

Appendix 1 – Issues with defining community development

The following explore defining community development in more detail and highlights a number of issues.

Issues with defining community development

The process of investigating and then preparing a definition of community development for Dorset has uncovered a number of issues.

A general sense or a specialist sense of the term

The Community Development Foundation's definition of community development highlights an important issue - the term community development can be used in a general sense or in a specialist sense.

This general and specialist use of the same term is not unique, it is commonly found in the legal and business worlds where a word is given a particular meaning different from the common understanding of that word.

The key difference between the general and specialist use of the term community development is that...

- In the general use of the term the values that underpin the development of a community are not important. The term refers to any practice which results in the development of communities or community activity.
- In the specialist use of the term the values that underpin the development of a community are very important (if not a necessary condition). The term refers to only those activities that use the particular set of values in the development of a community.

The difference between the specialist use of the term community development and its more general use was a subject of discussion...

- At the workshop held on the 17th November 2006.
- In the focussed interviews held with people that develop communities in Dorset.

At the workshop some of the people attending understood community development in the general sense of the term (involving anything that developed or changed a community) while others understood the term in the specialist sense (an approach necessarily underpinned by a certain set of values).

It is evident that many people involved in developing communities do not appear to have a clear understanding of the different uses of the term community development.

All the values all of the time?

Another issue is regarding the degree to which community development values must be applied in the development of a community for the specialist sense of the term to apply.

Do all of the community development values have to be applied all of the time? Alternatively, can an activity be seen as community development in the specialist sense if only some of the values are applied all of the time, or if all of the values are used but only for some of the time?

Some people may argue that a pragmatic view with regards to the application of values needs to be taken when looking at community development.

It is possible that this view is held because people working to develop communities often have to do so in an environment that has many conflicting sets of values including the...

- Community development workers personal values
- Values belonging to the organisation that employs the community development worker
- Values linked to a particular project or programme
- Values belonging to community development (as from the Community Development Exchange)

It is easy to imagine that, instead of one clearly defined set of values guiding the activities of someone developing a community, a maelstrom of values exists making work complicated and confusing.

However, if it is acceptable in the specialist sense of the term to 'compromise' on the application of community development values the question of degree arises...

- How many of the values do you need to use and how much of the time do you need to use them before the specialist sense cannot be used and the general use of the term applies?
- Which of the values do not have to be applied all of the time before the specialist sense of the term cannot be used and the general use of the term applies?

This pragmatic view of applying the community development values rapidly becomes a slippery slope on which it becomes possible to 'rationalise' away the values that give community development (in its specialised sense) its distinctive approach.

Community development (in the specialist sense) is fundamentally underpinned by a specific set of values and any compromise in the application of these values means that the integrity of the term is lost. It is a necessary condition that all of the values are applied all of the time for the specialist sense of the term to apply.

Who are community development workers?

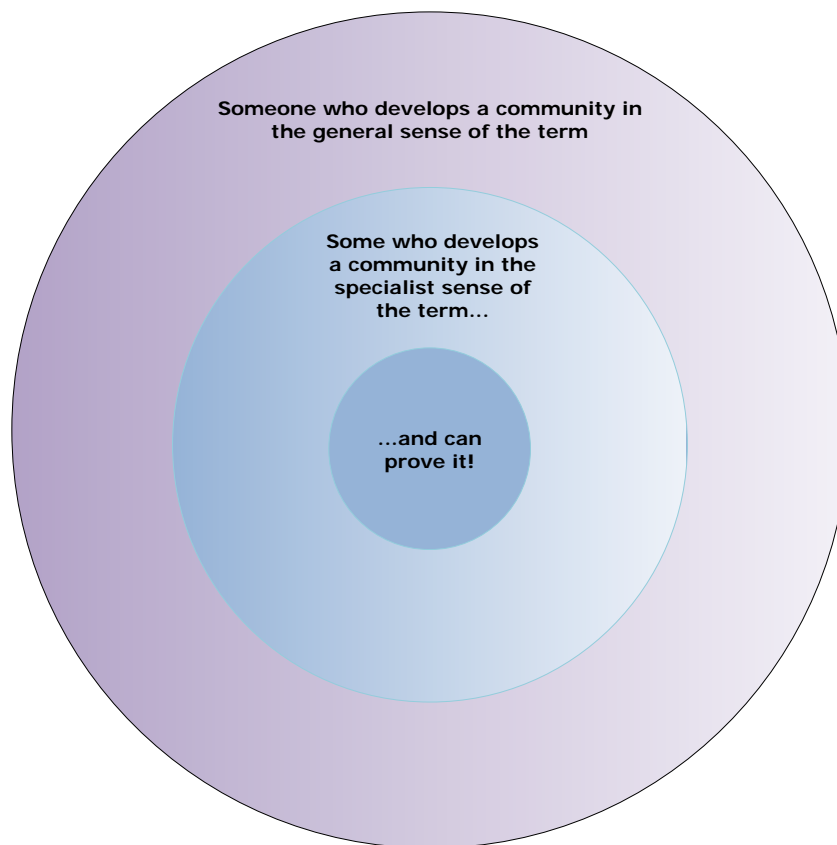
Having established that the term community development has a general and a specialist usage who is and who is not a community development worker will depend on how the term is being applied...

- If the term community development is used in the general sense then there are a significant number (many thousands!) of people being employed by a wide range of organisations in Dorset can be seen as a community development workers.
- If, however, community development is used in the specialist sense then a community development worker is only someone who applies the community development values in the development of a community.

Differentiating between these two groups of people comes down to identifying those people that actually apply all of the community development values all of the time in their activities developing communities.

This diagram shows community development workers in the specialist sense as a subset of people who develop communities.

It also adds an additional set of people that can prove that they apply all of the community development values all of the time in their activities developing communities.



Measuring the performance of community development workers

Being able to identify those people that apply all of the community development values all of the time in their activities developing communities is important to being able to distinguish between those people that develop communities in the general sense of the term and those that do this in the specialist sense.

However, measuring people's performance in developing communities in terms of their application of community development values is not commonplace.

In Dorset only 4 people from a total of 36 sampled were able to say yes to the question... Is your performance ever evaluated in terms of how well you have applied the CDX's (Community Development Exchange's) values to your work?

In addition to this only 1 of these 4 people said that they carried out their work activities 'always in accordance with all of the CDX's set of values'.

Measuring performance against of a set of values is something that is commonly done within a number of established professions. Once people have qualified they are expected to perform to a certain standard and adhere to certain values. If someone within that profession is found to be performing below an acceptable level or not in accordance with the values then action can be taken against them.

Community development is increasingly being 'professionalized'. It is possible to obtain degrees in community development, a set of occupational standards⁵ have been produced and the national working party⁶ – 'CD2' - make the recommendation that...

'Community development is promoted as a nationally recognised occupation with a clear basis in values, methods and outcomes.' (The Community Development Challenge, Department for Communities and Local Government, 2006)

A way to objectively measure the application of community development values in community development workers activities would be a significant step forward. It would provide a mechanism for the clear differentiation between people developing communities in the general sense and those developing communities in the specialist sense.

Community Development workers in Dorset and values

An investigation into the values used by people developing communities in Dorset was carried out as part of the process of developing a definition of community development.

Methodology

A questionnaire was distributed across Dorset to as many individuals involved in developing communities as possible. Initial distribution was via contacts supplied by Dorset Community Action and to managers in local authorities. Everyone was asked to cascade distribution within their organisations. A total of 36 questionnaires were returned.

Questions and results

Within the questionnaire Section Five focussed on values and asked the following questions...

Section Five - Values

46. Do you feel that a set of values plays an important part in the work you do?
(*Highlight one answer only*)

27 Yes
0 No
9 DNR

47. Which set of values most influences your work?
(*Highlight one answer only*)

5 Community Development Xchange's set of values
12 My organisations set of values
7 The programme or project set of values
7 My own set of values
5 DNR

48. How do you carry out your work activities?
(*Highlight one answer only*)

2 Never in accordance with any of the Community Development Xchange's set of values.
7 Sometimes in accordance with all of the Community Development Xchange's set of values.

- 11 Always in accordance with some of the Community Development Xchange's set of values
- 2 Always in accordance with all of the Community Development Xchange's set of values.
- 14 DNR

49. Is your performance ever evaluated in terms of how well you have applied the Community Development Xchange's set of values to your work activities?
(Highlight one answer only)

- 4 Yes
- 0 No
- 17 DNR

50. If yes how often...
(Highlight one answer only)

- 0 Always
- 2 As often as not
- 0 Rarely
- 2 of the 4 DNR

51. If yes who takes responsibility for evaluation of your work?
(Highlight one answer only)

- 1 Management committee
- 6 Employer/ Line Manager
- 0 Funder
- 0 Communities you work with
- 0 Peer
- 2 Self
- 1 Do not know

52. Do you experience conflict between different sets of values when trying to carry out your work?

(Highlight one answer only)

- 12 Yes
- 12 No
- 12 DNR

53. If yes please explain...

"Conflict occurs particularly when working in partnerships that have different sets of values"

"Conflict between my own values and that of the organisation"

"Funders and local authorities sometimes make value based decisions on the basis of cost saving which is in direct conflict with the values of the local communities"

"Political will and motivations, funding issues and influences, and the difference between enabling and doing"

"Where funders or partners are predominantly interested in the output of work - often to tick their own target boxes..."

“When not all partners are committed to all community development values in reality e.g. some agencies do not welcome their practice being challenged, only wish to co-operate if the project meets its own agenda/targets.”

“As Community Development Worker, I think you have to be very clear about your accountability - this helps when conflict of values need to be dealt with. I work on the premise that I am accountable to the community /groups I work with above my funders and employers.”

54. To what extent do you have control over decisions regarding the following?
(Highlight one answer for each activity)

Your community work practice...	None	1	Some	15	Total	13
Training (for you)...	None	0	Some	24	Total	6
Work priorities for organisation...	None	7	Some	19	Total	4
Budgets/expenditure...	None	5	Some	23	Total	1

55. To what extent do you feel the communities you work with have control over decisions regarding the following

(Highlight one answer for each activity)

Your work activities...	None	3	Some	22	Total	3
Training (for communities)...	None	5	Some	19	Total	2
Work priorities for your organisation	None	3	Some	24	Total	2
Budgets/expenditure...	None	7	Some	20	Total	1

Analysis of results...

Question 46 indicates that the majority of people responding felt that a set of values play an important role in their work, however, question 47 shows that often this set of values belongs to the organisation the person works for, are their own set of values or of a particular programme or project. Only 5 people indicated that community development (as championed by the Community Development Exchange) play an important role in their work.

Looking at the 5 people in question 47 who said that community development (as championed by the Community Development Exchange) play an important role in their work only 2 went on to indicate that they always carried out their work activities in accordance with all of the Community Development Exchange's set of values.

Feelings were evenly split between whether people felt that they experience conflict between different sets of values when trying to carry out your work or not (question 52).

Those people that said they did experience conflict between different sets of values gave a number of reasons including partnership working, cost saving, politics, focus on outputs and challenges to authority.

Only 4 people said that their performance was evaluated in terms of the community development values.

Conclusions

A number of conclusions can be drawn...

- Many workers do not understand the difference between use of the term community development in the general sense or in the specialist sense.
- Many workers across Dorset do not know whether they are community development workers in the general sense of the term or in the specialist sense of the term.
- Many workers are not able to demonstrate a strong knowledge of the community development values.
- Very few workers are able to show that their performance is assessed in terms of the application of community development values.

Recommendations

- There should be a programme of activities aimed at organisations and individuals involved in developing communities to increase understanding of the difference between community development in the general sense and community development in the specialist sense. Leading to...
 - Greater understanding that community development in the specialist sense involves using all of the community development values all of the time.
 - Greater clarity in individual workers minds whether they are community development workers in the specialist sense of the term or in the general sense of the term.
- There should be a way to objectively measure a community development workers performance against the community development values.

Appendix 2 - Community Development Workers Introduction



Are you involved in changing a community in Dorset?

If so, then this is for you...

Introduction

We are carrying out a survey across Dorset (not Poole and Bournemouth) of people who are paid to develop communities as 'community development workers'. A fuller explanation of what we mean by this is given a little later.

The survey is part of a project being managed by Dorset Community Action on behalf of the Active Communities Theme Group of the Dorset Strategic Partnership. The survey will be used to inform...

- The development of a Dorset wide network for community workers
- A strategy for the support of, and investment in, community workers
- The use of Rural and Social Community Programme monies in 2007-08

The questionnaire

The questionnaire should only take 10 to 15 minutes to complete, and aims to find out about...

- People - Who are the community development workers
- Inputs – What resources are being put into community development
- Processes – What activities are being carried out within community development
- Communities – Which communities are the focus of community development
- Values – What values are directing community development

All information on returned questionnaires will be...

- Entered into a database by Help Corporate who will transfer this to Dorset Community Action
- Treated as confidential, covered by the Data Protection Act
- Used only for research purposes and will not be passed on to 3rd parties

The questionnaire needs to be completed and returned no later than the 14th December 2006.

Please photocopy or forward this questionnaire to any colleagues you feel are relevant.

How do you know if you're a community development worker?

Firstly, please don't assume that just because you don't have the job title of 'community development worker' that we are not interested in finding out about you!

Although the term 'community development worker' tends to be used in reference to somebody who not only develops a community but does so in accordance with the set of values in the following definition, we believe that it is entirely possible that some people with the job title 'community development worker' don't always apply all of these values to what they do, and that other people who develop communities in some way, but don't have that job title, do!

This may include people working in a specialist field such as the environment, waste management, sport, arts and culture, community safety, community planning, housing, transport, health etc

So the only way to know if you are a 'community development worker' or not (regardless of whether or not you have the term in your job title) is to...

- Analyse your work activities to determine if these bring about 'change' in a 'community'
- Analyse the values that direct your work activities to determine if some or all of these align with the set of values in the definition that follows

Defining community development

The Active Communities Theme Group of the Dorset Strategic Partnership defines 'community development' as...

...using resources to carry out work that creates something that brings about change within a group of people that share something in common according to the following values...

- *Social Justice* - enabling people to claim their human rights, meet their needs and have greater control over the decision-making processes which affect their lives.
- *Participation* - facilitating democratic involvement by people in the issues which affect their lives based on full citizenship, autonomy, and shared power, skills, knowledge and experience.
- *Equality* - challenging the attitudes of individuals, and the practices of institutions and society, which discriminate against and marginalise people.
- *Learning* - recognising the skills, knowledge and expertise that people contribute and develop by taking action to tackle social, economic, political and environmental problems.
- *Co-operation* - working together to identify and implement action, based on mutual respect of diverse cultures and contributions.

Values in community development

In community development a value is a rule or code of conduct that is intrinsically desirable and which guides or directs...

- What resources should be used
- What and how work is carried out
- What is produced
- What changes are being sort

...in a community.

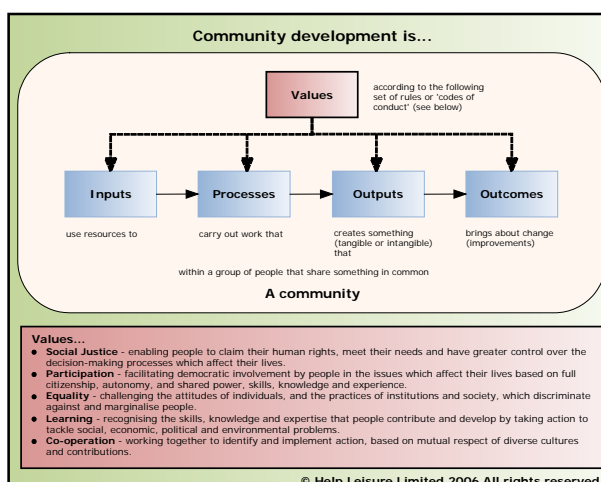
The Community Development Xchange is the UK-wide membership organisation for community development representing a diverse range of interests in community development across a range of sectors and fields. They believe that a specific set of values (see the above definition for these values) underpin community development and that a community development worker should try to apply these values in all of their work activities.

However, other sets of values can influence the activities of a community development worker such as the set of values held by ...

- The organisations within which 'community development' workers are based
- A specific programme or project that 'community development' workers are delivering
- The 'community development' workers themselves

This can lead to the activities of a community development worker being 'pulled' in a number of different directions.

This questionnaire will therefore ask you about your work activities and then the values that direct those activities



Appendix 3 - Community Development Workers Questionnaire



Audit of paid community development workers in Dorset* December 2006

*not Poole and Bournemouth

Instructions

This questionnaire should only take 10 to 15 minutes to complete!

Please read the questions carefully and then write your answer in the space provided or highlight the relevant box or boxes. If you are not sure about a particular question please feel free to phone Tim Huxley on 01929 550144 for clarification between 9 am and 5 pm.

Please return the completed form no later than the 14th December 2006

Completing an electronic copy of this questionnaire

If you are completing an electronic copy of this questionnaire...

- Write your answers in the spaces provided or highlight the relevant box or boxes
- Move from question to question using your cursor
- When you write an answer the space will automatically expand accordingly
- When you have completed all the questions save the completed questionnaire and e-mail as an attachment to... tim@helpleisure.co.uk

Completing a paper copy of this questionnaire

If you are completing a paper copy of this questionnaire...

- Write your answers in the spaces provided or highlight the relevant box or boxes
- When you have completed all the questions post to... Timothy Huxley, Help Corporate, 21 Old Furzebrook Road, Wareham, Dorset, BH20 5DD.

Data Protection

All information on returned questionnaires will be...

- Entered into a database by Help Corporate who will transfer this to Dorset Community Action
- Treated as confidential, covered by the Data Protection Act
- Used only for research purposes and will not be passed on to 3rd parties

Section One – People

1. Name

2. Job title

3. Organisation

4. Address

5. Postcode

6. Phone

7. Mobile

8. Fax

9. Email

10. What date did you start this post? (DD MM YY)

11. Are you...

(Highlight one answer only)

- Part time?
- Full time?
- Job share?

12. If part time or job share how many hours do you work?

13. Are you...

(Highlight one answer only)

- Self-employed / have a contract as a consultant
- Employed on a permanent contract i.e. a contract without an end-date
- Employed on a casual basis e.g. month to month depending on funding
- Employed on a short- term/temporary basis e.g. a contract that has a start and a finish date

14. If you are employed on a short- term/temporary basis what is the length of your contract? (Please note that Q29 asks if the funding for your post going to come to an end)

(Highlight one answer only)

- Under 1 year
- 1 year or more but less than 2 years
- 2 years or more but less than 3 years
- 3 years or more but less than 4 years
- Other (please write below)

15. Which of the following annual salary bands for full time hours does your post fall into?

(If you work part time what is the amount you would be paid if you were full time)

(Highlight one answer only)

- Under £10,000
- £10 -15,999
- £16 - 19,999
- £20 - 24,999
- £25 - 29,999
- £30,000 + over

16. How would you describe the organisation that employs you?

(Highlight all answers that apply)

- Central Government Department
- Local Government Department
- NHS
- National voluntary - not for profit organisation
- Local voluntary - not for profit organisation
- Community Group
- Partnership
- Registered social landlord
- Faith organisation
- Education/training establishment
- Community enterprise
- Private business/enterprise
- Registered charity
- Other (please state)

17. How long have you worked in the field of community development?

(Highlight one answer only)

- Under 1 year
- 1 year or more but less than 2 years
- 2 years or more but less than 3 years
- 3 years or more but less than 4 years
- 4 years or more but less than 5 years
- 5 years or more but less than 10 years
- 10 years or more

18. Do you have a formal qualification in community development?

(Highlight one answer only)

- Yes

No

19. Do you have a formal qualification in a specialist policy area (e.g. sport, health, etc)?

(Highlight one answer only)

Yes

No

20. If yes what area?

21. Which of the following have you received training in?

(Highlight all answers that apply)

Developing strategies/plans

Developing projects

Delivering project

Fundraising

Consultation

Management and administration of community groups

Campaigning

Identifying needs/problems

Conflict management

Advocacy

Training (others)

Networking or building relationships

Communication or publicity

Research or evaluation

Managing or supervising other community workers

Other (please state)

22. Have you undertaken any training courses (accredited or not) related to community development over the last 12 months?

(Highlight one answer only)

Yes

No

23. If yes what was the training in?

24. What is most likely to prevent you from taking up training in the future?

(Highlight all answers that apply)

No/little funding for training

Unable to be released from work duties

Time restraint due to personal demands

Location of training

Do not wish to

Other (please state)

25. What is the top issue in your job?

(Highlight one answer only)

- The amount of work
- Not a big enough working budget
- No training
- No management support
- No political support
- Lack of long term funding
- Other (please state)

26. What do you see as the solution to your top issue?

Section Two - Resources

27. Where does the funding for your post come from?

28. How much funding comes from each source?

29. Is the funding for your post going to come to an end, and if so when and why?

30. Is it part of your job to raise funds to sustain your post?

(Highlight one answer only)

- Yes
- No

31. Do you have access to a budget in order to support your work activities with communities?

(Highlight one answer only)

- Yes
- No

32. If yes how large is this budget?

33. If yes what does the budget you have access to cover?

(Highlight all answers that apply)

- Stationery and equipment
- Transport and expenses costs for activities with those that you work with
- Other (please state)

34. If no does the lack of a budget affect your work?

(Highlight one answer only)

- Yes
- No

35. Is there a specific training budget for your post?

(Highlight one answer only)

- Yes
- No

36. Do you have all the equipment you need to do your job?

(Highlight one answer only)

- Yes
- No

37. If no what do you need?

Section Three – Processes

38. What is the purpose of your post (what are the main aims from your job description)?

39. What activities do you actually do in the course of your job?

(Highlight all answers that apply)

- Developing strategies/plans
- Developing projects
- Delivering project
- Fundraising
- Consultation
- Management and administration of community groups
- Recruiting and managing volunteers
- Campaigning
- Identifying needs/problems
- Conflict management
- Advocacy
- Training (others)
- Networking or building relationships
- Communication or publicity
- Research or evaluation
- Managing or supervising other community workers
- Other (please state)

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40. From the above list place in order of priority the three activities you spend most time doing in the course of your job

1
2
3

41. What proportion of your work time is spent developing communities?

(Highlight one answer only)

- 100%
- 75%
- 50%
- 25%
- Less than 25%

42. What proportion of your work time is spent in direct contact with your communities? *(Highlight one answer only)*

- 100%
- 75%
- 50%
- 25%
- Less than 25%

Section Four – Communities

43. What specialist policy areas do you focus on?

(Highlight all answers that apply)

- Arts (music, drama etc.)
- Built Environment
- Community Care
- Community safety/crime
- Disability
- Domestic violence
- Education and training (includes literacy)
- Employment/economic development (includes unemployment)
- Environmental issues (e.g. sustainability, Local Agenda 21 etc.)
- Equal opportunities
- Health
- Housing and Homelessness
- Immigration
- Mental health
- Management
- Poverty
- Sport, recreation and play
- Regeneration
- Service User Involvement
- Social inclusion
- Social services
- Substance Misuse
- Welfare rights
- Youth work
- Other (Please write below)

44. What group of people do you work with?

(Highlight all answers that apply)

- All types of community groups
- Carers
- Children
- Disabled People
- Drug mis-users
- Families
- Homeless People
- Lesbian, gay and bisexual people
- Men and boys
- Minority Ethnic Groups
- Neighbourhood based groups e.g. residents and tenants associations
- Offenders
- Older People
- Parents
- Partnership bodies, e.g. community forums
- People with mental health issues
- People with other health issues
- Refugees/Asylum Seekers
- Service users
- Unemployed People
- Victims of Crime
- Volunteers
- Women and girls
- Young People
- Community development workers
- Other (please write below)

45. What geographical area do you cover or target in your work?

Section Five – Values

46. Do you feel that a set of values plays an important part in the work you do?

(Highlight one answer only)

- Yes
- No

47. Which set of values most influences your work?

(Highlight one answer only)

- Community Development Xchange's set of values
- My organisations set of values
- The programme or project set of values
- My own set of values

48. How do you carry out your work activities?

(Highlight one answer only)

- Never in accordance with any of the Community Development Xchange's set of values.
- Sometimes in accordance with all of the Community Development Xchange's set of values.
- Always in accordance with some of the Community Development Xchange's set of values
- Always in accordance with all of the Community Development Xchange's set of values.

49. Is your performance ever evaluated in terms of how well you have applied the Community Development Xchange's set of values to your work activities?
(Highlight one answer only)

- Yes
- No

50. If yes how often...
(Highlight one answer only)

- Always
- As often as not
- Rarely

51. If yes who takes responsibility for evaluation of your work?
(Highlight one answer only)

- Management committee
- Employer/ Line Manager
- Funder
- Communities you work with
- Peer
- Self
- Do not know

52. Do you experience conflict between different sets of values when trying to carry out your work?
(Highlight one answer only)

- Yes
- No

53. If yes please explain

54. To what extent do you have control over decisions regarding the following?
(Highlight one answer for each activity)

- | | | | | | | |
|-------------------------------------|------|--------------------------|------|--------------------------|-------|--------------------------|
| Your community work practice... | None | <input type="checkbox"/> | Some | <input type="checkbox"/> | Total | <input type="checkbox"/> |
| Training (for you)... | None | <input type="checkbox"/> | Some | <input type="checkbox"/> | Total | <input type="checkbox"/> |
| Work priorities for organisation... | None | <input type="checkbox"/> | Some | <input type="checkbox"/> | Total | <input type="checkbox"/> |
| Budgets/expenditure... | None | <input type="checkbox"/> | Some | <input type="checkbox"/> | Total | <input type="checkbox"/> |

55. To what extent do you feel the communities you work with have control over decisions regarding the following
(Highlight one answer for each activity)

Your work activities...	None	<input type="checkbox"/>	Some	<input type="checkbox"/>	Total	<input type="checkbox"/>
Training (for communities)...	None	<input type="checkbox"/>	Some	<input type="checkbox"/>	Total	<input type="checkbox"/>
Work priorities for your organisation...	None	<input type="checkbox"/>	Some	<input type="checkbox"/>	Total	<input type="checkbox"/>
Budgets/expenditure...	None	<input type="checkbox"/>	Some	<input type="checkbox"/>	Total	<input type="checkbox"/>

**Thank you for taking the time to complete this questionnaire.
Please make sure you return it no later than the 14th December
2006**

Either...

- Save the completed questionnaire and e-mail as an attachment to...
tim@helpleisure.co.uk, or
- Post it to... Timothy Huxley, Help Corporate, 21 Old Furzebrook Road,
Wareham, Dorset, BH20 5DD.

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