

Organisation

Organisation: the development and activity of community groups and organisations and how well they work in the interests of the community

Governance and management	Resources and assets	Links and networks	Effectiveness	Accountability and legitimacy
Do community organisations have sound management and effective decision-making structures?	Do community organisations own and/or have good access to the resources and assets they need to support their activities?	Are community organisations in contact with each other, and with wider networks to access and share learning and ideas?	Can community organisations bring about tangible and beneficial change for their communities?	Are community organisations recognised as legitimate and authoritative representatives of community views and issues and are they accountable to and representative of the communities they serve?

The Community Strengths Framework - Organisation

	Governance and management	Resources and assets	Links and networks	Effectiveness	Accountability and legitimacy
GREEN	<p>Most community organisations have governance structures that are fit for purpose.</p> <p>Most community organisations are resilient with the flexibility to respond to a changing environment and new demands.</p> <p>Community organisations are constituted, have published policies and procedures, have business plans, publish annual reports and are compliant with legal and financial requirements.</p> <p>Those with organisational responsibilities have clear roles based on their interests and skills.</p>	<p>Community organisations own and/or control their own assets, and demonstrate sound financial stability and sustainability.</p> <p>Resources and assets within the community are used by a range of community organisations for wider community benefit.</p> <p>Organisations are not solely dependent on public funding and have the means to generate their own funds.</p>	<p>There is a high level of communication, collaboration and coordination of activity through forums, networks or other arrangements, with connection to regional and national networks.</p> <p>Organisations can demonstrate ‘collaborative gain’ from working on joint projects and sharing resources.</p> <p>Community organisations collaborate on a regular basis and share information and intelligence.</p> <p>Organisations adopt a unified approach to address common issues.</p>	<p>Community organisations act as the leaders and drivers for local change through their own activities and through their influence on others.</p> <p>Organisations have developed projects in direct response to local needs and deliver them effectively.</p> <p>Organisations are successful in placing their issues on the local policy agenda and positively influencing local decision making processes.</p>	<p>Organisations are recognised by local communities as legitimate and accountable representatives.</p> <p>They are recognised by public agencies and elected members and are involved as equal partners in local planning processes and other policy mechanisms that impact on the community.</p> <p>Community organisations are invited to participate in district-wide and/or national policy influence or decision making forums.</p> <p>Individual organisations are recognised by their constituencies and by public bodies as an authoritative voice on the issues they are concerned with.</p>
AMBER	<p>Community organisations have transparent operating procedures and a legal status that is relevant to the needs of the organisation and the community.</p> <p>Several community organisations exist and have constitutions and bank accounts.</p> <p>Organisations adhere to their own financial systems and procedures.</p>	<p>Community organisations have access to sufficient funds and resources to support their activities.</p> <p>There is some sharing of resources and some evidence of working together to attract common resources/assets.</p> <p>Some resources and assets exist within the community but they could be used better.</p> <p>Fund raising activities are routine.</p>	<p>Groups occasionally work together on common issues and can demonstrate the benefits of doing so.</p> <p>There is limited contact between groups in the community and some common membership, but evidence of duplication.</p>	<p>Community organisations have clear understanding of needs and issues they seek to address and have plans in place.</p> <p>Wider community issues are understood but organisations have no clear plans to address them.</p> <p>Activities to address local issues take place but they are uncoordinated.</p>	<p>Groups have engaged with the wider community and have evidence to support their actions.</p> <p>Groups are known to elected members and public bodies and are consulted on plans and proposals.</p> <p>Groups hold meetings or other events that community members may attend and express their views.</p> <p>Groups know, and are known by, public bodies but do not engage in wider decision making processes.</p>
RED	<p>There are some community organisations but governance procedures are patchy and groups can operate out with their own constitutional requirements.</p> <p>There are many organisations that have no legal or constitutional status, and do not have financial controls in place.</p> <p>Organisations are led and dominated by a small number of people – only a few strong voices are heard.</p>	<p>Some resources are available but these are limited to each individual community organisation.</p> <p>There is limited ability to attract funding for community activities and projects.</p> <p>Groups have limited or no resources that are available for community benefit or that address community need.</p>	<p>The groups that exist are not known to each other and usually work in isolation.</p> <p>Community organisations openly compete against each other for support, recognition and resources.</p>	<p>Community needs and issues are recognised but are not addressed or acted upon.</p> <p>Groups lack leadership and there are no coherent plans for change.</p> <p>There is limited understanding or recognition of wider community issues.</p> <p>Organisations are barriers to positive change.</p> <p>Activities damage the interests of the wider community.</p>	<p>Organisations operate unilaterally and have no democratic processes in place.</p> <p>The wider community and public bodies are unaware of the concerns they seek to address.</p> <p>Groups are known to public bodies and within the community but are dismissed as unrepresentative or disruptive.</p>

Skills

Skills: the ways in which community organisations and groups can build the skills, knowledge and confidence of their members to help them be effective in achieving their aims and to fully participate in community life and benefit from community activity.

Confidence and morale	Assessment	Planning	Learning	Influencing	Engaging/involving
Do community organisations have the ability to represent and advance community perspectives?	Do community organisations have the ability to assess and understand community needs and issues?	Do community organisations have the ability to plan effectively for change?	Do community organisations have the ability to evaluate their work and use any lessons learned?	Do community organisations have the ability to influence perceptions, decisions and policies that affect their community?	Are community organisations engaged and involved in community life and community activity?

The Community Strengths Framework - Skills

	Confidence and morale	Assessment	Planning	Learning	Influencing	Engaging / involving
GREEN	<p>There is a general culture in the community of confidence, assertiveness and competence.</p> <p>Community organisations feel confident to engage with planning structures and advocate on behalf of agreed community priorities and interests.</p> <p>Community groups bring significant insights and skills to the regeneration/development process.</p> <p>Confidence levels are linked to skills development & training.</p>	<p>Community members have clear understanding of issues, causes, impacts and motivations, and how these can be influenced.</p> <p>Community members feel confident to participate in monitoring and evaluation processes which demonstrate impact.</p> <p>Groups have skills in, and conduct, community profiling and community action research.</p>	<p>Plans for action are well established and based on clear assessment of issues, a vision of where the community seeks to be and a scheduled work plan with assigned responsibilities.</p> <p>Community groups work together to ensure duplication is avoided and resources are used effectively.</p> <p>Community group members have demonstrable planning skills and this is reflected in comprehensive plans.</p> <p>Groups regularly apply active learning approaches by carrying out action and learning from the process to apply to future planning.</p>	<p>Regular evaluation takes place, reflecting on progress, process and change; learning lessons and applying learning to future activity.</p> <p>Learning is shared between community organisations and statutory sector partners.</p> <p>Community groups participate in learning initiatives to help understand community issues and opportunities, and to inform action.</p>	<p>Community organisations are skilled in presentation of proposals and/or evidence, and have strong communication, negotiation and advocacy skills with demonstrable and positive outcomes for the community.</p> <p>Community groups shape the way projects and activities are provided by participating in their delivery.</p> <p>Community groups participate in training and learning to further develop skills in negotiation, strategies and campaigning.</p> <p>Community groups apply learning from other successful strategies.</p>	<p>There is widespread engagement of all sections and interests in the community.</p> <p>Knowledge of National Standards of Community Engagement and how to use them in engagement with statutory sector agencies and the community.</p> <p>Groups are in contact with seldom heard interests/voices and actively seek ways to encourage their involvement.</p>
AMBER	<p>Community groups succeed in achieving some goals, and celebrate their success.</p> <p>There is an awareness of community needs and issues and the potential to achieve change, but frustration at the limited impact from actions.</p>	<p>Communities assess needs and issues informally and partially.</p> <p>Assessment of needs and issues is carried out by public authorities with minimal community consultation.</p>	<p>Community groups have plans although there may be unrealistic expectation on what can be achieved.</p> <p>Action is mostly reactive with little consideration of the relationship between actions and their impact.</p>	<p>Evaluation and monitoring is in place but there is insufficient attention to reflection and learning lessons.</p> <p>Some groups are involved in learning activities and programmes.</p>	<p>Community groups contribute to and influence plans and proposals.</p> <p>Community groups respond to consultations and put forward views where opportunity arises.</p> <p>Community organisations are aware of the value of good partnership working but frustrated at their unequal status in partnership processes.</p>	<p>Groups recognise the importance of wider involvement but struggle to break down barriers.</p> <p>Groups mainly involve members with common experience or identity due to limited ability to apply engagement techniques.</p>
RED	<p>The community is characterised by apathy and disinterest. There is little participation in community activity.</p> <p>Community groups are open to manipulation; conflict and harmful behaviour characterises much community activity.</p> <p>Community aims and objectives are undermined by external influences.</p>	<p>Community needs and issues are not properly identified or understood.</p> <p>Community skills and knowledge are not audited or known.</p> <p>Activities are largely motivated by self-interest with no reference to the wider community.</p>	<p>There are no active plans for change or to conduct a planned response to community concerns.</p> <p>The community is subjected to plans from outside interests and is unable to influence or defend itself against this.</p>	<p>There is little or no interest in learning or developing skills.</p> <p>Groups are resistant to the idea of learning or skill development.</p>	<p>Low levels of information are in circulation and there is little response.</p> <p>Community organisations have little awareness of key points of influence and how best to get their message across.</p> <p>There is limited knowledge of how to build alliances and develop partnership working.</p>	<p>There is a low level of activity or involvement from the wider community in community organisations.</p> <p>There is a limited awareness of local decision-making processes and how to influence them.</p> <p>Community organisations exclude or deny participation from some potential participants.</p>

Equality

Equality: the extent to which community and voluntary groups are inclusive, and work to build equality in their communities.

Involvement and inclusion	Barriers and opportunities	Supporting common interests and identities	Building relationships between different groups	Dealing with conflict
Do community organisations involve and include all interests and identities in their work?	Do community organisations recognise and tackle any barriers to wider involvement?	Do community organisations encourage and support solidarity and identity within particular groups and interests?	Do community organisations encourage and support links and co-operation between different groups and identities?	Are community organisations able to deal with conflict and promote community co-operation?

The Community Strengths Framework - Equality

	Involvement and inclusion	Barriers and opportunities	Supporting common interests and identities	Building relationships and networks	Dealing with conflict
GREEN	<p>All community interests are included and involved in community affairs using appropriate methods.</p> <p>Community organisations have processes to actively reach out to and involve all interests. In particular they target those that are viewed or perceived as being excluded.</p> <p>Groups and organisations actively challenge discrimination and reflect diversity in practice.</p>	<p>Traditionally excluded groups participate in community life on an equal footing with other groups: they are no longer excluded.</p> <p>Potential new barriers to inclusion are identified and dealt with.</p> <p>Access, involvement and participation of excluded groups are encouraged through positive action and integrated strategies.</p>	<p>Strong groups or organisations exist that effectively meet the needs of and advance the interests of a wide range of community members.</p> <p>Groups that are formed around shared interests or identity are able to influence decisions and implement solutions.</p>	<p>Well-established and well-functioning networks collaborate to mutual advantage.</p> <p>There is planned and purposeful contact and exchange between different interest and identity groups.</p>	<p>The community recognises and values diversity, and has effective mechanisms for resolving conflict.</p> <p>Groups and networks recognise and acknowledge the value of each other, and reflect a diverse range of interests, needs and cultures.</p>
AMBER	<p>Action planning takes place to address and engage uninvolved people/groups.</p> <p>There is some awareness of discrimination and diversity and their effects but groups are not actively addressing them.</p>	<p>Participation of excluded groups is encouraged through barriers being addressed.</p> <p>Barriers to participation of excluded groups are recognised, but there is limited action to address them.</p>	<p>Groups formed around interests and identities are able to express their views.</p> <p>Informal groups formed around interests and/or identities.</p>	<p>Networking, information sharing and agenda-setting involves different interests in community.</p> <p>There are established informal contacts between different interests and/or identities.</p>	<p>Issues of conflict are on the local policy agenda and plans are in place to address them.</p> <p>There is some awareness of community conflict and competing issues and their effects although there is limited ability to address this.</p>
RED	<p>Community-wide interest or involvement is largely absent: there is an atmosphere of apathy and resignation.</p> <p>The involvement of excluded groups is discouraged by powerful forces within or outside the community.</p>	<p>Participation of excluded groups is denied by refusal to recognise or acknowledge the barriers they face. These issues are not being addressed.</p> <p>Participation of excluded groups is denied through maintenance of active barriers.</p>	<p>There is little evidence or recognition of the purpose or value of activities addressing common interests.</p> <p>Active and damaging conflicts between interests and identities.</p>	<p>There is little evidence or recognition of the purpose or value of building relationships between identities.</p> <p>There is a breakdown of trust between different interest groups.</p>	<p>Traditionally excluded groups are denied a voice.</p> <p>Traditionally excluded groups continue to be actively excluded from community activities and decision making processes.</p>

Involvement

Involvement: the extent to which community organisations encourage local involvement and influence decision making and change.

Understanding needs and issues	Breadth of participation	Democracy and legitimacy	Influence on decisions	Participation in service delivery
Do community organisations have a sound, informed understanding of community needs and issues and their effects on the community?	Do community organisations involve and engage with all sections of their community?	Are community organisations accountable and subject to wider community influence?	Are community organisations effective in exerting influence and articulating their priorities in planning and decision-making structures?	Do community organisations manage effective participation in delivery of services and joint work with other partners?

The Community Strengths Framework - Involvement

	Understanding needs and issues	Breadth of participation	Democracy and legitimacy	Influence on decisions	Participation in service delivery
GREEN	<p>Local plans and strategies are developed jointly with the community, and the community is supported to review their impact and implementation.</p> <p>Community organisations and agencies jointly reflect on and learn from planned activity and its impact on change in the community.</p> <p>Issues and needs are routinely and systematically gathered and analysed, and used to influence and form strategic plans.</p>	<p>All interests and groups across the community are fully engaged and active in activities and processes.</p> <p>Organisations take active steps to engage and support perceived minority interests and issues.</p> <p>Umbrella or networks structures are in place which represents the wide range of community issues and interests.</p>	<p>Community organisations actively promote the involvement of people who experience barriers to participation.</p> <p>People affected by local decisions but who are not yet organised are pro-actively targeted by organisations to engage.</p> <p>Groups and organisations have constitutions and working practices that enable their work to be influenced directly by community members.</p>	<p>The change and development agenda lies within the control of the community.</p> <p>Influence brings about more responsive services to identified community need and priorities.</p> <p>The community has strong influence over priorities and plans.</p> <p>The agenda for change is negotiated between the community and other partners.</p>	<p>The community decides what is appropriate and accordingly provides selected services with income reinvested for community benefit.</p> <p>Community bodies have formal agreements to provide specified services i.e. Service Level Agreements.</p>
AMBER	<p>Community-led research is undertaken and findings are taken forward into decision-making processes and structures.</p> <p>Anecdotal evidence of needs and issues is identified by a small number of groups.</p> <p>Community organisations are limited to working on single issues.</p>	<p>Community organisations are formed around several felt needs that have been identified by local people or agencies.</p> <p>Low level of participation in community affairs – often by the same small group of people.</p>	<p>Groups and organisations report to and communicate with their members and the wider community on a regular basis.</p> <p>Groups and organisations listen and respond to feedback from wider community.</p> <p>Groups publicise their existence and invite others to become involved.</p>	<p>The community retains clarity over its own role and agenda, and has confidence to enter into partnership working with other sectors.</p> <p>The community participates in consultation processes, but has limited opportunity to negotiate or influence outcomes.</p>	<p>Community organisations provide services or support service delivery.</p> <p>Community organisations and/or service users help design or develop service delivery and have access to the resources they need to do so, e.g., out of pocket expenses.</p>
RED	<p>There is little or no interest in finding out about community issues and what their effects are.</p> <p>Organisations go through the motions but with no resulting activity or impact on issues that matter to the wider community.</p> <p>There is a low belief in the possibility of change.</p> <p>There is no evidence that community needs have been identified.</p> <p>Actions taken by organisations do not reflect the explicit needs of the community, and an agreed collective voice is absent.</p>	<p>Participation is largely individually motivated and not accountable to the wider community.</p> <p>Dominant voices emerge and are unchallenged.</p> <p>Individual participation is typically driven by people with a personal axe to grind.</p>	<p>Groups make no effort to be accountable to the communities they purport to represent or serve.</p> <p>Organisations falsely represent themselves as the voice of the community.</p> <p>Organisations work against each other to the detriment of the wider community.</p> <p>Organisations have no interest in resolving conflict.</p>	<p>Community receives information on issues determined by public agencies.</p> <p>Community consultation is misused to reaffirm or ‘rubberstamp’ public agency agendas, or seen as a tick-box exercise.</p> <p>There are few opportunities for organisations to identify issues of importance.</p> <p>Organisations have disengaged from decision-making completely due to negative experiences.</p>	<p>People are passive consumers/service users.</p> <p>Service users are dissatisfied but have no motivation to change the situation.</p>

Building Organisation

Building Organisation: involves the ways that support organisations help to build community and voluntary groups, developing their strength and organisational capacity. This looks at the nature, relevance and availability of community development support, and also the nature, relevance and availability of any community based support service, such as a development trust, a community forum, a neighbourhood council or similar ‘anchor’ for community development.

Community Development support	Community Structures	Information, advice and intelligence	Basic resources
Is skilled and focused community development support available?	Is development support secured and embedded in the community?	Are communities supplied with the information, advice and intelligence they need?	Do community groups and organisations have access to basic resources? These include places to meet, access to ICT facilities and funds to meet basic organisational costs.

The Support Framework - Building Organisation

	Community capacity building support	Community Structures	Information, advice and intelligence	Basic resources (meeting spaces, ICT, basic funds)
GREEN	<p>Community capacity building support is provided through a community-driven project or agency, and is funded on a sustainable basis.</p> <p>Development support is easily accessible and methods are consistent with 'National Standards of Community Engagement' and other approved training such as 'Health Issues in the Community'.</p> <p>Dedicated and independent community capacity building support is available and is working to an agenda decided with the community. This may include challenging community groups that have become ineffective or unaccountable.</p>	<p>Capacity building agencies help establish and sustain 'anchor' organisations controlled by the community they serve and which is the primary vehicle for community development.</p> <p>Specialist and expert advice can be accessed and is presented to the community.</p> <p>Capacity building agencies support community interests to be engaged in decision making and delivery arrangements, and support community organisations to carry out projects and activities. Specialist and expert advice can be readily accessed.</p>	<p>Community organisations are equipped to conduct their own research and establish their own intelligence.</p> <p>Communities are provided with good quality and relevant information and intelligence by public and other bodies through agreed methods.</p> <p>Mutually beneficial intelligence is shared between community organisations and public sector agencies.</p>	<p>Capacity building agencies support community organisations to own and/or control staff, premises, fixed assets, and support a high level of voluntary activity.</p> <p>Capacity building agencies enable some groups to have premises and/or paid staff. They may provide dedicated support and resources to these groups.</p>
AMBER	<p>Several agencies have staff with a community capacity building component to their role, but this may be compromised by other demands or priorities. There may be contact and networking between these staff.</p> <p>Some agencies offer community capacity building support but it is piecemeal and often subject to conditions.</p> <p>Community capacity building support is provided under the guise of user involvement.</p>	<p>Capacity building agencies support community activity, but primarily around the specific needs and priorities of the capacity building agency.</p> <p>Some community development support is available to help community groups form and build their membership.</p> <p>Public sector agencies only engage with established community organisations and activists.</p>	<p>Public bodies maintain and update databases of community organisations and their interests and circulate information accordingly.</p> <p>Information is jargon free and available in alternative formats.</p> <p>General information is made available through the press, libraries, websites and other means, but the onus is on users to access and interpret.</p>	<p>Capacity building agencies provide access to funds and resources to support community activities.</p> <p>Groups are able to access premises and some support through contacts with locally based voluntary organisations, churches and other bodies.</p>
RED	<p>There is little or no development support available. Communities have to secure substantial funding in order to pay for support.</p> <p>The community capacity building support that is available is perceived as divisive or unfairly targeted.</p>	<p>There is no attempt or policy to support the emergence of community groups or organisations.</p> <p>Capacity building agencies fail to address divisive and conflicted relationships between community interests.</p>	<p>Information is difficult to access and interpret – it may be in impenetrable language or, conversely, over-simplified.</p> <p>Information being made available may be misleading or divisive.</p> <p>Community organisations perceived as 'troublesome' are dropped out of the information loop.</p>	<p>Few resources are owned by the groups that exist: most are supplied by group members.</p> <p>Groups are aware that they require support but find it hard to access.</p> <p>Groups may own or control assets but these are not available for community benefit, or are perceived as of negative value.</p>

Building Skills

Building Skills: the ways in which support organisations build the skills, knowledge and confidence of people involved in local voluntary and community groups, partnerships and support organisations. This part of the framework considers both the nature and relevance of training and development support and how much access people have to specialist expertise – covering organisational, financial and management skills as well as skills for community change such as assessment, planning, organising, alliance building, negotiating and campaigning.

Opportunities available	Focus and relevance	Learning style	Awareness of ability to work with communities and of their training and learning needs
Are relevant learning opportunities available and sustained?	Are learning opportunities related to the community agenda?	Are learning opportunities participatory, reflective and developmental?	Do providers recognise and address their own developmental needs in their work in communities?

The Support Framework - Building Skills

	Opportunities available	Focus and relevance	Learning style	Awareness of ability to work with communities / their training and learning needs
GREEN	<p>Training & learning opportunities are well resourced and integrated into mainstream budgets, regularly assessed and developed accordingly.</p> <p>Training & learning opportunities are perceived by community organisations as meaningful and worthy of investment of time and commitment.</p> <p>Support agencies provide a broad range of creative and accessible activities to support learning and both formal and informal learning is recognised.</p> <p>Joint learning and training between community groups is promoted, offered and supported.</p>	<p>Support is offered to community organisations to identify their own training needs, and to organise their own training.</p> <p>Providers work jointly with local groups to plan advice, training and learning opportunities.</p> <p>Well organised training on funding and organisational management skills is available, and designed to help groups be more effective and efficient.</p>	<p>Learning opportunities are reflective and based on understanding community needs, issues and perceptions.</p> <p>Learning opportunities are based on reflection of actions, and linked to future planning.</p> <p>There is a participatory style of learning, with needs and the curriculum negotiated between provider and groups.</p>	<p>Support agencies and training providers systematically develop clear policies and strategies to maximise the impact of their role in communities.</p> <p>Provider organisations systematically address their own training & learning needs to enable them to work more effectively in communities.</p> <p>Support agencies and community groups are encouraged to share their experiences and learning in a collaborative setting.</p>
AMBER	<p>A good range of activities to support learning, including mentoring, resource libraries, secondments and shadowing, is available and widely publicised.</p> <p>Participation in training and learning is supported by offering out-of-pocket expenses, e.g., child-care expenses and other necessary support.</p> <p>A reasonable range of training and learning opportunities are available.</p>	<p>Learning opportunities for communities are based on needs and reasonably well publicised.</p> <p>Training is provided in a comfortable, informal and accessible venue.</p> <p>Training provision is based on some consideration of local needs and some provision of bespoke training.</p>	<p>Learning provision is formal, with some opportunities for discussion.</p> <p>Some participatory methods and techniques are used within formal training.</p>	<p>There is regular provision of training to agency staff to increase their ability to work effectively with communities.</p> <p>Some joint training is available in partnership settings.</p> <p>Support agencies learn from each other and from community groups, but not in a formal, structured setting.</p>
RED	<p>The range of ways groups can access learning is limited.</p> <p>Barriers to training and learning are not adequately addressed e.g. provision of Signers and Interpreters.</p> <p>There are few opportunities to participate and increase effectiveness.</p>	<p>Opportunities for learning in the community are mainly limited to recreational or individual needs.</p> <p>Learning and training programmes are not relevant to community needs.</p>	<p>Disempowering and imposed training and learning programmes unrelated to local needs and priorities.</p>	<p>There is a minimal awareness of the need to improve agency abilities to work effectively with community groups and organisations.</p> <p>Providers act in isolation and work to a centrally defined training programme or curriculum.</p>

Building Equality

Building Equality: This is about the ways in which larger organisations and agencies help to build equality within community and voluntary groups and the communities in which they work. It concerns the extent to which public bodies and partnerships target their attention and resources on those with least capacity, whether caused by equalities issues, deprivation, poverty or poor community infrastructure.

Promoting equality through support

Do support agencies encourage good equalities practice and provide guidance and training in the community organisations they fund?

Promoting equality through prioritisation

Do support organisations focus attention on equalities issues and interests?

Promoting equality through development

Do support agencies assist communities to adopt good practice?

The Support Framework - Building Equality

	Promote equality in their support	Promoting equality through prioritisation	Promoting equality through development
GREEN	<p>Support agencies require that the organisations they fund or support comply with equalities values and principles and provide necessary training to build the capacity for good practice.</p> <p>Support agencies provide a wide range of activities to support equal opportunity initiatives carried out by groups.</p>	<p>Excluded groups are encouraged and supported to engage with each other, and with wider community structures.</p> <p>Support agencies engage actively with excluded groups and interests, and work jointly to provide relevant support.</p>	<p>Groups and support agencies work jointly on activities to promote cohesion and challenge discrimination.</p> <p>Support agencies work with all community interests to overcome barriers to participation and to celebrate cultural diversity and heritage.</p>
AMBER	<p>Funding and support is targeted to encourage local groups to develop and promote equality, and to tackle equality issues.</p> <p>Support agencies model good practice in equalities through their policies and values.</p>	<p>Information on marginalised group needs is collected sensitively and acted upon.</p> <p>Support agencies have a policy and strategy to prioritise engagement with excluded groups and interests.</p>	<p>Support agencies recognise inequalities and their impact on communities, but have limited power to address these due to organisational culture and/or priorities.</p> <p>Support agency staff participate in equalities training and implement their learning within practice.</p>
RED	<p>Support agencies have little awareness of equalities issues in their policy and this is visible in the range and focus of their support provision.</p> <p>Support agencies contravene equalities principles in their behaviour and reputation.</p>	<p>Support agencies provide universal or non-targeted services.</p> <p>Little attention is paid to providing services to those most in need of support.</p>	<p>Support agencies have limited access to equalities training and learning, and this is reflected in their attitudes and behaviour.</p> <p>Staff of support agencies do not recognise the importance of anti-discriminatory practice.</p>

Building Involvement

Building Involvement: Public bodies and partnerships can create conditions in which communities are more able to be involved, and enabled to exert influence over decisions and priorities. The National Standards for Community Engagement are a helpful guide to what can be done here.

Encouraging involvement	Collaborative planning	Working together	Improvement
<p>This is based on the Involvement and Support Standards in the National Standards for Community Engagement and is about the extent to which support agencies actively identify and involve the people and organisations with an interest in the focus of the engagement and identify and overcome any barriers to involvement.</p>	<p>This is based on the Planning Standard in the National Standards for Community Engagement and is about the extent to which support agencies gather evidence of the needs and available resources and use this to agree the purpose, scope and timescale of the engagement and the actions to be taken.</p>	<p>This is based on the Working Together Standard in the National Standards for Community Engagement and is about the extent to which support agencies agree and use clear procedures to enable the participants to work with one another efficiently and effectively.</p>	<p>This is based on the Improvement and Support Standards in the National Standards for Community Engagement and is about the extent to which support agencies actively develop the skills, knowledge and confidence of all the participants.</p>

The Support Framework - Building Involvement

	Encouraging involvement	Collaborative planning	Working together	Improvement
GREEN	<p>Capacity building agencies support communities to routinely identify and involve all the people and organisations who have an interest in the issue, and will support them to identify and overcome any barriers to involvement.</p> <p>Support agencies assist communities to identify and overcome barriers to effective involvement.</p>	<p>Support agencies work with communities to gather evidence of needs and available resources and use this evidence to agree the purpose, scope and timescale of work.</p> <p>Community involvement is supported in selected aspects of the planning processes.</p>	<p>Support agencies work with communities to agree and use clear procedures that enable participants to work with one another effectively and efficiently.</p> <p>Capacity building agencies support communities to prepare for involvement in working groups and other formal structures.</p>	<p>Support agencies will take the lead from community groups on how to work with them to actively develop the skills, knowledge and confidence of all the participants.</p> <p>Support agencies work with recognised community groups in developing their skills, knowledge and confidence.</p>
AMBER	<p>Support agencies identify barriers to involvement and work to assist community to overcome them.</p> <p>Capacity building agencies support involvement but those involved do not represent all sections of the community.</p>	<p>Capacity building agencies support communities to engage in decision-making without necessarily guaranteeing that community decisions are adopted.</p> <p>Support agencies seek to ensure the community is consulted.</p>	<p>Good working relationships exist, but are not embedded in the long term.</p> <p>Community representation exists but there are barriers to working together.</p>	<p>Support agencies take the lead, with limited involvement of communities, to develop the skills, knowledge and confidence of community participants.</p> <p>Support agencies assist selected individuals from the community to participate in consultation events and activities.</p>
RED	<p>There is little or no community involvement.</p> <p>Community involvement is restricted to the participation of selected and unrepresentative community members.</p>	<p>There is little or no community involvement in setting the agenda for change or planning.</p> <p>Needs and plans are based on assumptions, not community-derived evidence.</p>	<p>There is little or no effort to work to clear procedures.</p> <p>Support agencies work in isolation from each other.</p> <p>Community interests are compromised to work in favour of agencies' agendas.</p>	<p>There is little or no investment in improvement.</p> <p>Support agencies manipulate or disenfranchise the community.</p>