
Report To:	Regeneration Committee	Date: 2 September 2010
Report By:	Corporate Director Education & Communities	Report No: R162/10/AH/MP
Contact Officer:	John Arthur	Contact No:01475714263
Subject:	Community Capacity Building	

1.0 PURPOSE

1.1 The purpose of this report is to:

- advise Committee of proposed changes to the work programme of the Community Work Team
- confirm the community engagement and community capacity building priorities of Inverclyde Council and Inverclyde Alliance.

2.0 SUMMARY

2.1 Community engagement and capacity building are key elements of Inverclyde Council's Area Regeneration Strategy and Local Housing Strategy. They are also essential to the implementation of Inverclyde Alliance's Community Learning and Development, Community Engagement and Community Empowerment Strategies.

2.2 The work programme for the Community Work Team for the period to March 2011 will focus on 4 linked work streams:

- area regeneration task groups
- umbrella community organisations
- neighbourhood work with new/developing community organisations
- community engagement support to Inverclyde Alliance

3.0 RECOMMENDATIONS

It is recommended that Committee:

- 3.1 Agree the proposed changes to the work programme of the Community Work Team; and
- 3.2 Confirm that these reflect the Council's priorities for community engagement and community capacity building.

Albert Henderson
Corporate Director – Education and Communities

4.0 BACKGROUND

4.1 Community capacity building is a key element of Inverclyde Council's Area Regeneration Strategy and Local Housing Strategy. It is also essential to the implementation of Inverclyde Alliance's Community Learning and Development, Community Engagement and Community Empowerment Strategies as well as being integral to the work of Single Outcome Agreement Delivery Group 2 'Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life'.

The following definitions have been adopted throughout this report:

- Community engagement is about developing processes which help public agencies to listen and respond to communities' views in the planning and delivery of services
- Community capacity building is about strengthening the ability of communities to define and achieve their objectives, engage in consultation and planning, manage community projects and take part in partnerships and community enterprises.
- Community empowerment is what happens when both effective community engagement and community capacity building are in place.

4.2 As a substantial proportion of the budget for community work staffing is Fairer Scotland funded, the work programme of the team has to deliver on the outputs associated with this contract, many of which contribute to the policies and strategies referred to above.

4.3 The Community Work Team adopts a 'needs led' and outcome focused approach to planning and evaluation in order to ensure that staff resources are targeted at the most disadvantaged communities. However, there are competing pressures on the reduced resources of the Community Work Team and the purpose of this paper is to outline proposals for the deployment of the team in line with the stated priorities of Inverclyde Council and Inverclyde Alliance.

4.4 The current complement of community work staff equates to 7 FTE, comprising 3 core staff and 4 funded through Fairer Scotland. This approximates to 245 hours per week of community work support.

5.0 PROPOSALS

The following outlines the 4 workstreams proposed and an approximation of the staff resource allocated to each:

5.1 Area Regeneration Task Groups

10 %

- Advise and support partner agencies on community engagement
- Facilitate the use of the VOice planning and evaluation tool (see Annexe 1)
- Ensure effective communication between Partners and community groups in respect of calling notices, records of meeting, putting items on the agenda etc
- Support community groups to effectively engage in the work of the task groups
- Help community groups to develop their skills and confidence in engagement
- Assist community groups to be an effective vehicle for broader community engagement
- Assist community groups to accurately reflect the views of wider communities and to be accountable for their input to the task group.

This support will be directed towards the following Area Renewal Task Groups:

- Woodhall
- Clune Park
- Central East Greenock
- Greenock South West

Note: The Gibshill Task Group has been stood down, however, there may be some intermittent support needed by the Gibbshill Residents Association to take forward an initiative utilising the 'community benefit' monies for the area.

5.2 Umbrella Community Organisations 15%

- Support the Forum of Community Councils to:
 - engage with the review of Community Councils in Inverclyde
 - assist Community Councils to accurately reflect the views of their wider community
 - be accountable for their input to policy and planning discussions and decisions
 - ensure all Community Councils are thriving, dynamic and inclusive
- Support Tenants and Residents/Neighbourhood Action Groups to Develop a strong umbrella group to feed into the policy and planning discussion and decision making processes of Registered Social Landlords and other Partners within housing and regeneration. (This will provide links to the Area Regeneration Task Groups above.)

5.3 Neighbourhood work with new/developing community organisations 65%

The needs assessment and analysis conducted by the Community Work Team has led to the identification of the neighbourhoods which will be prioritised for community work support to March 2011. This is detailed at Annexe 2 to this report.

Neighbourhood work provides a range of skilled inputs which enable communities to:

- form effective organisations
- develop their skills and confidence
- secure the active involvement of the wider community
- engage effectively in decisions which affect their community
- progress the issues and aspirations they have identified
- bring about improvements in the quality of community life.

5.4 Community engagement support to Inverclyde Alliance 10%

This will include:

- Community capacity building and community engagement in activities led by SOA Delivery Group 2 – Social Regeneration
- Advise and support the Community Engagement Network in relation to the engagement of geographic communities
- Provide practical support to Inverclyde Alliance engagement events

6.0 IMPLICATIONS

6.1 Finance: none

Legal: none

Personnel: none

Equalities: none

7.0 CONSULTATION

7.1 Neighbourhood community groups were consulted in the needs analysis and development of community profiles.

8.0 BACKGROUND PAPERS

8.1 Example of VOice planning and evaluation tool

8.2 Neighbourhood Area Work

Annexe 1

Sample Voice Plan

Gibshill Task Group

Review & evaluation of community engagement & achievement of shared outcomes

March 2010

Area regeneration initiative 2000 – 2010 VOiCE – community engagement planning and evaluation tool developed by the Scottish Community Development Centre

'Developing and sustaining a working relationship between one or more public body and one or more community group, to help them both to understand and act on the needs or issues that the community experiences'.

(National Standards for Community Engagement)

1. Assessing the effectiveness of approaches to community engagement.

How have stakeholders been involved in collecting evidence and judging performance?

All stakeholders have been actively involved in the work of the Task Group and have monitored progress on agreed actions. The collection of evidence may not have been as robust as required retrospectively.

How well did we meet the National Standards for Community Engagement - what worked well and what didn't? (National Community Engagement Standards) (6 = fully met..... 1 not met at all)

Standard	Score	Particularly Good or Bad
Involvement:	4	GRA provided an increasingly capable vehicle for the effective engagement of the community within regeneration. However, the broader involvement of particularly hard to reach groups was not specifically or jointly planned.
Support	5	Support resources provided included, professional CD support , Wider Role Funding for running costs and office space, access to specialist advice and support.
Planning	5	The importance of active and effective engagement was recognised at the beginning of the regeneration initiative.
Method	5	Local partnership approaches proved to be an effective method.
Working together		The Task Group had a clear collective role and an understanding of individual partners' contributions, reflecting the Audit Commission's definition of partnership working as: <i>"joint working arrangements where parties are otherwise independent bodies who agree to co-operate to achieve common goals, create a new organisational structure on process to achieve these goals, plan and implement a joint programme and share relevant information, tasks and rewards."</i>
Share information	5	All partners had access to the information they required.
Working with others	5	The Task Group was able to involve others as and when required.
Improvement	4	Whilst most partners would acknowledge an improvement in skills, knowledge and confidence in relation to the regeneration initiative, there has been no formal method for capturing or recording this.
Feedback	5	GRA provided an effective vehicle to feedback to the wider community via their website and newsletters
Monitoring	4	The effectiveness of engagement was regularly, if not formally, evaluated.
Overall score	5	<i>Demonstrates major strengths</i>

2. Reviewing outcomes

Have there been any unanticipated outcomes?

Outcomes, which were not anticipated at the beginning of the initiative included:

- A significant number of previous Gibshill residents chose to return to the area
- Impact on housing policy – 1st area in Inverclyde to have an agreement in place in terms of 'ring –fencing' new build houses for local residents
- Substantial investment (1st of its kind) from housing developer
- Achievement of a further 51 houses for social rent

What key lessons have been learned as a result of the engagement?

Social regeneration should be central to any future regeneration programmes in order to ensure the sustainability of investment in physical regeneration.

Make sure that realistic timescales are agreed 'up-front'.

Build into future regeneration initiatives outcomes which reflect long-term change, such as in health and wellbeing.

Outcome	Score	Evidence
All Gibshill Residents will have a high quality home which meets their housing and tenure aspirations	6	342 new homes provided - 27% socially rented. All x Council houses fully modernized
The community will play a greater role in the regeneration of Gibshill	6	Minutes of Task Group meetings, GRA website & newsletters. Community benefit fund from housing developer
The demand for a community facility will be explored	6	Business plan and Big Lottery bid
Job / training opportunities for local people are maximized	3	Inverclyde Youth build and initiative within Beezer Homes development
The sustainability of Gibshill will be assured	4	Physical regeneration almost complete. Estate maintenance programme still to be agreed. Crime rates reduced considerably - e.g. housebreaking down from 15 to 0, car break-ins down 17 to 0, drunk and disorderly down from 3 to 0. Funding bid for just under £1m submitted, £700k match funding secured, with a further £200K anticipated, for a purpose built community facility. Stable population Unemployment – 23% in 2009 Source health statistics.
Land use strategy developed identifying proposals / treatment for all land in Gibshill	5	Land use strategy in place.
Overall score	5	<i>Demonstrates major strengths</i>

What will we do next?

The outstanding issue of estate maintenance should be pursued by GRA.

The final meeting of the Task Group was held on 27th March, 2010 and this provided an opportunity to celebrate the achievements of the Group and all of its member partners.

Annexe 2

Neighbourhood work – processes for prioritising work.

In analysing the support needs of neighbourhood groups, the Community Work Team considered:

- 'Normative needs' - based on the findings of 'experts', drawing on data sourced in the Corporate Plan and the Single Outcome Agreement eg the Scottish Index of Multiple Deprivation 2009.
- 'Felt needs' - those things that groups or individuals say they want or the problems that they think need addressing.
- 'Expressed needs' - shown by the number of people using services.
- 'Comparative needs' - what is available to one group of people and not to another, based on criteria which communities themselves identify as being of importance to them.

The team then evaluates the capacity of communities to take action and/or engage on their issues and aspirations using a *community strengths framework*, (Skinner & Wilson CDF 2002), which assesses communities capacity level in relation to organisation, skills, equality and involvement.

Resources will be targeted to those neighbourhoods with the most complex needs and the least capacity. The level of support (5 being the highest) for each neighbourhood is then determined using a priority rating system.

Neighbourhood / area of work	Need level	Capacity level	Priority rating
Cartsdyke	5	0	5
Larkfield (Cumberland Road area)	4	0	5
Whitcroft	4	3	4
Bowfarm	3	0	4
Woodhall	5	3	5
Kelburn	4	1.5	4
Park Farm	4	4	3
Chapleton	3	2	4
Broomhill	5	3	5
Wellpark	4	3	4
Greenock Central	3	3	4
Bouverie	4	4	4
Strone			3
Clune Park	5	2	5
Belville	5	3.5	4
Slaemuir	3	2	4
Port Glasgow Town Centre	3		4
Grieve Road	3	2	3
Mallard	4	0	4