

# **COMMUNITIES FIRST GUIDANCE**

**Communities Directorate  
National Assembly for Wales**

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We are grateful to all those who contributed to this guidance, especially those who attended consultation groups or provided comments.

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# Communities First

## Who is the guidance for?

The guidance should help all those who become involved in the Communities First programme, but is aimed mainly at those who will be members of local Partnerships. These will include people who live in the communities that are part of the programme, representatives from statutory organisations (like local authorities and the Police) and voluntary and community organisations.

## What is it about?

The National Assembly for Wales is concerned about poverty and the lack of facilities and services in some parts of Wales. So, it is trying to ensure that the money and support available under various programmes and schemes run by the Assembly and its agencies, including local authorities, is directed at the most disadvantaged communities in Wales.

The mechanism for doing this is **Communities First**, a major programme aimed at reducing poverty and helping to improve the lives of people who live in the poorest areas. It is different from previous funding programmes in a number of ways:

- It is a long term programme which will run for a minimum of ten years.
- Communities themselves decide what is needed and are helped to realise their ambitions.
- It aspires to increase the level of participation of local people.
- It brings in funding and support from a number of different sources.
- It is about making a long lasting difference to our disadvantaged communities.
- It encourages creativity, risk taking and imaginative approaches.
- It involves an integrated approach to addressing poverty and the factors that cause or contribute to it.

## What will Communities First achieve?

Change will not happen overnight. There is much work that needs to be done before there will be a noticeable transformation of our disadvantaged communities. Each area included in the Communities First programme has its own particular problems to deal with. However, these issues are fundamental to the long-term well-being of communities:

- Building the confidence and self esteem of those living in these communities and developing a 'can do' culture.

- Encouraging education and skill training for work.
- Creating job opportunities and increasing the income of local people.
- Improving housing and the surrounding environment
- Improving health and well being through an active and healthy lifestyle, and by addressing a range of issues that affect people's health.
- Making communities safe and secure places in which to live, work and play.
- Driving forward changes to the way in which public services are delivered.

Anything and everything that is funded or supported under the **Communities First** umbrella should be aimed at addressing the priority needs of the community and, for the longer-term, one or more of the above.

## How Can I Become Involved?

### (i) Community Organisations/Local People

- The transformation of communities will be driven by local people, so local community organisations and those people who live in Communities First areas have a leading role to play.
- In areas where there is existing community development work, community organisations may be able to take the lead in starting the Communities First process.
- Local people can become involved at a number of levels by:
  - Taking part in discussions, open meetings and consultations about what is needed and wanted in their neighbourhoods.
  - Becoming members of the Communities First Partnership (a group of people with a stake in the community, who are willing and able to work together to transform it).
  - Volunteering to help with consultation and the implementation of the Community Action Plan.
- Money will be available, through Communities First Partnerships, to give individual members of community organisations and local people training and development in order to play an effective role in the process.

### (ii) Voluntary Organisations

- National voluntary organisations have a role to play in ensuring the success of Communities First at a local level.
- Voluntary organisations often have experience of partnership working and obtaining funding from a variety of organisations, so are able to pass on this expertise through membership of a Community First partnership.

(iii) Statutory Bodies

- Local authorities and other statutory bodies have a significant role to play in tackling poverty and social disadvantage.
- In areas where there has been little community development work, local authorities may need to take the lead in starting the Communities First process. For example, by arranging an initial meeting for potential Partnership members.
- It is expected that the relevant public sector agencies will be members of the Partnerships.
- Local authorities and other statutory bodies are expected to support the implementation of Community Action Plans by funding the necessary activities in imaginative, "joined up" ways.

(iv) Private Sector

- Businesses have much to gain from being involved in regenerating the communities in which they operate, for example by supporting and helping to develop community enterprise.
- An improved physical environment, lower crime rates and more confident and better skilled local people will provide evident advantages for the private sector.
- Business people can become involved in a number of ways, either as members of Community First Partnerships or working with the projects that are to be delivered under the Community Action Plan.



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# 1. INTRODUCTION

This guidance:

- Is to help you get funding and support to regenerate your community over the medium to long term.
- Provides information on the principles of Communities First which you need to follow.
- Advises you on the first steps in drawing together a Partnership for the Communities First area to prepare and implement Capacity Building and Community Action Plans.
- Suggests how your Partnership may work.
- Offers help on drawing up your Capacity Development and Community Action Plans.
- Gives an example of these plans.
- Puts forward some ideas for monitoring and evaluating the work of your Partnership.
- Will be revised regularly as we learn from our experiences and policies develop.

Each section contains:

- What Partnerships must do
- Information and best practice
- Further points Partnerships may wish to consider

The guidance will be regularly updated.

**Recipients wanting to receive updates should register their interest with the National Assembly's Communities First Unit by e-mail or in writing (for contact details see inside front cover).**

Further detailed advice will be issued by the Communities First Unit on specific aspects of this guidance.

## 2. THE NATIONAL ASSEMBLY FOR WALES'S AIMS AND COMMUNITIES FIRST

Communities First should be taken forward at a local level in line with the principles by which the National Assembly for Wales works. These are:

### **Social Inclusion**

The development of a safer and more inclusive society where everyone has the chance to fulfil their potential.

### **Sustainable Development**

Meeting today's needs without comprising the ability of further generations to meet theirs.

### **Equal Opportunities**

The promotion of a culture in which diversity is valued and equality of opportunity is a reality.

A number of other important themes underpin the work of the Assembly at a national level. Communities First Partnerships should consider how they apply these to the needs of and possible solutions for their own area:

### **Learning Country**

Where people engage in lifelong learning to obtain the skills necessary for a prosperous economy.

### **Modern Business Environment**

Which offers good quality, well paid jobs and encourages innovation, entrepreneurship, investment and an international approach to doing business.

### **Healthy Country**

Where people get the help they need to live long, healthy and productive lives.

### **Model of open and responsive public services**

Which listens to people and all sectors of society and involves them in decision making and in the delivery of high quality, efficient local services through Best Value.

## **Information and Communications Technology**

The imaginative use of ICT is seen as a means of creating a more prosperous, culturally rich and less divided society.

## **Children and Young People**

All young people should have the best start in life, the opportunity to reach their potential and a clear entitlement to influence the services that affect them.

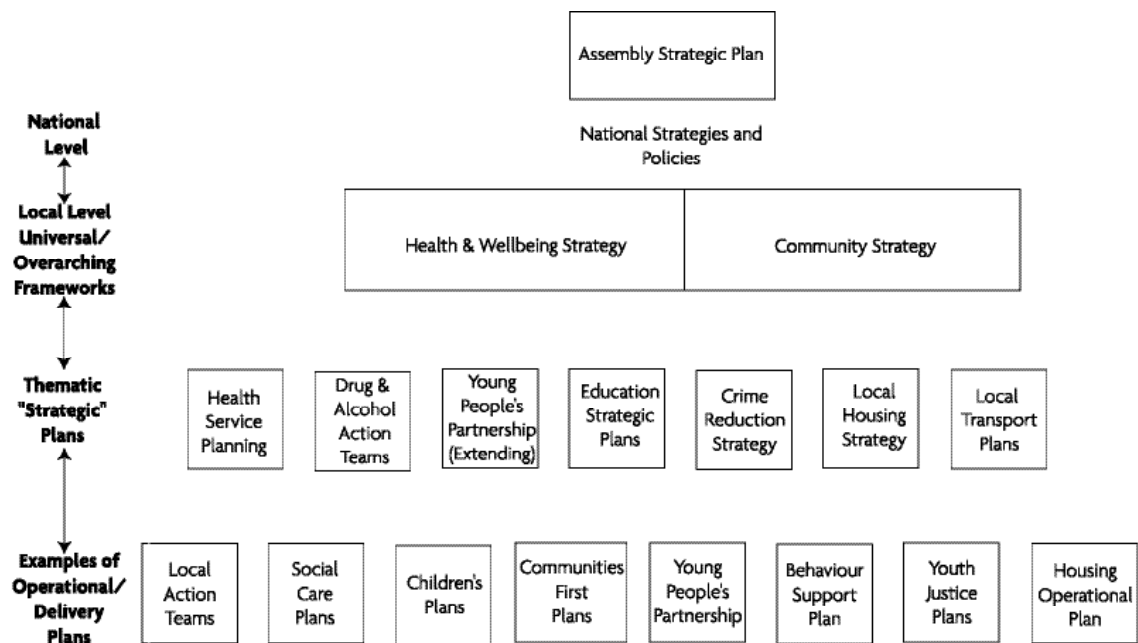
## **Welsh Culture**

The vision is for Wales to be a country with a distinctive and creative culture where diversity is valued; where the Welsh language is an important component of life throughout Wales; and there are strong links between community arts and sport and our national cultural institutions.

Proposals for Communities First funding will have to show that the Assembly's aims have been addressed, and that they can tackle the main causes of deprivation in the community.

The Assembly is developing a checklist for Partnerships to use to determine whether their plans and projects address the main aims of social inclusion, sustainable development and equal opportunities. This will be available later this year from the Communities First unit.

This table shows how Communities First fits in relation to other strategies and plans.



### 3. COMMUNITIES FIRST – THE MAIN PRINCIPLES

Communities First has been designed to make sure that local people play a major part in developing the solutions to the problems they face.

There are not very many hard and fast rules and most of the ones that do exist are there to make sure that communities really are closely involved. Others are there to make sure that the money is spent properly.

There are a number of principles that are essential to Communities First. These are set out below.

#### **It is essential that:**

- Areas that receive help and support under the programme are selected on the basis of evidence of deprivation. Annex A lists the communities that are eligible to receive assistance under the programme. Partnerships can be established for an individual ward or, where shown at Annex A, at a wider community level.
- The Plans for change are developed by a Partnership comprising local people, representatives of statutory bodies (such as local and health authorities and the police), business and relevant voluntary and community organisations.
- All members of the Partnership have a stake in the community.
- Community sector representation on Partnerships is to be at least equal to that of any other group.
- A Partnership must have a clear operational framework setting out its powers; responsibilities; and patterns of accountability.
- Within the early stages, a Partnership Agreement must be written and signed by all partners. This should set out who is the accountable body, and the roles and responsibilities of partners. It should also set out what skills and experience each person can offer, and what time and resources they can commit to.
- The Partnership must select an accountable body, which has a legal status, to apply for and administer the funding on behalf of the Partnership.
- The Partnership has to agree working arrangements with statutory and voluntary bodies locally.
- Local people must be involved in the Communities First process, and evidence of the extent of their involvement must be provided together with that of effective partnership working, in the Community Action Plan.
- A Communities First Co-ordinator has to be appointed to help bring together the plan(s); and to support implementation; report on progress; and record achievements.

- Community development needs are addressed in the Capacity Building Plan
- The Community Action Plan, designed to drive forward change, must have a longer-term vision (10 years) and medium (5 years) and short term (3 years) goals, so there is clarity about what is to be achieved.
- The Community Action Plan must contain proposals for the monitoring and the evaluation of its implementation.
- The Capacity Building Plan, designed to prepare communities for change, and the Community Action Plan are to be submitted to the National Assembly, which will expect consultation to have taken place with the relevant funding agencies and programme managers.
- Six monthly monitoring reports on the implementation of a Plan need to be prepared for the National Assembly.

### **Communities First process at community level**



## 4. COMMUNITIES FIRST PARTNERSHIPS

Setting up Partnerships will make sure that all those with a stake in improving the lives of people in the most disadvantaged communities work together; that there is a better understanding of what each member can offer; that opportunities for sharing resources are identified; and that information is shared.

Communities First Partnerships will therefore lead in taking forward the programme in their areas.

### **Membership**

#### **It is essential that:**

- Partnerships include members of the community, people from community organisations, representatives of statutory agencies, such as local and health authorities and the police, and people from voluntary organisations and business.
- All members of the Partnership should have a stake in the community.
- Partnerships aim for community representation to be at least equal to that of any other group, as soon as possible.

- Any organisation with the capacity to do so can bring together a Partnership.
- In areas where there is a track record of community development, community organisations themselves may be best placed to take the lead in starting the Communities First process. In areas where there has been little community development work, local authorities may need to take the lead in starting the Communities First process. For example, by arranging an initial meeting for potential Partnership members.
- Membership should be of a sufficient size to ensure appropriate representation, but smaller partnerships are often more effective than larger ones.
- Partnership membership should be guided by the principle of one third community representatives; one third statutory sector representatives; and the remaining third divided equally between the voluntary and business sectors. It is expected that each sector will nominate its own representatives.
- The community can be represented by local people who have the respect and confidence of those living in the area or by community organisations that serve and are active in the area.
- Statutory bodies can include members and officers of local authorities and community councils, health authorities, schools/colleges, police authorities, housing associations and government agencies (eg ELWa, the Welsh Development Agency, Wales Tourist Board, Environment Agency and Sports Council for Wales).

- Elected representatives have a role to play in serving on the Partnerships and in helping to get things done on behalf of the community.
- The voluntary sector can include organisations that deliver statutory and voluntary support and services, such as national charities or local voluntary service councils. It can also include single issue groups at the local level such as parents and toddler groups, faith groups, credit unions, tenant and resident groups, parent and teacher associations etc.
- The business sector can be represented by employers in the area, in particular local small businesses which have operated in the community for some time. Members can also be sought from representative bodies such as Chambers of Commerce, the Confederation of British Industry, Business in the Community or the Federation of Small Businesses.
- The Assembly is not expecting the make up of Partnerships to necessarily reflect the three-thirds principle from the start. However, the initial aim should be to achieve that balance before the full Community Action Planning stage.
- Partnerships should review their membership on a periodic basis to ensure that the three-thirds principle is achieved within a reasonable timescale.
- The detailed composition of Partnerships will not require the approval of the National Assembly, but if the Assembly is not satisfied that local people, community organisations, statutory agencies, voluntary organisations and business are adequately represented, applications for funding will not be agreed.
- The National Assembly will monitor the membership of Communities First Partnerships.
- In some areas it will be necessary to support preparatory activity, including providing training for local people to develop confidence and skills and for statutory bodies in methods of participation.
- As plans develop, flexibility in Partnership membership will be important because it may take some time to identify the critical interests.
- Those nominated/selected to serve on the Partnership should be representative of the interests of the community; reflect local conditions; and have the potential to make an effective contribution.
- The Partnership should consider and agree how it will engage with and involve the community. In particular it will wish to consider how to involve young people from the area in its activities. Thought should also be given to encouraging people who have had no previous involvement in community activities.
- Communities First Partnerships should draw on the work of other existing partnerships, if their focus is on community regeneration in the Communities First area.
- Existing Partnerships may themselves be well placed to become a Communities First Partnership.

- Once established, Partnerships may want to consider setting up a small executive group, involving key members (including community representatives) to take forward the work agreed or smaller sub groups to take forward certain parts of it. The groups would need to report progress back to the Partnership regularly.

### **Key Points for Consideration**

- ❑ In many areas it will be necessary to spend money and time working with local people, including young people, to enable them to participate fully and effectively in Communities First Partnerships.
- ❑ Establishing Partnerships is a joint exercise and efforts should be made for local people to be fully involved at the planning stage. The aim is for community representation to be at least equal to that of any other group as soon as possible.
- ❑ One of the major challenges is to change the way public services are delivered locally. This involves changing attitudes, delivery arrangements and organisational structures.
- ❑ It is vital to involve relevant individuals from the statutory sector with the power and authority to deliver change.
- ❑ Commitment from major service providers and agencies at all levels is vital.
- ❑ Established organisations often have valuable knowledge of partnership working and possess relevant expertise of community based activities which could be useful to Communities First Partnerships.
- ❑ Consideration should be given to how the Communities First Partnership should relate to other existing partnerships in the area, such as Community Consortia for Education and Training (CCETs). Partnerships may wish to build on those existing local arrangements and should consider how these arrangements can be rationalised.
- ❑ Communities First Partnerships should ensure that they both inform and co-operate with the work of strategic partnerships which operate in their areas. Effective liaison can be achieved by the sharing of meeting agendas and minutes, and regular reporting.
- ❑ Local businesses should be fully engaged as there are clear business advantages from being involved in the regeneration process. Businesses can make a contribution by bringing financial and management skills, advice and facilities to Partnerships and important links to the labour market.

## **Working Arrangements**

### **It is essential that:**

- A Partnership Agreement is written and signed by all partners at an early stage. This should set out the accountable body, and the roles and responsibilities of partners together with their respective contributions to the regeneration process. An example is at Annex B.
- The Partnership selects an accountable organisation, which has a legal status, to apply for and administer the funding on behalf of the Partnership.
- The Partnership has agreed working arrangements with statutory and voluntary bodies locally.

## **Information and Best Practice**

- It takes time and energy to build a good, working Partnership.
- A Partnership should have a clear operational framework setting out its powers; responsibilities; and patterns of accountability. All members of the Partnership should sign a Partnership Agreement confirming that they are content to be part of the Partnership and support its activities.
- Effective working relations are to be established with all existing partnerships to ensure activities are complemented and not duplicated.
- Partnerships should inform and co-operate with existing strategic partnerships operating in the Community First area, such as those concerned with European programmes, Community Consortia for Education and Training, Community Planning; Local Health Groups/Alliances; Crime and Disorder Partnerships; and Local Agenda 21. Flexibility is key and every effort should be made to avoid duplication.
- The support and commitment of strategic partnerships will be essential to the successful delivery of the Community Action Plan.
- Each Partnership should elect or nominate a chairperson and select a secretary. Other roles and responsibilities should be allocated within the Partnership. Meetings should be held at times and places convenient to the majority of members; publicised; and open to the public.
- Meetings should have a structured agenda.
- Records should be kept of all meetings and decisions taken.
- Information on the outcomes of meetings and other Partnership activities should be circulated to the wider community, in appropriate and accessible formats and through various publicity channels. This must include formats accessible to people with sensory disabilities.

- Six monthly progress reports on the work and achievements of the Partnership should be sent to the National Assembly. An example is at Annex C.
- There will be ongoing support to Partnerships from the National Assembly's Communities First Unit and its partners.

## **Partnership Status**

### **Information and Best Practice**

- Partnerships may wish to investigate setting up as a legal entity in order to implement the Community Action Plan; possibly acquire assets; or to develop social economy businesses.
- The options include a company limited by guarantee with or without charitable status and/or that of a development trust.
- The Communities First Unit at the National Assembly will be providing advice and guidance on Partnership status and the possible options.

### **Key Points for Consideration**

- ❑ Partnerships are expected to keep under review their effectiveness with a view to adapting representation as necessary.
- ❑ Selecting a "champion" may be considered worthwhile. This person could come from any sector and the Partnership would have to decide whether they should form part of the partnership or be separate from it.
- ❑ The "champion" should have a commitment to the principles of Communities First and should be someone who is well respected, able to influence decision makers and gain the trust of local people. The role of the "champion" should be decided by the Partnership but could include representing the community in meetings with key agencies, providing advice and information, acting as a mentor for the Communities First Co-ordinator.
- ❑ A Partnership member could undertake a number of roles.
- ❑ Consideration should be given to community members shadowing those with specific roles as a means of developing them for future responsibilities.
- ❑ Funding should be made available to reimburse the costs involved in ensuring proper representation from local voluntary groups and those representative of the community.
- ❑ Partnerships should make every effort to:
  - Apply the principles of sustainable development to everything they do. This means that projects should have a lasting benefit without damage to the environment.

- Apply and promote equality throughout their work by involving people regardless of age, ethnicity, gender, sexual orientation, faith or disability.
- Consider how they reflect the bilingual nature and requirements of the community in the activities they undertake. The type of provision will differ according to the location and the nature of the activity but may involve:
  - assessing the needs of the bilingual community;
  - using bilingual correspondence;
  - arranging bilingual public meetings and consultation;
  - image presentation, e.g. signage, name, letterhead, logo, website;
  - bilingual training and workshops.
- Communicate in the way most appropriate to the community. Where possible information and communication technologies should be used and local people should be encouraged to use them. Partnerships should consider the need to address Information and Communication Technology (ICT) training and skills development; ensure equality of access to the latest technologies; and recognise the role of ICT in contributing to sustainable development and addressing social exclusion.
- Recognise and meet the ICT specialist equipment and training needs of people with sensory disabilities to facilitate both capacity building and social inclusion.
- Consider the specific needs of the community in respect of language and the provision of materials and resources in a form that meets the needs of disabled people, members of black, minority ethnic groups, older people, children and young people.

## 5. COMMUNITIES FIRST - MAKING IT WORK

### **It is essential that:**

- Local people are involved in the Communities First process and that evidence of the extent of their involvement be provided together with that of effective partnership working in the Community Action Plan.
- A Communities First Co-ordinator is appointed for each area.
- Community development needs are addressed in the Capacity Building Plan.

### **Information and Best Practice**

- Focus should be on what the community wants, but longer-term priorities also have to be set.
- A guide to the vision that communities should be working towards, in the fields of business and jobs activity; education and training; environment; health and well being; community safety; and community action, is provided on the next few pages. This should be used as a basis for preparing Plans.
- It is important to gather and consider information about and from the community and its people, so that there is a clear focus on what needs to be done. For example, information could be gathered on levels of employment, income, health, education & skills, homelessness, housing quality and crime. Communities should be asked what they feel the main problems are. Local Authorities should already have much of the information.
- The main challenge is enabling the community to drive change in the way services are delivered and making it more prosperous by attracting investment.
- Consensus needs to be achieved thorough openness and honesty and by having an inclusive approach.
- Communities First areas are at various stages of development in relation to the process of transforming communities.
- The work that needs to be under taken on building the confidence and self-esteem of local people to encourage their active participation in Communities First should not be under-estimated.

## COMMUNITY VISION FRAMEWORK

The Framework comprises several key themes. Communities First Plans should address these through an integrated approach that minimises duplication of effort, maximises effectiveness, and enables a concerted effort to address the complex problems that exist in disadvantaged areas. Although these themes are set out here in columns so that the range of issues that need to be tackled are clearly identified, the themes are closely related to each other and need to be addressed in a "cross-cutting" way.

<b>JOBS AND BUSINESS</b>	<b>EDUCATION AND TRAINING</b>	<b>ENVIRONMENT</b>	<b>HEALTH AND WELL BEING</b>	<b>ACTIVE COMMUNITY</b>	<b>COMMUNITY SAFETY</b>
That a full advice and support structure exists to enable the creation and development of jobs in the private and social economy sectors.	That schools, colleges and training agencies provide educational and training opportunities to all, regardless of ability, race, faith, age, gender or disability.	That there is a clean and pleasant physical environment, free from litter and industrial heritage scars.	That the community has a shared responsibility for health and takes action to help people improve their health.	That the community is empowered to engage freely with the local and national democratic processes.	That the police and other criminal justice agencies are fully involved in community action planning.
That there is a full range of support services for the growth of private, community and social enterprises.	That facilities exist to promote and provide for life-long learning and continuing education at all levels and at places which are acceptable to the community.	That there are safe, stimulating play and recreational areas for children and people of all ages.	That accessible, responsive and relevant health and care services and facilities are available to all sections of the community.	That the community has in place developed and well used channels of communication with the various agencies.	That the area is free of fear of crime and disorder.
That activities are undertaken to promote local trading, exchange and wealth circulation within the area.	That ladders of opportunity exist for education training and skills development which provide the individual with choice to progress to the highest level of attainment within his/her capability.	That housing is of an acceptable standard and is repaired and maintained with reasonable responsiveness to need.	That health and wellbeing are encouraged and supported.	That a community partnership exists which involves key service providers, the voluntary sector and community members.	That effective community led policing is in place.
That there is an advanced ICT infrastructure to support business development and commerce.		That transport facilities enable participation in economic and social activity.	That the potential impact of other policies, programmes and services on people's health and where new opportunities to help people improve their health is routinely identified.		That plans exist to prevent substance misuse and offending.
That there is a clear focus on helping young people to find work.					That road safety and traffic control strategies are developed and implemented in partnership with the community.
					That "safety by design" issues are addressed in all plans for improving community, environment and facilities.

<b>JOBS AND BUSINESS</b>	<b>EDUCATION AND TRAINING</b>	<b>ENVIRONMENT</b>	<b>HEALTH AND WELL BEING</b>	<b>ACTIVE COMMUNITY</b>	<b>COMMUNITY SAFETY</b>
<p>That there are accessible and affordable transport services and infrastructure available to widen employment and business development opportunities.</p> <p>That there are community generated links to agencies and businesses which help provide opportunities for those of all ages who have difficulties in finding employment.</p>	<p>That appropriate training and development opportunities exist to enable full community participation in the local regeneration process.</p> <p>That young people in particular are actively encouraged to develop skills that will help them find work and participate in further education</p> <p>That schools, colleges, training agencies and the voluntary sector work in partnership to provide the full range of learning and training opportunities for the adult population.</p> <p>That facilities exist to train and confidence build through arts and cultural activities.</p> <p>That training in and through ICT is provided at all levels.</p>	<p>That the community plays an active role in the promotion and maintenance of a clean, pleasant and healthy environment.</p> <p>That the community and agencies make every effort to respect others needs in relation to noise, disputes, litter dumping and care of animals.</p>	<p>That health and social care advice and information is provided at community level by appropriate agencies.</p> <p>That key health service providers make every effort to engage with Communities First Partnerships.</p> <p>That people get the help they need to improve their health in order to reduce the risk of heart disease, cancers and other diseases.</p> <p>That healthy lifestyles are promoted as an integrated part of wider action to address the social, environmental and economic factors that affect health.</p>	<p>That the community has a forum in which the views of all people, young and old, are sought, listened to and acted upon.</p> <p>That systems are in place to ensure that disabled and older people can play a useful role in regenerating their communities.</p> <p>That all people, including young people, are encouraged to participate in the community in positive ways.</p> <p>That advice and guidance is provided on the range of help and benefits available.</p>	<p>That safety in the home is promoted by partnership of all relevant agencies.</p>

JOBS AND BUSINESS	EDUCATION AND TRAINING	ENVIRONMENT	HEALTH AND WELL BEING	ACTIVE COMMUNITY	COMMUNITY SAFETY
			<p>That, comprehensive health advice and support is provided for young people in a way that is acceptable to them.</p>	<p>That information is provided to enable people make informed choices on a range of issues.</p>	
			<p>That contraceptives and sexual health advice and services are available to all regardless of sexual orientation.</p>		
			<p>That activities are in place to encourage healthy eating patterns and diets.</p>		
					<p>That community residents have ease of access to affordable exercise and leisure facilities and are actively encouraged to participate in sport.</p>

## **Preparing for Change**

### **Information and Best Practice**

- Communities First areas will need to carry out some work prior to the setting up of Partnerships and the drawing together of Community Action Plans.
- A list of the sort of activities that can be supported for this preparatory stage is at Annex D. It is available to areas in which a Partnership has yet to be established and may be used to build the capacity of an organisation to respond to Communities First or to help organisations to establish Partnerships.
- This preparatory work may be led by a community, voluntary or statutory organisation.
- Those areas which have not done any in-depth community development work may need a longer lead in time than others who have already been engaged in community transformation.
- Confidence building, personal development and skills training of community members are essential to provide firm foundations for the programme's success in your area.
- Local people, including young people, should be given every encouragement to develop and take up necessary formal and informal training to help them play a meaningful part in regenerating their communities.
- There is also a need to develop the scope within, and flexibility of, partner organisations so that they can respond positively to help transform the community.
- Partnerships should consider developing a training plan for their members to enable their effective contribution to developing ideas and driving change. For example, some members of the Partnership may need support on how to develop Plans that encourage local enterprise.
- The National Assembly will need to be satisfied that there are firm foundations for Communities First before consideration can be given to funding proposals under Community Action Plans.

### **The Capacity Building Plan**

*The Capacity Building Plan sets out the community's aims in developing the capacity of the community, Partnership and agencies to enable engagement in the process.*

### **Information and Best Practice**

- A number of communities will be able to establish the foundations for Communities First implementation within a relatively short time. They will need to invest in the necessary building blocks such as employing development workers; providing facilities; increasing the number of volunteers; and encouraging increased participation in training and development.

- Communities at an earlier stage of development should prepare Capacity Building Plans to cover any period between 1 and 3 years and to build on any initial preparatory activities which have been, or are being, funded by the Assembly or other funding sources.
- The Plans could include proposals for employment of community regeneration advisors and/or specialists; facilities to enable the programme's full implementation; development of capacity building through further education and training; and employment of a Communities First Development Co-ordinator, if one does not already exist. A list of the sort of activities which can be supported for this capacity development stage is at Annex D.
- An example of what a Capacity Building Plan could look like and what it should cover is at Annex E.
- Capacity Building Plans can be submitted before a Partnership has achieved full membership as it is recognised that in some areas it may take time to engage the community sector fully.

### **Key Points for Consideration**

- ❑ Partnerships within areas where there has already been significant investment in community development should consider including a Capacity Building Plan as part of their Community Action Plan.
- ❑ Capacity building requires informal and formal and locally appropriate processes of training and skills development.
- ❑ To involve community members with little experience, "soft entry" ways of engaging the community are suggested. Consideration should be given to using local community events and venues; informal learning settings such as mother and toddler groups, young people's organisations, faith groups, tenant group meetings, older people's clubs etc. and providing mentoring; community role models; and visits to successful projects.
- ❑ Other methods that Partnerships may wish to consider include experiential learning through secondments and professional work shadowing; accredited training courses; and joint learning and training exercises with other Community First Partnerships.
- ❑ Plans will need to address the ability of local agencies to contribute fully to the regeneration process. They may need to include proposals for attendance of key personnel on relevant training courses or placements, to enable them to engage effectively in communities in participative policy making, service design and delivery.

## **The Community Action Plan**

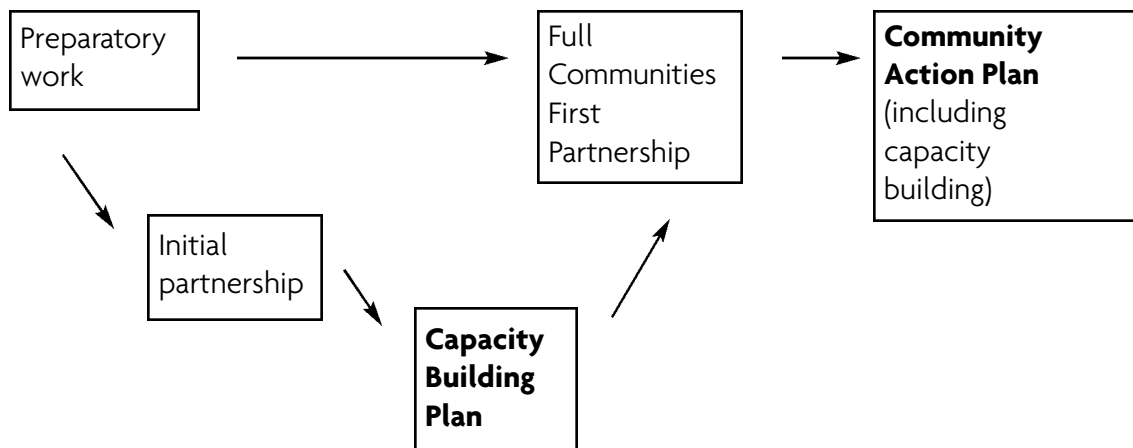
*A Community Action Plan sets out what a community wants and how that will be delivered.*

It is essential that:

- The Community Action Plan has a longer-term vision and medium and short term goals, so there is clarity about what is to be achieved.
- The Community Action Plan is submitted to the National Assembly and relevant agencies for funding consideration.
- There is evidence of real consultation and community participation in the planning process together with that of effective partnership working.
- The Community Action Plan contains proposals for monitoring and evaluation of its implementation.
- Six monthly monitoring reports are prepared for the National Assembly.

## **Information and Best Practice**

- Partnerships will need to be satisfied that the building blocks are in place before communities can start on the preparation of their Community Action Plans, but the Capacity Building Plan and Community Action Plan can run alongside each other (so long as there is no duplication).



- The Communities First Partnership will be responsible for drawing up the Community Action Plan.
- Community Action Plans should be kept under review and can be amended by Partnerships, but changes to spending plans should be approved by the National Assembly (see "Funding" section).

- The Community Action Plan should set out the current situation in relation to each of the aspects listed in the Community Vision Framework and should also set out in priority order:
  - the identified needs;
  - the activities/projects the community has identified as being necessary to address their needs and the overall community regeneration objective;
  - the estimated costs;
  - how funding is to be accessed (that is, the funding programmes to be used);
  - an indication of likely funding commitments;
  - timescale for implementation; and
  - anticipated outcomes or results.
- The Community Action Plan will cover a 3 year period. It will be reviewed and updated annually and revised fully at the end of the 3 year funding period.
- An example of how a Community Action Plan could look and what it should cover is at Annex F.
- Plans will be assessed initially by a National Assembly panel of internal and external representatives, the composition of which will vary according to the particular contents of Plans.
- The Panel will approve Communities First funding; the time-scales for decisions; give appropriate feedback on the overall Plan and any further actions the Partnership should take to secure the necessary funding for implementation of the Plan.
- The Panel will be convened on a regular basis. Details of membership and operations of this panel will be made publicly available.
- A Community Action Plan should be informed by an audit of existing facilities and activities together with an assessment of future needs and opportunities.
- Priority will be given to funding those items in the plans which directly address the root causes of poverty and disadvantage and achievement of the following aims:
  - Building the confidence and self esteem of those living in these communities
  - Encouraging and improving education and skills training.
  - Creating job opportunities and increasing the income of local people.
  - Improving health and well being of individuals through an active and healthy lifestyle.
  - Making communities safe, secure and crime free places in which to live, work and play.

- Improving housing and the quality of surrounding physical environment.
- Improving access to decent housing.
- The Assembly's Communities First Unit and contracted organisation(s) will support the planning process and the setting of priorities, using available techniques.

### **Key Points for Consideration**

- ❑ Community Action Plans may need amendment in the light of changing circumstances. These amendments should not be confined to the annual review.
- ❑ Although it is stated above that priority will be given to actions addressing prime aims, it is recognised that in some communities there may be immediate local concerns that need to be tackled first.
- ❑ In assessing a Community Action Plan, the Communities First Unit will be looking at the arrangements for bringing together front line professionals and ensuring cross cutting working within agencies, voluntary and community organisations.
- ❑ In areas where projects are currently receiving funding under the People in Communities programme, Partnerships should consider how these projects fit into their Community Action Plans. Partnerships may decide to subsume them into their Plans, and therefore commit Communities First resources, or that the projects may need to be modified in view of the Plans.

### **The Communities First Co-ordinator**

**It is essential that:**

- A Communities First Co-ordinator is appointed in each area to help bring together the plan(s); and to support implementation; reporting on progress; and recording achievements. A model job description is at Annex G.

### **Information and Best Practice**

- The accountable body is likely to be best placed to employ the Co-ordinator **on behalf** of the Partnership. However, any properly constituted member of the Partnership may take on this role or the Partnership itself could do so if it is constituted as an accountable body.
- The Co-ordinator's salary should be paid at an appropriate level and be dependant on local conditions and circumstances. Partnerships will want to ensure that the salary will be sufficient to attract candidates with the relevant experience or potential to take forward Communities First in their area.
- Partnerships may wish to appoint someone who is already working locally in community development, for example a People in Communities Co-ordinator.

- Innovative approaches to the employment of the Co-ordinator are welcomed. Encouragement should be given to local people to take on this role and trainee posts should be offered where appropriate.
- It is recommended that the Co-ordinator be based in the community he or she serves. The resource implications for this will need to be addressed.
- It is unlikely that a Co-ordinator working in isolation will be successful. He/she will be expected to form links with existing community development workers (including other Communities First Co-ordinators), organisations and projects within their own area and across neighbouring communities. This will offer opportunities for information and best practice sharing, mentoring and support. The Assembly will play a role in ensuring that best practice is shared.
- Partnerships may wish to consider placing the Co-ordinator with an existing organisation that could provide ongoing support and guidance. The resource implications for such an arrangement would need to be addressed.
- The Partnership will need to ensure an appropriate balance between the work of the Co-ordinator and wider community development work in the area. It may be necessary to apply for additional resources for the latter.

## **Funding Arrangements**

### **Information and Best Practice**

- The Communities First Programme provides new and additional money. Communities First money is not intended to replace ongoing funding. It should be used to fund new projects that will transform the community.
- Currently 88 communities covering 119 electoral divisions have been deemed eligible for Communities First funding. The Community Purposes Fund supports the Communities First Programme and existing People in Communities and Sustainable Communities projects.
- The Fund is providing over £83 million for the next three years, of which almost £3 million has been allocated to People in Communities and Sustainable Communities projects. The Assembly is not setting a limit for individual applications for funding, but Partnerships should bear in mind the overall level of resources available in developing their plans for funding under the programme.
- It is recognised that communities are at different stages of development and that they should proceed at their own pace. The Assembly is committed to Communities First being a long-term programme and the presumption should be that communities which are not able to submit Plans early on will receive priority in later years.
- Partnerships should explore various sources of funding and not rely on Communities First money to fund the entire Community Action Plan. The Plan should draw together existing funding arrangements to support the community vision.

- Partnerships should approach potential funding organisations or sponsors of the Plan about the possibility of the necessary money or support services being forthcoming and provide evidence of the outcome of the consultation within the Plan.
- The Assembly will not agree to funding any items within the Plan until it is satisfied that it has been developed and endorsed by the Partnership and consulted on with the relevant strategic partnerships, and that evidence has been presented of effective community participation, not just consultation, in preparation of the Plan.
- Local authorities and other agencies should review the use of existing programmes in an area to ensure that resources are targeted according to the Community Action Plan.
- Details of funding and support programmes that Partnerships may wish to consider accessing can be obtained from local authorities, County Voluntary Councils and the Wales Council for Voluntary Action.
- The Assembly's Communities First Unit will be considering how details of the main funding and support programmes can be best accessed by Partnerships and others.
- Communities First money can be used to match other sources of funding, but does not have to be.
- Partnerships should seek to maximise the potential of European funding.
- Communities First funding is flexible. It is available for capital and revenue costs, although it is not normally intended to fund large scale capital projects. Examples of activities eligible for funding are at Annex D.
- Where capital funding is sought, Partnerships should consider any ongoing revenue implications and, where necessary, identify additional resources needed to meet these costs.
- Projects/activities must directly benefit Communities First areas and ideally should be based in these areas. Projects/activities will still be eligible if they are not based or do not take place within the community itself, as long as they demonstrate a direct benefit to the Communities First area. For example, it may be that suitable office accommodation is only available within a neighbouring community.
- Plans should contain all the information set out in Annex F, although they do not need to be set out in this format.
- Plans will be considered on merit and against the following criteria:
  - The level of community support and participation

- How imaginative, innovative or appropriate the plan is.
  - The level of need.
  - The extent to which the Plan aims to tackle the deep-rooted causes of poverty in the area.
  - The extent to which the Plan addresses the principles and themes of the National Assembly.
  - The level of population in the area concerned.
  - The extent to which other appropriate sources of funding have been identified.
- Decisions on Plans will be made by the National Assembly as quickly as possible. Our aim will be to issue a decision letter within 30 working days of receipt of a Plan.
  - Once a decision has been made, the aim will be for payments to be made by the Assembly within 25 working days.
  - Payment of Communities First grant can be made to the accountable body or, when properly constituted, direct to the Partnership.
  - The accountable body should ensure that grant is administered flexibly and with the minimum amount of bureaucracy and delay. Funds should be distributed by the accountable body within 25 working days of receipt from the Assembly.
  - Plans may well have to be amended in the light of experience. Partnerships are free to make these changes within their agreed budget. Any additional Communities First funding, or requests for carry over of slippage money, must be agreed by the Assembly.
  - Communities First funding will be made available in advance of expenditure. Further details on payment arrangements and terms and conditions of grant will be provided to Partnerships once funding is approved.

## 6. IMPLEMENTATION, TRACKING PROGRESS AND RECORDING OUTCOMES

### It is essential that:

- Partnerships submit six monthly monitoring reports to the National Assembly's Communities First Unit. These reports should be brief and set out progress on objectives; problems faced; and any changes necessary to the existing plan. An example of a six monthly monitoring report is provided at Annex C.

### Information and Best Practice

- Implementation of both the Capacity Building and the Community Action Plan is the responsibility of the Partnership.
- In order to avoid duplication, information required for other funding programmes could be used as part of the Communities First monitoring report.
- Local monitoring and evaluation of Communities First is essential as this will need to feed into the national monitoring and evaluation of the Programme. Partnerships should state within their Plans how monitoring will help evaluate the Communities First programme at a local level.
- Monitoring and recording of outcomes will be at two levels:
  - **National** – Progress on the extent to which the quality of life for people in the most disadvantaged communities has been improved will be measured by the Assembly over a long period. Further information on this will be provided by the Assembly's Communities First Unit once detailed monitoring arrangements have been developed.
  - **Community** - The Partnership should monitor progress made against the vision and goals set out in the Community Action Plan.
- The two levels are closely linked and the information gathered by the Partnerships will be used to help measure the success of the Programme as a whole.
- The Partnership is responsible for overall monitoring at a community level and will be expected to include details of its monitoring proposals in its Community Action Plan.
- In order to measure the extent to which their Plans are delivering what they set out to, it is important to establish the current position (a "baseline") for each area of the plan against which future progress can be measured. For example, under "business and jobs", it would be useful to establish the levels of unemployment in the community.
- Monitoring proposals should relate to local circumstances in respect of developing community residents for skill acquisition and jobs; improving the physical

environment, housing and community facilities; encouraging active and healthy lifestyles and addressing other factors that affect health; being active within their communities; and ensuring a safe and crime free neighbourhood.

- Creativity, experimentation and risk taking are encouraged as a means of learning and developing community regeneration policies. Local people should help to determine "softer" targets and ways of monitoring that are meaningful to communities themselves.
- The National Assembly's Communities First Unit will work closely with Partnerships on the monitoring and evaluation framework.
- Monitoring reports should indicate how "evidence based" approaches have been used. This may be done in a number of ways; for example, specific statistical/ demographic data and analysis, evidence about the local community and "what works" and surveys that measure changes in local perceptions.
- Monitoring reports should also show how the Partnership and community has learnt from previous experience and how things have been changed since.
- The Communities First Unit and its partners will be bringing together Partnerships and Communities First Co-ordinators from time to time to discuss progress, successes and failures so that everyone has the opportunity to learn from each other's experiences.
- A Communications Strategy is being developed for the Communities First programme that will include local arrangements.

### **Key Points for Consideration**

- ❑ The Community Vision Framework sets out a range of quality of life issues for communities. It provides a guide against which communities may wish to assess where they currently are, the actions needed to achieve the situations shown, priorities and the necessary time-scales.
- ❑ The Community Vision Framework could be used for setting local targets.
- ❑ Partnerships may wish to consider seeking help on how to carry out evaluation from a local academic institution or voluntary or community organisation.
- ❑ In designing ways to monitor progress, it is important to be clear about the differences between outcomes and outputs. An outcome is a result of the action taken (such as a 20% reduction in crime) and an output is what has been done (such as 4 CCTV camera's installed).



## Communities First Programme

### Electoral Divisions eligible for Communities First funding

#### Blaenau Gwent CBC

Nantyglo
Tredegar Central & West + Sirhowy
Llanhilleth
Rassau
Cwmtillery
Blaina

#### Bridgend CBC

Llangeinor
Caerau
Bettws
Blackmill

#### Caerphilly CBC

New Tredegar + Tir Phil + Darran Valley
Aberbargoed + Bargoed + Hengoed + Gilfach
Twyn Carno + Darran Valley + Pontlottyn + Moriah + Abertysswg
Argoed
Aber Valley

#### Cardiff CC

Butetown**
Ely + Caerau
Splott

#### Carmarthenshire CC

Glanymor + Tyisha
Llwynhendy
Felinfoel
Pantyyfynnon

## **Denbighshire CC**

Rhyl West + Rhyl South West
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## **Flintshire CC**

Flint castle
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## **Gwynedd Council**

Peblig
Marchog
Talysarn
Bowydd & Rhiw
Barmouth
Pwllheli South

## **Isle of Anglesey CC**

Morawelon
Holyhead Town
Tudur
Maeshyfryd
Amlwch Port
Porthfelin

## **Merthyr Tydfil CBC**

Gurnos + Penydarren
Dowlais
Merthyr Vale
Bedlinog
Cyfarthfa

## **Neath Port Talbot CBC**

Cymmer + Gwynfi + Glyncorwg
Sandfields West + Sandfields East
Onllwyn + Seven Sisters
Ystalyfera
Briton Ferry West + Neath East
Lower Brynamman **
Pelenna

## **Newport CBC**

Pillgwenlly
Tredegar Park
Bettws
Ringland

## **Pembrokeshire CC**

Pembroke: Monkton
Pembroke Dock: Llanion

## **Powys CC**

Ystradgynlais
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## **Rhondda Cynon Taff CBC**

Pen-y-waun
Maerdy
Tylorstown
Glyncoch
Llwyn-y-pia
Penrhiwceiber
Treherbert
Cwm Clydach
Rhydfelen Central
Gilfach Coch
Mountain Ash West
Cymmer
Ynyshir
Trealaw
Aberaman South
Tonyrefail West
Pen-y-graig

## **Swansea CC**

Townhill
Penderry
Penderry
Graigfelen
Castle

## **Torfaen CBC**

Trevethin + St Cadocs & Penygarn
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## **Wrexham CBC**

Plas Madoc
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Queensferry + Caia Park
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Gwenfro
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\*\* See also list of imaginative proposals

## **Communities First Programme Sub-ward pockets of deprivation**

### **Conwy CBC**

<b>Community</b>	<b>Ward(s)</b>
Tudno	Tudno + Mostyn
Chester Avenue Estate	Kinmel Bay

### **Monmouthshire CC**

<b>Community</b>	<b>Ward(s)</b>
North Abergavenny	Lansdown + Cantref + Priors

### **Vale of Glamorgan Council**

<b>Community</b>	<b>Ward(s)</b>
St Thompson community	Castleland
Gibbonsdown	Gibbonsdown

# Communities First Programme

## Imaginative Proposals

### Blaenau Gwent CBC

<b>Community</b>	<b>Ward(s)</b>
Ebbw Vale (Communities affected by the Corus Steel closures)	Ebbw Vale South + Ebbw Vale North + Cwm

### Cardiff CC

<b>Community</b>	<b>Ward(s)</b>
Black, Minority Ethnic community of interest	All Cardiff wards

### Carmarthenshire CC/ Neath Port Talbot CBC

<b>Community</b>	<b>Ward(s)</b>
Amman Valley	Lower Brynamman + Gwaun Cae Gurwen (NPT CBC) + Upper Brynamman (Carmarthenshire CC)

### Powys CC

<b>Community</b>	<b>Ward(s)</b>
Dyfi Valley ("Necklaced" rural communities)	Llanbrynmair + Glantwymyn/ Cadfach + Machynlleth



**Partnership Agreement (to follow)**



# Annex C

## EXAMPLE OF A SIX MONTHLY MONITORING REPORT

Brief summary of the community vision and overview of progress made in relation to the vision

Specific goals set for the reporting period

Report on how these specific goals have, or have not, been met, including the outcomes

Expenditure – is it on course or are there notable underspends or overspends? If so, why? What action will be taken to address these?

Reflections – view on general progress, community response and commitment, how Partnership is working

Specific goals for next six month

Any advice/guidance sought from the National Assembly



### **EXAMPLES OF ACTIVITIES ELIGIBLE FOR COMMUNITIES FIRST FUNDING**

Funding is available under the Communities First budget for a range of activities depending on the development stage of the community concerned.

Examples of the sort of activities that can be funded during the three Communities First implementation stages are as follows:

#### **Preparatory Activities (available to communities prior to Partnerships being established)**

- Undertaking audits of current social and economic community development activity.
- Help in identifying what needs to be done and what the communities want.
- Delivery of innovative training within the community including volunteer training and development (Where existing funding is being made available through learning providers, volunteers should be steered towards such provision).
- Increasing the capacity of local community and voluntary organisations.
- Enhancing the capacity of local statutory agencies.
- Local marketing activities aimed at involving local people of all ages in the process of developing and implementing Plans.
- Support for training of community development workers from within the community.
- Support for developing the skills of existing community development workers to ensure effective delivery of the Communities First programme.
- Employment of a Communities First Co-ordinator.
- Continuation of existing projects with compatible aims.
- Developing existing facilities which may be needed for local delivery of Communities First.
- Developing local authority's capacity to respond to and manage the Communities First agenda.

## **Capacity Building Planning**

- Employment of a Community Regeneration team.
- Provision of accommodation and running costs.
- Provision of necessary facilities.
- More in depth community capacity building.
- Further training and development.?

## **Community Action Plan**

- Development and existing organisations and partnerships.
- Improve community facilities.
- Ongoing capacity building.
- Ongoing funding of Communities First co-ordinator and other staff costs.
- General consultancies.
- Provision of accommodation and running costs.
- Publicity and information costs.
- Audit fees for annual statement of expenditure.

## THE CAPACITY BUILDING PLAN

### FOR ----- COMMUNITY

[Identify the Communities First area or areas]

#### **The Vision**

Sets out the community's aim/s to develop the capacity of the community, Partnership and agencies to enable engagement in the process.

#### **Activities**

[List proposed activities].

#### **Purpose/Objective**

[Set out why the funding is needed and what it will achieve].

#### **Anticipated Start and Finish Dates**

[Specify likely start and finish dates in relation to each activity].

#### **Costs**

[(i) Total for financial years (as necessary)

eg 2001/2	2002/3	2003/4
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(ii) Breakdown of main items of expenditure on an annual basis]

#### **Provision of Evidence of Outcomes**

[Detail what will be achieved for the funding and at what stage during the funding period].

#### **Partnership Endorsement**

[Evidence of partnership working and community participation].



## THE COMMUNITY ACTION PLAN

FOR

THE ----- COMMUNITY

[Identify the Communities First area or areas]

### **The Vision**

[Sets out the Partnership's long-term (10 years) aim for the community in relation to business and jobs, education and training, environment, health and well being, community activity, and community safety.]

### **Needs Analysis**

[Details the results of audits undertaken in communities and consultations held with community residents. Identifies and prioritises the needs and show how these fit in with statutory and other strategic and operational plans.]

### **The Plan**

[The plan sets out the short-term goals to be achieved over a 3 year period under the following headings:

Business and jobs

Education and Training

Environment

Health and well being

Community Activities

Community Safety.

Under each objective the project/activity/task is to be detailed together with costs; funding programmes to be accessed; and targets, benchmarks and time-scales.]

### **Monitoring and Evaluation**

[This section is to specify how overall implementation of the plan is to be monitored and evaluated and how the monitoring and evaluation of individual projects/tasks/activities is to feed into this]

### **Partnership Endorsement**

[Evidence will need to be produced that the plan has approval of the full partnership and that community residents have been fully consulted and involved in its development.]



## MODEL JOB DESCRIPTION FOR COMMUNITIES FIRST CO-ORDINATORS

Job title:	Communities First Co-ordinator
Accountable to:	Lead Body (name of organisation) Communities First Partnership
Line Manager:	(name/position)
Background:	The community of ....., in the local authority area of ....., has been designated as a Communities First area under the National Assembly for Wales's Communities First programme.

### **Purpose:**

The Communities First Co-ordinator will be responsible for ensuring that poverty and social disadvantage in the community is tackled effectively by taking responsibility for the process of developing, co-ordinating and implementing the Capacity Building and Community Action Plan/s for that community.

### **Key responsibilities:**

- To establish a Communities First Partnership made up of local community, statutory, business and voluntary sector representatives;
- To arrange a social audit of the area in order to establish what resources and disadvantages exist within the community;
- To incorporate evidence from other sources into the audit;
- To use the evidence provided by the audit to formulate clear objectives and targets;
- To develop practical arrangements for ensuring that people from all sections of the community are actively involved in, and constructively contributing to, the Capacity Building and Community Action Plan/s;
- To work with the Communities First Partnership to:
- Agree the Capacity Building and Community Action Plan/s;
- Secure long-term sustainable funding for the community;
- Develop imaginative and locally sustainable solutions to the issues identified.
- To ensure that the expertise and skills which exist within the community and on the Communities First Partnership are developed so that local capacities are maximised and initiatives become sustainable in the long-term.

- To map the potential resources which may be attracted to the area, in line with the agreed Capacity Building and Community Action Plan/s for the community, from a range of sources including government bodies, business, charitable trusts and funds;
- To design and implement a monitoring and evaluation system, providing regular monitoring and progress reports to the Partnership, the National Assembly and to funding bodies as required and to ensure that the project is developing in line with stated policy objectives.
- To provide support to local community organisations/groups where appropriate.

A person specification, setting out the qualities, skills and experience needed by the Communities First Co-ordinator is attached.

	<b>Essential</b>	<b>Desirable</b>
<p><b>Qualities</b></p> <ol style="list-style-type: none"> <li>1. Understanding of how poverty and social disadvantage impact upon people's lives.</li> <li>2. Highly motivated, demonstrates energy and vision.</li> <li>3. Able to get on with people from a range of backgrounds.</li> <li>4. Understanding of importance of principles of involvement and participation.</li> </ol>		
<p><b>Skills</b></p> <ol style="list-style-type: none"> <li>1. Able to communicate with a wide range of audiences.</li> <li>2. Able to speak/write in Welsh.</li> <li>3. Able to produce written material on time and to a high standard.</li> <li>4. Strong interpersonal skills.</li> <li>5. Ability to transmit enthusiasm.</li> <li>6. Team building skills.</li> <li>7. Leadership skills.</li> </ol>		
<p><b>Experience of</b></p> <ol style="list-style-type: none"> <li>1. Working with communities.</li> <li>2. Developing and planning community action plans.</li> <li>3. Progressing implementation.</li> <li>4. Managing projects.</li> <li>5. Managing people.</li> <li>6. Providing ongoing management information and progress reports against agreed targets.</li> <li>7. Inter-agency co-operation</li> </ol>		



## Useful web links

A number of useful websites are included in the Review of Best Practice enclosed with this guidance and in Annex B of this guidance "Funding and Support Programmes". Some more websites of interest follow. Please let us know of any others you think it may be appropriate to include in this guidance (for contact details see inside cover ).

[www.accountability.org.uk](http://www.accountability.org.uk) is the Institute of Social and Ethical Accountability's website promoting the AccountAbility 1000 standard for social and ethical auditing.

[www.artsfestivals.co.uk](http://www.artsfestivals.co.uk) launched by the British Arts Festival Association (BAFA), the site provides an Arts Festival calendar and directory with contact details and details of over 100 member festivals.

[www.cafonline.org](http://www.cafonline.org) Charities Aid Foundation works with charities of all kinds, helping them mobilise and manage their resources.

[www.cf.ac.uk/socsi/rsu](http://www.cf.ac.uk/socsi/rsu) The Health and Social Care Research Support Unit has been set up to provide practitioners and managers in the field of health and social care with advice and support while they are undertaking research, are preparing research bids or need advice about using research and information resources to inform their practice. Voluntary organisations are encouraged to use the services.

[www.cmw.org.uk](http://www.cmw.org.uk) The Council of Museums website set up to provide information to members and gives details of more than 100 museums in Wales.

[www.24hourmuseum.org.uk](http://www.24hourmuseum.org.uk) This 24-hour museums site aims to develop audiences for the museums, galleries and heritage attractions.

[www.fundraising.co.uk](http://www.fundraising.co.uk). This site highlights the latest fundraising news along with useful resources.

[www.icsapublishing.co.uk](http://www.icsapublishing.co.uk) The Institute of Chartered Secretaries and Administrators (ICSA) publish essential business information and advice for managers in the corporate, not-for-profit and public sectors.

[www.justgiving.com](http://www.justgiving.com) Justgiving can help charities and their supporters make the most of what the Internet does best. Their unique technology has automated the process of reclaiming tax under Gift Aid, boosting your gifts by 28% at no cost to you. This means that money goes to the cause, and your favourite charity spends less on administration.

[www.volresource.org.uk](http://www.volresource.org.uk). VolResource is the place to visit for UK voluntary and community sector information. VolResource aims to make it quick and easy to get to useful information on anything to do with running a voluntary organisation (whether a community group, charity or other non-profit body).

The Voluntary Sector National Training Organisation now has its own website at [www.vsnto.org.uk](http://www.vsnto.org.uk). You can download recent publications, find out about occupational standards and a management development strategy.

[www.countrysiderecreation.org.uk](http://www.countrysiderecreation.org.uk) CRN is a network which covers the UK and Republic of Ireland. It gives easy access to information on countryside and related recreational matters, reaches organisations and individuals in the public, private and voluntary sector and networks thousands of interested people.

[www.equalitydirect.org.uk](http://www.equalitydirect.org.uk) is a free service aimed at small businesses which offers information and advice on what the law says about equality in the workplace and how to implement equality policies. Telephone advice line 0845 600 3444, open Monday to Saturday 8.00am to 8.00pm.

[www.hsedirect.com](http://www.hsedirect.com) has been developed by the Health and Safety Executive and is an online information service providing instant access to the latest health and safety legislation, approved codes of practice, guidance and HSE forms.

[www.demos.co.uk](http://www.demos.co.uk) Demos is an independent think tank and research institute based in London. Launched in 1993, its role is to help reinvigorate public policy and political thinking and to develop radical solutions to long term problems. [www.feda.co.uk](http://www.feda.co.uk) The Learning and Skills Development Agency is a strategic national resource for the development of policy and practice in post-16 education and training. The Agency was previously known as the Further Education Development Agency (FEDA).

[www.jrf.org.uk](http://www.jrf.org.uk) The Joseph Rowntree Foundation is the UK's largest independent social policy research and development charity. It supports a wide programme of research and development projects in housing, social care and social policy.

[www.dtlr.gov.uk](http://www.dtlr.gov.uk) The Department of Transport, Local Government and the Regions has a wide range of interests in regeneration and in improving the social, economic and physical circumstances of the UK. The website includes information on government policies, research, statistics and publications.

[www.Regen.net](http://www.Regen.net) has been developed by The Planning Exchange for the Department for Transport, Local Government and Regions, the Department for Social Development in Northern Ireland and the Scottish Executive. The website provides information on what's going on in urban and rural regeneration - seminars, conferences, training, publications, new initiatives and government guidance. There is also the opportunity to share experiences and good practice in the Forum. Contacts for relevant government departments and other organisations are listed and useful web-sites too.

[www.glam.ac.uk/regeneration](http://www.glam.ac.uk/regeneration) - The "Community Development Directory - Wales" is the first comprehensive listing of community development organisations in Wales. It includes information about organisations that contribute to an improved standard of living in their communities; details of umbrella and national representative organisations and case studies.

[www.bwrdd-yr-iaith.org.uk](http://www.bwrdd-yr-iaith.org.uk) and [www.mentrau-iaith.com](http://www.mentrau-iaith.com) For advice and support on addressing Welsh language issues, contact the Welsh Language Board, or local Menter laith [Language Initiative]. Mentrau laith are community-based organisations that work to promote the use of the Welsh language in their communities. There are currently 22 Mentrau laith working across almost the whole of Wales.

## **Key Phrases and what they mean**

These terms are defined for the purposes of the Communities First Guidance and Programme.

### **Best Practice**

Examples of what has worked well in the past in similar circumstances.

### **Capacity building**

Developing the capacity of communities means building the skills, knowledge and confidence of communities to set up and maintain their own independent organisations. Capacity building work can help to create a pool of experienced individuals who can give a lead, and organisations which can play an active part in the regeneration of their communities.

Capacity building includes elements of organisational development, resource building, training and personal development.

### **Capacity Building Plan**

Sets out the community's aim/s to develop the capacity of the community, Partnership and agencies to enable engagement in the process.

### **Capital funding & Revenue funding**

Capital funding is usually a one-off payment, for buildings or items such as computers.

Revenue funding is usually ongoing, for staff costs including salaries, national insurance, training, travel and subsistence costs etc.

### **Community Action Plan**

A Community Action Plan sets out what a community wants and how that will be delivered. It is written by the Partnership after consulting with the community.

### **Community regeneration**

To improve the lives of people in a community by involving them in making it more active or successful.

### **Equal opportunities**

The promotion of a culture where everyone has the same chance and where differences are valued.

## **Partnerships**

A group of people with a stake in the community, who are willing and able to work together to transform it. Communities First partnerships are based on the 3 thirds principle of 1 third community, 1 third statutory and 1 third business/voluntary.

## **Preparatory funding**

Preparatory funding is available to areas in which a Partnership has yet to be established and may be used to build the capacity of an organisation to respond to Communities First or to help organisations to establish Partnerships.

## **Private sector**

The private sector can be represented by employers in the area, in particular small local businesses which have operated in the community for some time. Members can also be sought from representative bodies such as Chambers of Commerce, the Confederation of British Industry, Business in the Community or the Federation of Small Businesses.

## **Social Inclusion**

A safer and society where everyone, young and old, has the chance to fulfil their potential and get involved.

## **Statutory Agencies**

Statutory agencies include members and officers of local authorities and community councils, health authorities, schools/colleges, police authorities, housing associations and government agencies (such as ELWa, the Welsh Development Agency, Wales Tourist Board, Environment Agency and Sports Council for Wales).

## **Sustainable Development**

Development that meets today's needs without compromising the ability of future generations to meet theirs. For Communities First, this means developing ideas and projects that will have a lasting impact.

## **Voluntary sector**

The voluntary sector includes organisations that deliver statutory and voluntary support and services, such as national charities or local voluntary service councils. It also includes single-issue groups at the local level such as parents and toddler groups, faith groups, credit unions, tenant groups, parent and teacher associations etc