

Community Development National Occupational Standards



The Reflective Community Development Practitioner



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Suite overview

The Community Development National Occupational Standards (NOS) aim to define the skills, knowledge and understanding required to undertake the functions carried out by the community development practitioner.

What are the Community Development Standards?

The National Occupational Standards outline clearly the skills, values and processes required for effective and appropriate community development practice. Community development is undertaken by a wide range of people in different settings and roles. Community development practitioners may be paid (employed workers) or unpaid (community activists and voluntary workers), and all community development practitioners need to be competent in the necessary skills and knowledge and to work with integrity to support communities who may have few recognised resources and limited access to decision makers.

The Standards applied to practice will ensure that community development impacts on poverty, racism and social exclusion in a way that empowers, enables and encourages participation. Community development is rooted in a range of overlapping traditions of practice which have developed in the different contexts of local, regional and devolved national governments in the United Kingdom. It encompasses the different traditions in the four countries; traditions which have not developed in isolation from one another but have history and ongoing current practice of mutual engagement, influence and contestation within and between the countries.

The standards are organised into six Key Areas. Key Area One: Understand and practise community development is core to all community development practice and underpins all the others. It applies to all community development practice in all roles, settings and levels.

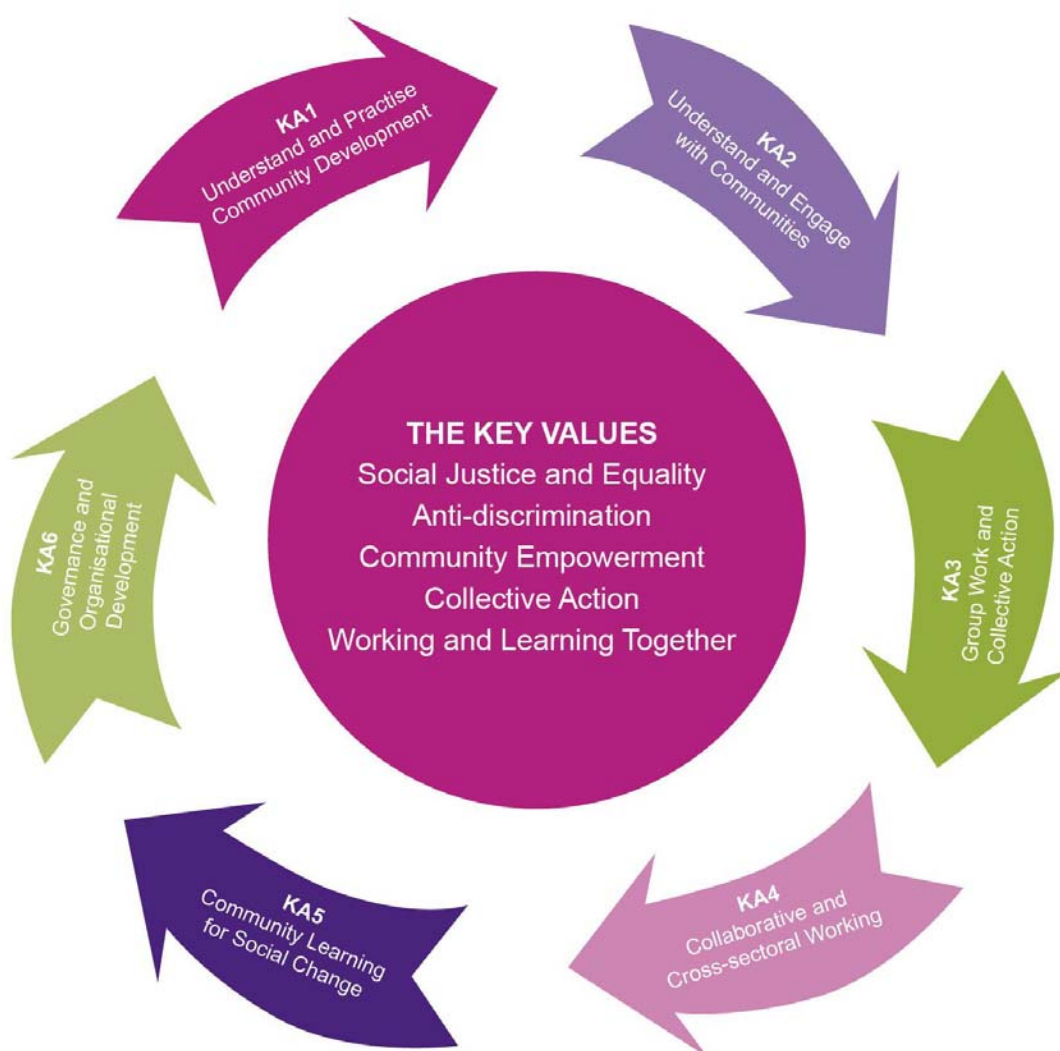
The National Occupational Standards will support

- Community development workers and community activists
- Individuals and organisations adopting a community development approach in their work
- Employers of community development practitioners
- Community development education and training providers
- Funders of programmes and projects
- Development and delivery of strategic plans
- Evaluation of community development practice

The reflective community development practitioner

In community development practice the HOW and WHY, the PRACTICE and PROCESS are key to the work. Central to this is the reflective practitioner. The reflective practitioner regularly reviews how the values underpin, inform and are present within their community development practice.

The Reflective Community Development Practitioner



Performance criteria

Each National Occupational Standard comprises a number of performance criteria which an individual should demonstrate to be competent in the sector, as well as the underpinning knowledge and understanding statements.

and

Knowledge and understanding

It should be noted that there is not an immediate and direct relationship between an individual performance criterion and a knowledge and/or understanding statement, with the knowledge statements underpinning the whole of each National Occupational Standard.

Scope/Range

The scope or reach of these Community Development National Occupational Standards is expressed by the Key Purpose, outline of the community development process, values and the functional/key areas.

The functional/key areas describe the functions and principal activities undertaken by those working within community development.

The Key purpose of community development

Community development enables people to work collectively to bring about positive social change.

This long term process starts from people's own experience and enables communities* to work together to:

- Identify their own needs and actions
- Take collective action using their strengths and resources
- Develop their confidence, skills and knowledge
- Challenge unequal power relationships
- Promote social justice, equality and inclusion

in order to improve the quality of their own lives, the communities in which they live and societies of which they are a part.

*Communities refer to those that can be defined by geography, identity or interest.

Community development values

The community development process is underpinned by a set of values on which all practice is based. Community development practitioners need to relate these values to their roles and actions. There are five key values that underpin all community development practice:

- Social justice and equality
- Anti-discrimination
- Community empowerment
- Collective action
- Working and learning together

Social justice and equality

Work for a more just and equal society which recognises environmental, political, cultural and economic issues by;

- Celebrating the strengths, skills and assets in communities
- Acknowledging and challenging inequalities, injustice and imbalances of power
- Promoting human and civil rights and responsibilities

Anti-discrimination

Respect, value, support and promote difference and diversity whilst rejecting and challenging any form of oppression, discrimination and sectarianism.

- Recognise that discrimination works at individual, community, organisational/institutional and societal levels
- Explore and challenge all forms of discrimination
- Develop anti-oppressive policies and practices which actively support and value diversity

Community empowerment

Enable communities to develop confidence, capacity, skills and relationships to shape collective action and challenge imbalances of power.

- Enable communities to recognise and build on their existing skills, knowledge and expertise
- Promote the rights of communities to define themselves, their priorities and agendas for action
- Provide the space for communities to develop critical, creative,

independent and active decision making and participation

Collective action

Promote the active participation of people within communities, using the power of a collective voice and goal.

- Recognise the wealth of creative and positive resources within individuals and communities
- Promote and support diverse communities to agree and take action on their common concerns and interests
- Use the power of the collective voice to plan and take collective action while respecting the rights of others

Working and learning together

Create and encourage opportunities for collective learning through action and shared reflection.

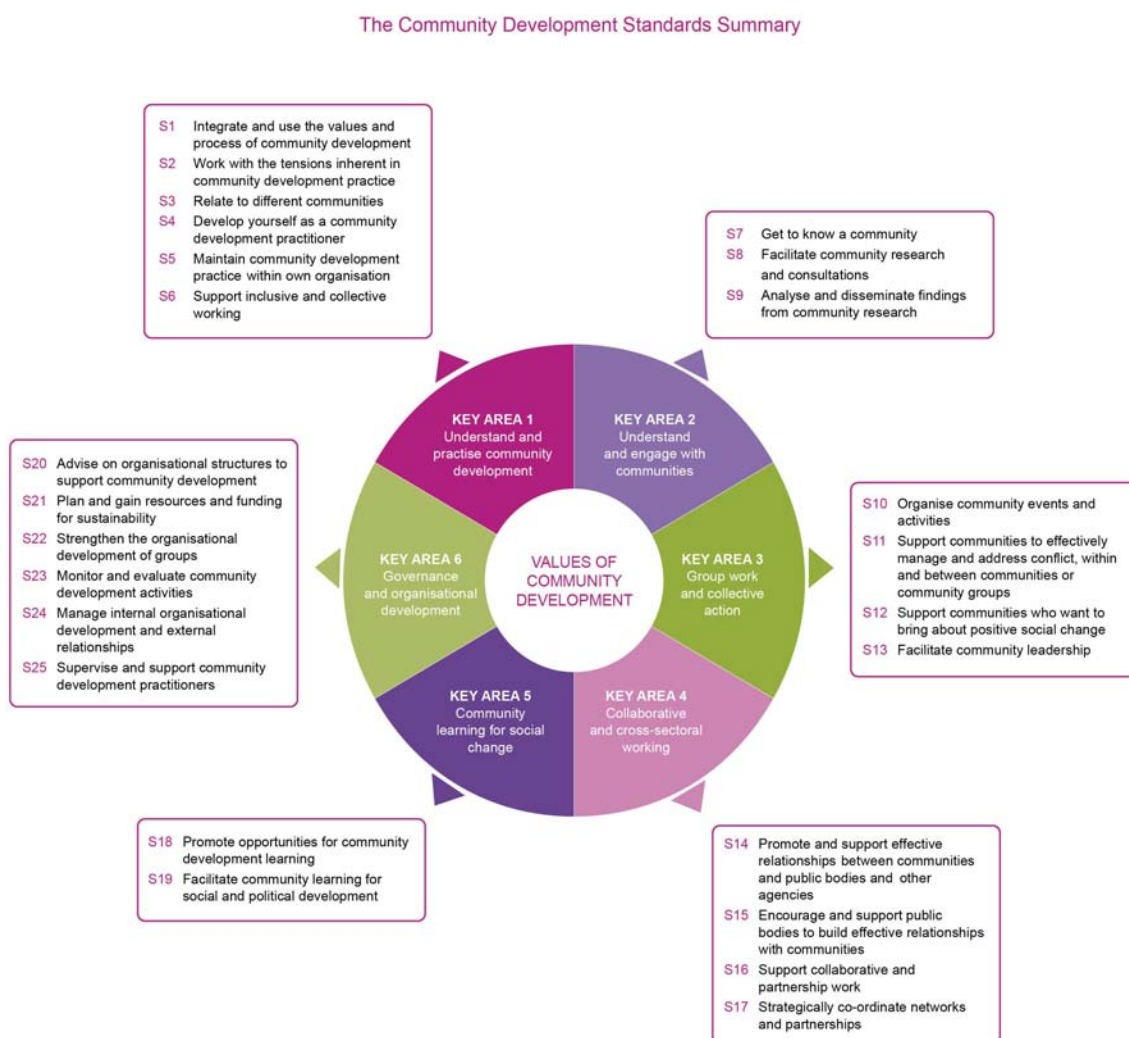
- Learn from shared experiences of working in collaboration
- Understand experiences in the context of wider social, political and economic forces
- Encourage critical reflection on own practice, values and beliefs.

Summary map

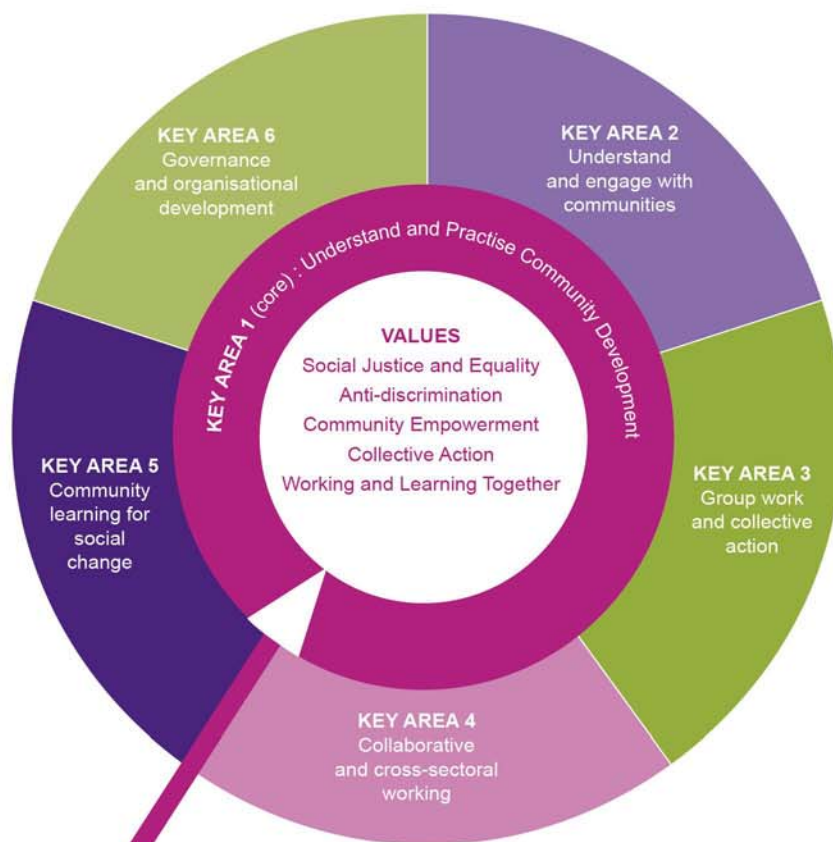
The following summary map identifies the functions and principal areas of activity undertaken in achieving this key purpose.

The functional areas are proposed as the full range of those undertaken by community development practitioners. However, it is unlikely that any individual practitioner will do all of the activities; rather the map expresses the full range of activities that may be undertaken. Key Area One is core to all practice.

Functional Map/Key areas to NOS links



The Community Development Standards Overview



The Key Purpose of Community Development

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- Develop their confidence, skills and knowledge
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in order to improve the quality of their own lives, the communities in which they live and societies of which they are a part.

*Communities refer to those that can be defined by geography, identity or interest.

Summary functional/key areas for community development

Key Areas and Standards for community development practice

The Community Development National Occupational Standards (CD NOS) consist of six key areas that between them contain 25 standards. Key Area 1, **Understand and practise community development**, underpins all other 5 key areas. The Standards identify the roles that practitioners adopt within the community development process and outline the knowledge, understanding and skills needed to carry out the roles.

Key Area 1 : Core

Understand and practise community development

- S1 Integrate and use the values and process of community development
- S2 Work with the tensions inherent in community development practice
- S3 Relate to different communities
- S4 Develop yourself as a community development practitioner
- S5 Maintain community development practice within own organisation
- S6 Support inclusive and collective working

Key Area 2 : Understand and engage with communities

- S7 Get to know a community
- S8 Facilitate community research and consultations
- S9 Analyse and disseminate findings from community research

Key Area 3 Group work and collective action

- S10 Organise community events and activities
- S11 Support communities to effectively manage and address conflict, within and between communities or community groups
- S12 Support communities who want to bring about positive social change
- S13 Facilitate community leadership

Key Area 4 Collaborative and cross-sectoral working

- S14 Promote and support effective relationships between communities and public bodies and other agencies
- S15 Encourage and support public bodies to build effective relationships with communities
- S16 Support collaborative and partnership work
- S17 Strategically co-ordinate networks and partnerships

Key Area 5 Community learning for social change

- S18 Promote opportunities for community development learning
- S19 Facilitate community learning for social and political development

Key Area 6 Governance and Organisational Development

S20	Advise on organisational structures to support community development
S21	Plan and gain resources and funding for sustainability
S22	Strengthen the organisational development of groups
S23	Monitor and evaluate community development activities
S24	Manage internal organisational development and external relationships
S25	Supervise and support community development practitioners

Introductions to the Key Areas

Key Area One (Core): Understand and practise community development

Key Area One (Core) has been designed as the core or underpinning Key Area and applies to all community development practitioners. This Key Area concerns itself with:

- the knowledge, skills and values needed to practise effective community development
- articulating the usefulness and purpose of community development practice
- developing the trust of others in community development practitioners and practice
- using collective approaches to taking decisions and actions within communities.

Key Area Two: Understand and engage with communities

Key Area Two concerns the gathering of information about the communities the community development practitioner engages with. This includes knowing how to research, who to contact and why, conducting community research and dissemination of findings, using collective and participatory methods.

Key Area Three: Group work and collective action

Key Area Three is about supporting communities to come together and organise effectively so that they can collectively achieve their aims and exert influence on decisions that affect them. It concerns the skills and knowledge needed to work with groups of all kinds. It involves bringing people together, enabling them to agree what they want to achieve, and managing conflicts that occur and affect the community. It is about supporting groups to decide how to organise and campaign to get their views heard. It is of relevance to all community development practitioners. This Key Area includes nurturing inclusive leadership roles.

Key Area Four: Collaborative and cross-sectoral working

Key Area Four is about the role of community development practitioners in supporting different communities, groups, public bodies, voluntary and other organisations to understand each other. The purpose is to encourage all concerned to build positive relationships and working agreements to achieve their common aims. The standards reflect the different perspectives and ways

that community development practitioners can engage with communities and other bodies to encourage partnership or collaborative working within and between sectors. They may be acting on behalf of groups, voluntary organisations or public organisations or from within communities.

Key Area Five: Community learning for social change

For people to be effective in getting their voices heard or running their own activities they need to develop a wide range of skills and knowledge. Key Area Five relates to the role of community development in supporting the learning of people in communities, community groups and organisations.

Key Area Six: Governance and organisational development

Key Area Six relates to the role of many community development practitioners in relation to managing the development of groups and organisations and supporting the supervision of other community development practitioners.

Glossary of Terms

Accountability involves being responsible within and to communities for the actions taken and decisions made; and the opportunities for members of communities to hold to account representatives, decision-makers, groups and individuals working on behalf of communities.

Advocacy entails enabling others to have a voice and get their views across. It is about ways in which power relationships can be addressed and rigid systems challenged.

Alliances bring allies together, for a common purpose, and particular objectives but have little in the way of formal or informal contractual arrangements between participants.

Anti-discriminatory practice actively removes barriers to involvement, promotes diversity and challenges stereotyping, inequality and injustice amongst individuals and organisations.

Anti-oppressive practice and approaches challenge the structures of society, and the use of power, where they are being used to maintain the exclusion and marginalisation of some groups.

Anti-sectarianism is about overturning the bigotry, hatred, divisions and discrimination created by sectarianism (see below). It focuses on building mutual respect and trust, equality and inclusion and challenging discrimination, the ensuing fear and perceived differences.

Assets are the strengths and aspirations in a community and can refer to cultural, economic (including occupational and financial), environmental, interconnections and relationships, physical, social, spiritual and political factors.

Autonomous community groups are run by their members for the benefit of their members and they determine their own future. Autonomous community groups make their own decisions and are not controlled or dependent on outside bodies.

Collective action involves working together with others to achieve a common aim.

Community describes the web of personal relationships, groups, networks, traditions and patterns of behaviour that can develop feelings of togetherness, among those who share a geographical area or identity or interest.

Community action describes community-based campaigns and networks concentrating on issues of concern to that community, eg a campaign to develop a safe and creative play space for children, a campaign against the planned closure of a library, a campaign for empty houses to be made

available at affordable rents, the public demonstrations against deportations.

Community activist is somebody who is active on an unpaid/voluntary basis in community action and the development of their community.

Community audit is a technique of using participatory approaches to research communities to inform actions, strategies or policies.

Community conflict refers to those differences, competitions, arguments, outbursts and violence that may erupt in community groups, between community groups, in communities and between communities.

Community development group work is a model of working collectively to bring people together to reflect on their individual and common experiences and needs. This reflection is then used to identify common goals, priorities, and actions.

Community development learning is a developmental process that is both a collective and an individual activity, based on the sharing of skills, awareness, knowledge, and experience in order to bring about sustainable desired outcomes.

Community development practitioner is a person doing community development work as a paid worker, unpaid worker, group member, community activist or volunteer.

The **Community development process** is underpinned by the five key community development values. It is cyclical rather than linear, it takes place in a planned way but also progresses organically, and it involves all or some of the following stages.

- Get to know the community, key people and organisations
- Help communities to identify and prioritise their needs
- Support collective approaches to bringing about change
- Support sharing and learning from experience
- Support the strengthening of groups
- Support evaluation and reflection on practice for groups and self.

Community groups and organisations are located within communities of geography, identity or interest. These groups are controlled by their users and are usually small and informal with no paid staff. They are often referred to collectively as the community sector.

Community involvement describes community members participating in community projects and programmes that often originate outside the community.

Community participation describes community members being involved

in the decisions that affect them.

Competence is the application of knowledge, understanding and skills to perform consistently to the standard required in the community development context.

Consultation describes activities which seek the views of individuals and communities to gauge opinion, involvement or ideas about issues in order to shape decisions and actions.

Co-production describes delivering products and services in an equal and reciprocal relationship between service providers, users and the communities in which they live.

Empowerment is a process where people gain control (eg confidence, knowledge, skills, resources) to affect decisions impacting on their communities.

Evaluation entails an overall assessment of the achievements, effectiveness and impact of work carried out.

Learning can be informal, formal and non-formal:

- Informal refers to experiential and personal learning
- Formal learning refers to what we gain from courses, academic studies and continual professional development
- Non-formal education is that which can be informal or formal but occurs in non-traditional settings e.g. in communities.

Monitoring involves the systematic collection and recording of information to help an organisation know how it is doing; it helps to account for the work of the organisation.

Organisation refers to any collection of people in the community, voluntary, public and private sectors and any hybrid configuration across these sectors. It refers to community groups, charities, community and social enterprises, statutory agencies, businesses.

Political literacy involves the use of critical reflective, visioning and planning techniques which encourage individual and group questioning of cultural, social, economic and political norms, and their interdependence, that maintain inequalities and oppressions.

Reflective practice describes thinking about experience and actions in order to learn from what has happened or is happening, in order to improve practice.

Sectarianism is the adherence to a set of beliefs, often associated with a particular sect, faction or doctrine, that lead to intolerance, prejudice, discrimination and oppression aimed at others, presumed of a different

sect/religious denomination. Sectarianism can occur in different ways, and at an individual, group, cultural or institutional level.

Structural factors are those powerful social processes that impact on people's lives, even before birth, and include: cultural, economic, ecological, social, political and demographic factors that manifest at community, national, international levels; and which are often interconnected to affect the poorest and most vulnerable in society.

Supervision is a process in which support, guidance, reassurance and feedback allows reflection and negotiation of agreements on the role, responsibilities and practice of community development practitioners.

Support refers to the work a community development practitioner may undertake to ensure the group can pursue its aims. The types of activities may include: providing information, moral and motivational encouragement, researching particular topics, identifying sources of help, listening to group members' ideas and thought processes and reflecting them back, facilitating decision-making, acting as an advocate, coach, mentor, critical friend.

Integrate and use the values and process of community development

Overview

This standard is about the community development practitioner's role to interpret, use and explain the process and values of community development.

It involves working with others to show what is distinctive about the nature of community development and encourage people, groups and agencies to recognise the contribution community development makes in the process of change.

This standard is relevant to all community development practitioners.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
- Two - Understand and engage with communities
- Three - Group work and collective action
- Four - Collaboration and cross-sectoral working
- Five - Community learning for social change
- Six - Governance and organisational development

This standard is within Key Area One.

Integrate and use the values and process of community development

Performance criteria

You must be able to:

- 1 apply the values and process of community development to own role
- 2 promote the values of community development to individuals, organisations and communities
- 3 support communities to use the values and process of community development
- 4 support communities to challenge local and national policies and decisions that have a negative impact on local communities
- 5 promote inclusive and empowering collective action in deciding and working on the changes identified by communities
- 6 support communities to make links between structural factors and their impact on well-being
- 7 promote the learning and developmental aspects of working with communities
- 8 enable the evaluation of community development practice's impact on communities
- 9 support communities and others to understand how policies at different levels impact on communities

Integrate and use the values and process of community development

Knowledge and understanding

You need to know and understand:

Community development values and processes

- 1 key purpose, values and process of community development
- 2 how to explain community development concepts in different contexts, to different audiences and for different purposes
- 3 value based, solution focussed techniques for reflection and problem solving
- 4 methods for community engagement and empowerment
- 5 methods for community led action and change
- 6 how to work with community conflicts (between groups and between communities)
- 7 how to evaluate the impact of policies on communities

Communities as a concept

- 8 the range of definitions of the concept 'community' reflecting interest, identity and geography

Power, inequality and justice issues

- 9 perspectives used to explain structural factors and their interconnections
- 10 how structural factors affect communities
- 11 ways to challenge inequality, social injustice and discrimination
- 12 different perspectives on the workings of power
- 13 techniques for recognising and using power
- 14 rights to set own agendas and remain independent
- 15 the contribution that community development can make to current local and national government policies and initiatives

Decision-making

- 16 how the policy making process works
- 17 how to use participatory and democratic decision-making processes for community action and change
- 18 support communities to actively and critically engage in policy formation

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

- 1 Social justice and equality
- 2 Anti-discrimination
- 3 Community empowerment
- 4 Collective action
- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 community development practice contributes to a more equal society where civil and human rights are recognised and respected
- 2 practices that contribute to inequalities are identified and challenged whenever and wherever they arise
- 3 all planned interventions and activities within communities address the issues identified by community members and aim to realise their aspirations
- 4 collective action is actively promoted as effective ways to bring about positive social change
- 5 reflection on experiences is an integral part of all activity and informs future actions

Overview

This standard concerns the tensions that arise in community development practice. Community development is a value driven activity which may bring practitioners into conflict with other's values eg people in communities; other professionals; the goals and priorities of other organisations, community groups, and leaders; and that of the cultures surrounding procurement and contracts.

Community development practitioners may also feel that their own values might clash in some contexts with those of community development.

This standard is relevant to all community development practitioners.

The community development standards are arranged in six key areas:

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- Six - Governance and organisational development

This standard is within Key Area One.

Work with the tensions inherent in community development practice

Performance criteria

You must be able to:

- 1 evaluate the tensions between own, others and community development approaches and values
- 2 resolve contradictions between community development values and day-to-day practice in your area of responsibility
- 3 explore ways to resolve conflicts between own community development role and the requirements of employers or organisational policies; or funders or the law
- 4 promote the right of communities and groups to set their own agendas in own organisations and with partners in your area of responsibility
- 5 plan and take action without undermining the rights of communities
- 6 promote different ways to resolve community conflicts to community groups
- 7 plan how to respond to potential opportunities for and obstacles to collective action
- 8 involve community members to examine the impact of decision-making on their communities
- 9 where appropriate, provide information and support on influencing and challenging political decisions

Knowledge and understanding

You need to know and understand:

Community development values and processes

- 1 key purpose, values and process of community development,
- 2 how to explain community development concepts in different contexts, to different audiences and for different purposes
- 3 value based, solution focussed techniques for reflection and problem solving
- 4 methods for community engagement and empowerment
- 5 methods for community led action and change
- 6 how to work with community conflicts between groups and between communities

Power, inequality and justice issues

- 7 perspectives used to explain structural factors and their interconnections
- 8 how structural factors affect communities
- 9 ways to challenge inequality, social injustice and discrimination
- 10 different perspectives on the workings of power
- 11 techniques for recognising and using power
- 12 rights to set own agendas and remain independent

Decision making

- 13 how to use participatory and democratic decision-making processes for community action and change
- 14 how to engage and influence local policies, politics and decisions
- 15 how to support communities and community groups to challenge decision-making

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

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- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 power imbalances in decision making are acknowledged and addressed
- 2 differences and diversity between communities are explored and valued
- 3 there is recognition that different communities are both independent and interdependent
- 4 in the process of agreeing collective action, tensions and contradictions are acknowledged and dealt with
- 5 the challenges of balancing different accountabilities are regularly discussed and acknowledged

Overview

This standard is about recognising that communities are diverse and complex. It is important that community development practitioners work with the whole range of different individuals and organisations within a community. This requires different approaches with different communities and the recognition of current and past relationships and realities of different communities. Community development practitioners need to establish how they are going to work with these organisations and how they will offer support to enable organisations from different communities to work with each other to achieve the changes they want.

This standard is relevant to all community development practitioners.

The community development standards are arranged in six key areas:

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This standard is within Key Area One.

Relate to different communities

Performance criteria

You must be able to:

- 1 analyse the nature, composition, power relationships and structural factors impacting on communities
- 2 build relationships that acknowledge communities' perspectives on their lived experiences
- 3 include excluded and marginalised communities in community activity
- 4 recognise the rights of communities not to engage in community activity
- 5 encourage established and newer communities to work together
- 6 facilitate communities and organisations to identifying their shared issues when working together
- 7 support collaborative working relationships between communities and organisations in your area of responsibility
- 8 support diverse communities over the long term to bring about change
- 9 where appropriate, use the learning from communities' experiences to campaign for social or policy change
- 10 support communities to understand and where appropriate, challenge local and national policies
- 11 maintain the currency of own knowledge of and practice in community development

Relate to different communities

Knowledge and understanding

You need to know and understand:

Community development values and processes

- 1 the importance of using and promoting the values and process of community development
- 2 how to motivate people and overcome barriers to involvement
- 3 how to facilitate people and groups to come together within and across communities around common issues
- 4 how to use community development approaches to challenge inequalities, social injustice and discrimination
- 5 how to keep up to date with changes in communities and community development practice

Communities as a concept

- 6 the different kinds of communities that exist
- 7 social and structural factors which exclude and marginalise communities
- 8 sources of information about the communities worked with

Power, inequality and justice issues

- 9 perspectives used to explain structural factors and their linkages
- 10 how structural factors affect communities
- 11 rights to set own agendas and remain independent
- 12 ways to support community empowerment and facilitate community engagement
- 13 ways to build respect and dialogue between communities through examining histories and perspectives of oppression
- 14 how beliefs, values and prejudices towards different backgrounds, cultures, faiths and traditions, can affect working relationships

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

- 1 Social justice and equality
- 2 Anti-discrimination
- 3 Community empowerment
- 4 Collective action
- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 practitioners keep up to date with changes in the local population and consider how best to respond to newly identified needs
- 2 practitioners take responsibility to reach out to marginalised and excluded communities so that their voices can be heard
- 3 communities have sufficient information to make decisions about when and how to engage with other communities, groups and statutory bodies
- 4 the expressed needs, interests and concerns of the different communities inform planning by statutory bodies
- 5 different ways of responding to the development, support and training needs of diverse communities are acknowledged

Overview

This standard concerns the way community development practitioners relate to others, being clear about their role, their contribution and their boundaries. It is about reflecting on their own day-to-day practice against the values, skills and knowledge of community development and seeking to improve their practice through continuing professional development.

This standard is relevant to all community development practitioners.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
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- Six - Governance and organisational development

This standard is within Key Area One.

Develop yourself as a community development practitioner

Performance criteria

You must be able to:

- 1 use community development values in own practice
- 2 maintain consistent behaviour, presentation and perspectives to develop effective working relationships in your area of responsibility
- 3 prevent personal differences impacting negatively on own practice
- 4 communicate what is realistically possible against expectations and own limitations to the community groups and organisations you work with
- 5 develop strong, independent community groups in your area of responsibility
- 6 develop plans of work that reflect community needs and priorities
- 7 promote understanding of diversity and equality of opportunity in own organisation
- 8 use feedback from communities or others to improve own practice
- 9 maintain the currency of own skills, knowledge and understanding through learning opportunities
- 10 review the impact of own practice on others in your area of responsibility

Develop yourself as a community development practitioner

Knowledge and understanding

You need to know and understand:

Community development values and processes

- 1 the key purpose, values and process of community development in practice
- 2 how to put community development process, methods and values into practice to support collective action and social change
- 3 how to recognise the basis of your own power and influence while working with communities
- 4 historical and contextual knowledge of national and local approaches and strategies for community development
- 5 ways to use the Community Development National Occupational Standards while engaging with communities

Reflective practice

- 6 value based, solution focussed techniques for reflection and problem solving
- 7 how to use feedback from community members, colleagues and partners
- 8 reviews and improvement plans for own and organisational practice
- 9 awareness of own limitations in giving legal advice and when to seek specialist support
- 10 the significance of divided or conflicting loyalties and how this can affect working relationships
- 11 how one's own values and beliefs can affect practice and relationships

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

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- 4 Collective action
- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 commitment to social and environmental justice is demonstrated in practice
- 2 practitioners use their power and influence to challenge discrimination
- 3 day to day practice contributes to the empowerment of communities
- 4 the skills, knowledge, experience and expertise of others is acknowledged and valued
- 5 practitioners continually seek out ways to improve practice and increase knowledge to meet changing needs and challenges

Maintain community development practice within own organisation

Overview

This standard relates to the need for all organisations involved in community development to integrate the values and processes of community development within their own work.

This standard is relevant to all community development practitioners who support communities in this process.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
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- Five - Community learning for social change
- Six - Governance and organisational development

This standard is within Key Area One.

Maintain community development practice within own organisation

Performance criteria

You must be able to:

- 1 explain the purpose, values and benefits of community development to others in own organisation
- 2 discuss the relevance of community development processes and approaches to the work of the organisation with colleagues and senior staff
- 3 support own organisation to ensure that marginalised communities are reached
- 4 provide information about the different communities within a locality
- 5 audit own organisation's development needs in relation to supporting community development practice
- 6 provide opportunities to increase knowledge and skills in community development within own organisation

Maintain community development practice within own organisation

Knowledge and understanding

You need to know and understand:

Community development values and processes

- 1 the benefits of using community development concepts in practice
- 2 how to challenge inappropriate, non-inclusive and tokenistic approaches to community engagement
- 3 how inequality and injustice impact on the lives of individuals and communities
- 4 different perspectives on community empowerment and community engagement

Auditing organisational needs

- 5 ways to agree organisational needs and priorities
- 6 how to tailor organisational priorities to meet community needs

Community development's relevance to organisations

- 7 the range of own organisational policies that may impact on communities
- 8 how communities are complex and dynamic
- 9 how to use the learning from communities' experiences for organisational approaches to work
- 10 the significance of divided or conflicting loyalties to community development and organisational practice

Maintain community development practice within own organisation

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

- 1 Social justice and equality
- 2 Anti-discrimination
- 3 Community empowerment
- 4 Collective action
- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 community development values explicitly inform organisational decision making
- 2 all policies and procedures are proofed against the community development values
- 3 all approaches to community engagement and involvement are designed to be inclusive and empower those involved
- 4 the values and process of community development are regularly explored in order to ensure a common and collective understanding within the organisation
- 5 the skills and knowledge required within the organisation to undertake effective community development are acknowledged and creatively addressed.

Support inclusive and collective working

Overview

This standard is about the community development practitioner's role in supporting people and groups to come together to identify common issues, set aims and objectives and achieve their common goals. Most community groups, at some point, face the issue of attracting and retaining new members; and the challenge of recognising that they need to find new ways of involving a wider range of people. The standard involves working across settled, new and marginalised communities, acknowledging different skills sets and approaches that need to be employed in an inclusive community development practice.

This standard is relevant to all community development practitioners who support communities in this process.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
- Two - Understand and engage with communities
- Three - Group work and collective action
- Four - Collaboration and cross-sectoral working
- Five - Community learning for social change
- Six - Governance and organisational development

This standard is within Key Area One.

Support inclusive and collective working

Performance criteria

You must be able to:

- 1 work with individuals and groups to raise awareness of issues that may affect their community
- 2 work in inclusive ways across diverse and marginalised communities
- 3 support groups to develop the skills and confidence to involve marginalised communities
- 4 engage people concerned about their community in activities and groups
- 5 develop activities to identify the potential for collective action
- 6 support people to participate fully and equally in activities and groups
- 7 evaluate existing resources to meet expressed community priorities
- 8 support groups to agree aims, tasks, and organisational structures for collective action
- 9 support groups to overcome barriers to achieving their aims
- 10 build on the strengths, skills and expertise of group members through a range of collective learning approaches
- 11 suggest recruitment methods to meet identified gaps in skills and representation
- 12 support groups to cope with the turnover in active members caused by external factors

Support inclusive and collective working

Knowledge and understanding

You need to know and understand:

The context

- 1 how to engage with all sections of communities
- 2 the impact of power and power relationships upon individuals and communities taking collective action
- 3 the benefits of recognising and valuing diversity
- 4 how structural factors impact on different sections of the community
- 5 ways to overcome barriers to involvement
- 6 the importance of groups deciding on their own development

Setting common goals

- 7 the role of research and information to determine common concerns
- 8 techniques and approaches for the collective identification of common issues, aims, tasks, needs and capacity
- 9 how to work inclusively across marginalised and mainstream groups

Group dynamics and processes

- 10 how to facilitate collective approaches to working with groups
- 11 how to use the values of community development within groups
- 12 the impact of transient and changing populations on groups
- 13 working with groups to create transparency and accountability
- 14 support needed for the roles that people take in groups

Support inclusive and collective working

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

- 1 Social justice and equality
- 2 Anti-discrimination
- 3 Community empowerment
- 4 Collective action
- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 individuals from different backgrounds are actively welcomed and encouraged to take part
- 2 steps are taken to ensure people from different backgrounds and with different needs can fully participate in community activities
- 3 individuals apply the confidence and skills gained from participating in groups to take on new roles
- 4 creative and new ideas for bringing people together are encouraged
- 5 groups participate in networks with other groups and provide peer support for each other

Get to know a community

Overview

This standard is about making contact and initiating relationships with key people and organisations in a community to find out about its issues and concerns. It involves gathering existing information and supporting communities to generate new information, in order to better understand the needs, strengths and circumstances of communities.

This standard is relevant to all community development practitioners.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
- Two - Understand and engage with communities
- Three - Group work and collective action
- Four - Collaboration and cross-sectoral working
- Five - Community learning for social change
- Six - Governance and organisational development

This standard is within Key Area Two.

Get to know a community

Performance criteria

You must be able to:

- 1 make contact with different groups within a community
- 2 explain own and organisation's role to people within the community
- 3 record details of the people and groups contacted for future community engagement
- 4 review the record of contacts to identify and fill gaps
- 5 establish contacts and links across all sections of the community
- 6 use a variety of research methods and participatory strategies to produce a community audit
- 7 establish processes for periodically reviewing and revising the community audit
- 8 adapt own role in response to community audits

Get to know a community

Knowledge and understanding

You need to know and understand:

The context

- 1 the effects of structural factors on communities
- 2 the impact of diversity on community development within and between communities
- 3 how legislation and policies affect communities
- 4 the role and the contribution of community development practitioners who work with communities
- 5 how to identify community priorities and concerns through participatory approaches

Making contact

- 6 different methods and styles of engaging with a range of individuals and communities
- 7 how informal networks can be used to increase the number and quality of contacts that can be used for the benefit of communities
- 8 the importance of taking time to build relationships and foster trust and respect

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

- 1 Social justice and equality
- 2 Anti-discrimination
- 3 Community empowerment
- 4 Collective action
- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 environmental, political, cultural, economic and social contexts are built into community audits
- 2 contact with people from diverse and marginalised communities is actively pursued
- 3 the views of community members and groups are clearly articulated and represented
- 4 community members are involved in the gathering and interpretation of information
- 5 working relationships based upon respect are developed and maintained

Facilitate community research and consultations

Overview

This standard is about supporting community groups to carry out their own consultations to determine the concerns and/or priorities within their communities, the feasibility of proposed activities, and gathering the views of community members and groups for organisations about proposed actions or changes to the services they provide. The standard assumes community research is used for positive changes in communities.

This standard is relevant to all community development practitioners.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
- Two - Understand and engage with communities
- Three - Group work and collective action
- Four - Collaboration and cross-sectoral working
- Five - Community learning for social change
- Six - Governance and organisational development

This standard is within Key Area Two.

Facilitate community research and consultations

Performance criteria

You must be able to:

- 1 support the contribution of community members to proposals for community research and consultations
- 2 support individuals and communities to identify and agree the purpose and outcomes of the research/consultation activity
- 3 use inclusive and participatory methods to overcome barriers to participation within the research activity
- 4 plan community research with all relevant people to include roles, actions, resources and review dates
- 5 develop the skills of community members in community based research through learning activities
- 6 inform community researchers about ethical, professional and safe community research
- 7 inform community researchers of the legal requirements and procedures for dealing with sensitive and confidential information
- 8 use data and information that is valid, accurate, reliable and sufficient to meet the intended purpose of the research

Facilitate community research and consultations

Knowledge and understanding

You need to know and understand:

Community research and data collection

- 1 participatory methods and approaches for use with community members across the research process
- 2 how to access sources of existing data about communities
- 3 accepted ways of checking data for accuracy, reliability and validity
- 4 ethical, safe and legal frameworks for the collection and handling of confidential and sensitive information
- 5 methods for recording and reviewing information
- 6 where to obtain the resources for community led approaches to profiling, consultation and research

Involving people and organisations

- 7 how to identify possible partners and assess their potential for collaboration in community consultations and research
- 8 participative planning techniques
- 9 techniques for encouraging the sensitive exploration of diversity
- 10 how to support community members to develop community research skills
- 11 approaches and methods to use in evaluating research or consultative processes

Facilitate community research and consultations

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

- 1 Social justice and equality
- 2 Anti-discrimination
- 3 Community empowerment
- 4 Collective action
- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 community research and consultation results highlight inequalities that exist within the community
- 2 differing views and opinions are acknowledged and shown equal respect within the research/consultation
- 3 the expertise and knowledge within a community is valued by all agencies
- 4 community members have collective control and ownership over community research and consultation processes
- 5 research and consultation processes are monitored and reviewed and the learning is used to inform future planning

Analyse and disseminate findings from community research

Overview

This standard concerns the collation and use of community research data, including feeding back the findings and agreed recommendations to all those who need to know and all those who contributed.

This standard is relevant to all community development practitioners.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
- Two - Understand and engage with communities
- Three - Group work and collective action
- Four - Collaboration and cross-sectoral working
- Five - Community learning for social change
- Six - Governance and organisational development

This standard is within Key Area Two.

Analyse and disseminate findings from community research

Performance criteria

You must be able to:

- 1 work with groups to review the quality and quantity of the information gathered and identify any gaps
- 2 include the voice and views of marginalised communities in the analysis and dissemination of community research
- 3 support community researchers to analyse the gathered information
- 4 support community researchers to interpret the gathered information
- 5 support the communication of the initial findings to the wider community and all relevant organisations for comment
- 6 review the findings and revise in light of feedback
- 7 gather proposals for presenting the findings to different audiences
- 8 facilitate the development of recommendations from the community and others
- 9 facilitate participatory approaches to agree realistic, evidence-based priorities

Analyse and disseminate findings from community research

Knowledge and understanding

You need to know and understand:

Analysis and dissemination

- 1 the effects of structural factors on communities
- 2 techniques for collating and interpreting data and information
- 3 processes for making recommendations and setting priorities
- 4 ways to present information for different purposes and audiences
- 5 methods of feeding back consultation and research results to the wider community and relevant organisations
- 6 how to involve community members and researchers in dissemination activities
- 7 how to support the choice of relevant dissemination methods and techniques for different audiences and purposes
- 8 how to facilitate discussions around the tensions involved in choosing dissemination methods and techniques
- 9 approaches and methods to use in evaluating research or consultative processes

Analyse and disseminate findings from community research

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

- 1 Social justice and equality
- 2 Anti-discrimination
- 3 Community empowerment
- 4 Collective action
- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 research results take account of the current political, economic, environmental and social situation of the community
- 2 information on the results is presented in different formats to ensure accessibility
- 3 the community retains ownership of the results and conclusions
- 4 the community collectively determines recommendations for future actions
- 5 reflection on the experience of participating in research and consultation processes is organised

Organise community events and activities

Overview

This standard relates to the roles of community development practitioners in supporting the organisation of events and activities within communities. These events may include public meetings, workshops, open days, consultation displays and neighbourhood forums amongst others.

This standard is relevant to all community development practitioners.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
- Two - Understand and engage with communities
- Three - Group work and collective action
- Four - Collaboration and cross-sectoral working
- Five - Community learning for social change
- Six - Governance and organisational development

This standard is within Key Area Three.

Organise community events and activities

Performance criteria

You must be able to:

- 1 negotiate to establish the purpose of the event or activity
- 2 agree the plan for the event or activity with all those involved
- 3 plan the event or activity so it is accessible, inclusive, legal and safe to all in the community
- 4 support members of the community to obtain the required resources for the event or activity
- 5 provide information to those involved in organising the event so they can carry out allocated tasks
- 6 select types of publicity to attract target participants
- 7 support community members to review and update plans to achieve required objective
- 8 obtain consent from individuals about the use of their information and images for different purposes
- 9 evaluate the event or activity to inform future actions

Organise community events and activities

Knowledge and understanding

You need to know and understand:

The context

- 1 the factors involved in organising community events and activities
- 2 what accessible, inclusive and safe community events and activities look like
- 3 ways to involve and develop people

Setting common goals and plans

- 4 collective approaches to decision-making

Group dynamics and processes

- 5 how to develop equality and anti-discriminatory practice within groups
- 6 how to support the roles people take in groups

Community organising

- 7 how to access resources and support for community events or activities
- 8 how to meet legal requirements for organising and running community events and activities
- 9 how to use quality improvement techniques for organising events and activities

Organise community events and activities

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

- 1 Social justice and equality
- 2 Anti-discrimination
- 3 Community empowerment
- 4 Collective action
- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 environmental considerations are taken into account in the planning and use of resources
- 2 venues are chosen that meet the differing needs and circumstances of individuals attending
- 3 the knowledge, expertise and skills of community members are used to their full in planning and running the event
- 4 opportunities are taken for collaborating with other groups in planning events/activities
- 5 reflective evaluation is carried out so that future events and activities can benefit

Support communities to effectively manage and address conflict, within and between communities or community groups

Overview

This standard is about dealing with conflict:

- within communities
- between communities
- within community groups
- between community groups

This standard recognises the similarities in dealing with all conflicts and the skills required to analyse the context and respond in ways which are inclusive, solution focussed and working for positive social change. The standard also recognises that conflict may create costs and benefits, acknowledges the causes and effects of conflict and notes there are different strategies to deal with conflicts in communities and those within and between organisations.

This standard is relevant to all community development practitioners.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
- Two - Understand and engage with communities
- Three - Group work and collective action
- Four - Collaboration and cross-sectoral working
- Five - Community learning for social change
- Six - Governance and organisational development

This standard is within Key Area Three.

Support communities to effectively manage and address conflict, within and between communities or community groups

Performance criteria

You must be able to:

- 1 identify the nature, causes and effects of conflict within and between communities and community groups
- 2 respond to conflicts to de-escalate tensions within or between communities in ways which are sensitive
- 3 work to reduce the fear and upset generated by community conflict
- 4 support people to identify areas of potential conflict, common ground and shared interest
- 5 support community members to develop knowledge, skills and confidence to deal with conflict positively
- 6 identify and find ways to remove blocks to communication and mutual understanding within or between communities
- 7 promote the values, perspectives, rights and responsibilities of all involved in the conflict when seeking resolution
- 8 identify the potential for and sources of mediation to address conflict in communities or community groups
- 9 mediate within and between groups to overcome conflict where possible
- 10 document areas of agreement and disagreement for future reference
- 11 support collective-led strategies to deal with continuing conflict

Support communities to effectively manage and address conflict, within and between communities or community groups

Knowledge and understanding

You need to know and understand:

The context

- 1 the impact of power relationships upon individuals and communities
- 2 the benefits of recognising and valuing diversity, inclusive and anti-discriminatory practice
- 3 barriers to involvement in collective activities and ways to overcome them
- 4 the negative and positive aspects of conflict

Dealing with community conflict

- 5 the causes, effects and consequences of community based conflicts
- 6 different, timely and creative approaches to conflict analysis and resolution
- 7 how to facilitate collective approaches to conflict resolution
- 8 sources of mediation support available to individuals, communities and practitioners
- 9 methods of responding sensitively to de-escalate tensions and overcome communities' fears

Supporting learning

- 10 how to develop the knowledge, skills, understanding and attitudes of others to deal with conflict

Support communities to effectively manage and address conflict, within and between communities or community groups

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

- 1 Social justice and equality
- 2 Anti-discrimination
- 3 Community empowerment
- 4 Collective action
- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 power relationships and their effects are openly acknowledged within conflict situations
- 2 conflict is addressed from a position of mutual respect between all parties
- 3 constructive ways of challenging ensure sources of conflict are 'depersonalised'
- 4 all those affected by the conflict are encouraged to contribute to the generation of ideas and solutions
- 5 individuals and groups reflect on, learn from and progress from conflict situations

Overview

The purpose of community development is to support communities to organise collectively to effect change. This involves making sure that community groups and communities have information about opportunities to express their views, how to find allies, and how to plan for and implement collective actions and campaigns to tackle their identified concerns.

This standard is relevant to all community development practitioners.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
- Two - Understand and engage with communities
- Three - Group work and collective action
- Four - Collaboration and cross-sectoral working
- Five - Community learning for social change
- Six - Governance and organisational development

This standard is within Key Area Three.

Support communities who want to bring about positive social change

Performance criteria

You must be able to:

- 1 support groups to agree what challenges need addressing in a community
- 2 facilitate groups to research, plan, and seek support, allies and resources to help in bringing about social change
- 3 advise on the use of participative methods to allocate roles and responsibilities and review plans
- 4 advise on ways of resolving skills gaps in planning for action
- 5 support groups to collectively resolve any conflicts that develop during a campaign
- 6 support groups to use media to publicise their campaign
- 7 facilitate awareness of the information and communication needs of those involved in a successful campaign
- 8 encourage participatory evaluation to review plans and the campaign's impact on decision-makers

Knowledge and understanding

You need to know and understand:

The context

- 1 the contribution of social movements and community action in bringing about change
- 2 the impact of power relationships upon individuals and communities
- 3 participative ways to challenge local and national policy decisions
- 4 the benefits of recognising and valuing diversity; inclusive and anti-discriminatory practice
- 5 how to overcome barriers to involvement in collective activities
- 6 positive and negative effects of conflict
- 7 how to develop community-based strategies which build the confidence, skills and independence of community groups
- 8 the importance of independence in bringing about positive social change

Setting common goals

- 9 collective and participative approaches to agreeing common issues, goals, plans, capacity, reviews and evaluations

Group dynamics and processes

- 10 equality and anti-discriminatory practice within groups
- 11 transparent and accountable practice and structures
- 12 how to support the roles people take in groups

Campaigning

- 13 how to build support through strategic alliances and different media
- 14 media and publicity strategies to get a campaign's voice heard

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

- 1 Social justice and equality
- 2 Anti-discrimination
- 3 Community empowerment
- 4 Collective action
- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this Standard. These statements are not part of assessment requirements.

- 1 people's skills, knowledge and diverse experience are recognised and used in planning a campaign
- 2 open and consensual community decision-making structures are valued and adopted
- 3 simple and clear mechanisms are put in place to demonstrate accountability to the community for all decisions and actions
- 4 collaborative working relationships with other groups, networks, voluntary sector organisations, and public bodies are developed
- 5 the approach used in the campaign is analysed for future actions

Facilitate community leadership

Overview

This standard is about encouraging and, when necessary, demonstrating leadership in communities. It is about nurturing inclusive and effective community leadership which will motivate and support individuals and communities to become involved and work together to achieve collective objectives.

In this standard the community development practitioner facilitates the development of community leadership skills. This may include demonstrating and role modelling certain behaviours and styles, giving advice, feedback and identifying areas for development and learning. This standard is relevant to all community development practitioners who encourage, motivate and support others to lead community activity.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
- Two - Understand and engage with communities
- Three - Group work and collective action
- Four - Collaboration and cross-sectoral working
- Five - Community learning for social change
- Six - Governance and organisational development

This standard is within Key Area Three

Facilitate community leadership

Performance criteria

You must be able to:

- 1 promote styles of leadership appropriate to community development organisation
- 2 use different leadership styles in developing, supporting and nurturing community leadership
- 3 lead by example to win the trust and support of others in own community
- 4 support others to work together, take the initiative and demonstrate leadership when appropriate within the organisation
- 5 manage the tensions that arise from different understandings of the term 'leadership'
- 6 involve others in developing and communicating agreed vision, purpose, objectives and plans for the community
- 7 use participative decision-making methods which are open, transparent and accountable to the communities involved
- 8 establish understanding of roles in relation to achieving goals agreed for the community
- 9 support all involved to perform their roles to achieve agreed aims for the community
- 10 motivate others to present their ideas; to listen to ideas, overcome obstacles and deal with setbacks and change in own organisation
- 11 recognise people's achievements, effort and creativity in achieving community goals

Facilitate community leadership

Knowledge and understanding

You need to know and understand:

Styles of leadership

- 1 how to use different theories, models and styles of leadership to empower, motivate, support and influence others
- 2 the tensions associated with the term 'leadership' in a community context
- 3 how to recognise and develop the leadership capability of others
- 4 how to create a culture which encourages and recognises creativity and innovation
- 5 the positive and negative impacts of different leadership styles
- 6 how to use leadership skills to involve people in open and transparent decision making
- 7 own strengths and weaknesses in a leadership role and how to address these

Supporting and motivating others

- 8 the importance and ways of encouraging others to take the lead
- 9 different ways of communicating effectively with different audiences
- 10 how to work with others to plan, set objectives, recognise achievement and monitor progress
- 11 the importance of ensuring that there are clear lines of public accountability for decisions made and actions taken
- 12 how to show others the contribution of their individual role to the achievement of collective objectives
- 13 methods for motivating, supporting and encouraging people; and recognising their achievements

Facilitate community leadership

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

- 1 Social justice and equality
- 2 Anti-discrimination
- 3 Community empowerment
- 4 Collective action
- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 community strengths, skills and assets are regularly celebrated
- 2 a culture of respect, trust and valuing of diversity is promoted and nurtured
- 3 community members are supported to develop their own community leadership skills
- 4 participatory decision-making is fostered at all levels
- 5 community members are encouraged to reflect on and learn from their own leadership experiences

Promote and support effective relationships between communities and public bodies and other agencies

Overview

This standard sets out how community development practitioners support communities to better understand:

- how public bodies and other agencies work and make decisions
- how to influence decision-making processes
- how to determine whether they should work with public bodies and other organisations
- how to develop effective relationships

There are many benefits to be gained from effective relationships between communities, public bodies and other organisations. However, to fully benefit communities need to understand the remits, powers and duties that public bodies and other organisations hold and, how they can influence decision-making processes. Public bodies and other organisations want to work with communities for a variety of reasons. It is important that communities are clear about how it will also benefit them.

This standard is relevant to all community development practitioners who support communities in this process.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
- Two - Understand and engage with communities
- Three - Group work and collective action
- Four - Collaboration and cross-sectoral working
- Five - Community learning for social change
- Six - Governance and organisational development

This standard is within Key Area Four.

Promote and support effective relationships between communities and public bodies and other agencies

Performance criteria

You must be able to:

- 1 assist communities to understand local, national and global democratic and political processes and where power and influence lie
- 2 gather information about the roles and responsibilities of public bodies and other organisations whose work impacts on communities which is up to date and relevant to current community action
- 3 assist communities to understand the legal powers, statutory responsibilities and resources held by public bodies and other organisations and how this may impact on joint decision-making
- 4 promote relationships between communities, public bodies and other organisations for the benefit of communities
- 5 support communities to understand the tensions that can arise between organisations with different structures and decision making processes in order to improve relationships
- 6 provide information to communities about how to engage and work collaboratively with public bodies and other organisations to achieve agreed aims
- 7 assist communities to examine government initiatives and the opportunities they present for communities to influence decision-makers
- 8 assist communities to access information about existing multi-agency working arrangements to inform community action
- 9 support communities to identify the skills needed to engage with public bodies and other organisations
- 10 support communities to identify and establish relevant contacts within public bodies and other organisations to achieve agreed aims

Promote and support effective relationships between communities and public bodies and other agencies

Knowledge and understanding

You need to know and understand:

The rationale and context

- 1 how representative and participatory democracy work in practice
- 2 concepts of political literacy, citizenship rights and responsibilities in relation to governance
- 3 relevant local, national and international government policies
- 4 the contribution that diverse communities and autonomous groups can make to decisions affecting communities
- 5 how injustice, discrimination and social exclusion impact on the lives of individuals and communities
- 6 how power relationships affect collaborative working
- 7 the social, political, cultural and economic context of own community
- 8 the potential links and disparities between concepts of community development and key ideas presented in government policies and initiatives

Powers of public bodies and the duties and obligations they have to communities

- 9 how public bodies and other organisations are regulated and managed
- 10 the duties and responsibilities public bodies and other organisations have to communities
- 11 how to support public bodies and other organisations to improve how they engage with communities

Techniques and methods

- 12 how to support communities and individuals to influence decision-making
- 13 how to develop the skills needed to influence decision-making
- 14 inclusive and participatory techniques for relationship building
- 15 how to negotiate, plan, agree, review and evaluate relationships between communities and other organisations
- 16 techniques and approaches to increase accountability to communities
- 17 communication systems which promote understanding and open dialogue
- 18 methods which facilitate collective learning opportunities to ensure effective collaborative working

Promote and support effective relationships between communities and public bodies and other agencies

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

- 1 Social justice and equality
- 2 Anti-discrimination
- 3 Community empowerment
- 4 Collective action
- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 power imbalances between communities, public bodies and other agencies are recognised and addressed
- 2 opportunities to influence and challenge discriminatory practice is critically examined
- 3 the rights of communities to define themselves, their priorities and agendas for action are made explicit
- 4 actions are taken to build confidence within communities to engage in dialogue with public bodies
- 5 knowledge of how public bodies and other agencies work is shared with communities

Encourage and support public bodies to build effective relationships with communities

Overview

This standard is for community development practitioners who have responsibility for implementing local and national government policies and/or initiatives which require dialogue, working relationships and lines of accountability to be developed between public bodies, other organisations and communities or community groups.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
- Two - Understand and engage with communities
- Three - Group work and collective action
- Four - Collaboration and cross-sectoral working
- Five - Community learning for social change
- Six - Governance and organisational development

This standard is within Key Area Four.

Encourage and support public bodies to build effective relationships with communities

Performance criteria

You must be able to:

- 1 communicate the potential benefits, challenges and wider implications when public bodies seek to engage with communities
- 2 work with public bodies to enable them to respond effectively to diverse communities seeking improved services based on community-identified needs
- 3 work with public bodies and other organisations to identify resources to support community representatives
- 4 support decision-makers to establish equitable and inclusive values, perspectives and approaches when working with communities
- 5 assess the extent to which government policies and initiatives promote the values of social justice, equality, anti-discrimination and inclusion for communities
- 6 communicate to public bodies the benefits and contribution of a community development approach to achieving policy objectives
- 7 support public bodies and other organisations to use inclusive and empowering approaches when engaging communities
- 8 promote the use of local, regional or nationally agreed frameworks as the basis for developing working relationships with communities

Encourage and support public bodies to build effective relationships with communities

Knowledge and understanding

You need to know and understand:

The rationale and context

- 1 how representative and participatory democracy work in practice
- 2 concepts of political literacy, citizenship rights and responsibilities in relation to governance
- 3 relevant local, national and international government policies,
- 4 the contribution that diverse communities and autonomous groups can make to decisions affecting communities
- 5 how injustice, discrimination and social exclusion impact on the lives of individuals and communities
- 6 how power relationships affect collaborative working
- 7 the social, political, cultural and economic context of communities
- 8 the links and disparities between concepts of community development and key ideas presented in government policies and initiatives
- 9 the powers of public bodies and the duties and obligations they have to communities

Factors which support effective partnership working

- 10 the different levels of representation and accountability involved and required for effective partnership working
- 11 barriers to involvement and a range of approaches and techniques for overcoming them
- 12 how to examine institutional practices and perspectives and their impact on communities
- 13 how to get others to reflect on institutional practices and perspectives and how they impact on communities
- 14 how to work together to obtain resources

Techniques and methods

- 15 inclusive and participatory techniques for relationship building
- 16 how to identify training and learning needs required to build effective relationships
- 17 different models of community advocacy
- 18 techniques and approaches to increase accountability to communities
- 19 communication systems and processes to inform and support collaborative work
- 20 the benefits of community development values and processes in building relationships

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

- 1 Social justice and equality
- 2 Anti-discrimination
- 3 Community empowerment
- 4 Collective action
- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 the complexity and diversity of communities is recognised and used to inform the planning of community engagement processes to ensure equality
- 2 practices that discriminate against individuals and communities are highlighted and addressed
- 3 the skills and knowledge needed to engage with and empower communities is recognised and learning opportunities created
- 4 meaningful commitment to collective action aimed at improving localities is demonstrated
- 5 reflection and evaluation techniques are used to review how organisations build relationships with communities

Support collaborative and partnership work

Overview

This standard relates to the role of community development practitioners in encouraging and supporting collaborative work. Community development practitioners enable communities and groups to work in partnership and collaboration with others in order to achieve common aims, access resources or increase influence.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
- Two - Understand and engage with communities
- Three - Group work and collective action
- Four - Collaboration and cross-sectoral working
- Five - Community learning for social change
- Six - Governance and organisational development

This standard is within Key Area Four.

Support collaborative and partnership work

Performance criteria

You must be able to:

- 1 facilitate communities to identify common needs and issues they share with other communities
- 2 identify other communities with similar interests to share ideas, experience and practice to potentially benefit both communities
- 3 support communities to clearly identify and agree aims, outcomes and short and long-term strategies for working collaboratively
- 4 support communities to assess the potential risks and benefits of engaging in partnership work
- 5 provide information about the remit, aims and work of existing partnerships and highlight opportunities for involvement to own community group
- 6 support communities to review the availability of resources for partnership working
- 7 support the establishment of transparent and accountable structures and systems for developing collaborative work between communities
- 8 promote collaborative working which recognises and addresses barriers to participation and promotes trust and understanding based on mutual respect between communities
- 9 support monitoring and evaluation of partnership or collaborative working to improve future practice

Support collaborative and partnership work

Knowledge and understanding

You need to know and understand:

The rationale and context

- 1 how representative and participatory democracy work in practice
- 2 concepts of political literacy, rights and responsibilities associated with governance
- 3 the contribution that diverse communities and autonomous groups can make to decisions affecting communities
- 4 how the nature of power relationships affects collaborative working

Factors which support effective partnership working

- 5 how decisions made by partnerships can impact on communities
- 6 the levels of representation and accountability required for effective partnership working
- 7 the motives, aims and remits of partnerships
- 8 barriers to involvement and approaches and techniques for overcoming them
- 9 the resource and support implications for engaging with a wide spectrum of potential stakeholders
- 10 the life cycle of partnerships, their limitations and the factors that can affect sustainability

Techniques and methods

- 11 inclusive and participatory techniques for involving people
- 12 how to negotiate, plan, agree, review and evaluate common goals and methods for partnership working
- 13 the pros and cons of working in a partnership
- 14 how to increase accountability to communities
- 15 how to encourage diversity at all stages of collaborative/partnership working
- 16 how to deal with a lack of collaborative working in a partnership
- 17 how to monitor, evaluate and review the work of a partnership and its effectiveness

Support collaborative and partnership work

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

- 1 Social justice and equality
- 2 Anti-discrimination
- 3 Community empowerment
- 4 Collective action
- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 barriers which prevent the involvement and participation of marginalised and excluded communities are identified and addressed
- 2 the autonomy and diversity of communities involved in partnerships is recognised, respected and encouraged
- 3 structures are developed to utilise the skills, knowledge and experience of community members and others
- 4 new and creative ways of working together are explored and encouraged
- 5 shared learning underpins all partnership activities

Strategically co-ordinate networks and partnerships

Overview

This standard is for all community development practitioners who work across different communities and provide links and/or co-ordination between communities.

It involves relationship building between diverse communities, public bodies and other organisations. It includes creatively handling the tensions when working strategically across a wider area or with larger initiatives which impact on many different communities.

Note: Partnerships includes formal and informal partnerships and networks.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
- Two - Understand and engage with communities
- Three - Group work and collective action
- Four - Collaboration and cross-sectoral working
- Five - Community learning for social change
- Six - Governance and organisational development

This standard is within Key Area Four.

Strategically co-ordinate networks and partnerships

Performance criteria

You must be able to:

- 1 assess the changing political, social and economic environment affecting own community
- 2 communicate the benefits of networking within and between communities and sectors to communities, public agencies and other organisations
- 3 support partnerships to work together over competing as well as common issues
- 4 support the development of partnerships where none exist and it is advantageous to establish them
- 5 support informal networking which promotes dialogue and understanding between and across communities
- 6 promote collaborative working which challenges exclusive practices, assumptions and stereotypes
- 7 raise awareness of barriers to involvement for community groups
- 8 maintain fair and equitable organisational systems within own organisation
- 9 promote fair and equitable organisational policies within partner organisations
- 10 consult on planned activities and strategies that may impact on communities
- 11 promote ways of involving marginalised communities and small community groups in strategic networking, influencing and decision-making processes
- 12 enable partnerships to recognise how power and resource imbalances affect relationships between and across communities
- 13 use models for inter-community working which will support collective problem solving across communities
- 14 seek support and resources to facilitate inter-community learning, working and engagement with decision making

Strategically co-ordinate networks and partnerships

Knowledge and understanding

You need to know and understand:

The rationale and context

- 1 how representative and participatory democracy work in practice
- 2 concepts of political literacy, citizenship rights and responsibilities in relation to governance
- 3 relevant local, national and international government policies
- 4 the contribution that diverse communities and autonomous groups can make to decisions affecting communities
- 5 how injustice, discrimination and social exclusion impact on the lives of individuals and communities

Factors which support effective partnership working

- 6 partnership organisations that make, or contribute to, decisions that affect communities
- 7 how decisions or recommendations can be influenced
- 8 the diversity of groups and communities
- 9 how injustice, discrimination and social exclusion can prevent involvement in partnership working
- 10 models of collaborative working and the implications for community involvement
- 11 resource and support implications for engaging with the wide spectrum of potential stakeholders
- 12 the life cycle of partnerships, their limitations and the factors that can reduce sustainability

Techniques and methods

- 13 inclusive and participatory techniques for strategy and action planning
- 14 inclusive and empowering models of advocacy
- 15 systems and procedures to ensure accountability to communities
- 16 exit strategies for initiatives or projects with a set life span
- 17 communication and organisational systems to support strategic collaborative work across networks and partnerships
- 18 techniques and frameworks for the monitoring, review and evaluation of collaborative work

Strategically co-ordinate networks and partnerships

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

- 1 Social justice and equality
- 2 Anti-discrimination
- 3 Community empowerment
- 4 Collective action
- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 the contribution of communities and groups is valued in terms of strengths, skills, knowledge and experience rather than monetary resources
- 2 mechanisms are put in place to support the involvement and representation of marginalised communities in networks and partnerships
- 3 the influence of communities is strengthened through collective and collaborative actions
- 4 processes and procedures reflect transparency and accountability to communities
- 5 learning from the diverse experiences of people within the network is encouraged and supported

Promote opportunities for community development learning

Overview

This standard is about people learning through action and experience. It involves practitioners enabling people involved in community development to engage in different ways of learning through:

- reflecting on their own and others' experiences,
- learning from others, and
- promoting and creating informal and formal opportunities for people to learn together.

This standard is relevant to all community development practitioners.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
- Two - Understand and engage with communities
- Three - Group work and collective action
- Four - Collaboration and cross-sectoral working
- Five - Community learning for social change
- Six - Governance and organisational development

This standard is within Key Area Five.

Promote opportunities for community development learning

Performance criteria

You must be able to:

- 1 promote the benefits of learning to community practitioners
- 2 promote the value of learning from communities to organisations and policymakers
- 3 empower people to have the self-belief to access learning opportunities
- 4 use learning opportunities that arise from community activity to share ideas, skills, knowledge and experience amongst practitioners
- 5 identify and promote examples of good practice to aid own and others' understanding of community development practice
- 6 reflect on own practice to inform own future ways of working
- 7 support communities and other organisations to develop learning plans for their organisation's staff and volunteers
- 8 identify resources to meet the learning needs of community development practitioners
- 9 use a range of methods to promote learning opportunities to different organisations and practitioners
- 10 engage in the co-production of learning with learning providers and communities

Promote opportunities for community development learning

Knowledge and understanding

You need to know and understand:

The context

- 1 the role of learning in promoting trust, understanding and respect within and between communities
- 2 barriers to learning and ways to overcome them
- 3 anti-oppressive practice in the provision and delivery of learning

Approaches to learning

- 4 approaches and methods to facilitate learning
- 5 how to facilitate reflecting on experience and active participatory learning
- 6 methods for sharing learning from diverse experiences, perspectives and practice
- 7 how to identify current and future learning needs for people engaged in community activities
- 8 how the outcomes of learning in community development contribute to promoting change

Resources and support for learning

- 9 the nature of community-based learning and resources available to support it
- 10 current community development learning frameworks and qualifications
- 11 formal and informal learning support networks and how to access them

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

- 1 Social justice and equality
- 2 Anti-discrimination
- 3 Community empowerment
- 4 Collective action
- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 opportunities are created for people to learn about the social, political, cultural, environmental and economic issues that affect their communities
- 2 barriers to participation in learning are recognised and steps are taken to overcome them
- 3 different perspectives and experiences are recognised and valued when planning learning
- 4 opportunities for people to learn together and from others is incorporated into learning programmes
- 5 connections are made with the experiences of communities locally, nationally and globally to enhance learning

Overview

This standard is about the role that community development practitioners have in facilitating the learning of individuals and groups for collective community action. It examines community development practitioners' roles in providing learning opportunities to develop the expertise, skills, knowledge and creative ideas of people involved in community development. Its focus is learning that supports collective action and gives communities a more effective voice. This means learning activities could involve the development of critical understandings of cultural, social, political and economic processes and structures; how these are common experiences for people in general; and how they may be challenged.

This standard is relevant to community development practitioners organising and/or delivering community development learning opportunities.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
- Two - Understand and engage with communities
- Three - Group work and collective action
- Four - Collaboration and cross-sectoral working
- Five - Community learning for social change
- Six - Governance and organisational development

This standard is within Key Area Five.

Facilitate community learning for social and political development

Performance criteria

You must be able to:

- 1 build lasting trusting relationships with individuals from different backgrounds and experiences in the learning process
- 2 identify the learning needs of individuals and community groups
- 3 tailor learning activities to meet the expressed needs of individuals and community groups
- 4 use people's experiences as the starting point of participatory learning activities and methods for meeting different learning needs
- 5 create supportive environments for learning which explore values, perspectives, rights and responsibilities
- 6 use learning opportunities to promote deliberate actions for social change
- 7 utilise appropriate resources for community development information advice and guidance
- 8 utilise appropriate resources for community development learning
- 9 negotiate with training and learning providers to support community learning and professional development
- 10 monitor, review and report on the impact of different learning opportunities for individuals and communities

Knowledge and understanding

You need to know and understand:

The context

- 1 the role of learning in promoting trust, understanding and respect within and between communities
- 2 barriers to learning and ways to overcome them
- 3 anti-discriminatory practice in the provision and delivery of learning

Approaches to learning

- 4 approaches and methods to support learning
- 5 the impact of different learning needs and learning preferences
- 6 different ways to support action, learning and critical analyses of the nature of power, inequality and discrimination and democratic action

Resources and support for learning

- 7 how to identify, adapt and create resources for community learning
- 8 relevant qualification frameworks
- 9 formal and informal learning support networks and how to access them

Evaluation of learning

- 10 methods of evaluating learning activities and the outcomes of learning for communities and individuals
- 11 how the dissemination of evaluation results improve learning provision

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

- 1 Social justice and equality
- 2 Anti-discrimination
- 3 Community empowerment
- 4 Collective action
- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 the role of learning in changing people's social, economic and political situation is recognised and explored
- 2 time is taken to build trust within the learning group so that people feel confident to share experiences and learn from those of others
- 3 learning methods are used to enable people to develop the confidence and skills to be able to represent themselves and their interests
- 4 participants are involved in sharing their views and experiences of learning and contributing ideas for improving the experience for the benefit of others
- 5 participants are encouraged and supported to identify further opportunities for their own development

Overview

This standard relates to the support that community development practitioners provide when formal or informal groups develop their organisational structures. This can be for many different reasons; to meet funders' demands, the groups may have reached a certain stage in their development, or they may want to take on and manage significant resources, for example a building or staff.

This standard is relevant to all community development practitioners who work directly with community groups and provide advice on organisational structures.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
- Two - Understand and engage with communities
- Three - Group work and collective action
- Four - Collaboration and cross-sectoral working
- Five - Community learning for social change
- Six - Governance and organisational development

This standard is within Key Area Six.

Advise on organisational structures to support community development

Performance criteria

You must be able to:

- 1 support groups to review and agree their current purpose, aim, priorities, structure and membership in line with organisational requirements
- 2 assist groups to evaluate their reasons for considering new forms of organisational structure to determine the most appropriate option
- 3 signpost groups to relevant sources of information about the different organisational structures that exist
- 4 evaluate the implications of the different options available to advise community groups
- 5 facilitate groups to agree an organisational structure which will meet their future needs and be accountable to their members and the wider community
- 6 support groups to use community development values as the foundation to build an organisational structure suitable for meeting community needs
- 7 assist groups to access advice and guidance so that the organisational structure complies with governance legislation and current best practice
- 8 facilitate groups to review and agree their decision making arrangements in line with organisational requirements

Knowledge and understanding

You need to know and understand:

Democratic structures

- 1 the distinctiveness of the voluntary and community sectors and how this influences decisions on organisation structure
- 2 the contribution of autonomous and self-determining organisations to effective community action and engagement
- 3 models for democratic decision-making processes
- 4 equality issues to address in the development of participatory organisational structures

Ways of organising

- 5 participatory techniques to assist organisations to review their aims, priorities and practice
- 6 participatory techniques to assist organisations to plan, allocate roles and develop and use the skills within the organisation
- 7 organisational systems and procedures
- 8 approaches to strategic and operational management
- 9 how to support the management of change and contingencies
- 10 how to support the long-term sustainability of organisations

Legal matters

- 11 own limitations in giving legal advice and when to seek specialist support
- 12 the advantages and disadvantages of organisational and legal structures applicable to community organisations
- 13 accountability implications for trustees, managers and beneficiaries
- 14 organisations that provide detailed advice and support on legal and organisational structures
- 15 legal requirements of running community groups and organisations; including starting, constituting and closing down

Resources and finance

- 16 the range of plans including business, development, financial resources

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

- 1 Social Justice and Equality
- 2 Anti-discrimination
- 3 Community Empowerment
- 4 Collective Action
- 5 Working and Learning Together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 concepts of social justice and equality are reflected in the organisation's aims
- 2 decision making is based on democratic and participatory processes
- 3 proposed constitutional changes are consulted upon widely and supported by clear rationale
- 4 communities are supported to take a long term strategic view when exploring options for organisational structure
- 5 feedback is sought on the effectiveness of the organisational structure

Overview

This standard relates to the support that community development practitioners provide to groups to identify and obtain the resources they need to ensure their longer-term sustainability.

Note: 'resources' does not just mean funding but refers to a wide range of assets including people's time, skills, knowledge, donations of equipment, materials and buildings.

This standard is relevant to community development practitioners who provide direct support to community groups.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
- Two - Understand and engage with communities
- Three - Group work and collective action
- Four - Collaboration and cross-sectoral working
- Five - Community learning for social change
- Six - Governance and organisational development

This standard is within Key Area Six.

Plan and gain resources and funding for sustainability

Performance criteria

You must be able to:

- 1 support groups to develop a strategic plan, business plan and funding strategy to achieve their aims and objectives
- 2 support groups to identify the resources required to achieve their aims and objectives
- 3 support groups to identify their members' expertise and the group's assets
- 4 facilitate groups to think creatively about meeting their resource needs
- 5 assist groups to calculate the value of different sorts of resources, including the contribution of people's time and skills to their activities
- 6 signpost groups to support agencies for help with developing strategies and identifying resources holders to achieve their aims and objectives
- 7 assist groups to assess the appropriateness of potential funding sources for their identified needs
- 8 support groups to evaluate the range of options for raising funds
- 9 raise awareness of the benefits of formal or informal partnerships in order to bid to funding bodies
- 10 support groups through the stages of preparing funding applications
- 11 support groups to develop and manage their own resources and financial monitoring systems to be accountable to funders, beneficiaries and the wider community

Plan and gain resources and funding for sustainability

Knowledge and understanding

You need to know and understand:

Ways of organising

- 1 techniques to assist organisations to determine, develop and review their aims and priorities, strengths and areas for improvement

Legal matters

- 2 statutory obligations for funding, and the general requirements of funding bodies

Resources and finance

- 3 how to estimate the resource needs for organisations, specific projects and activities
- 4 basic financial systems for budgeting and account keeping
- 5 the range of business and development plans that community organisations may find useful
- 6 how to complete small, medium and large scale funding applications

Project management

- 7 how to apply the principles of project planning and management
- 8 plans for managing project contingencies

Participative and collective evaluation and monitoring

- 9 how to use monitoring and evaluation information to inform short, medium and long-term planning

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

- 1 Social justice and equality
- 2 Anti-discrimination
- 3 Community empowerment
- 4 Collective action
- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 ethical and environmental issues relating to funding and resources are considered and differing views heard and respected
- 2 resources available from within the community are known, valued and shared, particularly to support marginalised communities
- 3 the responsibilities to communities, funders and other agencies in relation to managing resources is fully understood and met
- 4 policies and procedures are put in place to manage resources in a sustainable manner
- 5 support is in place to develop financial literacy and management skills

Strengthen the organisational development of groups

Overview

This standard relates to the role community development practitioners have in supporting groups to review the way they operate so they can organise more effectively and efficiently to achieve their aims. It involves encouraging groups to think ahead and to gather information about their current situation, what might change in the future, and how they can plan for the longer term.

This standard is relevant to community development practitioners directly working with community groups.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
- Two - Understand and engage with communities
- Three - Group work and collective action
- Four - Collaboration and cross-sectoral working
- Five - Community learning for social change
- Six - Governance and organisational development

This standard is within Key Area Six

Strengthen the organisational development of groups

Performance criteria

You must be able to:

- 1 support groups to take a strategic approach to planning for their future sustainability
- 2 support groups to examine their potential commitments against their capability to deliver
- 3 facilitate groups to review their current practice and organisational policies ensuring alignment with established good practice and compliance with relevant legislation and policies
- 4 support groups to gather and interpret information on internal and external opportunities and threats to their organisation
- 5 support groups to understand how to use relevant national indicators and evaluation frameworks in their review
- 6 facilitate groups to review their procedures for meetings and decision-making processes to ensure all voices are heard
- 7 support groups to review the effectiveness of their internal and external communication systems
- 8 assist groups to agree on the changes they need to make and how to manage the implementation of these changes
- 9 provide support to access information about employment legislation and signpost to specialist employment advice organisations where appropriate

Strengthen the organisational development of groups

Knowledge and understanding

You need to know and understand:

Ways of organising

- 1 participatory techniques to assist organisations to review their aims, priorities and practice
- 2 participatory techniques to assist organisations to plan and allocate roles while developing and utilising skills within the organisation
- 3 organisational systems, procedures and benchmarking frameworks
- 4 how to support the management of change and contingencies
- 5 how to support the long-term sustainability of organisations

Legal matters

- 6 organisational and legal structures appropriate to community organisations
- 7 basic legal and accountability obligations of different organisational structures and the associated responsibilities for board/committee members, trustees, staff and volunteers
- 8 organisations that provide detailed advice and support on legal and organisational structures
- 9 legislation relevant to community organisations including that dealing with equality and anti-discriminatory practice
- 10 the role and function of policy development throughout an organisation
- 11 statutory requirements relating to establishing, constituting and closing down an organisation

Strengthen the organisational development of groups

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

- 1 Social justice and equality
- 2 Anti-discrimination
- 3 Community empowerment
- 4 Collective action
- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 policies and procedures are proofed against and comply with equalities legislation
- 2 communication strategies incorporate inclusive practices that reach and inform at all levels
- 3 time and space is created for effective long term planning, drawing on the knowledge and experiences of everyone within the organisation
- 4 planned goals and actions are informed by the voice of the community
- 5 commitment is demonstrated to creating a learning organisations and processes are put in place to support this

Monitor and evaluate community development activities

Overview

This standard relates to the community development practitioner's role in undertaking and assisting others to monitor, review and evaluate their activities, projects, and ways of organising. It provides a framework for evaluating the outcomes and impact of community development practice.

This standard is relevant to all community development practitioners.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
- Two - Understand and engage with communities
- Three - Group work and collective action
- Four - Collaboration and cross-sectoral working
- Five - Community learning for social change
- Six - Governance and organisational development

This standard is within Key Area Six.

Monitor and evaluate community development activities

Performance criteria

You must be able to:

- 1 explain the purpose of monitoring, reviewing and evaluating community development processes and activities on own organisation
- 2 determine the timescales and deadlines for monitoring, reviewing and evaluating activities for a project or process in own organisation
- 3 determine the criteria for monitoring, reviewing and evaluating activities including procedures for dealing with sensitive and confidential information
- 4 assess the time and resource implications of undertaking evaluations
- 5 support the use of open, inclusive and empowering methods for gathering and recording qualitative and quantitative information which illustrate outcomes
- 6 provide information on training and support available to groups so they can create and implement a framework for evaluation of services and organisational activities
- 7 advise groups on methods of data collection that can be verified for accuracy and relevance, and recorded to inform future projects
- 8 maintain regular contact between all those involved in the monitoring, review or evaluation processes
- 9 support groups to review the processes and methods used in the monitoring, review or evaluation to improve them for use in the future
- 10 facilitate groups to use their monitoring and evaluation data to review their activities and plan their future direction
- 11 assist groups to report their findings and recommendations to beneficiaries, funders and other relevant stakeholders
- 12 provide support and information to enable groups to implement recommendations resulting from monitoring and evaluation

Monitor and evaluate community development activities

Knowledge and understanding

You need to know and understand:

Participative and collective evaluation and monitoring

- 1 how to plan for monitoring and evaluation when project planning
- 2 monitoring and evaluation systems and methods which facilitate collection of accurate and relevant information about the progress of a project or process
- 3 the stages involved in monitoring and evaluation processes
- 4 participative methods of evaluating the effectiveness of activity
- 5 how to report the findings of monitoring and evaluation activities
- 6 dissemination strategies appropriate to community development activities
- 7 how to use the results of monitoring and evaluation activities to improve practice
- 8 where to obtain the resources and expertise to support monitoring and evaluation

Monitor and evaluate community development activities

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are:

1. Social justice and equality
2. Anti-discrimination
3. Community empowerment
4. Collective action
5. Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

1. monitoring and evaluation criteria include consideration of the extent to which the values have informed practice
2. monitoring and evaluation processes are inclusive, empowering and anti-discriminatory
3. communities understand how monitoring and evaluation activities help to demonstrate changes that take place
4. the views, opinions and experiences of the community are sought as part of the evaluation process
5. the results of evaluation findings are fed back to communities

Overview

This standard is about creating an environment in which organisations can carry out inclusive and effective community development work. The standard involves managing internal structures and systems to ensure effective community development work. At the same time, the standard encourages community development practitioners to be outward looking to respond to community issues and needs. This standard relates to the tasks that need to be undertaken to raise awareness of community development within own organisation and to managing the relationships between the organisation and the communities with which it works.

This standard is relevant to those who manage relationships in community development and to all managers of community development organisations.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
- Two - Understand and engage with communities
- Three - Group work and collective action
- Four - Collaboration and cross-sectoral working
- Five - Community learning for social change
- Six - Governance and organisational development

This standard is within Key Area Six.

Manage internal organisational development and external relationships

Performance criteria

You must be able to:

- 1 gather evidence to analyse political, social and economic changes to the working environment for their implications on own community development practice
- 2 deal effectively with change, uncertainty and conflict that is internal or external to the organisation
- 3 support joint problem solving within teams and between practitioners and other organisational staff to achieve organisational objectives
- 4 develop and implement practice to increase community empowerment and involvement in planning and decision-making processes
- 5 manage the tensions that may arise between professional and organisational values in own organisation
- 6 manage the impact of own organisation's decisions on communities
- 7 develop organisational policies to support the continuing professional development of community development practitioners
- 8 give guidance on models of devolved decision making and planning to others in the organisation
- 9 reflect on practice to inform management decisions relating to organisational development and change
- 10 assess the impact of community development practice on particular communities and share this with relevant others to support future planning
- 11 use different leadership styles for different situations in own organisation and external relationships

Knowledge and understanding

You need to know and understand:

The context

- 1 key issues in managing and supporting community development
- 2 the context for own community development organisation within local, regional and national policy
- 3 the nature, composition and history of local communities
- 4 organisational ethos and procedures that will impact on communities
- 5 legislation affecting work with community groups and communities

Models and processes required for managing community development practice

- 6 how to advocate for community development practice at a strategic level in own organisation
- 7 how to measure the impact of community development on communities and organisations
- 8 how to facilitate individual and organisational change and development
- 9 approaches to managing conflict

Resources for managing community development practice

- 10 the value community development practice experience brings to a management role
- 11 how to source and access specialist advice and information relevant to improving organisational practices and structures
- 12 models for devolved decision-making and their suitability in different situations
- 13 the importance of critically reflecting on internal organisational practice as part of professional and organisational development

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

- 1 Social justice and equality
- 2 Anti-discrimination
- 3 Community empowerment
- 4 Collective action
- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 creative thinking is applied to ensure inclusive approaches to problem solving
- 2 issues of discrimination raised by communities are listened to and acted upon
- 3 participatory decision-making processes are adopted which actively involve communities and organisations
- 4 the collective nature of community development is maintained in the face of targets relating to individuals
- 5 community members are motivated and supported to take the lead on building external relationships

Supervise and support community development practitioners

Overview

This standard relates to the role of supporting, guiding and managing paid and unpaid community development practitioners.

The community development values inform the approach to supervision, guidance and support that is expressed in this standard. Supervision should prepare practitioners for the issues they will have to address in their practice.

This standard is relevant to all community development practitioners in a supervisory or support role.

The community development standards are arranged in six key areas:

- One - Understand and practise community development
- Two - Understand and engage with communities
- Three - Group work and collective action
- Four - Collaboration and cross-sectoral working
- Five - Community learning for social change
- Six - Governance and organisational development

This standard is within Key Area Six.

Supervise and support community development practitioners

Performance criteria

You must be able to:

- 1 promote the use of the Community Development National Occupational Standards to support practice and professional development within own organisation
- 2 implement systems for supervision, appraisal, individual development planning and reporting within organisational requirements
- 3 facilitate team working and peer support mechanisms within own organisation
- 4 support and guide the continuous professional development of community development practitioners within own organisation
- 5 facilitate community development practitioners to reflect on their work practice
- 6 support community development practitioners to analyse their work and to implement agreed improvements in their role and practice
- 7 motivate community development practitioners to explore their own learning and support needs and identify how these can be met
- 8 guide community development practitioners to develop a detailed knowledge of the communities they work with
- 9 support community development practitioners to navigate tensions between communities' expectations and organisational remit and capability
- 10 signpost community development practitioners to information on local, regional and national policies which impact on their practice
- 11 support community development practitioners to record and document their work for reporting and evaluation purposes
- 12 support community development practitioners to update their knowledge and understanding of trends and developments in community development theory and practice and apply this to their everyday work

Supervise and support community development practitioners

Knowledge and understanding

You need to know and understand:

The context

- 1 developmental processes integral to becoming a supervisor of community development practitioners
- 2 current and emerging issues in managing community development practitioners
- 3 the organisational context for community development within local, regional and national policy
- 4 the nature, composition and history of local communities
- 5 the ethos and procedures of own organisation that will impact on communities
- 6 legislation affecting work with community groups and communities

Resources for managing community development practice

- 7 techniques for identifying the skills, knowledge and support needed by community development practitioners
- 8 how to encourage ownership of continual professional development for community development practitioners
- 9 sources of specialist advice and information relevant to community development practitioners
- 10 models for devolved decision-making and their suitability in different situations

Managing community development practitioners

- 11 models of individual, group and peer supervision of practitioners
- 12 policies and procedures to support the supervision, accountability and management of practitioners
- 13 time management and individual workload planning
- 14 how to manage tensions between professional and organisational values
- 15 the use of evaluative material in team and organisational work planning
- 16 the role of leader and models of leadership relevant to leading a team
- 17 the importance of critically reflecting on practice and using the results for professional and organisational development

Values

Community development is underpinned by a set of values which distinguish it from other, sometimes related, activities in the community. These values are at the core of community development and underpin each of the standards. The values are;

- 1 Social justice and equality
- 2 Anti-discrimination
- 3 Community empowerment
- 4 Collective action
- 5 Working and learning together

The following examples illustrate how each of the community development values might inform practice in this standard. These statements are not part of assessment requirements.

- 1 power differences between managers and practitioners are openly acknowledged and inform the building of effective working relationships
- 2 managers support practitioners to challenge inappropriate behaviour towards, and inappropriate attitudes and approaches to communities
- 3 practitioners negotiate their role and input within communities
- 4 practitioners are resourced and encouraged to attend networking events
- 5 community members and practitioners are supported to jointly produce case studies to celebrate their activities and show their impact