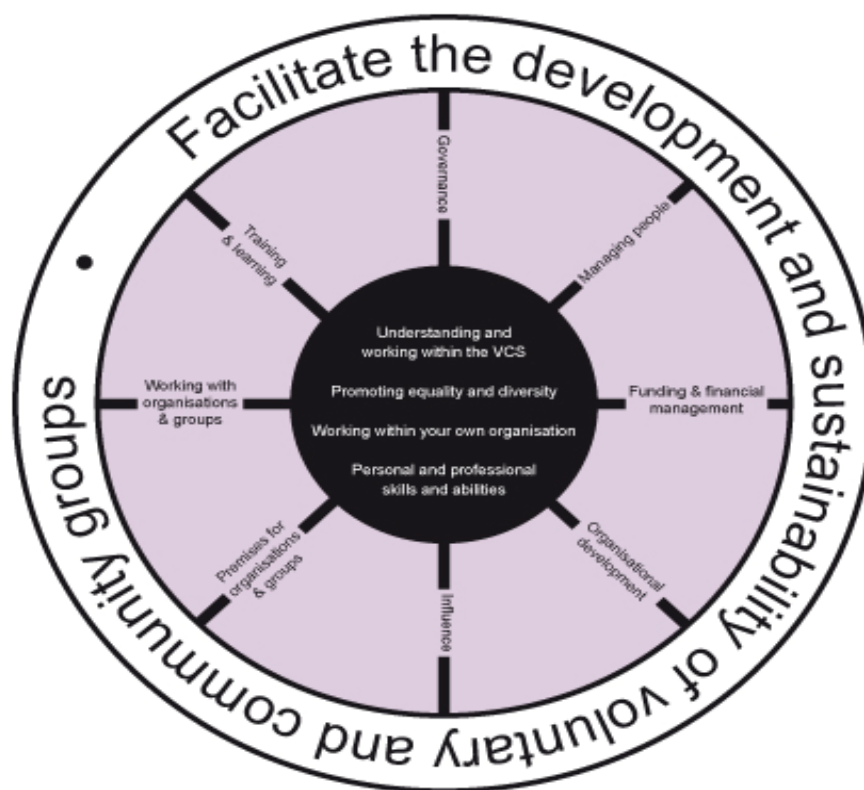


Skills and Knowledge for Local Development – a Framework

Learning outcomes

There are lots of people based in local infrastructure organisations whose work involves supporting voluntary and community groups, and there are many different job titles. From small groups’ advisor, field worker or funding advice worker to training officer or legal consultant: we are using the term development worker as a catch-all for people who give hands on support to groups.

Skills and Knowledge for Local Development framework lists what development workers do, and the skills they need to do it well.



The four competencies that are core to all development workers are in the middle. The eight “spokes” list other key areas of work that development workers may cover.

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Understanding and working within the voluntary and community sectors

A development worker needs to have an understanding of the diverse nature of bodies that make up the voluntary and community sectors, including the differences between voluntary organisations and community groups, in order to be effective in supporting and maintaining their development. The values of promoting and supporting the independence of the voluntary and community sectors and their role in working to increase social justice are particularly relevant to this section.

There are three sub-sections in this competency:

- An understanding of the voluntary and community sectors and the context in which they operate
- The different ways of organising
- How to work with representatives of groups

A. The voluntary and community sectors

1. Understand the defining principles, ethos, characteristics of, and differences within, the voluntary and community sectors
2. Recognise the diverse nature of community groups and voluntary organisations at local, regional and national levels which make up the voluntary and community sectors

B. The context the sector operates within

1. Understand national government's view of, and policies towards, the voluntary and community sectors
2. Understand the local and regional governments' view of, and policies towards, the voluntary and community sectors
3. Recognise how local historical developments have shaped the local voluntary and community sectors
4. Understand the different relationships between public/statutory agencies and voluntary organisations and community groups
5. Recognise the ways in which the public and private sectors can support the work of the voluntary and community sectors

C. Different organisational structures in the voluntary and community sectors

1. Provide information about the different types of community groups and voluntary organisations within the sector

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2. Understand that community groups and voluntary organisations choose different ways of organising themselves
 3. Recognise that new legal and organisational structures for voluntary organisations are being created

D. Difference between community groups and voluntary organisations

1. Recognise that some groups work on an informal basis with unwritten rules, while others are more formally organised
2. Recognise that community groups and voluntary organisations come and go and that members may move into other groups or organisations
3. Recognise the wide variety of resources needed by, and available to, community groups and voluntary organisations
4. Recognise why some community groups and voluntary organisations find it harder to obtain the resources needed
5. Recognise the role of second-tier organisations in trying to direct resources to groups or organisations with less access to resources

E. Working with groups/organisations and their representatives

1. Awareness of group dynamics
2. Assess the lines of accountability between the members of a group you are working with and the rest of the group
3. Provide information and support to different representatives of an organisation or group
4. Contribute a wider perspective to the work of the group or organisation
5. Recognise and work with the perspectives of the group members

Promoting equality and diversity

Equality and diversity issues are an integral part of development work together with meeting the legal duties of voluntary and community organisations under equality legislation. They are also heavily linked with the value of social justice that underpins the work.

There are three sections in this core competency:

- Understanding and raising issues of inequality
- Policy development
- Taking action/policy implementation and review

A. Understanding and raising issues of inequality

6. Can recognise and explain to others the way that discrimination impacts on individuals, community groups and voluntary organisations
7. Can recognise and explain to others how different groups of people experience discrimination and oppression in our society
8. Can recognise and explain to others the differences and similarities between equal opportunity and diversity and what this means for community groups and voluntary organisations in the voluntary and community sectors
9. Awareness of the diverse communities within the area their organisation serves and the implications for their own practice
10. Provide support to community groups and voluntary organisations to find out about the different communities in their area and their cultures, values and backgrounds
11. Awareness of current policies and debates around equality and diversity issues and their impact on communities and community groups and voluntary organisations in the voluntary and community sectors

B. Policy development

1. Provide information on the range of equality legislation and its implications for policies to be developed by community groups and voluntary organisations in the voluntary and community sectors
2. Provide information on/samples of policies required by equality legislation and support the development of equal opportunities policies and strategies for all aspects of their work
3. Negotiate and advocate for equal opportunities policies and good practice in all aspects of your work

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4. Support community groups and voluntary organisations to analyse why some of their proposed policies and practices are, or may be, discriminatory

C. Taking action/policy implementation and review

1. Explain the purpose of equal opportunities monitoring
2. Explain how to undertake equal opportunities monitoring within a range of organisational contexts and support its implementation
3. Support community groups and voluntary organisations to recognise and tackle barriers to operating good equal opportunities
4. Provide information on how to review and evaluate policies and practices to show their contribution towards achieving equality and diversity
5. Challenge, and support others to challenge, discriminatory and oppressive behaviour and attitudes
6. Offer to provide or facilitate the provision of training in equality and diversity issues
7. Recognise the effect of your own prejudices on work and working relationships, and use this to plan your professional development

Working within your own organisation

As well as supporting the development and maintenance of new and existing community groups and voluntary organisations, development workers will have a role to play within their own organisation – bringing in information they have gathered from their own work that is of relevance to their managers, for example on changes to the policies of funders and funding opportunities. Development workers, along with others in their organisations, should also strive to demonstrate examples of good practice in developing, maintaining and sustaining an organisation. The values of promoting the independence of the voluntary and community sectors and of working, learning and developing together are particularly relevant to this section.

There are six sections in this core competency:

- About your organisation
- How it is structured
- Where it sits within the wider local situation and the national voluntary and community sectors
- Policies and procedures
- The resources and support available
- Contributing to the organisation's development and sustainability

A. About your organisation

1. Understand its history and its mission and aims
2. Understand its different stakeholders
3. Understand its importance in maintaining the independence of the sectors
4. Awareness of the current context in which the organisation is operating, including relevant local, sub-regional, regional and national political agendas

B. How it is structured

1. Understand its legal structure
2. Understand the management structure and the decision-making structures
3. Awareness of its constitution/governing document
4. Awareness of the different areas of its work, different sections/projects
5. Awareness of the staffing structures, job descriptions and roles

C. Where it sits within the wider local situation and the national voluntary and community sectors

1. Awareness of the national bodies to which the organisation is affiliated
2. Awareness of the partnerships to which the organisation belongs
3. Awareness of other bodies carrying out similar and related work and relationships with those bodies

D. Policies and procedures

1. Awareness of the organisation's Health and Safety policies
2. Awareness of the organisation's policies relating to employment and volunteers
3. Awareness of confidentiality policies and child protection/vulnerable people policies if appropriate
4. Awareness of financial procedures and specific office/organisational procedures
5. Compliance with supervision policies and procedures

E. The resources and support available

1. Awareness of training available within the organisation, and the budgets to support external training
2. Awareness of networks of development workers
3. Awareness of any budgets to support your work
4. Awareness of information available to support your work (relevant websites, local libraries, subscriptions held by the organisation, local directories of organisations/resources)

F. Contributing to the organisation's development and sustainability

1. Share information gained through your work with other staff members and volunteers
2. Contribute to joint work with other staff members and volunteers on common/shared organisational projects
3. Use appropriate management structures to raise alerts about issues/situations that may affect the longer term viability of the organisation's work
4. Undertake risk assessments in relation to your own work/project and help develop contingency plans
5. Contribute to any team meetings/organisational review days etc

Personal and professional skills and abilities

Development workers need to have a range of personal skills and abilities which enable them to understand the issues, develop and maintain relationships, deliver a wide range of services and keep up to date with the ever-changing context in which the sector operates. This section relates specifically to the values of development work around promoting and supporting independence of the voluntary and community sectors, promoting social justice and developing through learning from others.

There are three sub-sections in this competency:

- Personal and professional behaviour
- Ability to develop effective working relationships
- Maintaining effective working practices

A. Personal and professional behaviour

1. Recognise the need for your personal and professional continuing development
2. Awareness of your strengths and limitations
3. Recognise the personal and professional behaviour required by the values and principles underpinning development work
4. Recognise the value of reflecting on and learning from your own and others' experiences to improve practice
5. Awareness of the way your understanding, perspectives and behaviour impacts on your work
6. Commitment to promoting the independence of the VCS
7. Understand the need for social justice and how your work can contribute to this goal
8. Understand the legal requirements which may require you to breach confidentiality and know how you will handle such situations
9. Understand the difference between information that can be shared within the public arena and that which should remain confidential to community groups and voluntary organisations
10. Understand the need for, and develop the systems to, enable you to keep up to date with changing situations in your area and sector
11. Know where support is available to underpin your work and willingness to use it and ask for support and guidance
12. Ability to manage a range of stressful and changing situations

B. Ability to develop effective working relationships

1. Ability to develop and maintain effective working relationships with a wide range of people and engage in networks
2. Ability to communicate assertively and effectively with individuals, community groups and voluntary organisations
3. Ability to negotiate your role and boundaries
4. Ability to respect individuals, their contribution and their differences
5. Acknowledgement that discrimination is a real experience for some people and awareness of how it impacts on working relationships
6. Being prepared to make your services more accessible to less visible groups and communities
7. Ability to think creatively in different situations to develop a way forward or resolve conflicts and tensions
8. Negotiating with a group or its representatives how, when and where to meet
9. Ability to support others in their personal development

C. Maintaining effective working practices

1. Ability to provide information and guidance appropriate to the group or organisation
2. Ability to take in complex information, analyse it and summarise it to help others to understand the situation
3. Ability to ask questions to gain clarity of a particular situation/task
4. Ability to assess situations and present options for groups/organisations to choose between
5. Ability to assess different situations, including awkward ones, identifying the underpinning issues and react in a way that leads to progress, understanding or resolution
6. Being transparent in how you work
7. Understand and implement different approaches and techniques for workload planning, management and prioritising to ensure the completion of tasks
8. Ability to keep clear records relevant to your work in a way that others can use, including case notes
9. Ability to motivate others to achieve their aims and objectives
10. Recognising learning and training as key to building sustainable groups, organisations and communities
11. Behaving appropriately at meetings, not speaking unduly on behalf of others or volunteering them

Governance

An important aspect of a development worker's role is to support community groups and voluntary organisations with getting their structures right to enable them to act within the law, to apply good practice and to protect people acting in a voluntary capacity from the implications of things going wrong. A vital aspect of development work is the recognition of the roles played, and responsibilities taken on by people on a voluntary basis and the enormous commitment that involves. As the voluntary and community sectors are being increasingly seen by central government as the deliverer of mainstream services, it will become more and more important to get the organisational structures right. The values of promoting independence and working, learning and developing together are the most pertinent for this area of work.

There are five sections in this area of work, loosely based on the national occupational standards for trustees:

- Establishing values and mission
- Options for organisational structures
- Legal and regulatory compliance
- Strategic work of management committees
- Operational work of management committees

A. Establishing values and mission

1. Recognise what motivates people to set up groups
2. Provide information on ways to determine the need for new groups and services in a community/area – consultations, feasibility studies, community-based research, needs assessments
3. Provide information on existing community groups and voluntary organisations in the local area to enable people to decide if new groups are needed
4. Provide information on how groups or organisations can design new services to meet the needs of communities, including equality and diversity issues
5. Provide information on the practicalities of setting up a group or an organisation and offer support to find solutions to difficulties as they arise
6. Provide information on different techniques community groups and voluntary organisations can use to agree their vision
7. Support community groups and voluntary organisations to turn their vision into reality through making an action plan

B. Options for organisational structures

1. Provide information on the full range of different organisational forms available to voluntary organisations and community groups
2. Provide information on the advantages and disadvantages of the different legal structures
3. Provide information on sources of specialist advice on the different structures
4. Provide clear information on the different structures and the governing documents that each requires, so that members can understand what is involved
5. Provide information on the different kinds of charities
6. Provide information and support on drafting of constitutions and be able to explain the benefits of using the Charity Commission model governing documents
7. Provide information on Charity Commission registration
8. Provide information and support on the drafting of company memorandum and articles
9. Provide information on the roles of regulatory bodies such as the Charity Commission, Companies House, Community Interest Companies regulator, the Financial Services Authority
10. Provide information and support on drafting a set of rules which meets the group's needs and that can be easily understood and used by them
11. Ensure that members are clear about and agree with the decisions made
12. Encourage community groups and voluntary organisations to put their governing documents into practice, making their members aware of their existence and contents
13. Support community groups and voluntary organisations to identify when they may need to change their legal status
14. Support community groups and voluntary organisations to keep up to date with changes that affect their particular structure
15. Provide information about how governing documents can contain provisions to ensure that under-representation of certain groups on committees can be balanced

C. Legal and regulatory compliance

1. Provide information on the liabilities of charity trustees or directors
2. Provide information on what being a charity means in practice - limitations, requirements, restrictions on activities
3. Provide information on the legislation affecting all organisations, such as Health and Safety, and Equality legislation
4. Provide information on the need for different kinds of insurance

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5. Provide information on, and support the development of, the organisational structures required by law or regulation
 6. Signpost to information available to help committee members, trustees and directors to undertake their responsibilities

D. Strategic work of management committees

1. Provide information on the generic responsibilities of management committees
2. Support management committees to carry out their strategic role in creating and maintaining a sustainable organisation, by managing and assessing their liabilities
3. Support management committees to understand about governance, what it means and why it is important for them
4. Provide information on the Occupational Standards for Trustees and codes of good governance and how these can be useful to them
5. Support groups to understand their governing documents and policies and use them in practical ways

E. Operational work of management committees

1. Support community groups and voluntary organisations to decide on the roles and responsibilities of officers, management members, staff and volunteers
2. Provide information on different ways that boards and committees organise
3. Support community groups and voluntary organisations to develop their own, appropriate structures and procedures (including delegating powers to sub-committees/working groups)
4. Support the induction of new management committee members
5. Provide information on conducting skills audits which acknowledge and recognise both the existing skills and learning needs of management committee members
6. Provide information on the training and support available to committee and board members
7. Provide support and advice when problems arise
8. Signpost committee members to support that helps them to develop facilitation and negotiation skills
9. Provide information on, and support with:
 - managing change
 - dealing with conflict within the boards and committee
 - dealing with conflict between boards and committee and their staff
10. Provide information on different ways to run AGMs and meet legal requirements

11. Provide information on what makes meetings effective (agendas, records of decisions made and participation for all in decision making)

Managing people

Development workers need to be aware of the requirements on voluntary organisations and community groups as employers and the issues likely to arise in their work, both as providers of information and encouragers of good practice and as members of employing organisations themselves. Many voluntary organisations and community groups depend on the work of volunteers and community activists, and development workers can promote effective ways of working with, and supporting, volunteers. Aspects of all three value statements are relevant to this area of work.

There are three sub-sections in this area of work:

- Employing paid staff
- Managing paid staff
- Supporting community groups and voluntary organisations working with volunteers

A. Employing paid staff

1. Provide information on how community groups and voluntary organisations can assess their staffing needs
2. Provide community groups and voluntary organisations with information on the range of employment legislation that exists and how to access it
3. Provide information on, and explain the basic areas of, employing staff (eg CRB checks)
4. Signpost to specialist support available around the more complex areas of employment law
5. Promote good practice in the selection and recruitment processes including
 - Equal opportunities and discriminatory practice
 - Selection and recruitment practices
 - Drafting job descriptions/person specifications/job design, using National Occupational Standards as a basis
 - The benefits of monitoring of candidates and reviewing the process
 - Contracts of employment, including pay scales and terms and conditions for all staff
 - Information on the policies and procedures required when employing staff
6. Advise on employers' liability insurance
7. Signpost to training on employment issues

B. Managing paid staff

1. Provide information and explain about induction

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2. Support community groups and voluntary organisations to prepare for, and handle, issues that commonly arise when employing staff
 3. Provide information on risk assessment of lone workers, outreach workers, and people working from home
 4. Provide information on good practice in supervision and appraisal systems and monitoring of performance
 5. Provide information on, and explain about, different styles of line management including delegating, supporting, coaching, directing
 6. Provide information on effective team working
 7. Provide information on succession planning
 8. Promote the use of regular appraisals, including the identification of training needs of staff

C. Supporting community groups and voluntary organisations working with volunteers

1. Provide information on the law in relation to working with volunteers
2. Promote good practice in relation to supporting volunteers
3. Signpost to guidance available from specialist local and national volunteering agencies
4. Encourage community groups and voluntary organisations to support volunteers to make the transition to paid workers where appropriate
5. Provide information on current volunteering issues and the roles of volunteers
6. Support community groups and voluntary organisations to recognise and value volunteer motivations and contributions
7. Support community groups and voluntary organisations to balance volunteers' needs with the needs of their organisation
8. Recognise different communities' understanding of, and approach to, volunteering
9. Provide information on different ways to recruit and retain volunteers
10. Provide information on sources of volunteer training
11. Recognise management committee members as volunteers
12. Support community groups and voluntary organisations to be flexible/adaptable when working with volunteers
13. Support community groups and voluntary organisations to identify and meet the learning needs of their volunteers
14. Give guidance on insurance issues and appropriate sources of insurance

Funding and financial management

As accessing funding and the demands for financial management becomes ever more complex, development workers need to be able to keep community groups and voluntary organisations up to date with changes and provide them with support in strategy planning, writing applications and handling funding once it has been received. Several of the aspects of the value about working, learning and developing together are pertinent to this area of work.

There are two sections in this area of work:

- Funding, fundraising and resources
- Financial management

A. Funding, fundraising and resources

1. Awareness of the diverse range of funding sources that are available to the VCS (from governments, charitable trusts, private business, loans, grants, sponsorship, contracts and procurement)
2. Signpost groups to information about different kinds of funding
3. Support community groups and voluntary organisations to consider the impact of their organisational structure on potential funding opportunities
4. Provide information on how to develop a sustainable funding strategy which links to their business/development plans
5. Support an organisation or group to work out the true costs of projects, events and services, including the details of full cost recovery and use this as a budgeting tool
6. Provide information on the complexities of contracts/commissioning/procurement and the tendering processes involved
7. Support community groups and voluntary organisations to decide on appropriate sources of funding and to assess their own capacity for using and managing funds
8. Encourage community groups and voluntary organisations to discuss the implications of accepting outside funding including the ethical implications of accepting some funds and the danger of 'mission drift'
9. Provide information on the steps an organisation or group needs to take to prepare a funding application, including preparing budgets
10. Provide information on how to show the need for funding, including identifying needs and working collaboratively with others
11. Provide information on how to develop relationships with funders and to recognise funders' motivations

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12. Support community groups and voluntary organisations to prepare exit strategies
 13. Encourage community groups and voluntary organisations to explore ways of generating income through enterprising activities and fundraising
 14. Provide information on the laws relating to different kinds of fundraising, eg running lotteries, bingo
 15. Provide information about specialist funding support services
 16. Encourage community groups and voluntary organisations to be creative in gathering and using resources.
 17. Support community groups and voluntary organisations to plan for being refused funding and to develop contingency plans, including through partnerships including information on employment responsibilities

B. Financial management

1. Provide information on, and explain basic accounting procedures
2. Provide information on, and explain about preparing budgets, monitoring budgets, changing budgets, cash flow projections
3. Provide information on, and explain about financial monitoring and general kind of financial information funders expect
4. Understand and explain the Charity Commission requirements for financial management of charities
5. Understand and explain the codes of good practice from the Institute of Fundraising, and the Fundraising Standards Board
6. Provide information on the legal requirements for financial returns/audits for companies
7. Provide information on the different accountancy systems community groups and voluntary organisations can use and where they can get help with this
8. Provide information about payroll services available for community groups and voluntary organisations
9. Signpost to expert sources for investments, VAT recovery and liabilities
10. Encourage community groups and voluntary organisations to aim for diversification of funding streams
11. Support members of community groups and voluntary organisations to be able to read a set of accounts and understand the financial situation of their group or organisation
12. Encourage community groups and voluntary organisations to have a reserves policy

Organisational development

The growing professionalism of the sector means that voluntary organisations and community groups need to be provided with information and support in planning, developing policies, quality assurance and a whole range of issues. It is increasingly a part of the development worker's role to support and equip voluntary organisations and community groups to take part in the ever-changing world of the third sector. Aspects of all three value statements are pertinent to this area of work.

There are five sub-sections in this area of work:

- Supporting organisations to plan
- Policies and procedures
- Information systems
- Promoting an organisation or group
- Performance improvement

A. Supporting community groups and voluntary organisations to plan

1. Provide different kinds of planning frameworks appropriate to a variety of community groups and voluntary organisations
2. Support community groups and voluntary organisations to develop strategic, operational, business and development plans, including;
 - the role of feasibility studies/research as a key
 - part of any business and development planning
 - time line planning
 - planning techniques such as SWOT and PEST
 - project planning using a project management cycle
 - planning for organisational sustainability
3. Provide information on, and explain how to use, techniques for prioritising and selecting between different interests
4. Provide information on, and explain how to use techniques to ensure participation by all group/organisation members in development of the plan(s)
5. Planning for project/organisational closure

B. Policies and procedures

1. Provide an overview of the full range of policies and procedures required of community groups and voluntary organisations by legislation and regulation eg child protection

policies/vulnerable adults policies/Criminal Records Bureau/health and safety/Human rights Act/Rehabilitation and Offenders Act

2. Provide information to community groups and voluntary organisations on the range of policies and procedures which promote good practice e.g. environmental policies, funding policy
3. Provide information on the local, regional, national bodies offering support to community groups and voluntary organisations on policy development and implementation
4. Support community groups and voluntary organisations to decide who should write, and approve, their policies and the procedures to implement the policies
5. Encourage community groups and voluntary organisations to customise policies and procedures to suit their particular requirements
6. Encourage community groups and voluntary organisations to establish a process for reviewing and updating policies and procedures

C. Information systems

1. Provide an overview of legislation relevant to information systems - data protection/freedom of information act/computer misuse act - and provide information on their requirements
2. Awareness of the increasing potential for ICT (Information and Communications Technology) to support the work/activities of groups
3. Provide information on the issues community groups and voluntary organisations need to consider about using ICT – their uses for, policies about, purchasing, servicing, support contracts
4. Provide information on local/regional and national sources of funding and support re ICT
5. Encourage community groups and voluntary organisations to explore the barriers created by ICT for some groups and their members
6. Provide community groups and voluntary organisations with details of local information groups and networks including electronic forums
7. Provide information on setting up and running paper based systems where appropriate
8. Provide information on keeping records and using them to produce useful statistics

D. Promoting an organisation or group

1. Awareness of the range of local media and useful contacts for community groups and voluntary organisations
2. Provide information on the differences between publicity and marketing and support an organisation or group to decide what it needs

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3. Support an organisation or group to be clear about its target audience and the best ways to reach this audience
 4. Support an organisation or group to raise its profile through networking
 5. Signpost to courses and support on publicity for groups
 6. Encourage community groups and voluntary organisations to develop their publicity strategy
 7. Inform and support community groups and voluntary organisations to prepare press releases and follow up work
 8. Provide information on running events and presentations to raise a group's or an organisation's profile

E. Performance improvement

1. Awareness of the range of quality systems designed for organisations and their suitability for different community groups and voluntary organisations
2. Provide information and explain the quality standards that are relevant for public service delivery through procurement and commissioning
3. Provide information on the importance/value of monitoring, evaluation and reviews as part of the planning cycle
4. Provide information on, and support community groups and voluntary organisations to, identify relevant indicators and measures of success, including issues of equality and diversity
5. Support community groups and voluntary organisations to set up and use monitoring systems
6. Explain the jargon around evaluations including outputs/outcomes/impact/benchmarking
7. Support community groups and voluntary organisations to develop a culture of reflecting on practice/reviewing and learning from experiences
8. Support community groups and voluntary organisations to plan and carry out evaluations of their activities
9. Support community groups and voluntary organisations to collect, collate and use information from an evaluation

Influence

There are a growing number of arenas in which it is important for the voluntary and community sectors' voice to be heard and their influence to be felt. Development workers need to have the skills to promote the active involvement of the voluntary and community sectors in partnership opportunities to ensure that opportunities are available to all community groups and voluntary organisations to become involved, with support to enable them to take part on an equal basis. As one of the roles of the voluntary and community sectors is to raise issues and press for changes from politicians, public and private bodies, it is important that development workers are able to support community groups and voluntary organisations to lobby and campaign to achieve their goals. This is particularly true at a time when the role of the voluntary and community sectors are seen as primarily providing services for the Government, so this campaigning and lobbying role is crucial to ensuring the independent nature of the sectors and relates to the values of independence and social justice.

There are five sub-sections in this area of work:

- Advocacy and representation of the voluntary and community sectors
- Promote good practice in partnership working
- Promote opportunities for community groups and voluntary organisations to engage with partnerships
- Support representatives from community groups and voluntary organisations to be effective in partnership working
- Lobbying and campaigning

A. Advocacy and representation of the voluntary and community sectors

1. Raise awareness of the potential for the voluntary and community sectors to contribute to current national government policies (eg contribution to civil society)
2. Raise awareness of the size, scale, roles and impact of the voluntary and community sectors on the local economy, services and democracy
3. Raise awareness of the expertise of the voluntary and community sectors and their contribution to decision making
4. Facilitate user-friendly structures and processes that allow local community groups and voluntary organisations an opportunity for their voices to be heard at strategic and decision-making levels
5. Provide information about local groups, organisations and networks in the area to statutory agencies
6. Provide information to support service providers to consult effectively with socially excluded groups

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7. Promote the development of feedback mechanisms between the sectors
 8. Promote the development and operation of compacts, protocols and working agreements
 9. Advocate and represent community needs on partnerships

B. Promote good practice in partnership working

1. Promote opportunities for community groups and voluntary organisations to contribute to the agendas of partnerships
2. Support partnerships to involve the VCS when setting their aims and objectives
3. Provide information on ways partnerships can monitor their effectiveness against their objectives
4. Support partnerships to review who is and who isn't represented within their structures
5. Promote effective communication within partnerships and networks using information technology and other techniques

C. Promote opportunities for community groups and voluntary organisations to engage with partnerships

1. Provide an overview of the political and economic context for partnership working on local, sub-regional, regional and national levels
2. Awareness of the regional, sub-regional and local partnerships/and statutory frameworks and the key players in partnerships
3. Raise awareness of structures and processes that provide an opportunity for local/independent voices to be heard at strategic and decision-making levels
4. Explain the different legal structures and frameworks that partnerships can take and their implications for voluntary organisations and community groups
5. Support community groups and voluntary organisations to identify what partnerships and networks exist and the opportunities for their involvement
6. Support community groups and voluntary organisations to choose which partnerships and networks to be involved with, in which way and at what level
7. Support community groups and voluntary organisations to negotiate to join or establish partnerships
8. Support community groups and voluntary organisations to participate in partnerships by promoting a two-way flow of information, identifying and reducing the barriers to involvement

D. Support community groups and voluntary organisations and their representatives to be effective in partnership working

1. Explain the different ways that partnerships work and how representatives can contribute effectively
2. Support community groups and voluntary organisations to differentiate between 'cross-sector partnership working' and 'voluntary organisations or community groups working together'
3. Explain the roles and responsibilities of partnership members and community representatives
4. Raise awareness of the support needs of community representatives to be effective on partnerships
5. Explain to community groups and voluntary organisations about "statutory guidance to partnerships – the difference between guidance and mandatory requirements".
6. Provide information on and support groups/organisations and their representatives to recognise and handle difficulties and conflicts inherent in partnership working
7. Identify the reasons why some people will feel less able to contribute than others and work with groups/organisations to empower individuals to contribute

E. Lobbying and campaigning

1. Awareness of the role of the voluntary and community sectors in lobbying/campaigning
2. Awareness on the limitations on charities in respect of lobbying and campaigning
3. Provide information on the local political structures, including local councillors and their powers and limitations, and the role of scrutiny structures
4. Provide information to community groups and voluntary organisations on opportunities for influencing policy through lobbying
5. Provide information on how to develop their lobbying skills
6. Provide information on developing/planning a campaign and the local sources of support
7. Support community groups and voluntary organisations to undertake community based/led research and community consultations to determine needs and support for campaigns
8. Awareness of the likelihood of being approached by both sides of a campaign and the potential for dilemmas and conflicts.
9. Provide information on the use of the various compacts that exist between voluntary and statutory bodies to support their work
10. Encourage media awareness in community groups and voluntary organisations
11. Signpost to relevant training on using the media to achieve their aims

Premises for voluntary organisations and community groups

Most voluntary organisations and community groups will need premises to work from, while many community buildings are owned or managed by voluntary committees coping with complex regulations and requirements. Development workers need the skills and knowledge to provide advice, information and support on the options available to community groups and voluntary organisations for getting premises, developing and maintaining them.

There are three sub-sections in this area of work:

- Options for premises
- Refurbishing or building a centre
- Managing premises

A. Options for premises

1. Help community groups and voluntary organisations to work out their need for premises
2. Provide information on, and explain the different options for, occupying premises
3. Support community groups and voluntary organisations to identify their criteria for suitable premises
4. Provide information on access issues to be considered when choosing premises – this includes location as well as the building itself
5. Provide information on sources of legal advice and support on understanding and negotiating leases

B. Refurbishing or building a centre

1. Provide information on the key processes and issues concerned with setting up and establishing a new community building
2. Provide community groups and voluntary organisations with information about specialist agencies who offer support over community buildings, including free advice and support from the private and statutory sector as well as the voluntary and community sectors (e.g. on design, energy strategy, waste disposal, VAT implications)
3. Provide information on the importance of carrying out feasibility studies, including community and stakeholder consultation and need for different kinds of rooms.
4. Support community groups and voluntary organisations to recognise the need for planning and building regulations
5. Provide information on the access issues they need to address to comply with the Disability Discrimination Act (DDA) and good practice guidance

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6. Support community groups and voluntary organisations to appreciate the importance of the external environment - landscapes/play areas/gardens
 7. Support community groups and voluntary organisations to work effectively with professionals and consultants in designing their building
 8. Support community groups and voluntary organisations to understand the building process
 9. Provide information on the guidance available to assist with planning improvement for a building, including VAT implications and making a building environmentally friendly
 10. Signpost group to training and national bodies that specialise in community buildings

C. Managing premises

1. Provide an overview to community groups and voluntary organisations on the issues relating to the governance of community buildings
2. Provide information on the issues relating to the transfer of capital assets to community groups and voluntary organisations
3. Signpost to professional surveying help for advice on whether the building is an asset or liability
4. Assist community groups and voluntary organisations to consider how a community building can contribute to social cohesion and diversity through their programming of activities
5. Provide information on the performance standards relating to the management of community buildings
6. Provide information on assessing the environmental impact of a building
7. Provide information on issues relating to security, child protection, drug misuse policies etc
8. Provide information on lettings policies, tenancies and licences, insurances, management and maintenance
9. Support community groups and voluntary organisations to undertake financial planning for the present and the future, including identifying potential markets for lettings and the regulations relating to holding events and fund and risk assessment
10. Provide information on the general legal requirements for buildings such as public liability, health and safety regulations and good practice, fire safety, food hygiene legislation and training, licensing laws and requirements
11. Provide information on options for furnishing and equipping their premises

Working with community groups and voluntary organisations

A development worker needs to understand how community groups and voluntary organisations operate. A worker needs to balance working to the agenda of a particular organisation or group with the need to be open, inclusive and up to date with external developments. The values of promoting independence and working, learning and developing together are most relevant to this area of work along with those aspects of social justice relating to discriminatory practice and confidentiality.

There are three sub-sections in this area of work:

- Diversity and equality
- Working with groups
- Developing/enabling effective groups

A. Diversity and equality

1. Awareness of the diverse nature of community groups and voluntary organisations, and the different ways they work
2. Recognise the range of community groups and voluntary organisations based on communities of interest and identity (e.g. black and minority ethnic – BME; lesbian, gay, bisexual and transgendered - LGBT; refugee and asylum seeker groups/networks; disability groups)
3. Awareness of issues relating to diverse groups
4. Awareness of the inequalities that exist in your area, and the contexts this creates for community groups and voluntary organisations

B. Promoting effective group work

1. Acknowledge and work with the expertise, ideas and agendas of the group or organisation
2. Negotiate your role with different groups or organisations (being clear about expectations/boundaries)
3. Use community development principles and values to inform your work with community groups and voluntary organisations
4. Provide support to community groups and voluntary organisations in different ways to meet their needs
5. Understand and use basic theories of group work and group dynamics to inform your work

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6. Negotiate to get support for an organisation or group from other agencies, sharing information appropriately, maintaining confidentiality
 7. Monitor the different community groups and voluntary organisations you support
 8. Collect, digest and summarise information for an organisation or group to use
 9. Recognise when an organisation or group has developed into an independent and autonomous group

C. Developing/enabling effective groups

1. Ability to organise meetings and to work within different meeting structures
2. Use of different techniques for encouraging participation within the group
3. Support a group to work together effectively
4. Ability to handle the problems and conflicts that occur within groups,
5. Challenge oppressive and discriminatory behaviour and attitudes within groups
6. Support groups to handle change within their group
7. Provide information on existing groups in their local area, to help people decide if new groups are needed
8. Ability to use techniques to help groups to identify their needs and strengths
9. Ability to help a group to identify its aims and objectives and develop action plans
10. Support groups to prioritise their activities
11. Ability to help a group to develop clear project proposals
12. Support groups to set up and use effective systems for monitoring and evaluating
13. Ability to support a group to plan for and implement equal opportunities
14. Awareness of the difficulties of setting up sustainable groups and supporting groups to be realistic as they start up

Training and learning

The need for training and learning skills runs throughout development work. At all levels of the work, there is a requirement to be able to help community groups and voluntary organisations identify their learning needs, to support people in community groups and voluntary organisations in finding the right training and sometimes to organise and deliver training and learning directly. The most relevant value is on working, learning and developing together to support independent voluntary organisations and community groups and their work towards social justice.

There are three sub-sections in this area of work:

- Determining learning needs
- Organising training to meet needs
- Designing, organising and running training/learning sessions

A. Determining learning needs

1. Promote the concept of learning and the value of learning to the development of the sectors
2. Help an organisation or group to decide what they need to learn by using training needs analysis tools
3. Provide information on training programmes offered by local learning providers
4. Explain the different learning opportunities available such as mentoring, coaching, learning sets, champions, visits, one-to-one tuition, group learning, workshops, conferences, distant learning, e-learning, networking etc
5. Help community groups and voluntary organisations to make maximum use of available resources for learning/training
6. Help community groups and voluntary organisations to access the support they need to support their learning/training

B. Organising training to meet needs

1. Organise training events which allow people to make the most of learning – through the choice of venue, timings, location, support, follow-up materials
2. Work collaboratively with others to organise and provide learning to meet demand for training/learning

C. Designing, organising and running training/learning sessions

1. Design training sessions and resources which meet the needs of different groups or organisations

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2. Recognise what motivates people to learn and how to encourage motivation for learning and build this into their training
 3. Deliver effective training sessions
 4. Assess and evaluate formal and informal learning
 5. Support people to evaluate their learning
 6. Support people to work at their own pace and in a style that suits them
 7. Encourage people in community groups and voluntary organisations to learn through reflective practice

Values and principles of development work to support the voluntary and community sectors

The values upon which development work is based are:

- the independence of the voluntary and community sectors
- social justice
- working, learning and developing together.

These values underlie effective development work and are put into practice by applying the following principles.

Independence will be promoted by:

- recognising and working with the expertise, ideas and agendas of the group or organisation;
- being able to judge the level and nature of support required by groups and the point at which the group is able to act without support;
- developing clear boundaries on the role and work of the development worker;
- setting out clearly to members of community groups and voluntary organisations the boundaries of the support to be provided;
- working in partnership with other voluntary and community sector community groups and voluntary organisations to improve service delivery and to share resources.

Social justice will be promoted by:

- recognising the need to address power imbalances that exist between communities and society, and individuals within community groups and voluntary organisations;
- acknowledging the importance of developing an awareness of our own attitudes and prejudices;
- recognising, valuing and respecting the diverse nature of our society and of the sectors, and the differences that exist within both;
- recognising discriminatory practice when it occurs and being willing to challenge it;
- being clear about the confidential nature of information, or otherwise, to ensure that information is shared appropriately between community groups and voluntary organisations;
- setting clear boundaries about which community groups and voluntary organisations will and will not receive support and why;
- ensuring services and activities are accessible to groups who have least resources or may face access barriers;

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- recognising and acknowledging the potential for conflict between the agendas of external bodies and the needs and agendas of the group or organisation.

Working, learning and developing together should be supported by:

- developing reflective practice which will enable workers to learn from their actions;
- learning to respect the pace at which groups work and the reasons for that pace;
- balancing support for an organisation or group's needs with being clear about the availability of resources and the implications this has for future action and development;
- developing positive working relationships with other workers, organisations, networks and wider agencies;
- recognising and valuing positive results in both development work and the work of the community groups and voluntary organisations.

A summary of the framework

CORE - Understanding and working within the voluntary and community sectors

A development worker needs to have an understanding of the diverse nature of bodies that make up the voluntary and community sectors, including the differences between voluntary organisations and community groups, in order to be effective in supporting and maintaining their development. The values of promoting and supporting the independence of the voluntary and community sectors and their role in working to increase social justice are particularly relevant to this section.

There are three sub-sections in this core competency:

- An understanding of the voluntary and community sectors and the context in which these operate
- The different ways of organising
- How to work with representatives of groups

Links to National Occupational Standards (NOS)

This core competency links to the following standards:

- Community Development Work NOS – key roles A, C, E
- Trustees NOS – unit 1
- Management of volunteers NOS – F
- Fundraising NOS – F9

CORE - Promoting equality and diversity

Equality and diversity issues are an integral part of development work, together with meeting the legal duties of voluntary organisations and community groups under equality legislation. They are also heavily linked with the value of social justice that underpins the work.

There are three sub-sections in this core competency:

- Understanding and raising issues of inequality
- Policy development
- Taking action/policy implementation and review.

Links to National Occupational Standards (NOS)

This core competency links to the following standards:

- Community Development Work NOS – values statements, in all key roles

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- Trustees NOS – units 2, 3
 - Youth work NOS - D2

CORE - Working within your own organisation

As well as supporting the development and maintenance of new and existing community groups and voluntary organisations, development workers will have a role to play within their own organisation: bringing in information they have gathered from their own work that is of relevance to their managers, for example on changes to the policies of funders and funding opportunities. Development workers, along with others in their organisations, should also strive to demonstrate examples of good practice in developing, maintaining and sustaining an organisation. The values of promoting the independence of the voluntary and community sectors and of working, learning and developing together are particularly relevant to this section.

There are three sub-sections in this core competency:

- Understanding your organisation – its history; structure; location within the VCS; policies and procedures
- Resources and support for your work
- Contributing to the organisation's development and sustainability.

Links to National Occupational Standards (NOS)

This core competency links to the following standards:

- Community Development Work NOS – key roles A, E, F
- Trustees NOS – units 1,2 3
- Fundraising NOS - F10, F19

CORE – Personal and professional skills and abilities

Development workers need to have a range of personal skills and abilities that enable them to understand the issues, develop and maintain relationships, deliver a wide range of services and keep up to date with the ever-changing context in which the sector operates. This section relates specifically to the values of development work around promoting and supporting the independence of the voluntary and community sectors, promoting social justice and developing through learning from others.

There are three sub-sections in this core competency:

- Personal and professional behaviour
- Ability to develop effective working relationships
- Maintaining effective working practices

Links to National Occupational Standards (NOS)

This core competency links to the following standards:

- Community Development Work NOS – values statements; aspects of all key roles
- Trustees NOS – qualities section
- Management of volunteers NOS – E
- Youth work NOS – D1

Areas of work

Governance

An important aspect of a development worker's role is to support community groups and voluntary organisations with getting their structures right to enable them to act within the law, to apply good practice and to protect people acting in a voluntary capacity from the implications of things going wrong. A vital aspect of development work is the recognition of the roles played, and responsibilities taken on by people on a voluntary basis and the enormous commitment that involves. As the voluntary and community sectors are being increasingly seen by central government as the deliverer of mainstream services, it will become more and more important to get the organisational structures right. The values of promoting independence and working, learning and developing together are the most pertinent for this area of work.

There are five sub-sections in this area of work, which are loosely based on the national occupational standards for trustees:

- Establishing values and mission
- Options for organisational structures
- Legal and regulatory compliance
- Strategic work of management committees
- Operational work of management committees

Links to National Occupational Standards (NOS)

This area of work links to the following standards:

- Community Development Work NOS – key roles B, E
- Trustees NOS – units 1,2,3,4
- Youth work NOS – A4, B2

Managing people

Development workers need to be aware of the requirements on voluntary organisations and community groups as employers and the issues likely to arise in their work, both as providers of information and encouragers of good practice, and as members of employing organisations themselves. Many voluntary organisations and community groups depend on the work of volunteers and community activists, and development workers can promote effective ways of working with, and supporting, volunteers. Aspects of all three value statements are relevant to this area of work.

There are three sub-sections in this area of work:

- Employing paid staff
- Managing paid staff
- Supporting community groups and voluntary organisations working with volunteers.

Links to National Occupational Standards (NOS)

This area of work links to the following standards:

- Community Development Work NOS – key roles B, E
- Trustees NOS – units 2, 3
- Management of volunteers NOS – A, B
- Youth work NOS C1

Funding and financial management

As accessing funding and the demands for financial management become ever more complex, development workers need to be able to keep community groups and voluntary organisations up to date with changes and provide them with support in strategy planning, writing applications and handling funding once it has been received. Several aspects of the value of working, learning and developing together are pertinent to this area of work.

There are two sub-sections in this area of work:

- Funding, fundraising and resources
- Financial management

Links to National Occupational Standards (NOS)

This area of work links to the following standards:

- Community Development Work NOS – key role E
- Trustees NOS – unit 3

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- Management of volunteers NOS – D
 - Fundraising NOS – F11, F12, F17, F18, F19, F25, F21, F22, F27
 - Youth work NOS C2

Organisational development

The growing professionalism of the sector means that voluntary organisations and community groups need to be provided with information and support in planning, developing policies, quality assurance and a whole range of issues. It is increasingly a part of the development worker's role to support and equip voluntary organisations and community groups to take part in the ever-changing world of the third sector. Aspects of all three value statements are pertinent to this area of work.

There are five sub-sections in this area of work:

- Supporting organisations to plan
- Policies and procedures
- Information systems
- Promoting an organisation or group
- Performance improvement

Links to National Occupational Standards (NOS)

This area of work links to the following standards:

- Community Development Work NOS- key roles B, C, D, E
- Trustees NOS – units 2,3
- Fundraising NOS – X2
- Youth work NOS – E2, F1

Influence

There is a growing number of arenas in which it is important for the voluntary and community sectors' voice to be heard and their influence to be felt. Development workers need to have the skills to promote the active involvement of the voluntary and community sectors in partnership opportunities to ensure that opportunities to become involved are available to all community groups and voluntary organisations, with support to enable them to take part on an equal basis. As one of the roles of the voluntary and community sectors is to raise issues and press for changes from politicians, public and private bodies, it is important that development workers are able to support community groups and voluntary organisations to lobby and campaign to achieve their goals. This is particularly true at a time when the role of the voluntary and community sectors is seen as primarily providing services for the Government, so this

campaigning and lobbying role is crucial to ensuring the independent nature of the sector and relates to the values of independence and social justice.

There are five sub-sections in this area of work:

- Advocacy and representation of the voluntary and community sectors
- Promote good practice in partnership working
- Promote opportunities for community groups and voluntary organisations to engage with partnerships
- Support representatives from community groups and voluntary organisations to be effective in partnership working
- Lobbying and campaigning

Links to National Occupational Standards (NOS)

This area of work links to the following standards:

- Community Development Work NOS- key roles B, C, D, E
- Trustees NOS – units 2,3
- Fundraising NOS – X2
- Youth work NOS – E2, F1

Premises for voluntary organisations and community groups

Most voluntary organisations and community groups will need premises to work from, while many community buildings are owned or managed by voluntary committees coping with complex regulations and requirements. Development workers need the skills and knowledge to provide advice, information and support on the options available to community groups and voluntary organisations for getting premises, developing and maintaining them.

There are three sub-sections in this area of work:

- Options for premises
- Refurbishing or building a centre
- Managing premises

Working with community groups and voluntary organisations

A development worker needs to understand how community groups and voluntary organisations operate. A worker needs to balance working to the agenda of a particular organisation or group with the need to be open, inclusive and up to date with external developments. The values of promoting independence and working, learning and developing together are most relevant to

this area of work along with those aspects of social justice relating to discriminatory practice and confidentiality.

There are three sub-sections in this area of work:

- Diversity and equality
- Working with groups
- Developing/enabling effective groups

Links to National Occupational Standards (NOS)

This area of work links to the following standards:

- Community Development Work NOS – value statements, key roles B, C, E, F
- Trustees NOS – units 1,2,3
- Youth work NOS – B3

Training and learning

The need for training and learning skills runs throughout development work. At all levels of the work, there is a requirement to be able to help community groups and voluntary organisations identify their learning needs, to support people in community groups and voluntary organisations in finding the right training and sometimes to organise and deliver training and learning directly. The most relevant value is on working, learning and developing together to support independent voluntary organisations and community groups and their work towards social justice.

There are three sub-sections in this area of work:

- Determining learning needs
- Organising training to meet needs
- Designing, organising and running training/learning sessions

Links to National Occupational Standards (NOS)

This area of work links to the following standards:

- Community Development Work NOS – value statements, key roles B, D, F
- Trustees NOS – unit 4
- Management of volunteers NOS – D
- Fundraising NOS – F28, X4, X5