



REPORT

# Report on survey of community development practitioners and managers

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# Report on survey of community development practitioners and managers

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## List of acronyms

BAME = black, Asian and minority ethnic

CD = community development

CDF = Community Development Foundation

CDX = Community Development Exchange

FCDL = Federation for Community Development Learning

FTE = full-time equivalent

LGBT = lesbian, gay, bisexual and transgender

NI = national indicator

CD NOS = national occupational standards for community development work

## Executive summary

Decision makers across government and political parties have long aimed to transfer power back into the hands of citizens, while at the same time restoring faith and trust in the democratic system. However, these initiatives require communities to understand and influence the operations of complex bureaucracies, and require authorities to better interact and engage with communities. Community development (CD) workers strengthen the quality and quantity of these relationships. In 2009, the Community Development Foundation (CDF) undertook the first England-wide survey of CD practitioners and managers since 2002. Over 900 people from across England responded, painting a broad picture of who CD workers are, how they carry out their work and what the benefits and challenges are for society now and in the future.

The survey showed that CD is a profession undertaken by a range of people in a variety of settings. CD works to a core set of values and processes to influence social change through the use of established tools and methods. The National Occupational Standards for CD define it as:

‘a long-term value based process which aims to address imbalances in power and bring about change founded on social justice, equality and inclusion.

The process enables people to organise and work together to:

- identify their own needs and aspirations
- take action to exert influence on the decisions which affect their lives
- improve the quality of their own lives, the communities in which they live, and societies of which they are a part.’<sup>1</sup>

CD is a key part of many roles in society. Community engagement officers, neighbourhood managers and community safety officers undertake CD work, but so do unpaid individuals, activists and social entrepreneurs who apply a CD approach to work in their neighbourhoods. CDF’s survey found CD work taking place in more than 29 different fields, from empowerment to housing to health (see Appendix A for a complete breakdown). The types of roles that use a CD approach in their work varied from volunteers and activists, to paid frontline practitioners, to chief executives. Forty-two percent of paid respondents found employment in the CD field after working as a volunteer, unpaid activist or campaigner. However a quarter of volunteer respondents did the reverse; they had gone from paid to unpaid CD work.

This report takes an in-depth look at the broad range of CD work being done in England, and the diversity of people doing it. CDF aims to give readers a better understanding of who CD workers are, how they got into the field, the support they receive, the benefits of their work, and the challenges and barriers they face.

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<sup>1</sup>Life Long Learning UK (2009) National Occupational Standards for Community Development.

## What are the opportunities and challenges for the CD sector?

CD faces immediate challenges. However, in some cases these come with a silver lining.

**Recession:** There was a concern that the recession may result in funding cuts for CD. However many felt that CD has an opportunity to mitigate negative consequences of the recession, and actually build stronger communities as a result.

**Funding:** Short-term funding was seen as a major challenge. An increase in competition for funding could result in smaller organisations losing out to larger charities.

**Changing government:** Many felt current and future government initiatives relating to communities could be successfully implemented through close working relationships between government and local authorities, and CD workers. However many were feeling uncertain about the future of government support for CD if a new government came into power, which is now the case.

**Commissioning:** The main benefits are two-fold: strengthening relationships between the voluntary and public sectors on the one hand, and increasing partnership working within the voluntary sector on the other. However others worried the move from grant giving to commissioning would result in CD work being less independent.

## Who are CD practitioners and managers?

CD practitioners and managers are a diverse population. However there are interesting trends in the type of people who work in CD, which are outlined below.

**Ageing workforce:** The majority of survey respondents were female and over the age of 44, and male respondents were slightly more likely to be older than women. The percentage of respondents who are over 44 has gone up to 62 percent from 37 percent in 2002.

**Volunteers:** Nearly a fifth of the respondents were unpaid and were working in both practitioner and manager roles. Volunteers were generally older than paid respondents. Black, Asian and minority ethnic (BAME) workers were more likely to be volunteers than their white British counterparts. Men were also more likely to be volunteers than women.

**Minorities:** CD appears to be an equal opportunity sector. The number of disabled people who took part in the survey mirrors the proportion of disabled people in England. Just over a fifth of respondents were from BAME backgrounds, which is higher than in the wider population within England.<sup>2</sup>

## Who does the CD workforce work with and how?

CD work is benefitting communities and meeting employers' aims. CD workers are working across a range of policy areas and with a host of local groups.

### Some of the key things CD helps people and organisations to do are:

- take greater control over decisions that affect their lives
- build capacity to help increase knowledge, skills and confidence
- access existing services and identify gaps
- improve service provision, including value for money.

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<sup>2</sup> Population comparisons for disabled people and BAME people were taken from the figures in the 2001 census.

**Some of the key policy areas CD covers are:**

- engagement
- empowerment
- social inclusion
- cohesion

**Some of CD's key beneficiaries include:**

- BAME groups
- partnership bodies (e.g. community forums)
- neighbourhood-based groups
- older people (60+).

**The main activities CD workers carry out are:**

- working face-to-face with community members (over a quarter of their time), although the majority would still like to spend more time on this
- office-based activities, although most feel bureaucratic processes should be kept to a minimum.

**CD workers monitor and evaluate their work by:**

- collecting information or data for management, organisational, funding or CD purposes
- receiving ongoing feedback from the community, and recording stories and events that capture the long-term benefits of CD work
- using local community members to review or assess their work (third of respondents)
- collecting information to address the changing needs of the community.

## **Who are CD employers?**

The most common employer for paid CD workers was the voluntary and community sector, followed by the local authority. The most common employers for volunteers were voluntary organisations and community groups. The primary funder of CD work and CD workers (regardless of organisation) is the local authority.

**Paid CD workers:**

- mostly work beyond their contractual hours
- mostly work on permanent contracts, however a quarter are on temporary or fixed-term contracts (less likely for managers)
- mostly have annual salaries of between £20,000 and £29,999 for practitioners, and between £25,000 and £34,999 for managers
- 18 percent are part-time, which is below the national average (24 percent of the English population are working part time)<sup>3</sup>
- are likely to be dedicated volunteers (51 percent have been volunteering for 10 years or more).

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<sup>3</sup> Population comparison for part-time workers was taken from data from the Office for National Statistics, Annual population survey 2008, for England.

## What role does CD play within organisations?

An important finding from the survey is that for nearly half of the respondents, CD is one of the core parts of their organisations' business. Respondents working for the public sector were much less likely than those working for the voluntary sector to state that CD is embedded in their organisations' approaches. Most felt the strategic importance of CD was not understood in the public sector, particularly at senior levels.

**Some of the barriers to CD are:** a lack of funding, and that other political/policy agendas conflict with CD.

**Some of the policies, agendas and outside influences that affect an organisation's approach to CD are:**

- national indicator 4<sup>4</sup>
- large variety of government agendas
- elected member's/trustees views
- need to demonstrate value for money/best value.

## What support do CD workers need, and what networks are they involved in?

Although the majority of paid practitioners have line managers with direct experience of CD, just over a quarter have line managers who do not have direct experience. Most paid practitioners do receive some type of support from their line managers, but significant gaps remain.

**Paid CD workers need more support in:**

- career guidance and counselling
- capacity building
- administrative assistance
- suitable and affordable, formal and informal training and learning opportunities.

**Volunteers doing CD work lack sufficient support:** Nearly half receive no support for their work. Volunteers who do receive support are most likely to get it from other volunteers, management committee members or trustees. More networking opportunities and advice is required.

**Networks** are an important aspect of CD support. The majority of respondents are involved with local community networks and over half are involved in CD practitioner networks. Volunteers are more likely than paid respondents to not be involved with any networks. The majority of respondents were not members of national and regional CD networks.

## What education and training do CD workers have?

The CD workforce is generally well educated and experienced. Ninety-two percent of respondents had some form of qualification, and two-fifths had a CD-specific qualification. BAME respondents were more likely than white British respondents to have a CD qualification. The majority have received formal or informal training over the course of their careers.

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<sup>4</sup> National indicator 4 - % of people who feel they can influence decisions in their locality.

**Accreditation of formal training:** Respondents had split views on accreditation. Just over half felt that it was important that training was accredited, but a third did not think that it was important.

**Volunteer training:** Volunteers are less likely than paid staff to have received formal training, but are just as likely to have had informal learning opportunities.

**CD framework:** Three quarters of CD practitioners work across three or more standards in key area one of the CD NOS. Over half of CD managers work across five or more standards in key areas one and seven.<sup>5</sup>

**Core CD values:** The majority of respondents found it very or fairly easy to demonstrate that they work towards the core values of CD.

### Recommendations

A number of recommendations can be made based on the evidence from the survey. These should be seen as a guide for improving the impact of the CD workforce. These recommendations can best be achieved through the active involvement of CD workers and communities. Future work will need to be conducted in partnership and through collaborative working to make the recommendations a reality. CDF will be working with the sector to take forward these recommendations and will be conducting follow-up research on key findings of interest from this survey.

- While survey respondents spend on average 27 percent of time working directly with communities, they would like to spend on average 12 percent more of their time this way. Employers should work with staff and community members to explore new ways of working to **minimise the bureaucratic burden** on CD workers and open up opportunities for workers to carry out more frontline activity directly with community members. Communities should be consulted to ensure that they lead and input into the level of CD involvement.
- With 72 percent of respondents stating that their organisation aims to meet one or more government agendas through their work, the sector should build on its **bridging role between communities and the State**. The CD sector can work at a more strategic level (locally and nationally) on difficult issues, or help translate a wider range of social policy and government agendas into practice, particularly in areas where this is currently not happening.
- The survey found that there is limited understanding of CD by senior management (21 percent) and colleagues (13 percent), and that some communities are unaware of CD (14 percent). The **profile of the broad CD sector needs to be raised**, the benefits of CD work need to be continually highlighted, and a clear business case for CD should be developed. This will require input from representative organisations, funders, employers, CD workers and communities to work together to identify and demonstrate the key benefits of CD work.
- With the public sector being the single most common form of funding for CD, there is a need to continuously **demonstrate the value of CD** to funders, particularly in times of austerity. There needs to be a clear business case for CD. The consequences of not having

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<sup>5</sup> See section 8.5 in this report for more information on the CD NOS.

access to CD professionals needs to be highlighted. Working with public sector funders who are investing in CD as well as working with those who are not actively investing in CD, can help demonstrate the impact of CD.

- Further **research into the conflicting political and policy goals that create barriers to CD** is needed as this was a main barrier for 48 percent of respondents. There should also be an in-depth **exploration of the most effective ways to embed CD approaches** in the strategic operation and decision making of public authorities as only 17 percent of public sector respondents stated that CD was embedded in their organisations' approaches.
- Exploratory **research into the pathways into CD work**. The survey found a quarter of volunteers were previously paid CD workers, while 42 percent of paid CD workers were previously volunteers or carried out unpaid activities. In particular, research needs to explore the motivations behind becoming a CD worker, as well as why people (especially young people) are not choosing to become part of the workforce.

# Chapter 1

## Introduction

### 1.1 Community development

Decision makers across government and political parties have long aimed to transfer power back into the hands of citizens, while at the same time restoring faith and trust in the democratic system. However, these initiatives require communities to understand and influence the operations of complex bureaucracies, and require authorities to better interact and engage with communities. Community development (CD) workers strengthen the quality and quantity of these relationships.

But who are CD workers and where do they work? Who employs them? What type of work do they do and how? What barriers do they face? What are their training and qualification needs? In 2009 the Community Development Foundation (CDF) undertook the first England-wide survey of CD practitioners and managers since 2002 in attempt to answer some of these questions. The survey used the National Occupational Standards for CD work (CD NOS),<sup>6</sup> to help define what should be viewed as good quality CD practice. The definition of CD is expressed in the following key purpose:

‘Community Development is a long-term value based process which aims to address imbalances in power and bring about change founded on social justice, equality and inclusion.

The process enables people to organise and work together to:

- identify their own needs and aspirations
- take action to exert influence on the decisions which affect their lives
- improve the quality of their own lives, the communities in which they live, and societies of which they are a part.’<sup>7</sup>

CD is a profession undertaken by a range of people in a variety of settings. It works to a core set of values and processes to influence social change through the use of established tools and methods. However, CD is often seen as an ‘informal’ activity, ‘suffer[ing] from a loss of focus and from fuzzy definitions precisely because it is wide-ranging (p1, 2007, CLG).<sup>8</sup> This may affect whether people see it as a valid career choice.

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<sup>6</sup> Life Long Learning UK (2009) National Occupational Standards for Community Development

<sup>7</sup>ibid

<sup>8</sup> Department for Communities Local Government (2007) Community Development Challenge: <http://www.communities.gov.uk/documents/communities/pdf/153241.pdf>

## 1.2 Developments in policy

In recent years, CD has made valuable contributions to government policy. Similarly, government policy has significantly influenced the CD landscape. Citizen involvement has been cast in a central role in a wide range of policy areas, certainly wider than ever before. Two themes stand out from recent years: democratic renewal and public service reform.

To address citizens' lack of trust and confidence in the democratic system, and in elected representatives themselves, community empowerment, citizen engagement and civic participation have become important dimensions of policies designed to promote democratic renewal. The 198 national indicators (NI) announced as part of the Comprehensive Spending Review 2007, includes NI4, the percentage of people who feel able to influence decisions in their locality. The duty to involve, enshrined in the Local Government and Public Involvement in Health Act (2007),<sup>9</sup> makes engaging citizens a statutory duty, emphasising in particular the need to involve the 'hard to reach'. In particular, this concept of engaging communities has become central to policies designed to promote public service reform.

Almost every government programme expects communities and their representatives to participate in numerous partnerships made up of statutory, voluntary and sometimes private sector stakeholders. Their involvement is intended to improve the quality and appropriateness of public services by harnessing the knowledge and experience communities possess. In the empowerment white paper, *Communities in control: real people, real power*,<sup>10</sup> the previous government put forth the broader empowerment agenda, expecting citizens to become directly involved in the delivery of some services in their areas. Termed 'co-production' or 'social action', these policies departed from traditional models of public or private sector service provision. Even with the change of government, this emphasis has remained. The new government has invited existing schools, as well as parent and teacher groups, to set up Academy schools. We can expect an increased emphasis on this kind of 'self help' in light of the Comprehensive Spending Review for 2011 and tightened public finances.

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<sup>9</sup> Local Government and Public Involvement in Health Act (2007) (accessed 30:04:2009: <http://www.opsi.gov.uk>)

<sup>10</sup> Communities and Local Government (2008) *Communities in control: real people, real power*. Communities and Local Government.

### 1.3 The wider body of research

CDF's survey makes a valuable contribution to a growing body of research on CD across the UK and Ireland. Five studies of note help build a complete picture of the CD sector:<sup>11</sup>

- 1995-2002 report on the profile of CD posts in Northern Ireland (conducted by CWETN)
- 2002 survey of the CD workforce in the UK (conducted by CDF)
- 2007 mapping exercise of CD work in Wales (conducted by Community Development Cymru)
- 2008 survey of community learning and development workers in Scotland (conducted by Lifelong Learning UK)
- 2009 pilot survey of paid and unpaid CD workers working in CD organisations in Donegal, Ireland (conducted by the Combat Poverty Agency).

Key themes of funding, lack of awareness of the CD NOS and other measurement tools, and trends in ethnic and gender profiles emerged from previous studies. The 2002 UK-wide survey emphasised the casualisation and instability of the community development profession (due to short-term contracts, length of time spent fundraising and post insecurity). CD posts in Northern Ireland were predominantly funded through European funding programmes, with only a very small percentage funded by the statutory sector. In both the Northern Ireland and Donegal studies, employers' awareness of CD qualifications and the CD NOS varied widely. In nearly all studies, the majority of respondents were women, and in many the majority of respondents were older.

The 2002 UK-wide survey highlighted the extreme complexity of CD, and the demand it puts on CD workers:

'complex range of responsibilities required of community development workers to carry out both interpersonal and organisational tasks in order to contribute to community empowerment' (p56, 2004, Glen et al.)<sup>12</sup>

Much more work remains to be done to understand the vast range of activities carried out by CD workers. The themes raised by our survey, as well as the work of others, will need to be further explored in the near future.

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<sup>11</sup> See Appendix C for more detail on the findings of the five UK studies

<sup>12</sup> Glen, A.; Henderson, P.; Humm, J.; Meszaros, H. and Gaffney, M. (2004) Survey of Community Development Workers in the UK (CDF: London)

## 1.4 Methodology

This report is based on an online research survey conducted by CDF with 901 CD practitioners and managers working or volunteering in England.<sup>13</sup> The online questionnaire was available to CD practitioners and managers from October to November 2009. A cascading sampling method was used and the survey was disseminated to as wide a range of networks and associations as possible. For a more detailed methodology, see Appendix A.

This was the first England-wide CD survey since 2002.<sup>14</sup>

## 1.5 In this report

The findings from this survey aim to answer seven key questions:

- What are the opportunities and challenges for the CD sector?
- Who are CD practitioners and managers?
- Who does the CD workforce work with and how?
- Who are CD employers?
- What role does CD play within organisations?
- What support do CD workers need, and what networks are they involved in?
- What education and training do CD workers have?

Chapters two to eight report the findings of the survey under each of these questions. The key findings and implications for the sector are summarised at the beginning of each chapter. Chapter nine offers recommendations for practice, policy and research based on these findings. Further information on methodology, findings and useful literature can be found in Appendices A, B and C respectively.

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<sup>13</sup> In total, 1005 people completed or partially completed the survey, though the main analysis was carried out on 901 respondents. The response base number for each question therefore varies throughout the questionnaire, due to the questionnaire routing and some respondents choosing not to complete all sections of the questionnaire.

<sup>14</sup> Glen, A.; Henderson, P.; Humm, J.; Meszaros, H. and Gaffney, M. (2004) Survey of Community Development Workers in the UK (CDF: London)

## Chapter 2

# Key opportunities and challenges for the sector

This section examines what the respondents felt were the main challenges and opportunities for community development (CD) over the next two years.

### 2.1 Summary of key findings

- Respondents recognised that many government agendas have elements that CD can actively contribute to.
- There was uncertainty around the ‘political will’ to support CD work.
- Funding was the main overarching challenge facing people working in the CD field.
- The recession was seen as a double-edged sword. On the one hand it can cause pressure on funding and unemployment locally, but on the other hand it shows people the importance of helping and supporting each other.

### 2.2 Main opportunities for community development

The main opportunities for CD, in order of how frequently they were mentioned, were:

- the impact of the recession on stimulating action locally
- government programmes
- increased commissioning of services and partnerships
- volunteering
- funding
- evaluation
- professionalisation of CD.

#### The recession

While the recession and its consequences did raise concerns, many felt that there were opportunities for CD in difficult economic times. There was a view that economic hardship may have a positive effect by strengthening communities through the greater need for people to work together and support one another:

‘The recession means that people are more willing to slow down and really look at where they live and how they engage with their physical and emotional environment.’

There may be an increased focus on the community, either by the Government, the public, or both. Respondents expected that there would be a greater emphasis on self help and an increased need for communities to rely on themselves. This could lead to renewed enthusiasm for collective action:

‘Recession is shown to lead to greater community action.’

There may also be a need for those involved in CD to provide more help to communities. The consequences of the downturn, particularly unemployment, would result in a greater need for CD practitioners to offer advice, guidance and support. This could result in greater trust and the strengthening of ties between CD practitioners and communities.

Due to greater social and economic need, some respondents felt that the profile of CD will be raised and some positive publicity may also be received. Others added that there may be an increased opportunity to make the case for CD and to ensure CD work is more widely recognised.

### **Government Programmes**

There is an opportunity for central and local government to achieve their objectives through the incorporation of CD in their programmes, in particular those programmes that related to empowerment and other key CD areas:

‘A growing recognition of the importance of community development to help deliver key objectives, at a national and local level.’

Current agendas and initiatives such as the drive to empower and engage with communities, and enthusiasm for the localism agenda were also cited as being good opportunities for CD work. Other agendas and initiatives mentioned included:

- equalities and cohesion agenda
- duty to involve
- ensuring people are increasingly consulted and involved in decision making.

Some respondents also mentioned that CD support could be used to assist with improving National Indicator scores. Respondents also identified that CD may be able to be used effectively within some new government agendas and programmes.

### **Increased commissioning of services and partnerships**

Some respondents viewed the shift towards commissioning of services by the third sector as being an opportunity:

‘The commissioning process is a significant step in shifting resources to the third sector and it will transform the third sector in terms of the quality of the services they deliver.’

Commissioning could increase local authorities' and Government's view of the importance of the sector and could strengthen the relationship between the voluntary and public sectors. In the future, local authorities and Government may increasingly need the services of the sector and be more likely to commission work from them due to the value for money they offer.

Respondents felt there would be a greater need for partnership working in the future, due to the necessity for resources to be shared and the increased pressure to make cost savings. Some respondents were also positive about working in collaboration with other organisations, such as local authorities and those in the third sector:

'Pulling together a cohesive and productive network of partners who share resource experience and best practice.'

Increased partnership working could result in greater best practice sharing, and better and wider networks within the sector.

### **Volunteering**

Due to the economic downturn and increase in unemployment, there was an expectation by some of the respondents that volunteering would increase, and that this was an opportunity for CD and the third sector. The Olympics was also seen as being a possible opportunity to increase volunteering:

'The Olympic games may generate more awareness and enthusiasm for volunteering.'

There was an opportunity to both sell volunteering to people and to use it as a resource for the local communities' benefit. It could also be used to help 'plug the holes' left by the budget deficit. Respondents also discussed the benefits of volunteering, as it can provide people with valuable work experience and skills to re-enter employment.

### **Funding**

While the survey found funding to be considered a major challenge facing CD, some respondents felt that there were benefits to organisations being less reliant on government funding, as they would have more flexibility in the type of work they carry out:

'Ability to be flexible and innovative especially around climate change and sustainability agendas (when funding and resources are stable) and interference from public sector/funders is minimal.'

It was argued that now is the time for creative thinking for both the type of action taken and particularly how it would be funded. Respondents saw rethinking the way organisations are funded and identifying new funding streams as opportunities for the future. There was also enthusiasm around social enterprises and potential asset transfer opportunities.

## Evaluation

Respondents stressed the need and importance of evaluating CD work in order to demonstrate its impact with solid evidence. In addition, respondents felt there was opportunity to develop more empowering forms of evaluation.

Respondents felt that CD needs to better demonstrate what could be done with comparatively small amounts of money, and needs to be more evidence-driven.

‘More research like this, fed up to Government and other potential funding streams to build/establish a clear approach to supporting community development activity.’

## Professionalisation of CD

There was some mention of the opportunity for accreditation, qualification and professionalisation of CD. A few respondents felt that there were opportunities for CD to be established as a profession, with accredited qualifications or more formal training opportunities:

‘New qualifications as a result of the new NOS {National Occupational Standards} and the QCF {Qualifications and Credit Framework}, if funded, could bring new qualifications that are relevant and deliverable.’

There was also a need for existing qualifications and training opportunities to be better promoted so that those doing paid and unpaid CD work across all sectors are aware of what learning opportunities are available to them.

### 2.3 Main challenges for CD

The main challenges facing CD, in order of how frequently they were mentioned, were:

- funding
- political will and uncertainty
- lack of understanding of CD
- professionalisation of the workforce
- working with communities.

## Funding

Funding was one of the biggest areas of concern for respondents. People have long been concerned with funding, but due to the recession and expectation of public spending cuts, the anxiety around funding and resources appears to have heightened.

### *Vulnerability to budget and funding cuts*

There was a strong feeling that if CD work is discretionary and not seen by decision makers as vital, then it will be particularly vulnerable to budget and funding cuts. It is therefore crucial that decision makers have a better understanding of the benefits of working in a CD way and the impacts of using this approach:

‘Funding - local authorities have to make significant cuts and given they don't understand or value CD work then this becomes an even lower priority.’

Respondents were also worried about the challenges for CD if budgets of local authorities are reduced and there become fewer funding opportunities. They felt that it could lead to redundancies and job and salary cuts. Development and training budgets could also be adversely affected. Respondents working in rural areas were particularly worried about the impact this could have for rural communities.

### *Lack of long-term sustainable funding*

Respondents argued that a lack of sustainable funding meant that projects were often not given sufficient time to achieve their results or sustain the benefits they had achieved. There was also a worry that short-term funded projects had the negative impact of creating disappointment and a feeling of broken promises within communities:

‘Short-term funding comes to an end then more pressure is brought to bear where communities have been led down a path and then left high and dry for the future.’

Respondents felt there was a need for a greater commitment to projects, by long-term, consistent funding being offered in order to achieve and sustain positive CD outcomes.

### *Move away from grants to commissioning*

As mentioned in the previous section, some respondents stated that as a result of the current economic situation, the move away from grants to commissioning will accelerate. One main negative consequence of this trend will be the loss of independence of CD work:

‘Change of focus to commissioning can reduce ability to be innovative and flexible to community needs.’

Many organisations already were, or were planning to do work outside the CD work remit. Those carrying out CD work may increasingly have to repackage their work and alter the objectives to match funders' priorities.

### *Increase in competition for funding*

Respondents expect competition for funding to increase, with some suggesting that small organisations will lose out to larger, national charities and organisations. Respondents also mentioned the amount of time spent applying for funding would increase, but success rates may decrease.

### *Lack of resources available to meet increased need*

Respondents were concerned that there may be an increased need for CD work and services due to the impact of the economic situation. This could be due in particular to a heightened demand for local services and a possible increase in unemployment, crime and people with mental health issues. A main challenge facing CD practitioners is how they will be able to offer this if their budgets and resources are being scaled back.

### **Political will and uncertainty**

Another big concern for respondents was the possible change of government following the election (6 May 2010) and related anxiety about changes to local administrations. They were worried about the implications of a change of government, as a new administration may not be as supportive of CD work as previous governments:

‘Unknown impact of possible change of government, and what the priorities of the new government will be.’

Some respondents felt there was a lack of political will to support CD and this may worsen in the future with changing priorities. The concern was that CD practitioners may be under pressure to shift their own work objectives to meet these changes. This may then result in community needs not being actively met due to the increased pressure to respond to top-down political demands. Respondents argued that more needs to be done to convince a new government that CD is a core activity needed to create sustainable communities.

### **Lack of understanding of CD**

There is a widespread feeling that CD is not understood across audiences, including national and local governments, and the communities that the workers serve:

‘Lack of understanding of CD – especially in decision-making circles.’

Respondents felt a major challenge for the sector was to be able to clearly communicate what CD does, and its current and future value. One of the interrelated challenges is measuring and evaluating the impact of CD work. Demonstrating the outcomes of CD work is particularly important for selling its value to funders and local authorities.

CD work needs to be publicised in order to demonstrate to the community how the CD workforce represents them. Overall, the respondents tend to feel they are not valued, as CD is often misunderstood. Significant effort must be made to convince both government and communities about the value of CD work.

### **Workforce**

The professionalism of CD was raised frequently. On the whole it was felt that there was a need for increased professionalism within the CD field, and some respondents felt that this was due specifically to the diminishing of the professional approach.

There were suggestions that the CD workforce was becoming increasingly less skilled and that the lack of skills would present a future challenge. Respondents identified a need for greater training opportunities and awareness of the skills required for CD. Without these opportunities, this could result in less skilled people carrying out the work:

‘People with no skills and understanding of community development (will) do the job.’

Respondents were also worried about real or possible reductions in the number of frontline staff, and increased bureaucracy diverting time otherwise spent on the frontline.

Volunteering was also brought up as a possible challenge, but for a variety of different reasons. Many of the respondents who mentioned this issue felt that there would be greater difficulties in recruiting and retaining volunteers. Others felt there would be an increased amount of volunteers, and were concerned about providing placements, training and adequate support. Some respondents were also concerned about the challenges faced by the volunteers themselves:

‘More and more legislative demands on volunteers working on behalf of their community and lack of financial support.’

### **Working with communities**

One main concern for respondents was community apathy and a possible increase in the number of residents who were not motivated or interested in engaging in local issues. An important issue raised was the need for people to be: *‘energised out of their apathy.’*

Other challenges related to working with communities included:

- being able to reach marginalised or isolated groups and communities
- lack of cohesion within communities and impact of growing popularity of far right groups
- lack of resources to sustain community groups and build their capacity
- persuading communities to see the benefits of CD.

## Chapter 3

# Who are community development practitioners and managers?

This chapter examines the profile of community development (CD) practitioners, managers and volunteers who responded to the survey. The chapter looks at their profile based on gender, age, religion, ethnicity, disability and sexual orientation.

### 3.1 Summary of key findings

- The majority (64 percent) of respondents were female.
- Overall, 62 percent of respondents were over 44 years old, though volunteers were much more likely to be over 44 compared to paid CD practitioners.
- Non-white respondents were proportionately more likely to be volunteers and to be younger.
- Of the 18 percent of respondents who were volunteers, 23 percent were 65 and over and 62 percent were white British.

### 3.2 Gender profile

Two in three respondents were female. The breakdown of the male and female profile is shown in Figure 1 below.

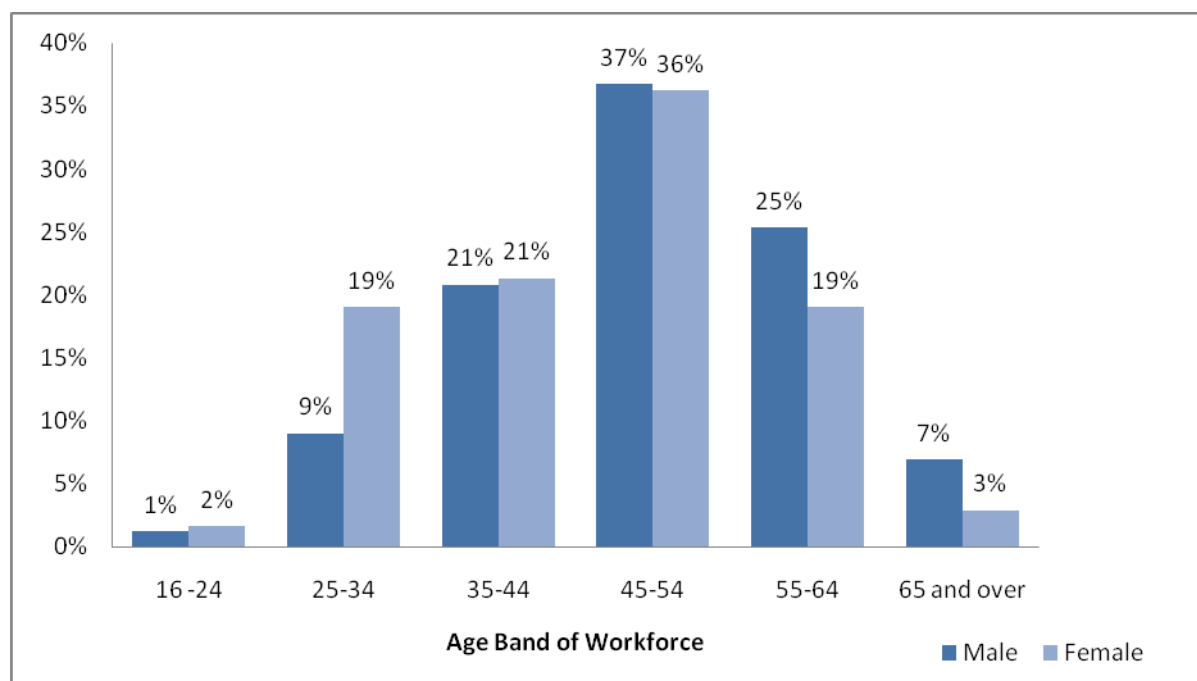
**Figure 1: Gender profile**

Percentage of male and female respondents within each category				
	% of males	Base no. males	% of females	Base no. females
<b>Over 44</b>	<b>69</b>	245	<b>58</b>	442
<b>BAME</b>	<b>26</b>	239	<b>21</b>	436
<b>Volunteers</b>	<b>26</b>	245	<b>13</b>	442
<b>Managers</b>	<b>54</b>	245	<b>43</b>	442
<b>Paid part time</b>	<b>14</b>	177	<b>27</b>	381

### 3.3 Age profile

The single most common age group for both men and women was 45-54. Five percent of respondents were of pensionable age, and only one percent of respondents were under 25.

**Figure 2: Age profile by gender**



Base no: 245 (male) and 442 (female)

Several key differences occurred, including:

- nearly half (49 percent) of volunteers were aged 55 or over
- 29 percent of managers were aged 55 or over compared to 23 percent of workers
- paid workers aged 55 and over were proportionally the most likely to be working part time (30 percent)
- women were 10 percent more likely than men to be aged 25 to 34
- young people under 25 were much more likely than people over 64 to be black, Asian and minority ethnic (BAME) (60 percent compared to 30 percent respectively).

### 3.4 Volunteer profile

Volunteers are an important resource in delivering CD activities locally. In our survey, 18 percent of respondents were volunteers, 28 percent of who worked full time (30 hours or more). Volunteers undertake a range of CD roles. Half of the volunteers surveyed were managers. Of these 56 percent were management committee members or trustees, which indicates the level of their skills and expertise.

Volunteers had an older age profile than paid workers, with 80 percent being over 44 years old, compared to an overall average of 62 percent. BAME workers were much more likely

to be volunteers than white British workers (29 percent compared to 14 percent respectively).

### **3.5 Ethnic origin**

With 13 percent of England's population classed as non-white British in the last census, it was encouraging to find 22 percent of respondents were non-white British. This indicates that the CD profession attracts people from different ethnic backgrounds. Non-white British workers were more likely to work in London compared to other regions (42 percent compared to a non London regional average of 22 percent). Black, Asian and minority ethnic (BAME) workers tended to have a younger age profile (16 to 34 years old) than white British workers (19 percent compared to 16 percent respectively), and were proportionately more likely to be volunteers rather than paid workers. For example, when looking at black CD workers, 41 percent were volunteers in unpaid positions, compared to 14 percent of white British CD workers.

### **3.6 Disability**

Our survey asked people to self-define if they had a disability or a long-term limiting illness. Seventeen percent said they did have a disability or long-term illness, which mirrors the proportion reporting a disability in England (Census 2001).<sup>15</sup> The majority of those reporting a disability were aged between 45 and 64. Men were slightly more likely to have a disability than women. Disabled respondents were more likely to be volunteers or in part-time paid employment than other respondents.

### **3.7 Sexual orientation**

The proportion of lesbian, gay, bisexual and transgender (LGBT) respondents reflects the estimated proportion of LGBT people in England,<sup>16</sup> at five percent of CD respondents. Ninety-seven percent of LGBT respondents were in paid positions and therefore much less likely to be volunteers. Similarly, they were more likely to be managers (54 percent compared to the non-LGBT respondent average of 46 percent). They were also proportionally more likely to be under the age of 45 than other respondents (57 percent compared to 37 percent respectively). In terms of gender, 63 percent of LGBT respondents were women and 37 percent were men.

### **3.8 Religious affiliation**

Christianity was the main religion specified by the respondents (43 percent), much lower than the 72 percent recorded across the English population (Census, 2001). Interestingly, 36 percent specified that they had no religion, which is much higher than the English average of 15 percent. The percentage of people who viewed themselves as coming from one of the

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<sup>15</sup> There was a different wording of question used in Census 2001: 'Do you have any long-term illness, health problem or disability which limits your activities or the work you can do?'

<sup>16</sup> The Government estimate is five to seven percent of the population. The figure is seen as a reasonable estimate by Stonewall

other main religions, Buddhist, Hindu, Jewish, Muslim and Sikh, is very similar to the average trends for the English population as a whole (Census, 2001).

### 3.9 Comparison with 2002 survey

In comparison to the age of the CD workforce in 2003,<sup>17</sup> respondents were older on average, though the male to female ratio was about the same.

**Figure 3: Comparisons between 2002 and 2009 survey<sup>18</sup>**

Percentage of all respondents from 2002 and 2009 survey falling into each category				
	% who were female	% who were under 35	% who were 44	% who had a disability/long term serious illness
<b>2002 Survey</b>	63	27	37	7
<b>2009 Survey</b>	64	17	62	17

Base no: 2866 (2002 survey) 695 (2009 survey)

<sup>17</sup> Glen, A.; Henderson, P.; Humm, J.; Meszaros, H. and Gaffney, M. (2004) Survey of Community Development Workers in the UK (CDF: London)

<sup>18</sup> The findings from the two surveys are based on different number of responses and the data was collected in different ways.

## Chapter 4

# Who does the community development workforce work with and how?

This chapter looks at the main benefits of the CD work being carried out by survey respondents, the specific types of groups CD practitioners and managers work with and policy areas they cover. It also illustrates how their work time is divided up and the evaluation and measurement tools they use.

### 4.1 Summary of key findings

- The main benefit of CD work was assisting community members to have greater control over decisions that affect their lives.
- Engagement and empowerment were the main policy or work areas focused on.
- 76 percent of respondents worked with all communities in a local area.
- Practitioners spent nearly a third of their time working face-to-face with community members.
- Just under a third of practitioners' and managers' time was spent on office work or securing resources.
- 62 percent collected measurement and evaluation information for CD purposes.
- 72 percent received ongoing feedback from the community to help them measure long-term benefits of work.

### 4.2 Main benefits of CD work

The main benefits of the respondents CD work can be placed under the following themes, in order of importance:

- empowerment and engagement
- influencing service provision
- voice for the community
- helping community groups
- bringing people together
- tackling inequality and helping isolated communities
- wellbeing and quality of life
- partnership working.

## Empowerment and engagement

One of the most frequently identified benefits of the CD work was empowering people and communities to take action to increase their control over decisions that affect their lives:

‘Community development work is central in key areas, by empowering local people to improve their quality of life and get involved with local services to help tackle the key local issues and reduce any inequalities.’

Empowerment was achieved as a result of helping people to build their capacity, and increase their knowledge and skills. There was a strong sense that CD practitioners played a vital role in building individual, group and community confidence:

‘Raise self esteem in the community to help improve and give direction for the community to gain confidence and grow.’

Respondents often stated explicitly that capacity building leads to people being empowered to take action. The idea of taking action and being included resulted in a range of outcomes. These included very general descriptions of people becoming more active members of their communities, and more specific examples such as helping people to:

- gain employment or training
- become volunteers
- influence decisions about service provision both individually and through collective action.

## Influencing service provision

Influencing service provision appears to be a very important aspect of CD for many practitioners. CD practitioners felt that they can empower people to influence decisions about service provision by supporting communities and individuals, and equipping them with skills, knowledge and confidence. However, CD practitioners argue that they themselves can influence service provision in a number of ways. They do this through identifying gaps in service provision, in particular for local authorities, and by helping groups access the services that they are entitled to.

Furthermore, CD practitioners feel their knowledge of the community allows them to understand what communities need from services and how they can be delivered more effectively:

‘Unitary County Council engages with communities in a more meaningful and effective way.’

A significant number of respondents felt their role was an important link between communities and statutory bodies and partnerships delivering services. CD practitioners felt their work and role provided a channel to feedback the feelings of the community to local governing bodies and to help to ensure service provision was responsive.

## Voice for the community

Many CD practitioners felt that their work provided communities with a voice. They stated that they were an approachable focal point for both the community and service providers. Their face-to-face contact with the community gave them both knowledge of the area, but also meant they were able to build trust with community members by providing help and advice. CD practitioners felt they were able to raise issues with relevant bodies and influence policy on behalf of the community, in particular for those who are marginalised:

‘Supporting residents to identify and address the gaps in access to resources e.g. learning, community events, community groups.’

‘Giving a voice to marginalised and vulnerable groups.’

Respondents also felt they could improve the understanding between public bodies and communities and provide a more effective and meaningful means of communication between the two.

## Helping community groups

Respondents listed a significant number of ways in which they helped strengthen community groups. CD practitioners offered guidance and support, particularly in fundraising, and identifying and applying for funding. Other benefits of their work with community groups included:

- helping develop stronger community networks
- tackling local issues
- creating sustainable projects and groups
- helping groups to deliver valuable provision of services
- growing confidence and self esteem of members and group users
- helping to organise community events
- providing community spaces for groups to come together in a safe environment.

Some of the respondents identified another benefit of their work as helping to ensure community spaces were well maintained and that they remained in the hands of the community.

## Bringing people together

Bringing a diverse range of people and groups together and bridging divides was an important part of respondents’ work. By bringing people together, they were able to foster greater tolerance and resolve conflicts. Bringing communities together resulted in *‘mutual respect and cohesion between people of different faiths and religion.’*

A main benefit for some respondents was the building of resilient communities and developing a more integrated positive society.

### *Tackling inequality and helping isolated communities*

Improving the life chances of people and signposting them to opportunities was considered an important part of CD work. Another highlighted benefit was alleviating the effects of disadvantaged communities and bridging the gaps in service provision. This included working with people from deprived communities, BAME communities, LGBT communities, older people, disabled people and people who suffer from learning difficulties, migrants, and refugees.

The benefits and outcomes of carrying out work with young people were discussed. This included helping them to implement projects and become active citizens:

‘Empowering young people to work together on implementing their own projects, events and initiatives which bring the community together and provide positive activities for other youth who may not normally gain access to these opportunities.’

Other general benefits of CD work mentioned included supporting aspirations, breaking barriers, enabling social inclusion and giving a voice to underrepresented communities. Some respondents mentioned that the overarching benefit of their work was creating a more just, fair and inclusive society.

### **Wellbeing and quality of life**

Many respondents stated that their work helped to improve the quality of people’s lives. Many practitioners felt they were benefitting the community through the promotion of health and wellbeing. Some respondents carried out specific work which helped to improve communities’ physical and mental health. This is illustrated in the quote below:

‘Promoting and Enhancing Community Health and Wellbeing....Providing opportunities to access health and education thus promoting independence. Preventing sexually transmitted infection and HIV transmission. Preventing unintended teenage pregnancy. Protecting young people from sexual assault and risk taking behaviour.’

Another benefit cited was the reduction of crime and the creation of safer communities. They achieved this through working with the police and communities to decrease anti-social behaviour and increase confidence in the community.

### **Partnership working**

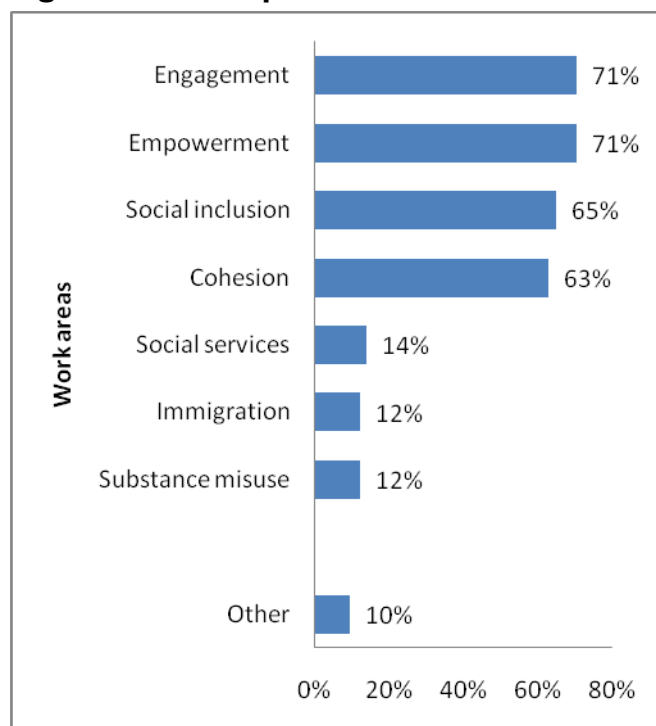
Aiding participation in partnerships and working within partnerships to influence and shape decisions were considered positive outcomes of the CD role. There is a sense that CD work brings together and strengthens the partnership working between communities, and public bodies and other partner agencies. Respondents also reported helping to increase partnership working between statutory organisations and local residents and tenants:

‘Better links between local government/decision making processes and residents ....especially hard to reach groups.’

### 4.3 Policy and work areas of focus

The survey found that CD practitioners and managers focused on a wide variety of areas. The four main areas were engagement (71 percent), empowerment (71 percent), social inclusion (65 percent) and cohesion (63 percent). See Figure 17 in Appendix A for a more detailed breakdown. Figure 4 illustrates the four top and bottom areas of focus.

**Figure 4: Four top and bottom work areas of focus**



Base no: 735

Looking at the work being carried out on a regional basis, there were specific types of work that took place more frequently in specific regions. Work areas such as engagement ranged from 62 percent for London to 81 percent for the South West, and regeneration ranged from 38 percent for East of England to 58 percent for East Midlands. For policy areas such as cohesion (all regions within 60 to 69 percent) and disability (all regions within 28 to 36 percent) there was a roughly even spread among the regions.

There were three types of organisation that were most likely to concentrate on engagement, empowerment and social inclusion. These were social landlords, local authorities and social enterprises.

### 4.4 Groups respondents work with

Practitioners and managers indicated that they worked with a wide variety of different groups. Seventy-six percent of respondents stated that they work with 'all community members within a local area'. Of those respondents that selected this category, the main groups that they worked with were neighbourhood based groups, partnership bodies and BAME.

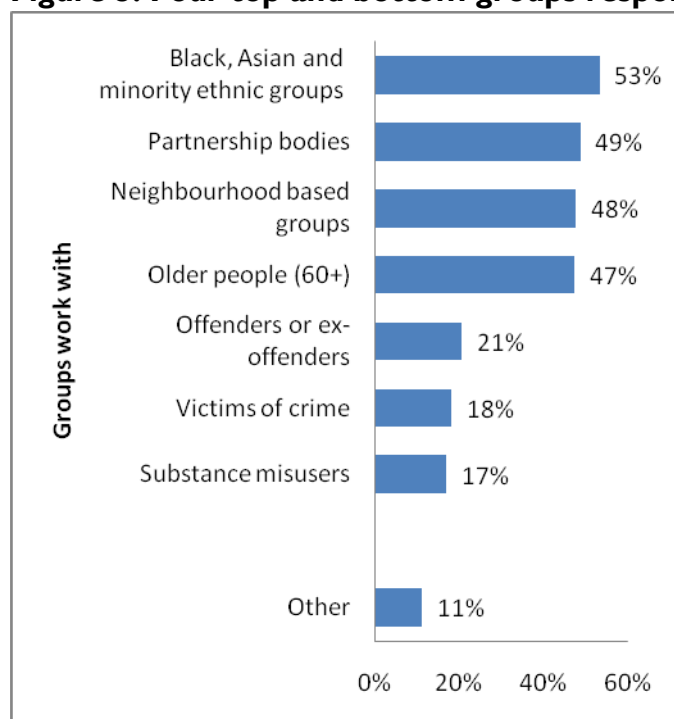
Just over half of the respondents (53 percent) specified that they worked with BAME groups and just under (49 percent) specified that they worked with partnership bodies (e.g. community forums). Figure 17 in Appendix A shows which groups the respondents work with in more detail. The two regions that were proportionally least likely to work with partnership bodies were London (38 percent) and the North East (41 percent), while West Midlands (59 percent) were most likely to work with them. Excluding partnership-based organisations, local authorities (63 percent) and social landlords (56 percent) were the two types of organisation most likely to work with partnership bodies. While the NHS (77 percent) and faith organisations (66 percent) were the organisations most likely to work with BAME groups.<sup>19</sup>

The groups that respondents worked with least, excluding ‘other’ (11 percent), were:

- substance misusers (17 percent)
- victims of crime (18 percent)
- offenders or ex-offenders (21 percent).

London and the North East were the regions least likely to work with substance misusers and victims of crime. Figure 5 illustrates the four top and bottom groups respondents work with, excluding ‘all community members within a local area.’

**Figure 5: Four top and bottom groups respondents work with**



Base no: 739

<sup>19</sup> Types of organisations that had less than twenty respondents responding to this survey question have been excluded from this list.

Forty percent of the workforce described their work as resolving conflict between communities. This was a very similar response rate for paid and unpaid workers and for practitioners and managers. Those respondents who were the most likely to state that they resolved conflict between communities as part of their work, identified themselves as working with the following groups:

- asylum seekers (60 percent)
- migrant workers (59 percent)
- new migrants (59 percent)
- refugees (58 percent).

They were also most likely to work on the following types of areas:

- immigration (67 percent)
- race hate and discrimination (63 percent)
- domestic violence (58 percent).

Respondents who were least likely to state that they resolved conflict between communities as part of their work were those working in the areas of:

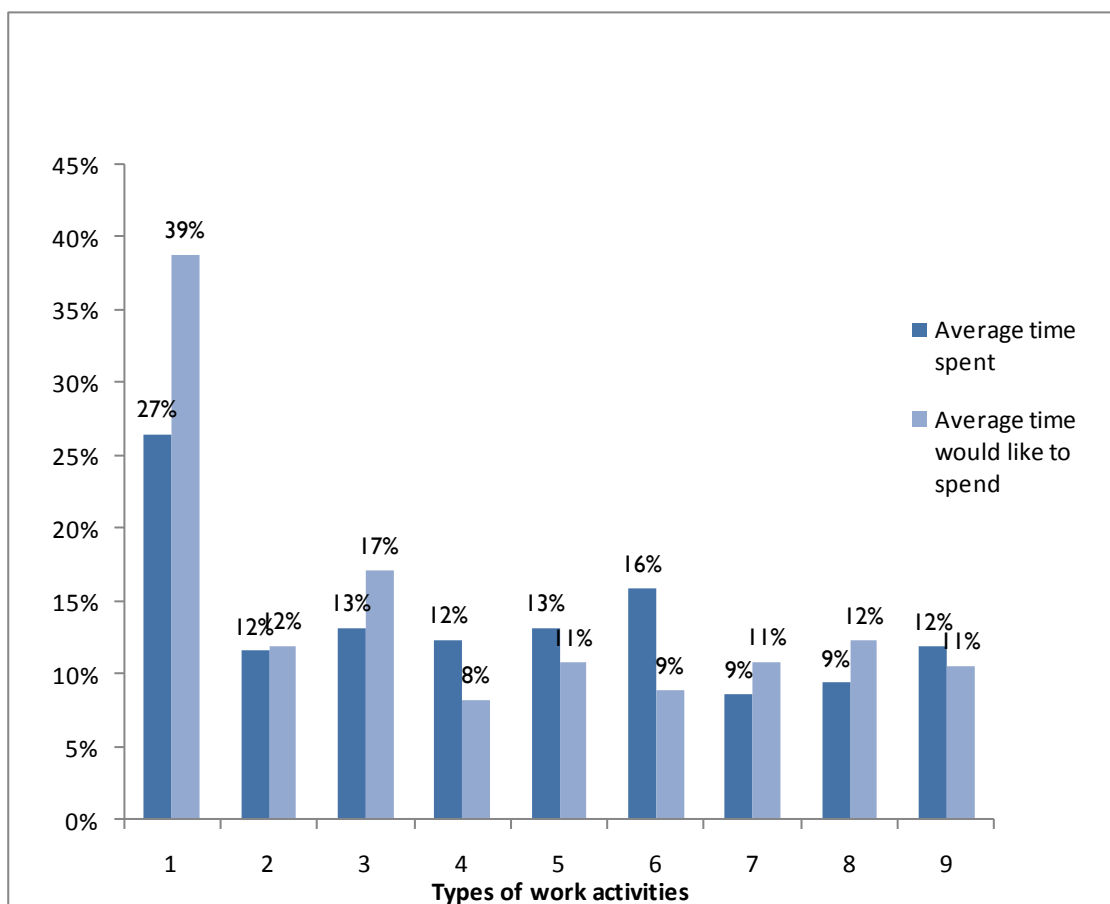
- disability (39 percent)
- health (39 percent)
- social services (40 percent).

### **4.5 Activities carried out by practitioners and managers as part of role**

The survey found out from the respondents the percentage of time they spent on a range of activities as part of their role.

Figure 6 shows the average percentage of time that practitioners and managers spend on each activity. The main way that respondents spent their time was 'working face-to-face with community members', spending just over a quarter of their time on this. Practitioners spent nine percent more of their time on this than managers, but both would like to spend more time working with communities. Office-based activities occupied the second highest percentage of respondents' time at a mean of 16 percent, with practitioners and managers both spending about the same amount of their time on this.

**Figure 6: Breakdown of average time spent and would like to spend on various work activities**



Base no: 706 (average time spent) 679 (average time would like to spend)

- |   |                                    |
|---|------------------------------------|
| 1. Working face-to-face with community members                            | 4. Monitoring and evaluation       |
| 2. Liaising with non CD practitioners on CD issues                        | 5. Securing resources              |
| 3. Supporting communities to build relationships with statutory providers | 6. Office-based activities         |
|   | 7. Networking/personal development |
|   | 8. Other CD work                   |
|   | 9. Other non-CD work               |

#### 4.6 Monitoring and evaluation

Participants were asked if they kept any information or data relating to their work. Ninety percent stated that they kept minutes of meetings and 81 percent kept work outputs (e.g. publicity, information leaflets and presentations). Only one percent of respondents did not keep any information.

The respondents who kept data or information on their work specified why they needed this information. The majority identified that it was for management or organisational purposes (90 percent), followed by funding requirement (72 percent), and then for CD purposes (62 percent). Only 37 percent stated it was for personal development and practitioners in comparison to managers were more likely to state this.

Information was collected for a variety of purposes, including for responding to ongoing aims and objectives agreed with their organisation (75 percent), to respond to the aims of a specific project (74 percent), and for specific milestones and indicators (69 percent). Respondents also identified that they collect information to address the changing needs of the community (64 percent), though managers were more likely to state this than practitioners and this was also the case for people in unpaid roles compared to those in paid roles. Only just over half the respondents (52 percent) specified that they collected this information for ongoing learning and development.

A range of people were identified as reviewing or assessing the respondents' work. Fifty-one percent stated that a funder did so, and 35 percent specified that local community members reviewed or assessed their work.<sup>20</sup> The main type of organisation that used community members to review or assess their work were community groups<sup>21</sup> (50 percent). However, 20 percent of respondents specified that their work is not assessed by a third party.

### **Measuring long-term benefits of work**

Seventy-two percent of participants stated that their organisation measured the long-term benefits of their work through ongoing feedback from the community. Partnership organisations (77 percent), organisations within the voluntary sector (77 percent) and faith organisations (77 percent) used this method the most. Only 62 percent of respondents within public sector organisations reported using community feedback. Fifty-six percent specified that they record stories and events to show how the community is changing, with the most likely organisations to use this method being social enterprises and partnership-based organisations.<sup>22</sup>

Nine percent of respondents also commented on other ways that they measured the long-term benefits of their work. Examples given include annual reviews, Comprehensive Area Assessments, feedback forms and longitudinal surveys. Others were currently working on ways to measure benefits. Fifteen percent felt that they do not or cannot measure the longer-term benefits of their work and practitioners were more likely to state this than managers.

Only 22 percent were currently using a specific impact measurement tool and managers were eight percent more likely to be using a tool than practitioners. Out of those respondents who used a specific impact measurement tool, the National Occupational Standards for CD was the most popular measurement tool (19 percent), followed by social auditing (17 percent) and then social return on investment (11 percent). A large number (31 percent) were unsure which measurement tool they used and 30 percent identified that they used other tools than those listed in the question. Examples included internal

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<sup>20</sup> Volunteers were more likely than paid staff to use community members to review work.

<sup>21</sup> A community group is a group of people who come together to pursue a common cause or interest for the good of their community. This community can be a geographic area or a group of people.

<sup>22</sup> Types of organisations that had less than 20 people responding to this survey question have been excluded from this list.

monitoring and evaluation systems, church urban fund tools, mental wellbeing impact assessment, and Voice, a tool used by community networks.

Networking (78 percent) was a very important means for people to find out about new tools and methods for their work. Websites (75 percent), followed by conferences and seminars (65 percent), were also important methods. Encouragingly, only three percent stated that they did not use new tools, though volunteers were slightly more likely to state this than paid staff.

## Chapter 5

# Community development employers

This chapter explores where both paid and unpaid community development (CD) practitioners and managers work. It looks to identify trends in the types of organisations employing CD practitioners, and examines how the organisations and CD posts are funded. We also explore job focus and job security for those people responding to our survey. Volunteer motivations and experiences are also examined.

### 5.1 Summary of key findings

- 42 percent of paid workers were employed by the voluntary and community sector and 36 percent were employed by the public sector, predominately by the local authority.
- Respondents' roles were funded primarily by the public sector.
- In the past year, 22 percent of respondents had seen an increase in paid CD practitioners in their workplace.
- Volunteers were extremely dedicated, as 51 percent had been volunteering in CD for 10 years or more.

### 5.2 Employer profile

Public sector organisations, including local authorities, the police, prison, fire and rescue services, and health authorities were the main employers for 31 percent of survey respondents, which includes both volunteers and paid workers. Thirty-six percent of all paid practitioners and managers worked for the public sector, compared to five percent of volunteers. The main employer was the local authority, with 30 percent of paid respondents working in local authority departments. The type of local authority employing CD practitioners and managers varied, but most common were district authorities (accounting for 38 percent of local authority employers) and unitary authorities (accounting for 34 percent). Local authorities tended to employ full-time rather than part-time staff (85 percent compared to 15 percent respectively).

Of those working for public sector organisations, 12 percent worked for the NHS. Again, the majority were in paid rather than unpaid positions, and they tended to work for Primary Care Trusts rather than a General Practitioner team or a Mental Health Trust.

The voluntary and community sector employed 42 percent of paid respondents, including 44 percent of managers, and 40 percent of paid practitioners. These organisations also provided opportunities for 65 percent of volunteers and the rest volunteered for a variety of other organisations including faith organisations and social enterprises. The types of voluntary organisations respondents worked for included local not-for-profit organisations, infrastructure/support organisations, along with national and regional voluntary organisations.

The remaining respondents worked or volunteered for different organisations including:

- 7 percent worked for a social landlord (non-local authority)
- 5 percent for a faith organisation
- 4 percent for a social enterprise
- 3 percent for a partnership combining a number of employers
- 2 percent for a training and education provider
- 1 percent for a private business.

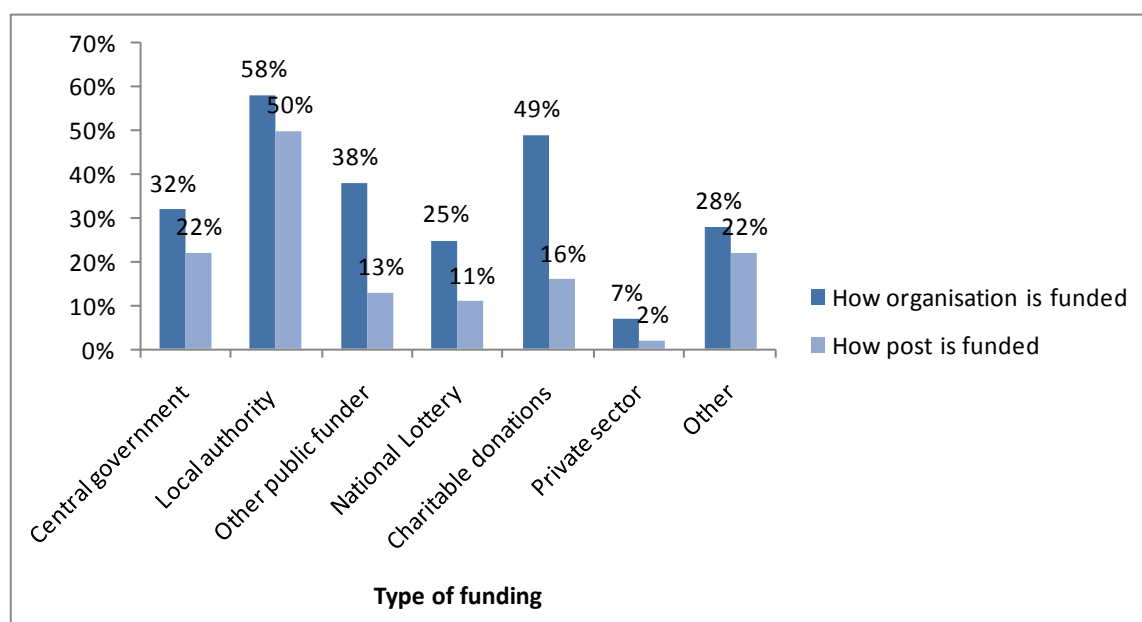
### 5.3 Sources of funding

Although there was variety of CD employers, it appears that the majority of organisations with CD staff are actually funded by the public sector, and 58 percent specifically funded by the local authority. For example, 55 percent of all non-public sector organisations were funded through a local authority. In total, 78 percent of survey respondents work for organisations reliant to some extent on local authority or public sector funding.

When we look at the source of funding for actual CD posts themselves, it appears that this trend continues, where the majority of posts filled by survey respondents are funded via public sector sources and again primarily linked to local authority funding. A small amount of managers (five percent) were funded through European funds, but no practitioners were funded in this way.

Sixteen percent of respondents specified that their CD post was funded through other means. Examples given included through core costs of organisation, church funds, contract work, earned income and rental income. See Figure 7 for a breakdown of post and organisation funding streams.

**Figure 7: Post and employing organisations funding streams**



Base no: 783 (organisation) 638 (post)

CD managers play an important role in influencing and controlling CD budgets, with 72 percent of CD manager respondents expressing some degree of control and influence on their organisation's CD budget. For those in control of a CD budget, only 31 percent actually found it easy to secure future funding for CD, with 48 percent finding it fairly or very difficult to do.

There was a lack of respondents accessing CD grant funds, as 54 percent of paid respondents did not have access to a grant fund to support CD activities.

#### **5.4 Working environment**

The survey shows that 60 percent of paid practitioners and managers were contracted to work on average 36 to 40 hours per week. Eighteen percent of paid respondents work on a part-time basis (less than 30 hours per week) in comparison to 24 percent of the population in England who were working part time.<sup>23</sup>

The average contracted working week for paid practitioners (non-managers) was 36 hours for full-time practitioners and 20 hours for part-time. On average, 66 percent of practitioners and 82 percent of managers were likely to work more hours than they were contractually obliged to do.

Those working on average longer hours than they are contracted to are those respondents:

- who were working in isolated rural areas or inner city urban areas
- who were working for social enterprises
- who had unsupportive line managers
- who were working in organisations where the number of paid practitioners has gone down in the past year.

Our survey respondents tend to work in teams with multi-disciplinary staff, rather than in a team comprised solely of CD workers. The majority (60 percent) of survey respondents worked in teams where less than 75 percent of team members were dedicated CD professionals. Twelve percent of respondents stated that they work alone, the majority being paid practitioners. People working within the voluntary and community sector are most likely to be working alone compared to those in the public sector.

The majority of survey respondents thought that in the past year their role had become more challenging (69 percent), while just 11 percent felt that their role had stayed the same.

The past year has seen an increase in the number of both paid CD practitioners (22 percent) and unpaid CD practitioners (31 percent) who are working in the organisations where the respondents are based. For the vast majority of respondents who had seen an increase in CD practitioners in their organisations, they viewed this as having a positive impact (81 percent). However, for those who had seen a decrease in the number of paid

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<sup>23</sup> Population comparison for part-time workers was taken from data from the Office for National Statistics' *Annual population survey 2008*, for England.

(20 percent) and unpaid CD practitioners (14 percent), 65 percent felt that it had a negative impact on their organisation's ability to deliver CD.

Those respondents with a management role were asked to specify how many full-time equivalent (FTE) people they had responsibility for, regardless of whether they were CD workers. Forty-two percent managed fewer than five staff, while 24 percent managed between five and ten staff. When looking at the number of actual CD practitioners managed by CD managers, 53 percent stated that they managed fewer than 5 CD staff while 13 percent managed between 5 and 10 CD staff. Interestingly 28 percent of managers did not manage any CD practitioners, and 19 percent of managers did not manage any staff.<sup>24</sup>

### **Geographical location where CD is carried out**

Respondents worked in a range of geographical locations, with a fair spread across mixed urban and rural settings (39 percent), in urban areas (25 percent) and inner-city urban settings (19 percent). A small proportion, 13 percent, worked in just a rural area. CD practitioners tended to work at a district or borough level, rather than local neighbourhood level (36 percent compared to 25 percent respectively). Differences occurred between managers and practitioners, however there was little difference between volunteers and paid staff. Practitioners were more likely to be working at a neighbourhood level than managers.

## **5.5 Employment status and remuneration**

The majority of paid respondents were employed on a permanent contract (68 percent), with paid managers proportionately more likely to be on permanent contracts than other paid workers (73 percent compared to 63 percent respectively). The importance and benefits for the community of staff being on permanent contract is highlighted in the following quote:

*Staff have permanent contracts which promotes long-term trust and development.*

With just four percent of paid respondents self-employed, most of the remaining respondents (25 percent) were on temporary or fixed-term contracts (19 percent of paid managers and 31 percent of other paid workers). The majority (59 percent) of whom were on fixed-term or temporary contracts of less than two years. A further 38 percent were on contracts of between two years and just under four years. Just over half (54 percent) had been in their current job for under four years. At the other end of the scale, almost a fifth (18 percent) had been in the same job for over eight years. Managers were more likely than other paid staff to have been in the same job longer.

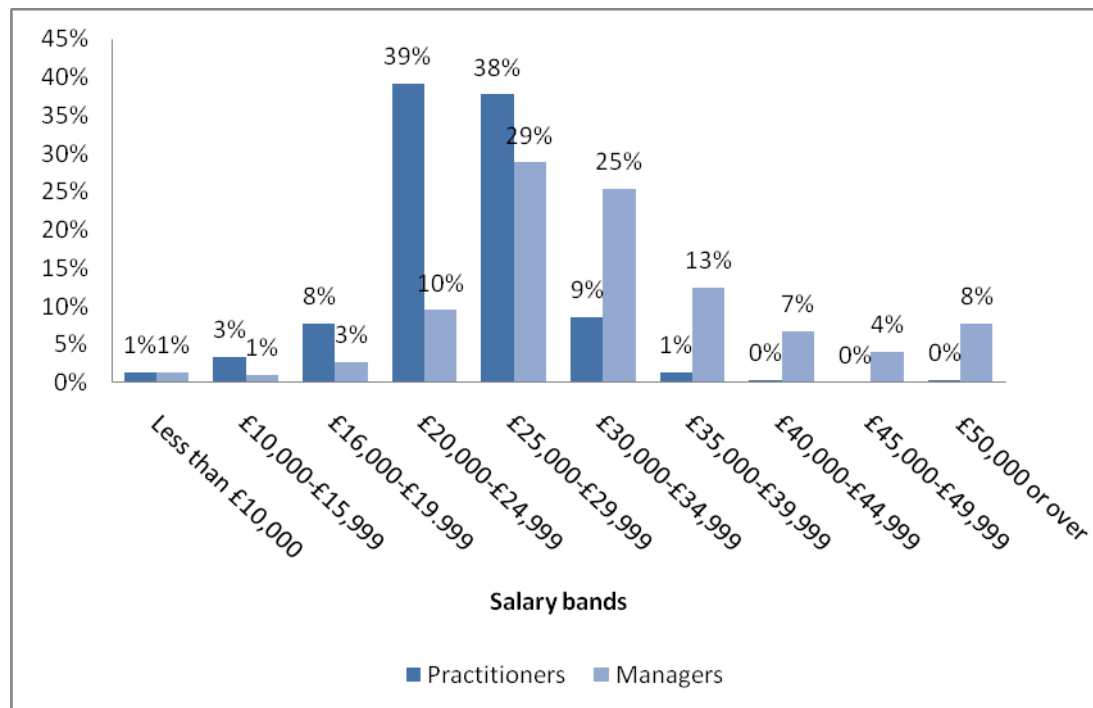
Over half (59 percent) of survey respondents had annual salaries in the range of £20,000 to £29,999. Trends were different between managers and other paid staff (see

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<sup>24</sup> A quarter of these managers were management committee members or trustees.

Figure 8). Seventy-seven percent of paid CD practitioners fell into this salary band compared to just 39 percent of managers. In comparison, 57 percent of paid managers had salaries of £30,000 and over, compared to just 10 percent of other paid CD staff.

**Figure 8: Salary bands of paid survey respondents**



Base no: 350 (practitioners) 295 (managers)

The sector tends to use a time off in lieu approach to overtime working, with 77 percent of survey respondents saying that they were not able to claim overtime payment for additional hours worked, but were eligible for time in lieu. Given that 73 percent of paid survey respondents are on average likely to work more hours than they are contracted to, access to time in lieu is important as a way for staff to recoup additional hours worked.

### 5.6 Volunteer CD experience and length of time in role

Of the 18 percent of participants who specified that their main CD role was unpaid, just over half had been volunteering in the field for ten years or over (51 percent). Men were most likely to have been volunteering the longest, with 66 percent of male volunteers having volunteered in CD for ten years or more compared to 46 percent of female volunteers.

There was more of a mixed picture in terms of the amount of time that people said they had been volunteering in their current role. Twenty-nine percent had been volunteering in their current role for ten years or more and 41 percent for less than four years.

Proportionately, community organisations (29 percent) and voluntary organisations (29 percent) had the most volunteers who had been in their roles for ten years or more.

Respondents specified how much longer they thought they would volunteer. The main response given was 'don't know/not sure' (34 percent), though encouragingly 33 percent stated they would volunteer for ten years or more.

### **5.7 Pathways into CD work**

A variety of responses were given regarding how people became paid CD practitioners. Just over half selected 'applied for a CD job based on previous experience'. The importance of unpaid work and volunteering as a route into paid CD work was demonstrated, as 42 percent became CD practitioners by either volunteering or being an unpaid activist or campaigner, or both. Interestingly, the opposite was true for a quarter of the volunteers responding to the survey, as they had previously been paid CD practitioners and were now unpaid CD professionals.

In terms of pathways to the respondents' current CD roles, the majority (71 percent) came to their current role having had previous CD experience, although only 19 percent had actually needed a CD qualification to take up their post. Fifty-four percent of volunteers stated that they needed CD experience for their role, compared to 77 percent of paid CD practitioners and 75 percent of paid CD managers.

The ways in which respondents first got into volunteering was also explored. Just under half of the respondents (47 percent) 'identified a need and set up a new organisation', and 35 percent 'joined an organisation'. Another popular route was to start working informally in the community (34 percent).

A large range of motivations for people to become volunteers was raised in the survey. The main motivations related to: a desire to give something back to the community and to help out in some way, the need within the area or community, to share their existing skills and knowledge, having strong anger or anxiety over a particular issue, and having a strong sense of community responsibility. The following two quotes are illustrative of some of these motivations:

'Lack of provision for young people to help reduce crime.'

'Response to injustice experienced in own community.'

Some respondents also stated that they started volunteering because they needed experience and were carrying it out as part of a student work placement, and others because they wanted something to do as they were retired or disabled.

## Chapter 6

# Role of community development within organisations

This chapter will examine the role of community development (CD) within the organisations where CD practitioners, managers and volunteers work. This chapter highlights the main barriers facing CD will be highlighted, influences on an organisation's use of and commitment to CD, such as the main national indicators and government agendas.

### 6.1 Summary of the key findings

- CD is one of the core parts of the organisation's business for 48 percent of respondents.
- 55 percent of public sector respondents argued that CD is not understood within their organisation.
- NI4 was most likely indicator influencing approach of organisation to CD.
- For the majority of organisations, their commitment to CD is influenced by local community members and views.
- 72 percent of respondents aim to meet specific government agendas through their work.
- The main barriers faced are a lack of funding and other political/policy agendas conflicting with CD.

### 6.2 Approach of organisation to CD

Nearly half of the respondents (48 percent) specified that CD 'is one of the core parts of the organisation's business', with respondents from social enterprises most likely to state this. Forty-two percent stated that 'community development is embedded in the organisation's approach'. Respondents from the voluntary sector (58 percent) were much more likely than people from the public sector (17 percent) to choose this option. People from the public sector (55 percent) were most likely to state that 'community development is not well understood throughout the organisation'. Public sector respondents were also most likely to argue that 'it is important strategically but not well understood at senior level' (43 percent).

### 6.3 Barriers to delivering CD

A number of barriers were identified as affecting the delivery of CD. The main barriers highlighted were: lack of funding (62 percent); other political/policy agendas conflict with CD (48 percent); and working on short-term contracts/project funding (41 percent). A more detailed breakdown of the barriers is shown in Figure 9. Lack of funding was the main barrier for social enterprises (85 percent), organisations within the voluntary sector (75 percent), private businesses (67 percent), faith organisations (65 percent), and education or training organisations (60 percent). The main barrier for public sector organisations was

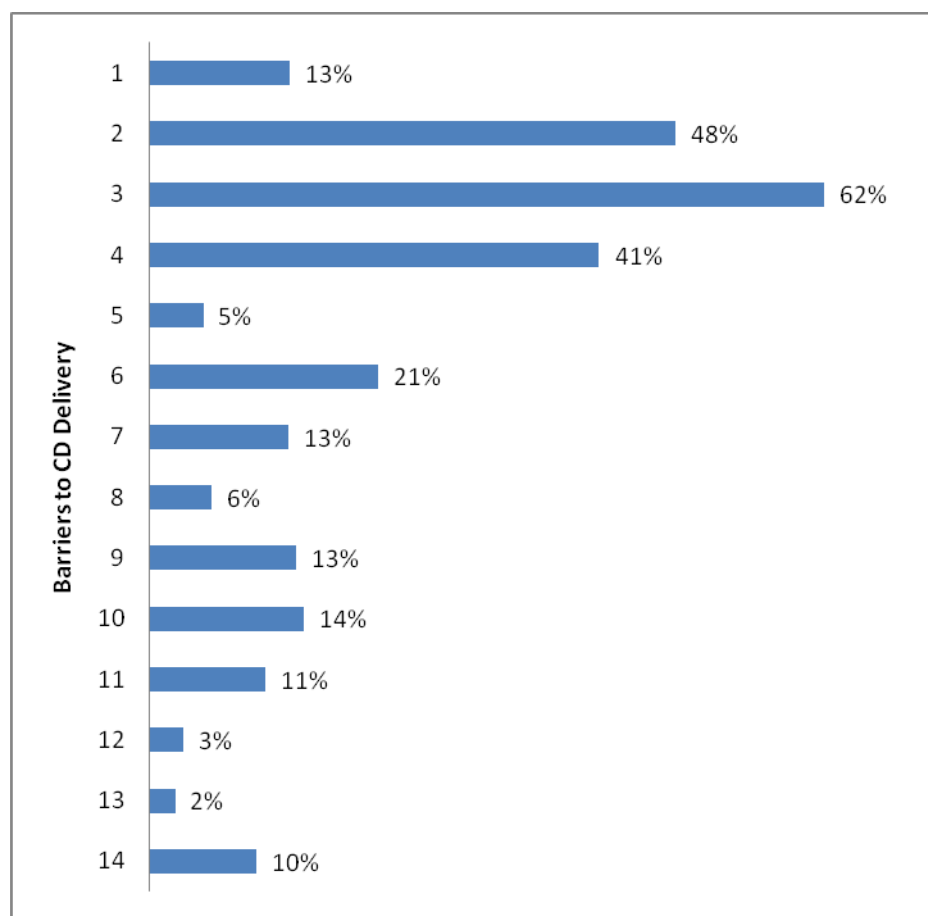
other political/policy agendas conflict with CD (61 percent). The primary barrier for social landlords (42 percent) was limited understanding of CD by senior management and for partnership organisations (50 percent) it was working on short-term contracts/project funding.

Out of all the different types of organisations, respondents from the public sector were the most likely to mention that communities' negative view of their organisation is a barrier to their work.

Other types of barriers that hindered respondents in delivering CD were specified by ten percent of respondents. These included issues such as a lack of time, capacity, resourcing, money, issues around partnership working, and confidence from council and/or public sector. Other barriers raised included:

- a limited understanding of CD across public sector agencies
- the local authority being disorganised
- apathy of communities and communities having a negative view of all interventions
- culture of service delivery within organisation
- competition between different organisations.

**Figure 9: Barriers to delivery of CD**



Base no: 687

- |   |   |
|---|---|
| 1. Limited access to support from other CD practitioners/managers | 8. Too many activities being funded in the same community                                       |
| 2. Other political/policy agendas conflict with CD                | 9. Lack of leadership within my organisation regarding promoting/using CD                       |
| 3. Lack of funding  | 10. Community (ies) are unaware of CD   |
| 4. Working on short-term contracts/project funding                | 11. Community (ies) have a negative view of the organisation that I am working/volunteering for |
| 5. I have skills gaps that I am unable to fill                    | 12. Community (ies) have a negative opinion of CD practitioners                                 |
| 6. Limited understanding of CD by senior management               | 13. No barriers faced   |
| 7. Limited understanding of CD by colleagues                      | 14. Other   |

## 6.4 National indicators that influence organisations' approaches to CD

Seventy-two percent of respondents stated that one or more national indicators (NI) influenced their organisation's CD approach. The majority of participants (55 percent) stated that NI 4<sup>25</sup> influenced their organisation's approach to CD. Public sector respondents (69 percent) were most likely to choose this indicator in comparison to other organisations. Some of the other national indicators listed are also influencing factors for the respondents:

- NI 1 – % of people who believe people from different backgrounds get on well together in their local area (42 percent)
- NI 2 – % of people who feel that they belong to their neighbourhood (46 percent)
- NI 3 – civic participation in the local area (40 percent)
- NI 6 – participation in regular volunteering (44 percent).

The public sector in comparison to the voluntary sector was much more likely to view the key national indicators 1, 2, 3 and 4 as influencing their organisation's approach to CD. Of the indicators listed, NI7<sup>26</sup> was the least frequently selected by respondents (38 percent). However, it was equally important to both the public and voluntary sectors.

In addition, six percent of respondents stated that other national indicators influenced their organisations' approach. Examples include:

- all indicators
- NI110 – young people's participation in positive activities
- NI17 – perceptions of anti-social behaviour
- NI186 – per capita reduction in CO2 emissions in the local authority area
- NI137 – healthy life expectancy at age 65
- NI88 – adapting to climate change.

## 6.5 Influences on an organisation's commitment to CD

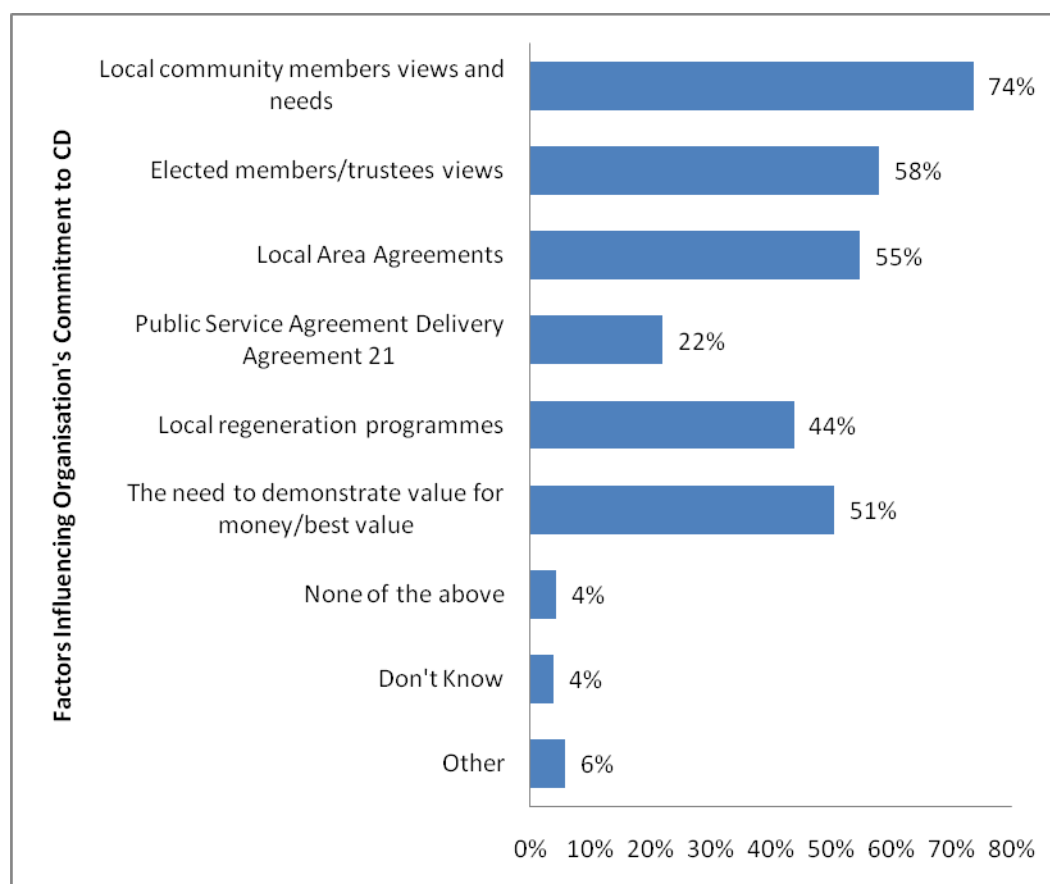
Local community members' views and needs were seen as a top driver in influencing their organisations' commitment to CD (74 percent). Other important factors are elected members/trustees views (58 percent), local area agreements (55 percent), and the need to demonstrate value for money/best value (51 percent). For a more detailed breakdown see Figure 10 below. The top two drivers were important for both the public and voluntary sectors. Respondents working in partnerships and in the public sector were most likely to select local area agreements, while social landlords and other organisations were the most likely to select best value for money.

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<sup>25</sup> NI 4 - % of people who feel they can influence decisions in their locality.

<sup>26</sup> NI7 – Environment for a thriving third sector.

**Figure 10: Factors influencing organisation’s commitment to CD**



Base no: 746

## 6.6 Government agendas influencing CD work

Seventy-two percent of people specified that their organisation aims to meet one or more specific government agendas through their work. The main agendas that were specified (in order of frequency mentioned by respondents) were:

- Every Child Matters
- healthy Living
- community cohesion
- empowerment
- community engagement
- sustainable communities
- delivering race equality
- worklessness
- duty to involve
- building stronger communities
- Choosing Health
- Communities in Control.

Only seven percent of respondents stated that they did not aim to meet any government agendas through their work, and just over half of these respondents were from the voluntary sector. The rest of the respondents did not know what government agendas they aimed to meet through their work.

## Chapter 7

# Support and networks

This chapter covers the main type of support that paid practitioners, managers and volunteers receive for their work, and the additional types of support they would like. The chapter also looks at which networks and organisations respondents are members of, and which they find most useful to their work.

### 7.1 Summary of key findings

- 60 percent of paid practitioners have line managers with direct experience of community development (CD) practice.
- Although most respondents receive support, most are not likely to receive career guidance and counselling.
- Volunteers are most likely to receive support from other volunteers (60 percent).
- 77 percent of respondents are involved in networks of community members they worked with.
- 66 percent are not members of the main national or regional CD networks.
- Local organisations and networks are seen as extremely useful for people undertaking CD work.

### 7.2 Support received from line manager

The majority (60 percent) of paid practitioners stated that their line manager had direct experience of CD practice. However 28 percent of respondents reported that their line managers did not have direct CD experience. In comparison to the voluntary sector, paid practitioners in the public sector were seven percent more likely to be working for line managers who did not have direct CD experience.

The vast majority of paid practitioners receive some type of support from their line managers. The main types of support received included performance management (83 percent), formal and informal recognition of good work (63 percent), and the identification of training needs by their line managers (57 percent). The type of support respondents are least likely to receive from line managers is access to careers guidance and counselling (12 percent), and women in comparison to men are more likely to receive this support.

In addition to those listed in the survey, eight percent of respondents identified other types of support provided by their line manager. These included:

- a listening ear
- general support and advice
- being informed of key wider issues
- strategic support
- problem solving
- ideas and initiatives to improve their work with the community.

Encouragingly, 95 percent of paid practitioners who identified that they receive some type of support felt that their line managers were supportive or very supportive. Of the six percent who felt that their line managers were unsupportive/very unsupportive, the majority worked in the public sector or for a social landlord.<sup>27</sup> They were also more likely to state that their line manager did not have direct experience of CD practice.

### **7.3 Additional support paid practitioners and managers would like**

Paid practitioners (85 percent) and managers (90 percent) specified additional types of support that they would like, and that would assist them in their current roles.

A wide variety of different types of support were suggested. The main type of support that practitioners and managers would like is:

- administrative support
- affordable and local training
- better resourcing and a larger training budget
- capacity-building support
- formal learning opportunities and more information on university courses in CD
  
- mentoring support by CD professionals or with peers at a local level, or shadowing opportunities
- online courses, presentations and tools
- short courses on CD
- useful tools like a hotline to help or information digests
- formal CD qualifications
- better access to CD network
  
- clearer priorities
- clearer understanding of CD by others (e.g. managers, trustees, council and funders)
- more practitioners
- fixed-term contracts for CD practitioners
- longer-term sustainable funding.

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<sup>27</sup> These percentages have been rounded up to the nearest decimal place.

Some practitioners also would like better support from their managers, such as:

- better direction
- constructive criticism
- encouragement and praise
- recognition of work being carried out
- relevant performance framework.

Practitioners also mentioned that they would appreciate support related to their career development and progression, which is supported by the low percentage of respondents reporting to receive this type of support.

Managers were more likely than practitioners to say that they would like CD to be better understood and valued by statutory organisations, and that they would like corporate commitment to CD.

#### **7.4 Volunteers' access to support**

Just over half of the volunteers responding to the survey (54 percent) receive support to help their work. Volunteer practitioners (59 percent) are more likely than volunteer managers (48 percent) to receive support. Volunteers from faith organisations (63 percent) are most likely to receive support.

Volunteers are most likely to receive support from other volunteers (60 percent) or/and management committee members or trustees (54 percent). Only 21 percent of volunteers specified that they receive support from paid CD practitioners.

When asked who they would like to receive support from, volunteers mainly responded:

- CD practitioners (offering them peer mentoring support)
- educational groups or experts in area of work
- local infrastructure organisations
- management or project leaders
- other staff members
- other volunteers
- professional organisations
- statutory bodies, including government and local authority support.

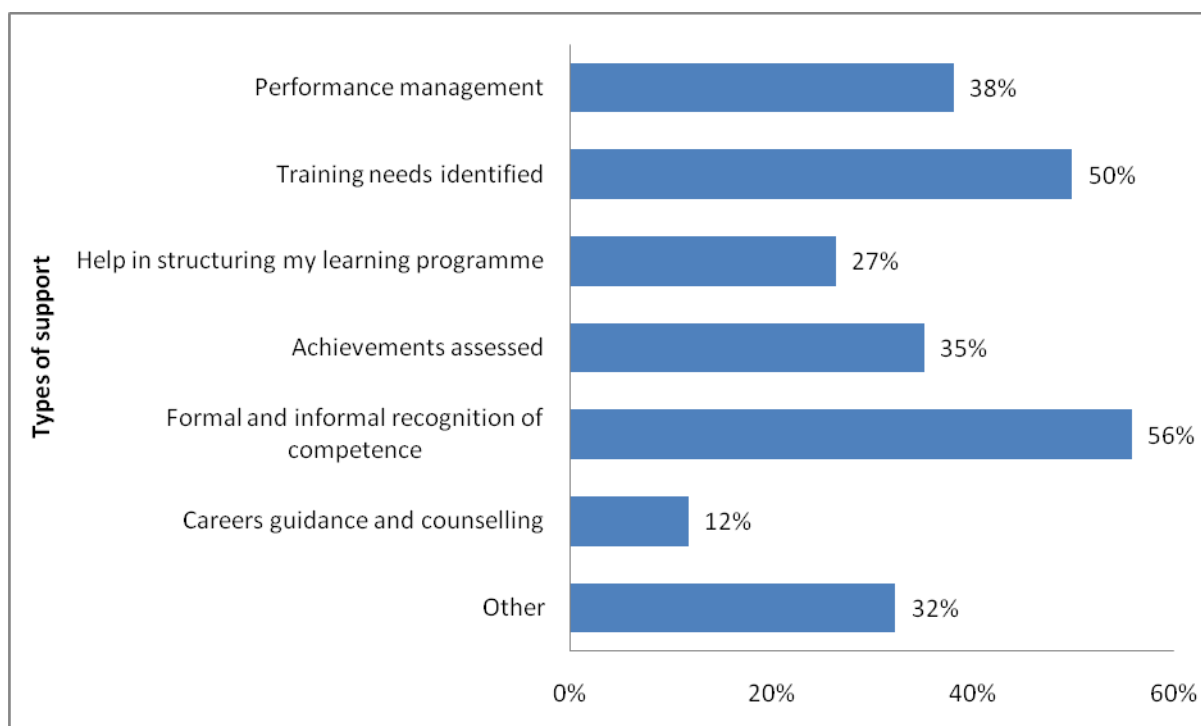
Volunteers who receive support specified the different types of support they receive. The majority (56 percent) receive formal and informal recognition of competence, 50 percent have their training needs identified, and 38 percent receive performance management support. Volunteers in a management role (including management committee members or trustees) are more likely to have their achievements assessed (48 percent) and receive performance management (45 percent) support than volunteer practitioners.

Many volunteers also identified that they receive other types of support (32 percent). This included:

- admin support
- encouragement and solidarity
- funding advice
- networking opportunities
- training
- sharing experiences and ideas
- mentoring
- feedback
- supervision
- verbal support from other volunteers.

Figure 11 shows the different types of support received by volunteers.

**Figure 11: Types of support received by volunteers**



Base no: 68

## 7.5 Additional support volunteers would like

Volunteers were asked to describe what additional support they would value in their current role. The majority (76 percent) would like additional support. This included support in the following areas:

- administration
- advice
- expenses
- funding
- fundraising and bid-writing assistance
- governance skills
- legal advice
- networking opportunities
- organisational capacity building
- training such as ESOL (English for speakers of other languages), trustee training and general skills.

It was also stressed that it was important to have access to free support and training that was held at times when volunteers could attend. The importance of training being offered at suitable times is illustrated in the following quote:

‘Minibus driver training (...Council charge £45 per year for volunteers but put all the training on during office hours).’

Some of the difficulties faced by volunteers in getting recognition for their work are also mentioned. The following two quotes illustrate these challenges:

‘Just access to quality free training with at least a certificate that could be transferable into the job market.’

‘A free course to give qualifications that formalise immense abilities, based primarily on achievements to date in voluntary work.’

## 7.6 Networks

This section discusses the main type of networks that respondents were involved in, and which types of jobs are most likely to be involved in which networks. Key findings were:

- community networks of people in the community that they work with (77 percent)
  - paid practitioners most likely to be involved
- networks of CD practitioners (57 percent)
  - paid practitioners most likely to be involved
  - unpaid practitioners least likely to be involved
- regional networks (51 percent) were important to just over half of the respondents,
  - paid managers most likely to be involved

- internal work based networks (42 percent)
  - paid managers most likely to be involved
- interest-based networks (42 percent)
  - voluntary managers most likely to be involved
- national networks (30 percent)
  - voluntary managers most likely to be involved.

In comparison to paid respondents, volunteers are more likely to be involved in interest-based networks (48 percent), national networks (36 percent) and other networks (22 percent). However volunteers (ten percent) are also more likely than paid respondents (three percent) to not be involved in any networks. The main reasons given by both paid and unpaid respondents for their lack of involvement in networks was that they were not aware of any networks that would be useful to them (65 percent), and that they do not have time to network (42 percent).

### **7.7 Networks a member of**

The participants were asked to identify if they were a member of certain regional or national networks. The majority of respondents (66 percent) are not members of any of the listed networks. Of the two national networks listed, 17 percent are members of the Community Development Exchange (CDX) and 12 percent are members of the Federation for Community Development Learning (FCDL). Paid respondents are more likely to be members of CDX than volunteers, and slightly more likely to be members of FCDL.

Thirty-four percent of respondents who stated that they were involved with networks specified that they are members of at least one or more of the regional networks. The membership for each regional network varied from between one to five percent.

### **7.8 Most useful networks and umbrella organisations**

The majority of respondents (72 percent) specified a number of networks and umbrella organisations they found useful to their work. A large number listed local voluntary organisations, charities, partnerships, forums, networks and community teams as being very useful to their work.

There were however, some organisations that were repeatedly mentioned. These are listed below, in order of how frequently they were mentioned:<sup>28</sup>

- Community Development Exchange (CDX) (10 percent)
- Council for Voluntary Service (CVS) - various (nine percent)
- Federation for Community Development Learning (FCDL) (six percent)
- Community Matters (five percent)
- Action with Communities in Rural England (ACRE) (five percent)
- National Association for Voluntary and Community Action (NAVCA) (four percent)
- Community Development Foundation (CDF) (four percent)

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<sup>28</sup> Percentages shown exclude those who stated 'none' or 'no organisation or network'.

- National Council for Voluntary Organisations (NCVO)(four percent)
- Inspire East (four percent)
- Development Trust Association (DTA) (three percent)
- Voluntary Action - various (three percent).

In most cases, the same networks were not mentioned by the respondents. This is important, as it indicates the level of importance that individuals place on their local networks and their ability to be involved in 'informal' networks. This is illustrated by the following quote:

'The world of informal networks and ad hoc groups inside neighbourhoods and communities of interest are the world that CD work knows well. It is off the radar of the organised voluntary sector.'

The main networks that are listed that were mentioned slightly more frequently (by one or two percent of respondents) are shown below:

- Local involvement networks (LINKs)
- Social Enterprise Network
- Community Development Network London (CDNL)
- South West Regional Funding Advisors Forum
- South West ACRE network of rural community councils (SWAN)
- Age Concern.

Many respondents also mentioned that they found regional CD worker networks useful for their work. However, there were quite a large number of people (28 percent) who stated that they found none of the organisations or networks useful to their work, for a handful of reasons, including:

'None as I have no time nor funding to join any networks that increasingly rely on conferences, etc. for their communication.'

## Chapter 8

# Education and training

This chapter outlines the qualifications and training of survey respondents. It looks at the National Occupation Standards for community development (CD NOS) and the level to which respondents are undertaking the key standards, values and processes.

### 8.1 Summary of key findings

- 46 percent of paid practitioners had a CD qualification.
- 92 percent of respondents had a higher education qualification and 42 percent had a CD-specific qualification.
- BAME respondents (53 percent) were much more likely than white British respondents (37 percent) to have a CD qualification.
- 39 percent of paid respondents received formal training in the last year, compared to 29 percent of volunteers.

In relation to working to the CD NOS framework, the survey found that:

- only 37 percent of practitioners work to all five standards set out in core key area one
- only 41 percent of managers work to all five standards in core key area one, but nearly half (46 percent) work to the two standards set out in key area seven (which focuses on the management of CD).

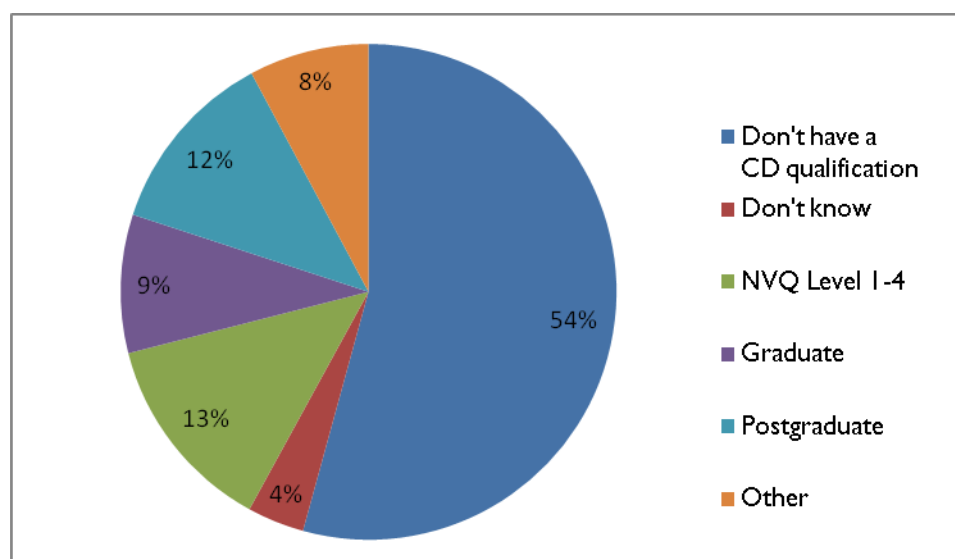
### 8.2 Overview of education levels

#### CD qualifications

Forty-two percent of all respondents had a CD qualification, rising to 46 percent for paid practitioners and falling to 40 percent for volunteers. Forty percent of paid managers had a CD qualification.

The CD qualifications held by respondents covered all education levels, as shown in **Figure 12**.

**Figure 12: Level of CD qualification**



Base no: 845

Of those respondents with a CD qualification:

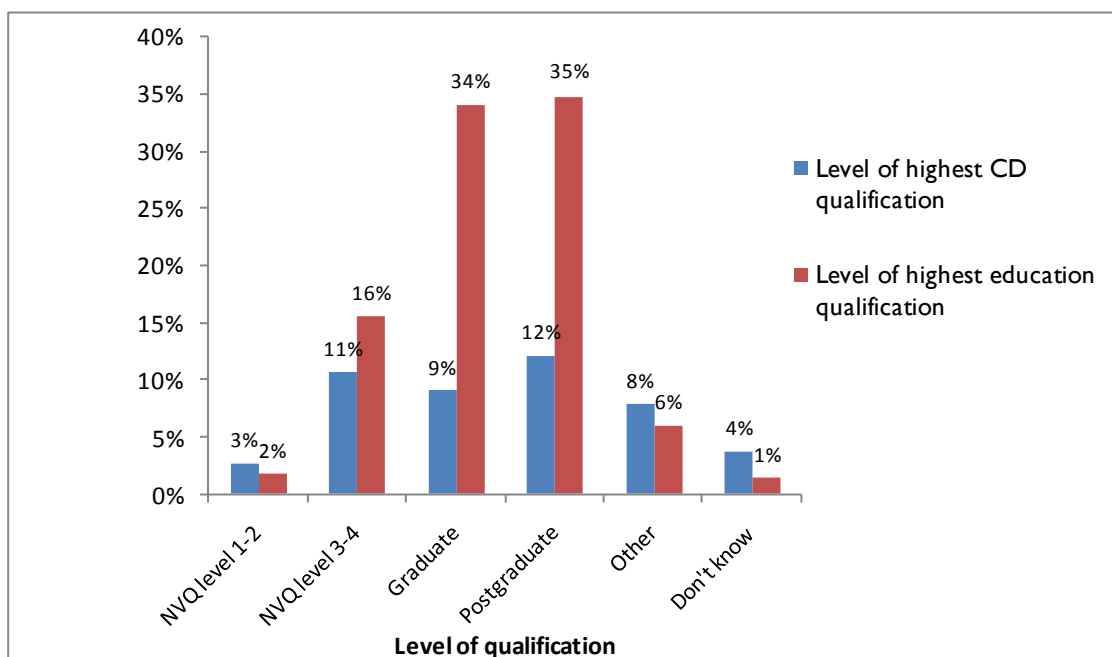
- 55 percent of paid CD practitioners who held a CD qualification were in their role for less than four years
- they were equally likely to work either in the public or voluntary sector
- there were no significant differences between women (42 percent) and men (41 percent) who had a CD qualification, although women between 55 and 64 were most likely to have a CD qualification, while men aged over 64 or between 16 and 24 were most likely to have a CD qualification
- BAME respondents (53 percent) were much more likely than white British respondents (37 percent) to have a CD qualification
- 42 percent of respondents with a disability or long-term illness had a CD qualification
- 44 percent of people working in inner city urban areas had CD qualifications.

### Higher education qualifications

The majority of respondents (92 percent) completed some form of higher education. There were no main differences across practitioners, managers and volunteers, except paid CD practitioners were the least likely to have a postgraduate qualification. Figure 13 shows the comparison between the highest levels of CD qualification and higher education gained. For a more detailed breakdown see

Figure 18 in Appendix A.

**Figure 13: Highest levels CD qualifications and higher education**



Base no: 845 (highest CD qualification) 838 (highest educational qualification)

Of all survey respondents with some form of higher education qualification, eight out of ten felt that the qualifications they had helped them in their community development work. Many non-CD qualifications specified were in related areas, including:

- Community Cohesion Management
- Community Studies
- Project Management
- Urban Regeneration
- Voluntary Sector Management
- Health and Community Studies
- Social Psychology
- Social Work
- Urban and Regional Studies
- Youth and Community work/studies
- Advice and Guidance
- Community Empowerment
- Community and Youth work
- Community Volunteering
- Local Government Management
- Mentoring Skills
- Preparing to teach in the lifelong learning sector
- Social Enterprise Advisor Training
- Training the Trainer

### 8.3 Formal versus informal training

As with any profession continued professional development, including formal and informal training, is essential to equip the sector with the skills needed to deliver services effectively. Training enables professionals to update and gain new skills and knowledge, which they can then apply in their jobs. A good management system within an organisation will allow for both formal and informal training to be accessed by employees and volunteers.

For the purpose of this report, formal training is defined as being structured or time-limited training in a formal, recognised setting. Informal training is less structured, more flexible and encompasses methods such as mentoring, job-shadowing and on-the-job learning.

Of those in paid employment, 39 percent had received formal training in the past twelve months. Formal training included courses focusing on aspects of CD and community engagement, covering a wide range of issues from climate change, to conflict resolution, to research skills. Three quarters (76 percent) attending formal training courses were satisfied with the training. However managers (78 percent) were slightly more likely to be fairly or very satisfied than practitioners (74 percent). Only a small percent were dissatisfied with the formal training they had received.

There were split views around whether it was important that formal training be accredited. Fifty-two percent thought it was important, and 32 percent thought it was not that important. The remainder were unsure. Some see accredited training as part of the 'professionalisation' of the sector, which not everyone agreed with:

'Community development is distinct from many professions because practitioners start by getting involved in issues within their own community. Formal qualifications and 'professionalising' community development are not - and should not be - the way into community development work as this will potentially exclude individuals who work at grassroots level. Rather, grassroots practitioners need to be encouraged through training opportunities that are appropriate to their needs and circumstances.'

The picture is slightly different for volunteers. Twenty-nine percent of all volunteer respondents had received formal training in the past twelve months, rising to 33 percent for volunteer managers and falling to 24 percent for volunteer practitioners.

Sixty-three percent of all respondents had not received formal training in the 12 months prior to completing the survey and a fifth of all respondents had never received any formal training at all. Of these, 25 percent were volunteers. Of the paid respondents who had never received training, there was an equal split between managers and practitioners.

When asked about informal training opportunities, just over a third (34 percent) had received informal training in the last year, with a further 36 percent having had informal training at some point in the past, but not within the last year. Volunteers were just as likely as paid respondents to have received informal training. Common examples of informal training included job shadowing, mentoring and on-the-job learning.

Other types of informal training included:

- action learning
- attending conferences
- peer review
- exchange programme with European partners
- facilitating workshops
- networking
- site visits
- volunteering in the community.

The majority (77 percent) were satisfied with the informal training they had received.

#### **8.4 Working to a CD framework**

We used the National Occupational Standards for community development work (CD NOS)<sup>29</sup> to define what CD encompasses.

The CD NOS, last updated in September 2009, sets out what someone must be able to do, know and understand, to be able to carry out their CD job role in a competent and consistent way. It highlights good practice and can offer a framework for training and development.<sup>30</sup>

While there are seven 'key areas' set out in the CD NOS, key area one 'understand and practice community development' is the main key area that all CD practitioners are expected to conform to. Within main key area one there are five standards. It is these standards that we used to determine whether survey respondents were CD practitioners. In addition, key area seven 'manage and develop community development practice' and its two standards, were used to further define CD managers.

Twenty-nine percent of managers carried out or managed all seven standards and 37 percent of practitioners carried out all five standards. **Figure 14** shows the breakdown of the number of CD NOS areas undertaken by practitioners and managers.

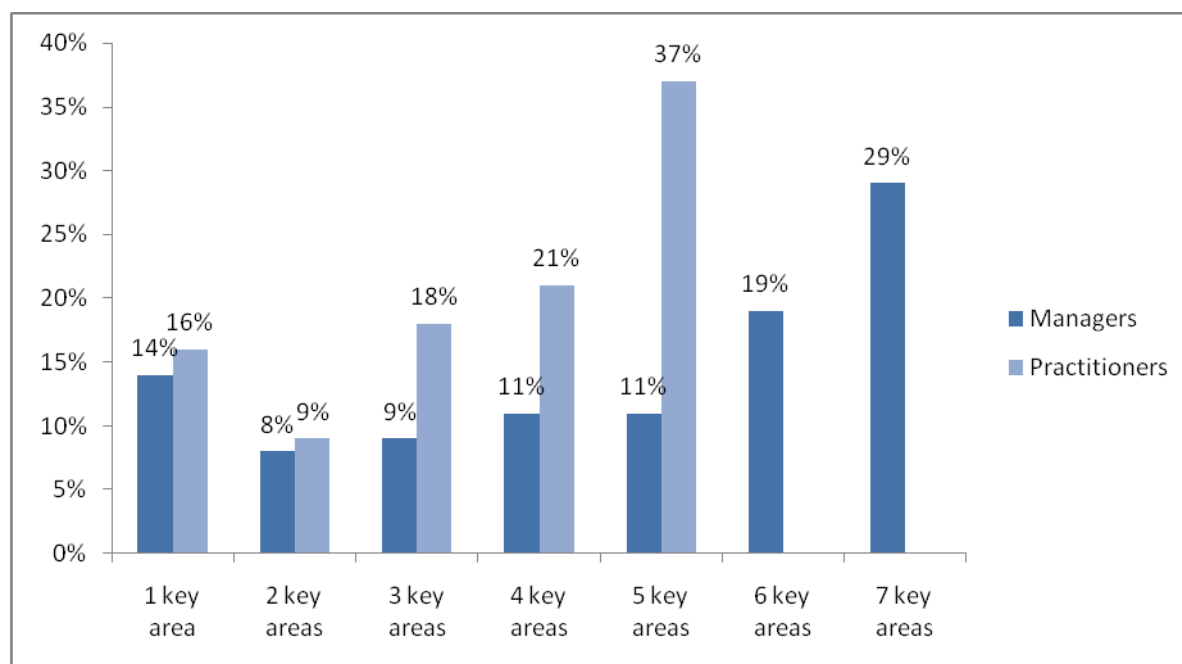
Paid practitioners working within the public sector were 20 percent more likely to use all five standards in their roles than those working within the voluntary sector. In total, 50 percent of all paid public sector practitioners meet all core standards in key area one. The majority of practitioners working for social landlords, faith organisations and partnership organisations also worked to four or more standards in key area one.

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<sup>29</sup> National Occupational Standards for Community Development, 2009, Life Long Learning UK.

<sup>30</sup> Skills for Business (2009) About occupational standards (accessed 30.04.2010: [http://ukstandards.org.uk/About\\_occupational\\_standards/default.aspx](http://ukstandards.org.uk/About_occupational_standards/default.aspx)).

**Figure 14: Number of core areas undertaken or managed**

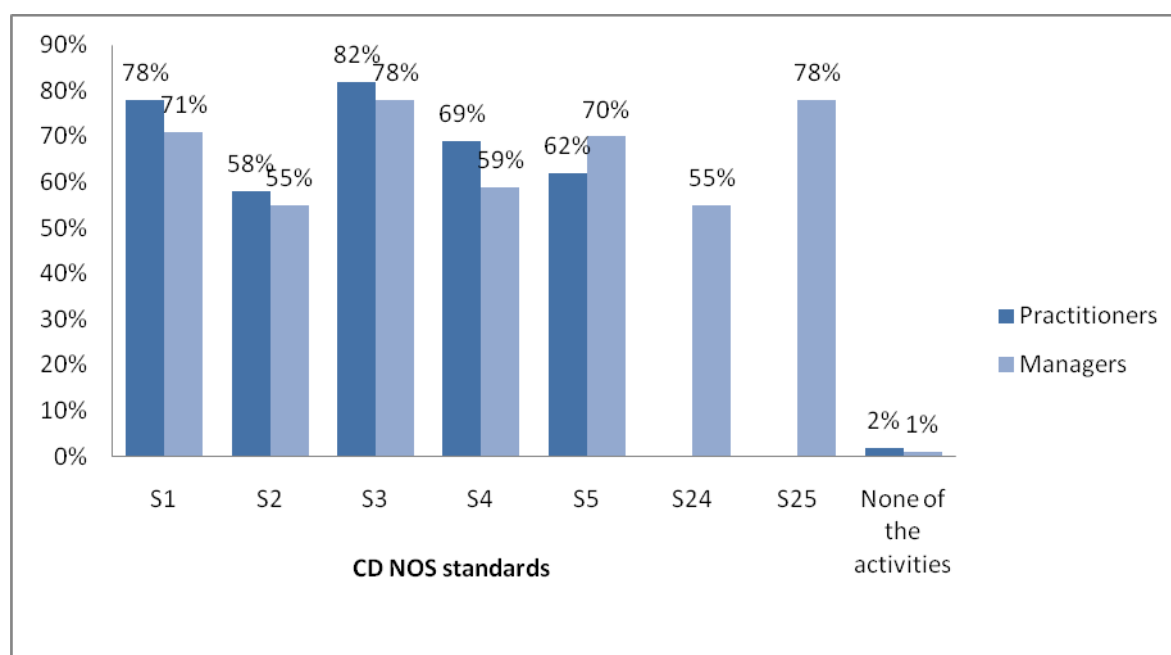


Base no: 419 (managers) 472 (practitioners)

Managers were most likely to select ‘standard 25 - manage internal organisational development and external relationships to support effective CD Practice’ (78 percent) and ‘standard 3 - relate to different communities’ (78 percent). The majority of managers specified that these were both activities that they frequently carried out or managed. Paid managers stated that they frequently carried out or managed more of the seven listed standards than unpaid managers.

The standards in key area one most often selected by practitioners were ‘standard 3 - relate to different communities’ (82 percent) and ‘standard 1 - integrate and use the values and process of CD’ (78 percent). The majority specified that these were activities that they frequently carried out in their roles. Figure 15 shows the main standards carried out by practitioners and managers.

**Figure 15: CD NOS Standards carried out by CD practitioners and managers**



Base no: 480 (practitioners) 421 (managers)

S1 = Integrate and use the value and process of CD

S2 = Work with the tensions inherent in CD practice

S3 = Relate to different communities

S4 = Demonstrate competence and integrity as a CD practitioner

S5 = Maintain CD practice within own organisation

S24 = Supervise CD practitioners

S25 = Manage internal organisational development and external relationships to support effective CD practice.

Respondents were asked to rate how often they carried out the six other key areas included in the CD NOS. Practitioners and managers are most likely to carry out the following key areas regularly:

- understand and engage with communities (79 percent)
- take a CD approach to group work and collective action (65 percent)
- promote and support a CD approach to collaborative and cross-sectoral working (65 percent).

They were less likely to carry out the following key areas regularly:

- support community learning from shared experiences (44 percent)
- provide CD support to organisations (49 percent).

## 8.5 Purpose and values of community development

CD is viewed as being a long-term, value-based process which aims to address imbalances in power and bring about change founded on social justice, equality and inclusion. The process enables people to organise and work together to enable specific outcomes to occur.<sup>31</sup>

Respondents specified how easy they found it to demonstrate these outcomes:

- 'Identify their own needs and aspiration' (56 percent)
- 'Improve the quality of their own lives, the communities in which they live, and societies of which they are a part' (52 percent)
- 'Take action to exert influence on the decisions which affect their lives' (47 percent)

Volunteers were slightly more likely to state that they found these process outcomes very difficult to demonstrate compared to those whose main CD role was paid.

The CD NOS set out five values that should be at the heart of any CD activity. They are:

- equality and anti-discrimination
- social justice
- collective action
- community empowerment
- working and learning together.

Seventy-seven percent of respondents found it very or fairly easy to demonstrate that their work embodied the value of collective action. Seventy percent found community empowerment very or fairly easy to demonstrate, followed by equality and anti-discrimination at 68 percent. Fewer respondents found working and learning together (59 percent) and social justice (53 percent) easy to demonstrate. In all cases, managers were more likely to state that they found it very or fairly easy to demonstrate that they were carrying out CD values than practitioners.

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<sup>31</sup>National Occupational Standards for Community Development, 2009, Life Long Learning UK.

## Chapter 9

# Conclusions and recommendations

The findings presented in chapters two to eight pose opportunities and challenges to communities, practitioners, employers, policymakers, funders and researchers alike. This chapter outlines our main conclusions and key recommendations for practice, policy and research.

### 9.1 Conclusions

The survey aimed to answer some key questions about the state of the community development (CD) workforce. In particular it looked at the make-up of the workforce, their working environment, who they work with and the type of work they carry out. The survey also aimed to uncover the barriers they face and their training and support needs.

CD is carried out by experienced practitioners and managers. Most of our survey respondents had some form of higher educational qualification, with two-fifths having a CD-specific qualification. CD workers are an important resource for local authorities as they focus on government priorities including engagement, empowerment, social inclusion and cohesion. They support a wide range of government agendas (e.g. Healthy Living, Every Child Matters and Building Stronger Communities). Their beneficiaries are wide ranging as most respondents work with all community members as well as focusing on specific groups, particularly BAME groups, older people (60+) and partnership bodies (e.g. community forums, neighbourhood-based groups).

The majority of respondents were over the age of 44. Young people (under 25 years old) were underrepresented in the survey. There is therefore scope to market CD as a career to people under 25. A proportion of the CD workforce is unpaid (just under a fifth of CD workers surveyed were volunteers), and nearly half did not receive regular support for their work. Of those volunteers that received support, over 60 percent did not receive performance management support. The lack of effective management support can have a detrimental impact on the sector, as unpaid CD workers do not have access to ongoing support, and do not operate within a performance management system. Sixty-three percent of respondents have not received any formal training in the past 12 months. In addition, the majority of paid respondents would like access to additional support. The majority of paid respondents work more than their contractual hours (66 percent of practitioners and 82 percent of managers). Over two thirds felt that in the past year their role has become more challenging. The CD sector appears to be under pressure and CD workers are being stretched to meet increased demands without the necessary support in place.

The primary funder of CD work and CD workers (regardless of organisation) is the local authority. This makes CD workers vulnerable to spending cuts in the public sector. At a time of large scale public sector funding cuts, the need to advocate the value of CD workers is paramount. There is also a role in working with the sector and other stakeholders, including central government to explore funding alternatives. There are a number of main barriers facing CD workers that are primarily related to a lack of funding but also to the need to work to political/policy agendas that conflict with CD values or practice. These barriers need to be overcome in order for a strong, active CD workforce to exist.

The key question now is **what does this mean for the current CD workforce and the future of CD?** As we have demonstrated through the findings of this report, CD workers play a very important role in achieving government and community objectives. One of the main benefits of CD is assisting people and communities to take action that can result in greater control over decisions that affect their lives, as well as assisting with improvement to service delivery, capacity building and building confidence within communities. CD workers are perfectly placed to be the bridge between government, local authorities and communities, and can play an important role within the increased move towards the localism agenda. However, they need to be offered support to enable them to sell their value effectively and work will need to be carried out to raise their profile.

## 9.2 Recommendations

A number of recommendations can be made based on the evidence from the survey. These should be seen as a guide for improving the impact of the CD workforce. These recommendations can be best achieved through the active involvement of CD workers and communities. Future work will need to be conducted in partnership and through collaborative working to make the recommendations a reality. CDF will be working with the sector to take these recommendations forward and will be conducting follow-up research on key findings of interest from this survey.

The recommendations have been categorised into practice, policy and research.

### Practice

- While survey respondents spend on average 27 percent of their time working directly with communities, they would like to spend on average 12 percent more of their time this way. Employers should work with staff and community members to explore new ways of working to **minimise the bureaucratic burden** on CD workers and open up opportunities for workers to carry out more frontline activity directly with community members. Communities should be consulted to ensure that they lead and input into the level of CD involvement.
- The CD workforce actively contributes to meeting public sector objectives and helps local authorities address local concerns. Employers should seek to **maximise their contribution**, and avoid reducing numbers of CD workers. By working with CD workers and communities, employers should develop monitoring and evaluation tools that demonstrate the impact the workforce has on local communities.
- **Evaluation and research needs to be an important aspect of CD workers' roles** in order to help them improve their work and to show its impact. Fifteen percent of respondents do not measure the longer-term benefits of their work. Training, support and capacity building needs to be provided to help them measure these benefits.
- With 72 percent of respondents stating that their organisation aims to meet one or more government agenda through their work, the sector should build on its **bridging role between communities and the State**. The CD sector can work at a more strategic level (locally and nationally) on difficult issues, or help translate a wider range of social policy and government agendas into practice, particularly in areas where this is currently not happening.
- Winning work through the public sector commissioning process was seen by many respondents as an opportunity for the CD sector. The sector needs to be fit for purpose to enable it to win new work in a competitive environment. Those working in CD need to

**help strengthen organisations within the voluntary and community sector** so they have the ability to take on commissioning work if they wish to. There is also a need to invest in the individual worker and volunteer to ensure a professional workforce with the skills to meet the demands of future contracts.

- There are gaps and inconsistencies across the sector in terms of ongoing support of the CD workforce. Nearly half of unpaid CD workers responding to the survey received no support and 63 percent of respondents have not received any formal training in the past 12 months. Employers could work with representative organisations and existing local networks to **explore how best to deliver support to CD workers** at times of reduced access to funding for training activities. This would ensure CD workers are supported in their day to day activities as well as to enable them to develop their careers in CD.

### Policy

- The survey found that there is limited understanding of CD among senior management (21 percent) and colleagues (13 percent), and that some communities are unaware of CD (14 percent). The **profile of the CD sector needs to be raised**, the benefits of CD work need to be continually highlighted, and a clear business case for CD should be developed. This will require input from representative organisations, funders, employers, CD workers and communities to work together to identify and demonstrate the key benefits of CD work.
- With the public sector being the single most common form of funding for CD, there is a need to continuously **demonstrate the value of CD** to funders, particularly in times of austerity. There needs to be a clear business case for CD. The consequences of not having access to CD professionals needs to be highlighted. Working with public sector funders who are investing in CD as well as working with those who are not actively investing in CD, can help demonstrate the impact of CD.
- Survey respondents value local networks. National CD bodies should consider how best to **support nurturing and sustaining local networks** that assist CD workers in effectively contributing to communities.
- CD representative bodies need to work closely with educational and training providers, employers and CD workers to provide **clearer pathways into CD work**. A clear strategy to encourage people to take up CD as a profession will need to be developed based on further research outlined in the research section below.

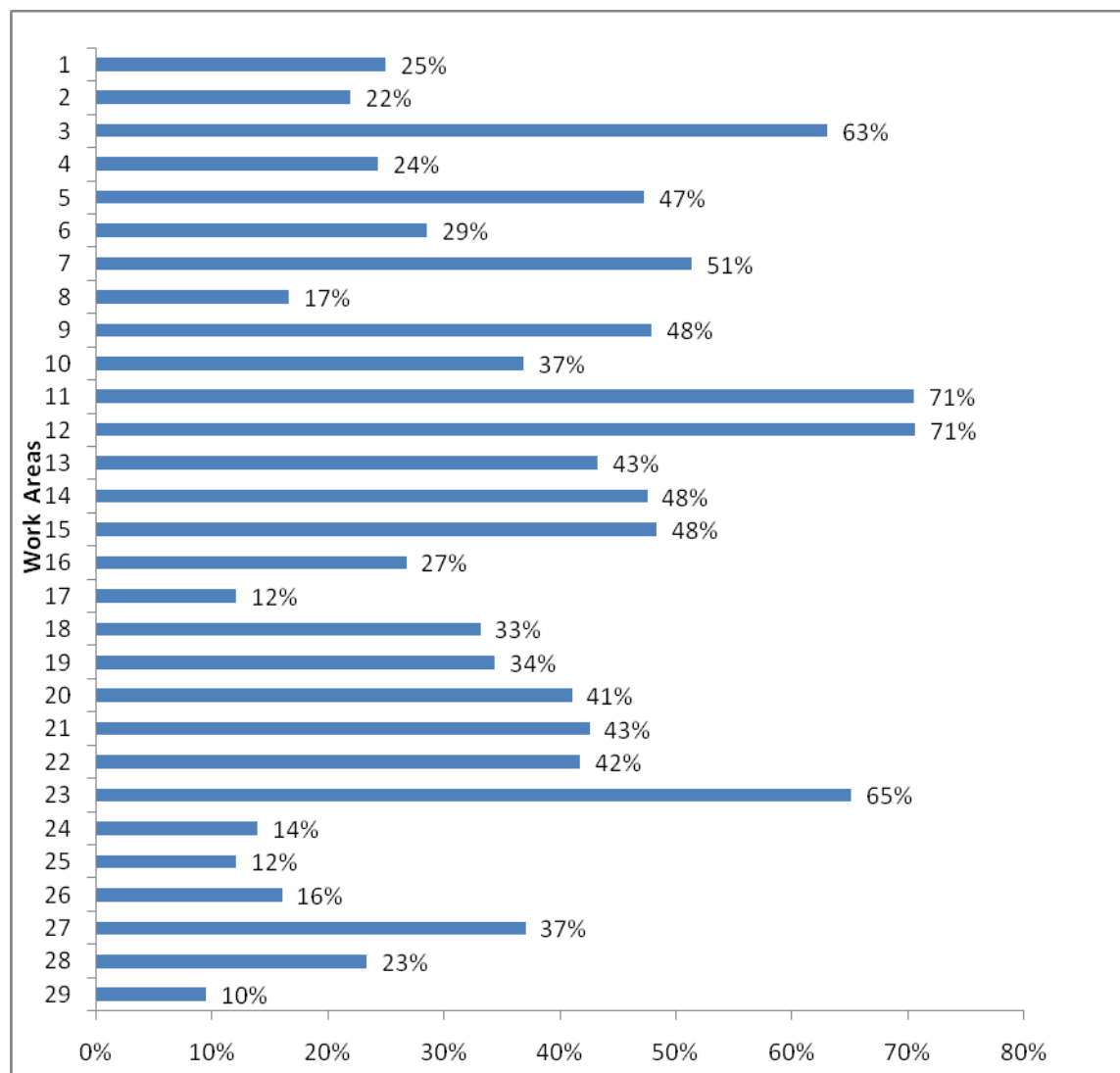
### Research

- Further **research into the conflicting political and policy goals that create barriers to CD** is needed as this was a main barrier for 48 percent of respondents. There should also be an in-depth **exploration of the most effective ways to embed CD approaches** in the strategic operation and decision making of public authorities as only 17 percent of public sector respondents stated that CD was embedded in their organisations' approaches.
- As the survey did not look in detail at **the impacts of taking a CD approach**, further research into this area is therefore needed. Research should be undertaken at both grassroots and strategic levels, including research into the costs of not doing so.

- There is need for exploratory **research into the pathways into CD work**. The survey found that a quarter of volunteers were previously paid CD workers, while 42 percent of paid CD workers were previously volunteers or carried out unpaid activities. In particular, research needs to explore the motivations behind becoming a CD worker, as well as why people (especially young people) are not choosing to become part of the workforce.
- Further **research into CD workers' environments, and how to better support them** is needed, as the majority of respondents would like additional support in this area.
- Further **research into where (geographically) CD workers are working**. Although they identified that they work primarily at the district and borough levels, do they also work closely at the local level? This needs to be explored in the context of how it links to the localism agenda.
- Further research is needed to **inform the debate around professionalisation** as this was not explored in depth in the survey. In particular, the most suitable types of accredited qualifications, formal training opportunities and means of recognising practice and experience need to be determined. In addition, the motivations, barriers and effective means of ensuring inclusive and equal access to higher and further level qualifications needs to be better understood.

## Appendix A Additional graphs

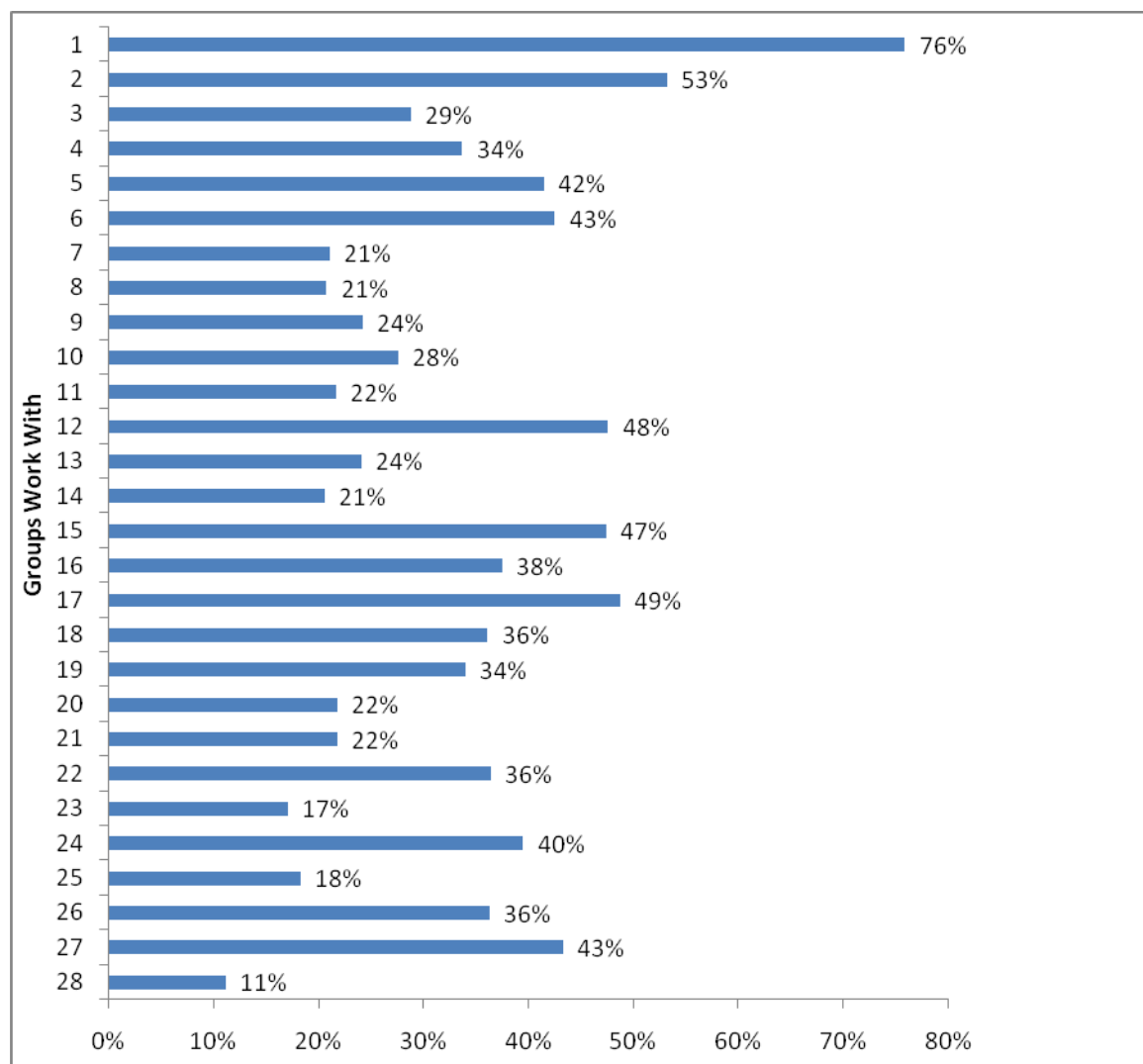
**Figure 16: Respondents' work areas of focus**



Base no: 735

- |                                    |                             |                                 |
|------------------------------------|-----------------------------|---------------------------------|
| 1.Arts                             | 11.Empowerment              | 20. Recreation and play         |
| 2.Built environment                | 12.Engagement               | 21.Regeneration                 |
| 3.Cohesion                         | 13.Environmental issues     | 22.Service user involvement     |
| 4.Community care                   | 14.Equal opportunities      | 23.Social inclusion             |
| 5.Community safety/crime           | 15.Health                   | 24.Social services              |
| 6.Disability                       | 16.Housing and homelessness | 25.Substance misuse             |
| 7.Diversity                        | 17.Immigration              | 26.Welfare rights               |
| 8.Domestic violence                | 18.Mental health            | 27.Youth work                   |
| 9.Education and training           | 19.Poverty                  | 28.Race hate and discrimination |
| 10.Employment/economic development |                             | 29. Other                       |

**Figure 17: People respondents work with**



Base no: 739

- |  |                                     |                                    |
|--|-------------------------------------|------------------------------------|
| 1.All community members within a local area      | 10.Men and boys                     | 19.People with other health issues |
| 2.Black, Asian and minority ethnic groups (BAME) | 11.Migrant workers                  | 20.Refugees                        |
| 3.Carers   | 12.Neighbourhood-based groups       | 21.Asylum seekers                  |
| 4.Children                                       | 13.New migrants                     | 22.Service users                   |
| 5.Disabled people                                | 14.Offenders or ex-offenders        | 23.Substance misusers              |
| 6.Families                                       | 15.Older people (60+)               | 24.Unemployed people               |
| 7.Gypsies, Traveller and Roma communities        | 16.Parents                          | 25.Victims of crime                |
| 8.Homeless people                                | 17.Partnership bodies               | 26.Women and girls                 |
| 9.Lesbian, gay, bisexual, transgender people     | 18.People with mental health issues | 27.Young people (16-25)            |
|  |                                     | 28.Other                           |

**Figure 18: Level of educational attainment**

Education Qualifications	% of paid CD practitioners	% of paid managers	% of volunteers
NVQ levels 1 – 2	3	1	2
NVQ levels 3 – 4	16	15	12
Graduate	39	31	28
Post graduate	29	41	40
Other higher education qualifications	5	4	11
No higher education qualifications	7	7	6
Base no.	352	298	144

## Appendix B

# Detailed methodology

### Survey design

An online questionnaire was used as the main methodology for the survey.

An initial scoping study was conducted to determine the key areas of focus for the survey. The scoping study team included key CD organisations in England, CDF staff and the CD Challenge advisory group, which included organisations such as the Federation for Community Development Learning (FCDL), the Community Development Exchange (CDX), regional CD networks, and independent consultants.

Two pilot tests of the survey questionnaire were conducted with CDF, the CD challenge advisory group and a selection of representative CD managers and practitioners.

A contact telephone number for the CDF researcher was provided for those people who required assistance with the survey or for those who were unable to complete the survey online. No one requested hard copies of the survey.

The questionnaire consisted of 115 questions, the majority of which were closed questions. Respondents did not fill out all questions, as they were routed through the questions according to their responses. The questionnaire took approximately between 25 and 30 minutes to fill out. A PDF version of the questionnaire can be found on the CDF website.

### Sample

The final online questionnaire was made available to the sector from October to November 2009. A cascading sampling method was used and the survey was disseminated to as wide a range of networks and associations as possible. Organisations that were working in CD or related fields were asked to forward the details of the survey to their members and relevant contacts. The sample included only those who worked or volunteered in England. The total number of CD practitioner and managers responding to the survey was **901**.<sup>32</sup>

The response base number for each question also varies throughout the questionnaire, due to the questionnaire routing and some respondents choosing not to complete all sections of the questionnaire.

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<sup>32</sup> The survey initially identified 1,005 respondents who worked or volunteered in England. To ensure that only CD practitioners and managers were included in the survey, filter questions were asked to identify appropriate respondents. The respondents were asked to identify which of the five main standards within key area one of the 2009 CD NOS they carried out (practitioners only) or which of the seven standards they carried out within key area one or seven (managers only). There were 891 respondents who ticked at least one or more of the standards and they were therefore classified as CD practitioners or managers. Respondents who ticked that they did not carry out or manage any of the standards were routed to the end of the survey, unless they stated that they would like to continue with the survey as they felt themselves to be a CD practitioner or manager. A further ten people chose to continue with the survey.

The 901 CD practitioners and managers responding to the survey included 480 practitioners and 421 managers. The 480 practitioners who responded to the survey were defined as those respondents who specified their role as:

- volunteer/activist (eight percent)
- frontline worker (35 percent)
- team leader, not a manager (five percent)
- other, non manager (five percent).

The 421 managers who responded to the survey were defined as those respondents who specified their role as:

- team leader, manager (11 percent)
- management committee member trustee (six percent)
- middle manager (nine percent)
- senior manager (10 percent)
- chief executive (seven percent)
- other, manager (five percent).

### **Analysis**

Analysis of the closed questions in the survey was carried out using SPSS, and responses to open questions were coded manually. Some of the closed questions allowed people to provide multiple responses, and as a result percentages may not add up to 100 percent for these questions. All percentages have been rounded to the nearest decimal point.

The reporting and analysis of all data adheres to the Data Protection Act 1998.

## Appendix C

# Related Background Research (Four Nations + Ireland)

In order to place the current findings into context, we wish to examine the main findings from other surveys carried out into the CD workforce, focusing particularly on those conducted within the United Kingdom (UK) and Ireland.

In 2002, a large-scale survey of the CD workforce in the UK was conducted by CDF. One of the main findings of the report was that the CD field is extremely complex, in particular the:

‘complex range of responsibilities required of community development workers to carry out both interpersonal and organisational tasks in order to contribute to community empowerment’ (p. 56, 2004, Glen et al.)<sup>33</sup>

The report stated that the main issues CD workers focused on were social inclusion, regeneration, education and training. The main issues that emerged from the 2002 survey related to the following key points:

- the casualisation and instability of the community work profession (short-term contracts, length of time spent fundraising, post insecurity)
- the make-up of the profession (overwhelmingly female and white)
- greater recognition of the skills and knowledge used in CD work in order to contribute to the current regeneration and social inclusion agendas
- the need to develop CD work resources and policies for the UK as a whole, but recognising the differences between the four nations
- further research needed on unpaid community work.

A 1995-2002 report into the profile of CD posts in Northern Ireland,<sup>34</sup> found that:

- the majority of posts advertised were for £20,000 or less
- the voluntary and community sectors were the main advertisers of CD posts (70 percent)
- over half of the posts were funded through a European funding programme, and only a very small percentage were funded by the statutory sector
- the most common contract length was for a two-year period
- employers’ awareness of the qualifications, skills and experience required for CD posts varied widely
- employers of community workers were largely unaware of the existence of occupational standards for CD work and consequently had not used them.

A survey of community learning and development workers was conducted in Scotland, with the results published in 2008 (LLUK, 2008).<sup>35</sup> While community learning and development has obvious

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<sup>33</sup> Glen, A., Henderson, P., Humm, J., Meszaros, H. and Gaffney, M. (2004) *Survey of Community Development Workers in the UK*. London: CDF.

<sup>34</sup> McMinn, K. and O’Meara, L. (2001) *A profile of Community Development posts 1995 – 2002. Report of findings from CWETN Database of Community Development Posts*. CWETN.

<sup>35</sup> LLUK. (2008) *Profile of the community learning and development workforce in Scotland 2008*. Edinburgh: LLUK.

elements of CD, the focus for the workforce survey was public and third sector professionals involved in community-based adult learning, youth work or community capacity building for the purpose of promoting achievement through learning. Although the survey covered a different target group to CDF's 2009 CD survey, the findings provide useful points of interest:

- females comprised 63 percent of the public sector workforce, but only 46 percent of the third sector workforce
- of those involved in provision of community-based adult learning in the third sector, 76 percent were female
- the age profile of the community learning and development workforce was older than the Scottish working population, with nearly half (48 percent) of the total workforce aged 45 or older
- visible minority ethnic workers comprised a higher proportion in the Scottish community learning development workforce than in the general population, as observed in the most recent census (2001)
- the survey concentrated on very specific levels of qualification, but workers showed an array and variety of qualifications.

(p. 26, LLUK, 2008)

In Wales in 2007, a mapping exercise was carried out by Community Development Cymru<sup>36</sup> to map the numbers and identify the areas of work of those engaged in CD. The mapping was intended to cover both paid and unpaid CD workers across Wales. An email questionnaire survey method was used and 654 people identified themselves as working in the area of CD in Wales.

The main findings from this survey were:

- individuals were engaged in CD at a range of levels, from those describing themselves as community activists, and working entirely unpaid, through to those in managerial positions
- job titles varied widely, with a significant number of respondents (approximately 37 percent) not having the words community or development in their job titles
- four percent were working in a voluntary capacity only.

The main recommendations from the survey were that further work needs to be undertaken to more accurately describe CD work in Wales, with a particular emphasis on making sure unpaid CD work is accurately captured.

A pilot survey of paid and unpaid CD workers working in CD organisations in Donegal, Ireland was carried out in 2009 by the Combat Poverty Agency.<sup>37</sup> The main findings from the survey were:

- female respondents (79 percent) outnumbered male respondents (21 percent)
- only 25 percent of workers in full-time employment were permanently employed
- main groups that the respondents worked with were unemployed people (45 percent), families (65 percent), children (60 percent), and men (55 percent)
- while many of the CD workers had professional qualifications that were related to community development, in many cases employers did not specifically ask for these qualifications.

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<sup>36</sup> Community Development Cymru. (2007) Mapping of CD work and workers in Wales. [Online] Available at: <http://www.cdcymru.org/template.php>

<sup>37</sup> Komolafe, J. (2009) *A pilot survey of Community Development workers in Ireland: evaluation of methodological and findings*. Combat Poverty Agency.

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