

# A framework for measuring the progression of developing local communities

## Support Material

Produced for  
**Objective 1**  
**Priority 4 Driver Partnership**

### **COGS**

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**Building Skills****STAGE 1****Some starting points**

- } Low level of community confidence and morale
- } Not many people playing a leadership role within the community – it all falls on too few and they feel on their own!
- } Few community based opportunities for enhancing personal development and collective action

**What you could do**

- \ Check if any agencies have carried out a skills audit and/or training needs survey in the community e.g. the Council's Education Department, the TEC/Learning and Skills Council, the Employment Service
- \ Carry out a sample survey of people already active in a range of community groups to identify their skills and their future training needs
- \ Compile a listing of local training provision (and where and when it takes place etc)

**Achievement - Building Skills**

Existing skills and training needs are identified

**Achievement: Building Social Inclusion**

Recognition and awareness of different interests and perspectives within the community

**Achievement: Building Strategy**

Community needs are analysed and a community profile developed

**STAGE 2****Some starting points**

- } Some understanding of the skills existing within the community and an indication of what new training opportunities people would like to see
- } Awareness of existing training provision but lack of knowledge about why some people do or do not make use of it
- } There is an insufficient range of ways for people active in the community to gain support

**What you could do**

- \ Hold a workshop for community members to explore their perceptions about community skills development and the difficulties they face in accessing training
- \ Organise some events e.g. community lunches and networking fairs to encourage and enable community groups to share and develop their skills and knowledge
- \ Talk to training providers and local development agencies about their potential input and support in the development of the community

**Achievement: Building Skills**

There are some opportunities for sharing and developing skills

**Achievement: Building Social Inclusion**

Barriers to involvement are identified

**Achievement: Building Strategy**

Action plans are developed

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### STAGE 3

#### Some starting points

- } There are formal and informal opportunities to make use of knowledge, skills and experience within the community
- } There is some support from external agencies to enable people to carry out their community 'roles'
- } There is a community with a range of people who share commitment and motivation to bring about change

#### What you could do

- \ Try to find solutions to some of the barriers to community involvement and community based learning opportunities e.g. through people's involvement as 'users' in groups such as parent and toddler groups and 'drop-ins', and through looking at provision such as child and dependant care, bilingual support, use of accessible venues
- \ Negotiate the provision of new training opportunities that support community involvement and development
- \ Explore methods of formally recognising people's involvement in community activity and training through accreditation arrangements e.g. through Open College Network
- \ Highlight 'pathways' to employment and further training
- \ Begin to evaluate the impact of skills development on community activity and vice versa

#### **Achievement: Building Skills**

Personal development and community activity are enhanced through skills development and support

#### **Achievement: Building Social Inclusion**

Some solutions to address barriers are developed through raised awareness and community collaboration

#### **Achievement: Building Strategy**

Action plans are implemented

### STAGE 4

#### Some starting points

- } There is a range of accessible training and support opportunities for skills development
- } Networking is a key element of community activity
- } There are some examples of how involvement in community activity has helped people to access further training and employment
- } The community is recognised as bringing significant skills to the regeneration process
- } Community members possess the skills to effectively manage community led projects

#### What you could do

- \ Review who is and isn't accessing training opportunities
- \ Proactively target groups identified as less involved in community activity and development
- \ Analyse how skills developed so far will further community economic development and identify any additional skills required for community ownership/management of assets/enterprise etc
- \ Use existing networks within and between communities to develop strategic partnerships

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### **Achievement: Building Skills**

Communities are sufficiently skilled to manage strategies and develop partnerships

### **Achievement: Building Social Inclusion**

Integrated strategies for greater inclusivity are implemented by a range of stakeholders

### **Achievement: Building Strategy**

Community owned CED strategies are developed and links made with other bodies

## STAGE 5

### **Some starting points**

-  There is a wide range of people from a cross section of the community leading community and economic development
-  The community is experienced and skilled in partnership working
-  There are a range of successful community managed/led projects
-  The community effectively contributes to local and regional strategic development

### **What you could do**

-  Take on the provision of training previously provided by external agencies
-  Provide advice, training and support to those communities at an earlier stage of development
-  Provide advice and support for the development of community enterprises and local businesses
-  Ensure there is continuing access to learning opportunities around staffing and management of projects and partnerships

### **Achievement: Building Skills**

The community is sufficiently skilled and experienced to participate in, lead and support economic renewal

### **Achievement: Building Social Inclusion**

An increasing range of people feel involved and contribute to economic development

### **Achievement: Building Strategy**

Community is engaged in economic development with partners from a range of sectors



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- | Explore how groups and the wider community can benefit from some collaboration. You could start by finding ways of sharing resources and supporting each other e.g. shared publicity, use of computers etc

### **Achievement: Building Organisation**

Developing networks between groups

### **Achievement: Building Social Inclusion**

Barriers to involvement are identified

### **Achievement: Building Strategy**

Action plans are developed

## STAGE 3

### **Some starting points**

- | There is an increasing range of community groups
- | Some activity between community groups is established and there is a recognition of the value of joint planning and collaborative working
- | There are effective links with local support agencies and outside bodies

### **What you could do**

- | Support newly emerging groups with advice, practical resources, links to other groups
- | Continue to widen the extent and range of community participation, both in community groups and in the network itself
- | Formalise the networking that is taking place. Develop collective ownership of, and responsibility for, a representative body such as a community network/forum/ partnership. This body should reflect a wide range of interests and perspectives. Agree the purpose, structure, accountability mechanisms and appropriate status of this body
- | Develop working relationships with external bodies and potential long term partners
- | Actively participate in networks and structures that cut across community boundaries and operate across larger geographical and interest areas

### **Achievement: Building Organisation**

Formal structure/infrastructure accountable to the community

### **Achievement: Building Social Inclusion**

Some solutions to address barriers are developed through raised awareness and community collaboration

### **Achievement: Building Strategy**

Action plans are implemented

## STAGE 4

### **Some starting points**

- | The community has a representative body through which community groups can support each other and common issues can be progressed.
- | There are many and varied community groups
- | There is a real sense of achievement and pride in the community, enhanced by the apparent high level of community activity and project development

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- } There are focal points in the community where people can get information about community groups and regular events which attract people bringing a range of interests and perspectives

### What you could do

- \ Develop a long term strategy for maintaining community groups and activity
- \ Support community groups to be autonomous and self sustaining
- \ Build organisational capacity for the future – assess community structures and management models to ensure they are robust and sustainable i.e. how are the people moving on being replaced, is there financial stability, are you making the best use of community assets and are they being developed?
- \ Take a strategic approach to project and economic development - establish partnerships with a range of relevant stakeholders

#### **Achievement: Organisation**

Active partnerships are developed with external bodies

#### **Achievement: Building Social Inclusion**

Integrated strategies for greater inclusivity are implemented by a range of stakeholders

#### **Achievement: Building Strategy**

Community owned CED strategies are developed and links made with other bodies

## STAGE 5

### Some starting points

- } A highly organised community – effective structures and infrastructure are in place
- } A developing asset base
- } A high degree of confidence in creating change
- } A community which is well motivated and has a strong sense of ownership and identity

### What you could do

- \ Be proactive in forming new partnerships for community economic development as necessary
- \ Ensure that there is ongoing accountability to the community and that all community needs are recognised and reflected in development plans
- \ Use your knowledge and experience to support less well developed communities to build their organisational capacity
- \ Promote positive experience to create a climate in which the voluntary and community sector is respected as the lead body on relevant agendas.

#### **Achievement: Building Organisation**

Equal partnerships are sustainable

#### **Achievement: Building Social Inclusion**

An increasing range of people feel involved and contribute to economic development

#### **Achievement: Building Strategy**

Community is engaged in economic development with partners from a range of sectors



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### STAGE 3

#### Some starting points

- } Some channels for sharing information are established
- } An understanding of the potential of computer based and other communication systems
- } Some vision and creative ideas about community access to information
- } An awareness of where information required by the community is located

#### What you could do

- \ Meet with providers and 'holders' of information to share and discuss the identified community needs and issues around information and communication.
- \ Identify 'expert' guidance to develop computer access points in the community in partnership with other agencies
- \ Contact schools and colleges around provision and publicity for computer training
- \ Identify and where necessary establish bases where people get supported access and practice computer skills
- \ Publicise and promote the use of locally based IT based provision through outreach work with community members and groups.
- \ Design your own community website with appropriate publicity and signposting

#### **Achievement: Building Information and Communication**

A community based information/communication strategy is developed and implemented

#### **Achievement: Building Social Inclusion**

Some solutions to address barriers are developed through raised awareness and community collaboration

#### **Achievement: Building Strategy**

Action plans are implemented

### STAGE 4

#### Some starting points

- } IT facilities, support and training are available and accessible to a wide range of people
- } There are effective links to relevant information providers
- } Increased familiarity with information and communication technology and its application

#### What you could do

- \ Identify the potential for employment opportunities and community enterprises related to information and communications. e.g meeting with employers, advertise more jobs locally, feasibility studies
- \ Set up systems that enable effective communication across communities and other agencies e.g. developing website use and links, developing shared databases, locally based resource centres/one stop shops
- \ Employ dedicated ICT personal to maintain and develop ICT systems

#### **Achievement: Building Information and Communication**

Participation in the development of a knowledge based society

#### **Achievement: Building Social Inclusion**

Integrated strategies for greater inclusivity are implemented by a range of stakeholders

#### **Achievement: Building Strategy**

Community owned CED strategies are developed and links made with other bodies

## COGS

### STAGE 5

#### Some starting points

- } Members of the community can easily access information about a range of provision e.g. community activities, services, training/employment opportunities.
- } Increasing useage of ICT by local people
- } Increased knowledge and skills are leading to more local people gaining employment
- } Viability of community enterprises related to communication information has been assessed.

#### What you could do

- \ Develop business plans for proposed community enterprises e.g. internet café, the development of computer based information services.
- \ Setting up strategic partnerships with other key agencies to ensure that the local people can benefit from and contribute to the growth of a knowledge driven economy.

#### **Achievement: Building Information and Communication**

The community has a high level of ICT skills and a long term strategy in place for the ongoing development of effective information and communication processes and systems.

#### **Achievement: Building Social Inclusion**

An increasing range of people feel involved and contribute to economic development

#### **Achievement: Building Strategy**

Community is engaged in economic development with partners from a range of sectors

**Building Resources****STAGE 1****Some starting points**

- } No (or very minimal) resources from previous regeneration programmes
- } Resources that do exist in the community are not effectively utilised
- } Other resources are not being taken up e.g. NLCB (Lottery) money, trust funds
- } There is little experience of managing resources
- } There is a lack of community development support
- } There are few accessible community buildings

**What you could do**

- \ Carry out a survey to identify what resources are available in the community (e.g. accessible venues/meeting space, photocopying and computer facilities, desk and telephone space, transport, etc). This could be done through asking community groups what they have and community based support agencies about what they offer
- \ Share this information as widely as possible within the community
- \ Identify funding advice agencies

**Achievement - Building Resources**

A profile of existing resources and current needs is developed

**Achievement: Building Social Inclusion**

Recognition and awareness of different interests and perspectives within the community

**Achievement: Building Strategy**

Community needs are analysed and a community profile developed

**STAGE 2****Some starting points**

- } A profile of existing resources and current needs exists
- } There is a greater awareness of what community based resources exist
- } There is an awareness of agencies that can provide support in developing resources

**What you could do**

- \ Bring together community groups and locally based agencies to:
  - a) explore ways in which resources can be shared and used more effectively
  - b) identify the barriers to accessing existing resources (e.g. costs, language, level of skill required, availability, location and design of meeting places)
  - c) prioritise resource needs and agree immediate action
- \ Make contact with funding advice agencies to identify appropriate funding sources
- \ Explore and implement any training required to manage finances

**Achievement: Building Resources**

Groups are collaborating in order to share, secure and manage resources

**Achievement: Building Social Inclusion**

Barriers to involvement are identified

**Achievement: Building Strategy**

Action plans are developed

## COGS

### STAGE 3

#### Some starting points

- } There are some shared resources to support the development of the community
- } There is experience of some successful funding applications
- } Effective financial management systems are in place
- } Community based resources are well used
- } There are outline plans to further increase the resource base

#### What you could do

- \ Develop a business plan and budgets for proposed future developments
- \ Identify a range of sources of income generation including potential external funders, funding from partner organisations, earned income and contributions 'in kind'
- \ Consider the feasibility of different methods of organising and providing resources e.g. through one resource centre or a resource pool held by several community groups and agencies
- \ Explore administrative arrangements for 'seed-corn' funding such as through a community chest
- \ Develop processes that enable all members of the community to access resources
- \ Ensure that current and future resources are managed by a bodies that reflect and are accountable to the community

#### **Achievement: Building Resources**

Funding and resource management strategies are developed

#### **Achievement: Building Social Inclusion**

Some solutions to address barriers are developed through raised awareness and community collaboration

#### **Achievement: Building Strategy**

Action plans are implemented

### STAGE 4

#### Some starting points

- } A range of community owned/managed resources
- } Long term funding strategies are owned and understood by community stakeholders
- } The community is confident that it can attract and manage a substantial increase in resources

#### What you could do

- \ Establish a support programme for new business development
- \ Support the development of community enterprises
- \ Explore and develop shared resources for the above e.g. managed workspace, payroll systems, clerical services
- \ Establish mechanisms for community based enterprises to support each other and develop long term sustainability strategies
- \ Establish the community's right to direct and manage resources with partner agencies

#### **Achievement: Building Resources**

There is support for the development of, and increase in, community owned assets

#### **Achievement: Building Social Inclusion**

Integrated strategies for greater inclusivity are implemented by a range of stakeholders

**Achievement: Building Strategy**

Community owned CED strategies are developed and links made with other bodies

**STAGE 5**

**Some starting points**

- } Substantial increase in locally controlled resources and assets
- } Community owned businesses are trading
- } A range of new community enterprises is being developed

**What you could do**

- \ Promote successful community economic development activity as 'flagship' projects to stimulate less well developed communities
- \ Promote and enable inward investment through working closely with public agencies and private enterprise
- \ Negotiate long term commitment and 'mainstreaming' of resources whilst ensuring community control
- \ Contribute to local and regional economic strategy and policy

**Achievement: Building Resources**

Community owned assets and committed external resources provide the basis for sustainability

**Achievement: Building Social Inclusion**

An increasing range of people feel involved and contribute to economic development

**Achievement: Building Strategy**

Community is engaged in economic development with partners from a range of sectors