
Overview

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

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

This standard is relevant to all Community Development practitioners.

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Performance criteria

You must be able to:

- P1 support groups to identify and agree what changes are needed within a community
- P2 support groups to identify and evaluate all options for action and to recognise and evaluate potential obstacles to the achievement of the desired outcomes
- P3 encourage groups to seek out and use available research and information to make an effective case for the proposed changes
- P4 assist groups to identify who has the power and influence to make the changes they want
- P5 assist groups to identify potential allies who can help and support them
- P6 support groups to use existing networks and channels of communication to make contact and initiate discussions
- P7 support groups to plan a campaign with realistic timescales, using resources available
- P8 encourage the allocation of roles and responsibilities for the plan's implementation in a way which recognises people's skills and expertise
- P9 support the development of specific skills where gaps are identified
- P10 identify other sources of resources, support and expertise, and support groups to use them
- P11 support groups to collectively resolve any conflicts or differences that develop during a campaign
- P12 support groups to use media effectively to publicise their campaign and make their voice heard
- P13 ensure that everyone involved in the campaign has accurate and comprehensive information, and understands how to contribute effectively
- P14 support groups to monitor the campaign in ways that are participative and to use the results to plan their next steps
- P15 encourage groups to evaluate their actions and how effective they have been in influencing decision-makers

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Knowledge and understanding

You need to know and understand:

The following knowledge and understanding statements relate to the four standards within Key Area Three. It is not necessarily the case that every Key Area Three knowledge statement relates to every standard, but it is likely that a knowledge statement relates to more than one standard.

The context

- K1 the contribution of social movements and community action in bringing about change
- K2 the impact of power and power relationships upon individuals and communities taking collective action
- K3 the benefits of recognising and valuing diversity
- K4 how discrimination and disadvantage impact on working relationships within communities
- K5 barriers to involvement in collective activities and ways to overcome them
- K6 how to develop community-based strategies which build the confidence, skills and independence of community groups
- K7 the importance of groups deciding on their own development

Setting common goals

- K8 the role of research and information to determine common concerns
- K9 appropriate techniques and approaches for the collective identification of common issues, such as gender, disability, age and culture
- K10 collective decision-making approaches to identifying and agreeing aims and objectives

Group dynamics and processes

- K11 how to facilitate collective approaches to group dynamics and development appropriate to the values of Community Development
- K12 equality and anti-discriminatory practice within groups
- K13 the impact of transient and changing populations on groups
- K14 structures which encourage open debate and accountability within groups
- K15 the roles that people take in groups and the support they need to be effective
- K16 methods of facilitating the review and development of group needs and capacity

Community organising

- K17 collective and participatory approaches to planning an event or activity
- K18 how to identify and access necessary resources and support for

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- community events/activities
- K19 how to ensure compliance with relevant legislation and good practice in relation to planned events/activities, including how to undertake a risk assessment
 - K20 how to effectively monitor and evaluate events/activities and incorporate learning into future planning

Conflict within communities

- K21 causes of conflicts within communities and wider society
- K22 common responses to conflict situations and the impact on group cohesion
- K23 different, and creative, approaches to conflict analysis and resolution
- K24 sources of mediation support available to individuals, communities and practitioners

Campaigning

- K25 models and techniques for collectively planning a community based campaign
- K26 the importance of making strategic alliances to build support
- K27 the factors to take into account when choosing methods of publicity and seeking media support for specific campaigns
- K28 how to influence and gain support via national and local political systems and structures
- K29 methods for evaluating community based campaigns

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Additional Information

Values

Key Area Three is underpinned by the five Community Development key values of: Equality and Anti-discrimination, Social Justice, Collective Action, Community Empowerment and Working and Learning Together.

The following examples correspond to each of the key values:

1. people's skills, knowledge and diverse experience are recognised and used in planning a campaign
2. the importance of open and consensual community decision-making structures is recognised and valued
3. groups recognise and understand the importance of being accountable to their members
4. community groups develop collaborative working relationships with other groups, networks, voluntary sector organisations, and public bodies
5. the approach used in the campaign is analysed for future actions

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