

East Suffolk DRAFT Enabling Communities Delivery Plan 2015/16

Enabling Communities Stage: Map Community Assets – what’s strong?			
<p>What is this? Communities understand what assets they already have, including people (and their knowledge, interests and skills), networks, groups, buildings and other resources</p>			
<p>What are the Enablers?</p> <ul style="list-style-type: none"> • Asset Mapping Workshops • Photovoice/Photo Survey • Transect/Patch Walks • Planning for Real^R • Social Network Mapping • Infolink • Asset transfers 		<p>Who are the Enablers?</p> <p>Community – groups, networks and individuals</p> <p>Town and Parish Councils</p> <p>Businesses</p> <p>Voluntary Sector/local charities</p> <p>Public Sector – Councils, health organisations, police, housing associations, leisure providers</p> <p>Churches and faith organisations</p> <p>Services – bank, shop, post office, pub etc.</p>	
<p>Remember...build on existing local relationships and networks, capture and use local knowledge and intelligence, capture and share conversations</p>			
What? Description of Activity	How? How will it be delivered	Who? Who can enable this activity?	Comments/Links
Enable individual communities to host Asset Mapping Workshops	<p>By supporting asset mapping workshops in individual communities which include the widest possible range of stakeholders and take a broad view of the assets of that community</p> <p>By providing information about public sector assets in that community</p>	<p>Individual residents</p> <p>Families</p> <p>Community Leaders/Champions</p> <p>Service Users/Carers</p> <p>Excluded Groups</p> <p>SCC Public Health</p> <p>Town and Parish Council</p> <p>WDC/SCDC Staff</p>	<p>Broad approach may generate huge amounts of data and information that will need to be analysed – communities may need help with this.</p>
Encourage communities to use other relevant tools and techniques such as Transect/Patch Walks, Planning for Real ^R , Social Network Mapping and Photovoice to capture community assets	By supporting communities to understand and use other relevant tools, particularly those that don’t rely on the written or spoken word. This will help capture the views of a wider range of participants	All relevant stakeholders	Link to Toolkit

<p>Consider the benefits of further asset transfers between public sector organisations and community groups (examples of completed transfers include play areas, allotments, countryside sites and common land)</p>	<p>By exploring opportunities for divestment of assets to a locality level</p>	<p>Public Sector organisations Town and Parish Councils Community groups</p>	
<p>Support communities to maximise the potential of existing community buildings</p>	<p>By encouraging community buildings to join the VCS community buildings network which includes access to factsheets and advice and to consider the opportunities offered by the Thriving Community Buildings programme</p>	<p>Community Action Suffolk Groundwork Suffolk</p>	<p>http://www.communityactionsuffolk.org.uk/how-we-help/networking/vcs-community-buildings-network/</p> <p>http://www.greensuffolk.org/green-communities/communityenergy/thriving-community-buildings</p>

Enabling Communities Stage: Understand current and future needs – what’s wrong?

What is this? Communities use a range of information – qualitative and quantitative, hard data and soft intelligence – to understand current needs and anticipate future needs. Communities consider existing engagement and consultation results, and undertake additional research/engagement/consultation if required.

What are the Enablers?

- Village Profiles – Suffolk Observatory
- Parish/town profiles – Waveney DC (Suffolk Coastal DC in progress)
- Local Plan information/studies (on DC websites)
- Parish and Neighbourhood Plans
- Consultation results
- Qualitative and quantitative intelligence, insight and data

Who are the Enablers?

Community Development Officers – CAS and public sector
 Planning Officers
 Research and Insight Staff
 Community Action Suffolk
 Other voluntary sector and community organisations
 Suffolk Foundation
 Town and Parish Councils

Remember...find out who holds relevant information, discuss and validate information with the community and think about what it means – analyse it

What? Description of Activity	How? How will it be delivered	Who? Who can enable this activity?	Comments/Links
Help communities to understand what information is already available about that community e.g. a parish or neighbourhood plan, consultation results, IMD data, village profile etc.	By sharing data and intelligence about the community (including the communities of interest within a place/locality) between organisations and between organisations and communities using relevant information portals (e.g. Infolink and/or Observatory)	County and District Councils Health organisations e.g. CCGs, ECCH PCC’s Office and Police Community Action Suffolk Wider Voluntary Sector Town and Parish Councils	http://www.suffolkobservatory.info/MyLocation.aspx http://infolink.suffolk.gov.uk/kb5/suffolk/infolink/home.page http://www.waveney.gov.uk/neighbourhoodplanning [Guidance, and links to town and parish profiles] http://www.suffolkcoastal.gov.uk/yourdistrict/planning/policy/community/
Support communities to understand what additional research/engagement/consultation is needed to fully understand the challenges facing their community	Provide advice, information and support about the best ways to collect the additional information required e.g. different forms of engagement and/or consultation, question design etc.	Community Development Officers – CAS and public sector Planning Officers – District/SCC Community Action Suffolk Suffolk County Council Neighbourhood and Parish Plan Groups	http://www.communityactionsuffolk.org.uk/who-we-help/local-communities/community-led-planning/
Encourage all partners to use the full range of information available to enable evidence-based decisions about future service provision	Share evidence, insight and data effectively and store in a single, accessible place	All partners Community groups Town and Parish Councils	

Enabling Communities Stage: Identify the gap between assets and needs

What is this? Once communities understand their assets and both current and future needs, they can identify the gap between what they have and what they need.

What are the Enablers?

- Open Space Technology
- World Café
- Guided Community Visioning
- Possibility Thinking
- Planning policy

Who are the Enablers?

Community Development Officers – CAS and public sector
Councillors

Remember...on-going conversations are vital, be aspirational but honest, ensure you get a ‘whole community’ view wherever possible

What? Description of Activity	How? How will it be delivered	Who? Who can enable this activity?	Comments/Links
Enable communities to initiate conversations which help them to understand the gap between what they have and what they need/want, potentially using one of the tools identified above	Through co-ordinated support for mechanisms – workshops, events, focus groups, public meetings – that enable these conversations to happen	Community Development Officers – CAS and public sector Frontline services e.g. community matrons, PCSOs, social workers	
Support communities to include tools such as ‘possibility thinking’ and guided community visioning that ensure that their ambitions are not limited by how things happen now	By supporting communities to use possibility thinking, guided community visioning, and other ‘futures’ approaches at appropriate points in conversations with residents and their representatives	Community Development Officers – CAS and public sector	Link to Toolkit
Ensure that communities understand and feel able to engage all groups within the community e.g. protected characteristic groups and ‘hard to hear’ groups/ individuals	By encouraging communities to look beyond the ‘usual suspects’ and think about the needs of the full range of people who live within that community e.g. age, race, disability, sexual orientation, economic circumstances	Equality and Diversity Staff Community Development Officers – CAS and public sector Councillors	http://www.waveney.gov.uk/site/scripts/documents_info.php?documentID=752&categoryID=200041

Enabling Communities Stage: Negotiate and agree realistic priorities and turn these into outcomes

What is this? The gap analysis will identify a range of different issues/gaps. Communities now need to discuss, debate and agree which of these is most important. This stage might also involve negotiation between the public sector and communities about what matters most. These priorities can then be worded as outcomes – the way something turns out.

What are the Enablers?

- World Café
- Focus Groups
- Preference/Problem Ranking
- Objectives Matrix
- Community Led Planning (CLP) approach e.g. village reviews, neighbourhood plans

Who are the Enablers?

Community Development Officers – Community Action Suffolk and public sector
Town and Parish Councils
All sections of community
External facilitation?

Remember...ensure you have the right information to make decisions, challenge assumptions, start small and build up from there

What? Description of Activity	How? How will it be delivered	Who? Who can enable this activity?	Comments/Links
Enable communities to use 'ranking' tools and techniques to prioritise their issues/needs	By making communities aware of different options/tools e.g. Preference/Problem Ranking	Community Development Officers – CAS and public sector	May require mediation support Link to Toolkit
Support communities to think about their issues/needs in terms of outcomes i.e. what do we want the future to look like?	By using tools such as Objectives Matrix to produce 'outcome maps' that show how to get from 'here to there'	Community Development Officers – CAS and public sector	Link to Toolkit
Communities feel able to have honest, on-going conversations with service providers	Through meetings and events for groups of communities, individual communities or smaller geographical areas e.g. specific neighbourhoods. By providing identified lead contacts who can act as a conduit between a community and their organisation (or even the wider public sector). By capturing the knowledge and information of frontline staff	All relevant partners Town and Parish Councils Community leaders and champions	

Enabling Communities Stage: Agree the best way to deliver the desired outcomes

What is this? Communities identify and evaluate the best way(s) of achieving their outcomes. This is likely to include prioritisation to identify the best solution. This stage also includes the identification of ‘success criteria’ - the things that will help the community to know that they have achieved – or are on the way to achieving – their outcomes.

What are the Enablers?

- Focus Groups
- 6-3-5 Brainwriting
- Solution Evaluation Matrix
- Objectives Matrix
- SWOT Analysis
- Planning policies or documents e.g. neighbourhood plan, Local Plan, village design statement

Who are the Enablers?

Community Development Officers – Community Action Suffolk and public sector
 Planning Officers
 Town and Parish Councils
 All sections of community
 External facilitation?

Remember...think about how you will know that you have achieved what you set out to do, think about social as well as measurable benefits

What? Description of Activity	How? How will it be delivered	Who? Who can enable this activity?	Comments/Links
Help communities to identify and agree the right/best actions to achieve their priorities	By using action-planning tools (including those identified above in the ‘Enablers’ section) to identify the most effective actions to achieve the desired outcomes	Community Development Officers – CAS and public sector Town and Parish Councils Councillors	Link to Toolkit
Support communities to think about success criteria against which they can measure the impact of the project	By helping communities to define and agree realistic success criteria which tell them whether their approach has worked – or not!	Community Development Officers – CAS and public sector	

Enabling Communities Stage: Identify and remove or manage barriers (what) and blockers (who)

What is this? Communities understand what and/or who might get in the way of delivering the solutions identified. Sometimes it won't be possible to remove these barriers and blockers so think about how to manage them instead.

What are the Enablers?

- Stakeholder Mapping and Analysis
- SWOT Analysis
- PESTLE Analysis
- Local knowledge - Councillors

Who are the Enablers?

Councillors
 Town and Parish Councils
 Community Leaders
 Public sector staff – acting as a 'place' resource
 Community Action Suffolk (CAS)

Remember...language can be a barrier – so keep it clear and simple, think about how to redirect the passion and enthusiasm of 'blockers'

What? Description of Activity	How? How will it be delivered	Who? Who can enable this activity?	Comments/Links
Enable communities to identify practical barriers to the achievement of their outcomes – <u>what</u> might get in the way	By using tools such as SWOT and/or PESTLE analysis	Community Development Officers – CAS and public sector Councillors Town and Parish Councils	Link to Toolkit
Enable communities to identify <u>who</u> might get in the way of the achievement of their outcomes. Ensure that no-one in the community is acting as a 'gatekeeper' i.e. blocking access to the rest of the community.	By undertaking stakeholder mapping and analysis and producing a grid which shows who has high levels of power and interest	Community Development Officers – CAS and public sector	Link to Toolkit
Manage these barriers and blockers	Agree collectively how these barriers and blockers can be either removed or managed. With blockers this often means understanding their skills and strengths and harnessing them for the benefit of the project	Community Groups Community Leaders/Champions	

Enabling Communities Stage: Advice, Information, Support and Key Partners

What is this? Communities assess what additional help - including advice, information and practical support - they need to deliver their solution(s) and consider who might be able to provide this help

What are the Enablers?

- Needs and Resources Matrix
- Objectives Matrix
- Stakeholder Mapping and Analysis
- Infolink

Who are the Enablers?

Community Development Officers – CAS and public sector
 Community Action Suffolk
 Wider Voluntary and Community Sector
 East Suffolk Partnership/Resource Network
 District and County Councils
 Health organisations, including CCGs
 PCCs Office/Police
 Councillors
 Town and Parish Councils, particularly the Clerks

Remember...agree clear roles and responsibilities, effective information sharing is key, look at examples of best practice from elsewhere

What? Description of Activity	How? How will it be delivered	Who? Who can enable this activity?	Comments/Links
Enable communities to assess <u>what</u> help they need to implement their solutions	By supporting communities to identify gaps in their knowledge, information and resources	Community Development Officers – CAS and public sector East Suffolk Partnership/Resource Network	
Enable communities to identify <u>who</u> else they need to involve in order to provide the necessary advice, information or practical support	By using the information gathered in the stakeholder analysis to identify gaps	Community Development Officers – CAS and public sector Community leaders/champions Councillors	

Enabling Communities Stage: Identify community leaders and community champions

What is this? Think about who the leaders are within the community and who already acts as a ‘champion’ for a particular place, group or issue. Are there ‘fiery spirits’ within the community who ‘agitate’ and get things done? Who are the community ‘role models’?

What are the Enablers?

- Asset Mapping
- Stakeholder Mapping and Analysis
- Needs and Resources Matrix
- Skills Audit

Who are the Enablers?

Councillors
Town and Parish Councils
Community Action Suffolk (CAS)
Community Networks
Existing Project Leads, local ‘movers and shakers’
Visible residents
Council staff – role as ‘champions’

Remember...think about who gets things done/whose voice is heard but also seek some ‘fresh faces’ – look beneath the surface

What? Description of Activity	How? How will it be delivered?	Who? Who can enable this activity?	Comments/Links
Ensure communities understand who their formal community leaders – County, District and Town/Parish Councillors – are and how to access them	Support these formal community leaders to lead their communities through change and stimulate social action By supporting communities to conduct a skills audit.	Councillors Town and Parish Councils Public Sector communications resource	http://www.suffolkcoastal.gov.uk/yourcouncil/councillors/ http://www.waveney.gov.uk/councillors http://www.suffolk.gov.uk/council-and-democracy/councillors-and-elected-representatives/find-your-councillor/
As part of the asset mapping/stakeholder analysis, encourage communities to identify their ‘leaders’, ‘champions’ and ‘fiery spirits’	By using the information gathered during asset mapping and/or undertaking additional stakeholder mapping and analysis	Community Development Officers – CAS and public sector Town and Parish Councils Council staff	
Support communities to identify the gap between the skills available within their community and the skills required to deliver their solutions	By undertaking a skills audit and/or using a Needs and Resources Matrix	Community Development Officers – CAS and public sector	Link to Toolkit
Explore what additional training and support these champions/fiery spirits might want or need	By analysing the results of the skills audit and identifying the gap between the skills needed and those available	Community Development Officers – CAS and public sector Town and Parish Councils	

Enabling Communities Stage: Identify formal, informal and micro (one-off) volunteers

What is this? If additional ‘people power’ is needed, identify what needs doing and what skills are essential. Communities can then identify existing volunteers – who may be interested in doing more – and recruit new volunteers into specific roles. Communities should ensure that they include ‘micro volunteers’ as well as more regular ‘formal’ volunteers

What are the Enablers?

- Widest possible volunteer offer – formal, informal and micro (one-off) volunteers
- Flexible approach

Who are the Enablers?

Volunteering Field Officer (Community Action Suffolk)
 Businesses – Corporate Social Responsibility
 Public sector staff
 Councillors (help to identify existing and potential volunteers)
 Through existing forums/groups
 Through Town and Parish Councils, particularly Town and Parish Clerks
 Existing volunteers

Remember...align jobs to people with the right skills, think about motivation, rewards and recognition, ensure adequate support/development opportunities

What? Description of Activity	How? How will it be delivered	Who? Who can enable this activity?	Comments/Links
Help communities to understand what roles/tasks they want volunteers to do	By scoping out the specific tasks to be undertaken to deliver the preferred solution(s)	Community Development Officers – CAS and public sector	
Support communities to think about the kind of skills required to do these tasks and therefore the type of volunteers needed	By helping communities to understand the potential range of volunteering roles and undertake a skills audit that matches tasks to skills	Community Action Suffolk	http://www.communityactionsuffolk.org.uk/how-we-help/volunteering/
Enable communities to recruit the volunteers that they need to make their project happen	Through local advertising and use of national resources including the Do It website	Community Action Suffolk	http://www.communityactionsuffolk.org.uk/how-we-help/volunteering/

Enabling Communities Stage: Use existing community resources differently and, if necessary, secure more resources

What is this? Identify what resources (money and things) are needed to make things happen. Assess whether these already exist within the community and/or whether additional resources need to be found elsewhere.

What are the Enablers?

- Public Health funding
- NHS Great Yarmouth & Waveney CCG (HealthEast) Community Grants
- District Council grants e.g. Enabling Communities (Suffolk Coastal)
- European Funding
- East Suffolk Partnership
- Suffolk Foundation – various funds
- National grant programmes e.g. National Lottery

Who are the Enablers?

Suffolk Foundation
 External Funding Teams – SCC and Districts
 Town and Parish Councils
 Community Action Suffolk
 Councillors

Remember...ensure you know exactly what you want to do before chasing funding, target any funding applications, make sure you use local assets first!

What? Description of Activity	How? How will it be delivered	Who? Who can enable this activity?	Comments/Links
Support communities to identify what money and other resources they need	By undertaking an audit of the resources required to make the project/projects happen (e.g. by using a Needs and Resources Matrix)	Community Development Officers – CAS and public sector	Link to Toolkit
Then look at the gap between the money and other resources identified as being within the community (through the asset mapping stage) and the resources required to deliver the solutions identified	By undertaking a gap analysis	Community Development Officers – CAS and public sector T&P Clerks T&P Councils Community groups	
Support communities to identify appropriate funding streams and to develop well-constructed and reasoned applications	By providing support with funding searches and tools/advice/support	Waveney and Suffolk Coastal External Funding Teams SCC Funding Team Community Action Suffolk Suffolk Foundation	

Enabling Communities Stage: Understand impact, celebrate success and share best practice

What is this? Communities check what has been delivered against their identified success criteria – although this will ideally be done throughout the project. They make time to celebrate their efforts and successes and ensure that best practice is shared with funders, partners and other local community groups.

What are the Enablers?

- Peer to Peer learning and networks
- Cost Benefit Analysis
- Awards and Events
- Communication (videos, social media)
- Case studies – stories and experiences

Who are the Enablers?

Councillors
Town and Parish Councils

Remember...review as you go along, don't just do and move on, regular engagement with the wider community is vital, recognise the value of 'soft' outcomes

What? Description of Activity	How? How will it be delivered	Who? Who can enable this activity?	Comments/Links
Encourage communities to review progress and assess their impact	By helping communities to understand impact against their target outcomes and agreed 'success criteria'	Suffolk Foundation Impact Tool	
Encourage communities to celebrate their achievements	By promoting a range of ways in which communities could celebrate – events, local awards, certificates, PR etc.	Everyone!	
Help communities to share examples of how things have worked (and what didn't work) in their community with other communities	Use public sector and VCS communication channels (e.g. websites, newsletter, social media) to help communities and groups within communities to learn from each other	Communications Teams at relevant organisations	
Support communities in their on-going engagement activities	By encouraging on-going engagement and communication with the wider community	Community Development Officers – CAS and public sector	