own actions and to plan ahead.

*Photo: Newburn Community Festival, courtesy of Newcastle CDU*

In **Southampton**, community workers report against targets within the performance appraisal and supervision systems, and measures are largely quantitative and percentage related. However, one community development worker here felt strongly that there was a need to overlay this with an outcomes-based framework and a more systematic way of capturing the effects of practice.



## *Further information*

### ***Achieving Better Community Development*** (2000)

Community Development Foundation  
[www.cdf.org.uk](http://www.cdf.org.uk)

### ***The Community Development Challenge*** (2006)

Communities and Local Government  
[www.communities.gov.uk](http://www.communities.gov.uk)

***Firm Foundations*** Government strategy for community capacity building (2004) Communities and Local Government  
[www.communities.gov.uk](http://www.communities.gov.uk)

***Local Involvement Networks (LINKs)***  
[www.dh.gov.uk](http://www.dh.gov.uk)

**Kirklees Partnership**  
[www.kirkleespartnership.org](http://www.kirkleespartnership.org)

### ***National Occupational Standards for Community Development Work***

[www.fcdl.org.uk](http://www.fcdl.org.uk) or [www.lluk.org](http://www.lluk.org)

### ***Newcastle Engagement Strategy***

[www.newcastle.gov.uk](http://www.newcastle.gov.uk)

### ***Newcastle Partnership***

[www.newcastlepartnership.org.uk](http://www.newcastlepartnership.org.uk)

### ***Southampton Partnership***

[www.southampton-partnership.com](http://www.southampton-partnership.com)

### ***Southwark Best Value Review*** (2003)

[www.southwark.gov.uk](http://www.southwark.gov.uk)

### ***Stockport Partnership and Community Development Strategy*** [www.stockport.gov.uk](http://www.stockport.gov.uk)

### ***Strategic Framework for Community Development*** (2001) CDX [www.cdx.org.uk](http://www.cdx.org.uk)



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