

A Four Step Action Plan

Step 1 = By October 2006 for the Councils Executive Board to agree to use this strategy document as a '*non-centre specific*' strategic framework.

Key goals for 2006/2007;

- a) To ensure all community associations are registered with community matters *VISIBLE* programme.
- b) Support Community Associations to achieve essential criteria within *VISIBLE*.
- c) Run a parallel community buildings assessment linked to the Councils asset management process.
- d) Intervene where associations are in dispute or not functioning constitutionally

Step 2. = By September 2007 for each of the Councils 6 Area Committees to have used the *VISIBLE Communities standards* methodology, and suggested actions from within this strategy (listed at Appendix 1) to design and implement *local development plans* that deal specifically with all the community centres in their control.

Step 3 = By September 2008 for each of the Councils 6 Area Committees, with support from Neighbourhood Renewal, to have used the *VISIBLE Communities standards* methodology to quantify the effectiveness of each community centre in terms of meeting the needs of the communities they serve.

Step 4 = November 2008 for Councils Executive Board to use the evidence gained by the *VISIBLE Communities standards* methodology and the area committee development plans to decide what community provision is required in each area.

Author

This document is written from the perspective of Oxford City Council officers and managers.

Feedback /

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The document has been produced in a large font to make it easier to read. An *index of terms* has also been included to aid understanding. Copies of the document in languages other than English can be provided on request.

Aim

This document is intended to provide the strategic framework for the development of Oxford's Community Centres by ensuring that they meet the social welfare, education and recreational needs of local people and that they are fit for purpose for which they are to be used.

Source Information

- The Best Value Review July 2001
- Indoor Community Centres review 2004
- Becoming Visible 2006

Consultation Process

The following organisations have been consulted during the development of this document

- City Councillors
- Community Associations
- The Oxford Federation of Community Associations.
- Council Officers
- Community Matters

Appendices

APPENDIX 1 = NON EXHAUSTIVE SHOPPING LIST OF POSSIBLE ACTIONS

APPENDIX 2 = GLOSSARY OF TERMS

APPENDIX 3 = LOCATION PLAN OF COMMUNITY CENTRES



Community Matters is the National Federation for Community Organisations.

They currently have 1100 member organisations across the UK and have been supporting community associations and similar organisations since 1945. All of the local Community Associations referred to in this document are currently members of Community Matters.

VISIBLE Communities™

In 2006 the 'Community Matters' have launched their VISIBLE Communities standards as a bold attempt to help community organisations to measure and develop their work.

Community Matters believes that it is vital for the community association network and other similar multi-purpose community centre/organisations to achieve high standards around their work to help ensure the future sustainability of community based services. The management committee of the Oxford Federation of Community Associations have given their support to VISIBLE as the best way forward.

The VISIBLE Communities™ framework identifies the role of community associations / community centres as:

- A **V**oice to represent issues of local concern
- An **I**ndependent and politically neutral organisation
- A **S**ervice provider for local people
- An **I**niiator of projects to meet locally identified need
- A **B**uilder of partnerships with other local organisations and groups
- A strong **L**ocal network of people and organisations
- A way to **E**ngage local people to become active in their communities

Self-assessment Work book

Becoming Visible – Operating Standards for Community Organisations is a workbook and development tool that will enable local organisations to become VISIBLE. It has received endorsement from the Local Government Association, The Active Communities Unit of the Home Office and the Charity Commission. (Each book costs in the region of £30.)

Assessment charts

Within each book there are a series of assessment charts for each letter of the VISIBLE acronym. The charts comprise a number of different indicators of good practice Community Matters has tailored the characteristics of VISIBLE Communities™ so as to take account of the community anchor model outlined by the Home Office Civil Renewal Unit in their publication *Firm Foundations*.

It is our view that these standards will enable community associations and other similar organisations to demonstrate that they are local community anchors

Listed below are the essential (*must have*) indicators

- 1. Through surveys and or other forms of consultation the organisation has an understanding of the needs, concerns and interests of the diverse people and groups in the community.*
- 2. Through a newsletter or other form of communication the organisation informs others about the contribution that people and groups in their community make to the quality of local life.*
- 3. Through forums and meetings the organisation supports the community to speak for itself.*
- 4. The organisation has ways to ensure that it represents the views and interests of the whole community in the most appropriate way.*
- 5. The organisation has effective ways of keeping the community informed about relevant issues.*
- 6. The organisation does not express any party political opinion and offers equal access to its resources to any / all legitimate parties (providing that does not compromise the organisations constitutional objectives)*
- 7. The organisation has up-to-date procedures and constitution, which ensure democracy, accountability. Independence and prevent undue influence.*
- 8. The organisation has a management committee which sets strategic direction and takes key decisions and for which there is open election of committee members. The management committee are clear about their distinct allegiances to both the organisation and the community it serves.*

9. *The organisation is open to all people within the area of benefit in accordance with the constitution.*
10. *The organisation has policies and practices for managing its activities and any resources under its control and keeps these up to date.*
11. *The organisation has procedures and financial controls for generating and managing its finance and keeps these up to date.*
12. *The organisation has policies and practices for managing any staff employed by / seconded to the community organisation and keeps these up to date.*
13. *The organisation or its user groups offer a broad range of services / activities to address the social welfare, education and recreation needs of the community.*
14. *The organisation understands its role in developing or encouraging new services to keep pace with changing need in changing communities. It also understands its particular role in catering for the needs of disadvantaged and marginalised groups in the community.*
15. *The organisation is a community based organisation, with a local focus, (neighbourhood or community of interest), local accountability and under local (resident or community interest) control.*
16. *The organisation supports the principle of collective action and strives to achieve an active community in which local people participate and volunteer for the mutual benefit.*
17. *The organisation publicises committee roles and responsibilities and encourages a diverse range of people to join both its main management committee and any sub committees and working groups. Presents a clear picture of trustee responsibility.*

In addition to 'essential indicators' listed above, to become accredited organisations will be expected to meet up to 8 additional indicators, chosen from a 110 possible options.

Examples include –

- *The organisation generates a healthy portion of its own income through lettings, activities, enterprise and trading, contract delivery etc so as to maintain financial independence and ensure organisational sustainability*
- *The organisation has ways (procedures etc) of protecting children and vulnerable adults.*
- *The organisation has a policy stating how it will recruit any employees that covers equal opportunities, advertising, short-listing monitoring diversity of applicants, references & person specifications?*
- *The organisation has proper procedure for handling cash including receipts, petty cash, reconciliation, protection of trustees and cash in transit?*
- *The organisation offers its core services and activities free or affordably to local people.*
- *The organisation has up to date information on the diverse communities in its area of benefit based on age, culture/ ethnicity, disability income etc.*
- *The organisation networks with other community associations and organisations in order to share practice learn from what others are doing and act collectively. This may include negotiating joint deals.*
- *The organisation has strong links with all parts of the informal & formal community sector in its area of benefit including organisations, groups, activists and social entrepreneurs.*
- *The organisation provides a range of opportunity for local people to become involved both formally and informally.*

Accreditation

'Becoming Visible' has been developed as a self-assessment tool but it will become a *kite marked* certification scheme, which will involve external verification of the organisation's self-assessment and evidence.

Support

Organisations wishing to use the VISIBLE Communities™ model will be given assistance through a standard support package that will include a visit from a trained consultant to take organisations through the process.

1. BACKGROUND:

- 1.1. There are currently 24 City Council owned Community Centres in the City. The *Council* recognises that Community Centres and Community Associations have a very significant role to play in strengthening neighbourhoods and improving the well being of local people. The Council wants to maximise the effectiveness of Community Centres and ensure they are *accessible*, well used and cater for the needs of local people.
- 1.2. Research¹ has identified a number of demographic and other factors that will significantly influence the provision of Community Centres in the City they are-
 - A higher than average population of 16 to 29 year olds
 - A lower than average population of under 14s & 45-59 year olds
 - A large number of people from ethnic minority groups
 - Specific *key areas of deprivation*
 - Reliance on public transport in some areas
 - 3 times more Community Centres per person than most other Cities²
- 1.3. Up to £3 million needed to bring all existing Community Centres to modern³ building standards, outstanding essential maintenance backlog totals £1.7 million (see table 1 for breakdown by centre).
- 1.4. As owners - the City Council is responsible for the maintenance of the fabric of the Community Centre buildings⁴ and currently provide them rent and rates free, under lease or licence to local Community Associations.
- 1.5. The City Council constitution states that Executive Board has the service responsibility to
 - (a) *To manage and maintain (including purchase and disposal of interests in) the Authority's residential and commercial property portfolio*
 - (b) *To maintain Community Centres.*

¹ Office of National Statistics (ONS) profile of the Oxford City population

² OCC owns 24 There are an additional 28 private community centres

³ Public building audit 2005

⁴ Executive Board Specific Service Responsibility (a) under the constitution

1.6. The 6 City Council Area Committees have devolved responsibility under the constitution;

- *To exercise the Council's powers for the provision, management and maintenance of: 44b Princes Street, Northway Sports Centre and the East Oxford Games Hall;*
 - ...
 - *To provide and manage Community Centres⁵.*
- Consequently these Centres fall within the scope of this strategy.

1.7. Community Associations are responsible for the day-to-day operation of the Community Centres including energy costs and redecoration. All the Community Associations are registered charities and depend heavily on a small number of volunteers to keep going.

1.8. The maintenance backlog is part of the city council's capital and revenue programme. Community Centres are within the scope of the Corporate Asset Plan. A breakdown by area and centre is given in table 1 below (figures from Building Design and Construction, Built Environment)

Table 1

Centre	Essential Maintenance Backlog
Asian CC	£25,000
Donnington	£32,000
East Ox CC	£225,000 (EOCC) £146,000 (44b)
East Ox GH	£108,000
East Total	£536,000
Barton	£35,000
Bullington	£47,500
Cheney	£5,000
Headington	£53,000
N'way CC	£49,000
N'way GH	£32,500
Risinghurst	£70,000
Woodfarm	£10,000
North East Total	£302,000
Cotteslowe	£8,500
North Ox	£0 (Ferry)£30,000 (Cotteslowe)
North Total	£38,500

Centre	Essential Maintenance Backlog
Regal	£11,000
Cowley	£316,000
Florence P	£26,000
Cowley Total	£353,000
South Ox	£337,500
Jerico	New Building planned
West Ox	£10,000
Central & South West Total	£347,500
Bbleys	£95,000
Littlemore	£0
Jubilee 77	£3,000
Rose Hill	£62,500
South East Total	£160,500

⁵The Council does not have specific power to manage community associations

- 1.9. Currently five of the 24 Community Centres receive direct managerial input from the Council⁶. From within Neighbourhood Renewal. Neighbourhood Renewal holds a budget for community centres [see information below]

Community Centre Cost Centres	Code
Community Centres Premises & Running Costs	AC01
44B Princes Street	AC02
Asian Cultural Centre	AC13
Barton Neighbourhood Centre	AC14
Jubilee '77 Centre	AC17
BBL Community Centre	AC18
Community Centre Management	AE04
Northway Sports Centre	AB18
East Oxford Games Hall	DT12

The following figures have been taken from 2006/07 budgets – costs of running Community Centres

Global budget figure (not including support services) = £1,534,206

Which is broken down as follows:-

Salaries budget = £234,913

Operational budget = £160,932

Capital & Services Charges = £1,138,361

Business Rates

Until 31/3/07, all community centres receive 100% relief from Business Rates

They will all, from 1/4/07, receive 80% mandatory relief but will no longer receive the 'top up' 20% discretionary relief⁷

- 1.10. Six Community Associations⁸ currently run bars / social clubs. Experience has shown that although a bar can be a valuable source of income for a Community Centre it can also be a real source of problems. Some Community Centres with bars have to spend so much time and effort keeping the bar operating effectively that they have little time for other things.

- 1.11 Because of the high input from volunteers most Community Centres have minimal staff costs. They turnover more than £3 million each year and

⁶ Asian Cultural Centre, Barton, Blackbird Leys, Jubilee and West Oxford.

⁷ As decided by Executive Board in 2005/6

⁸ Northway, Rosehill, Donnington, Cowley, East Oxford & Florence Park

have over 250,000⁹ customers. Community Associations are limited by their charity status from making profit.

- 1.12 On the whole Community Centres offer a wide range of *accessible* activities, which are well supported and cater for *target groups*. Research¹¹ suggests that some Centres are under-used and that there are gaps in provision. Council input can be very important in supporting *programme* and *partnership* development.
- 1.13 Although geographically some areas of the City have few community facilities¹² there is no obvious over provision. There may be an opportunity for enhancing existing facilities through the *partnership* development of key sites.
- 1.14 The Asian Cultural Centre currently the only *Single Focus* Community Centre, in the City although other ethnic groups are seeking similar accommodation
- 1.15 Many of Oxford's Community Centres still follow a traditional pattern of Community Centre provision in that they provide activities such as seniors groups, lunch clubs, bingo and community bars. However, modern *best practice model* Community Centres may include key local services eg:
 - Health provision
 - Family support
 - Youth centres
 - Recreation spaces
 - Welfare and advice services
 - Credit unions
 - UK Online computer centres
 - Music recording and arts studios
 - Meeting spaces
 - Function rooms
 - Training facilities
 - Kitchens (to training standard grade)
 - Community regeneration schemes
 - Community office spaces
 - Housing services.
 - Sports & Cultural activities

⁹ Includes return users

¹⁰ Survey of community centre usage 2005

¹¹ Survey of community centre usage 2005

¹² e.g. Marston Road / Headley Way

- 1.16 These *Model Centres* break-even financially, without the need for bar income but, more importantly, by providing the right balance of activities and services become important focal points for their local communities. These examples of *best practice* do not exclude the traditional Community Association activities but actively complement them and enhance local community provision.
- 1.17 In the majority of cases, the services offered by *Model Centres* are not provided directly by one organisation but by a group of organisations working together to develop a stimulating and balanced *programme*. The Council has some capacity through its four *Area managers* to help local people move away from the 'historic' picture of provision and to foster environments whereby community participation can flourish.

2. ISSUES, PROBLEMS, GOALS & OPTIONS FOR ACTION

2.1 The following section

- Highlight **key issues** and **problems** facing the Community Centres in the next few years
- Sets **goals** for the coming years.
- A shopping list of **possible actions**, which **could** be implemented to address the **issues**, solve the **problems** and achieve the **goals** are given in (APPENDIX 1)

2.2 The sections are laid out as follows:

- A. *SERVICE PROVISION*
- B. *MANAGEMENT/STRUCTURE*
- C. *DEVELOPMENT / REFURBISHMENT*
- D. *PARTNERSHIP*

A1. SERVICE PROVISION: "PROBLEMS & ISSUES"

A1.1. Lack of consistency.

The range quality and frequency of services provided at each Centre is somewhat reliant on the size, design and *accessibility* of the Centre. Constitutionally most Community Associations are focused on providing services for local people who live in a defined 'area of benefit'. In reality many Centres / associations can and do offer services such as training, education and advice, which have a much wider appeal.

A1.2 Over reliance on bars.

A number of long-standing Centres have large bar/ social areas, which provide a large proportion of their income. These Centres often spend so much time and effort keeping the bar operating effectively that they have no time for other things. It can be argued that the financial support these Centres receive from the Council in terms of rates, maintenance and management is ' subsidising the drinking habits of a few'.

A1.3 Community Need

Ostensibly, service provision in established Centres appears to be driven by community need. In reality there is little evidence of a *proactive* approach that regularly asks local people what they want and then delivers new activities or services accordingly.

A1.4 Partnership

Very few Centres have taken full advantage of working in *partnership* with other agencies. Conversely many agencies, including the Council do not make significant use of the Centres for delivering local services.

A1.5 Changing times

Historically the Community Centres have been driven by local people needing a local place to meet, drink and enjoy themselves. Today we have a diverse and mobile population. There is a strong move towards providing Council and other agency services at a much more local level.

Communities are becoming more aware of their position in terms of responsibility, control and decision-making. Community Centres should be at the heart this change.

A1.6 Area Committees

There is trend within the *Council* to move away from central control towards local decision-making through *Area Committees and Neighbourhood management*. *Area Committees* have an important role to play in the development and management of Community Centres, **although it is essential that the important strategic links in overall provision is not lost.**

A2.SERVICE PROVISION "GOALS FOR COMING YEARS"

A2.1 To help and encourage community associations to undertake *needs analysis* type research in the local community.

A2.2 To encourage community association's to change their existing *programmes* to provide opportunities that reflect what local people need.

- A2.3 To allow and encourage statutory and non-statutory agencies to use the Centres as platforms to deliver services locally.
- A2.4 To effect real change in the lives of local people by giving them the opportunity to access services locally.
- A2.5 To define the services the Council wants to deliver through its Community Centres.
- A2.6 To work with Community associations and other partners to make best use of *area based working* to manage and develop Community Centres.
- A2.7 To have Community Centres at the heart of delivering services to both local and 'Citywide' needs.
- A2.8 To determine what 'Citywide' service should be provided at each Centre.
- A2.9 To establish a standard for the delivery of 'Citywide' services at all Centres.

B1. MANAGEMENT STRUCTURE: " PROBLEMS & ISSUES"

B1.1 The Council

Responsibility, within the Council for Community Centres lies with the Neighbourhood Renewal business unit. Currently five of the 24 Community Centres receive direct managerial input from the Council¹³ the remaining 19 Centres are directly managed by Community Associations. The Council currently employ 4 area Community managers.

B1.2 Continuity

There is little consistency in management throughout the 24 Centres.

B1.3 *Service Level / Management agreements*

There are currently no formal *service level or management agreements* between Community Associations and the Council.

B1.4 Influence

The Council has little direct influence over the policies and practice of Community Associations although some councillors do attend community association management committee meetings in an advisory capacity.

¹³Asian Cultural Centre, Barton, Blackbird Leys, Jubilee and West Oxford).

B1.5 Responsibility

Some Community Associations are not fully aware of their responsibilities in terms of transparency and accountability.

B1.6 Leases

More than 50% of the Community Associations do not have a signed lease for occupation and management of their Centre.

B1.7 Effectiveness

Some Community Associations are far from harmonious and suffer infighting and disruption amongst their management committees.

B1.8 Volunteers

All Community Associations are totally dependant on the good will and dedication of a small number of volunteers.

B2. MANAGEMENT STRUCTURE "GOALS FOR COMING YEARS"

B2.1 To work towards providing high quality, local management of all Centres.

B2.2 To work with Community Associations, to develop and strengthen the Oxford Federation of Community Associations.

B2.3 To ensure every Community Association enters into a buildings lease, and a *Service level agreement* within 6 months of the adoption of this strategy.

B2.4 To ensure that *Service level agreements* reflect the core values of the Council.

B2.5 To ensure that each Community Association is transparent in its functions; accountable to its members and that it reflects the aspirations needs and views of its community.

B2.6 To provide advice and resources to achieve the above goals.

B2.7 To increase the number of volunteers.

B2.8 To increase volunteers training.

C. DEVELOPMENT & REFURBISHMENT

C1. . Development & Refurbishment “Problems & Issues”

- C1.1 Many of the existing 24 Centres are old and in need of up to £3,000,000 spending on them to bring them up to scratch. The Council annual maintenance budget of around £130,000 is insufficient to meet demand.
- C1.2 Most Centres are in prime residential areas of the City.
- C1.3 In the recent past¹⁴ - 5 Centres were highlighted for redevelopment.
- C1.4 Although there is generally a good spread of Centres across the city it can always be argued that some communities are not well served. Unfortunately due to the diverse nature of the activities and services provided at each community centre it is not possible to adopt a *simplistic supply and demand / catchment* solutions which can be used to rationalise the provision of more formal Leisure facilities such as swimming pools or Sports Centres.
- C1.5 Many Centres are under utilised with many rooms standing idle for long periods.
- C1.6 Many Centres have facilities, which are not fit to provide more than a very basic level of service.
- C1.7 Some older centres are poor in terms of energy efficiency.
- C1.8 Some Centres are considered by some people - to be so underutilised and dilapidated that the Community Centre aspect should be scaled down and the sites redeveloped.
- C1.9 Some Community Associations are likely to be very resistant to change.
- C1.10 Some Community Associations have big expectations of replacing or rejuvenating existing Centres.

¹⁴ Best Value Revenue of Community Centres of 2001

C1.11 The Council has no easy way of funding extensive Community Centre developments. Any money coming from *Section 106* agreements is subject to protocols surrounding their implementation.

C2. DEVELOPMENT & REFURBISHMENT "GOALS FOR COMING YEARS"

C2.1 To increase usage of Centres by all sections of the community.

C2.2 To introduce *performance criteria* against which Centres would be evaluated.

C2.3 To establish an effective way of consulting with community associations and dealing with their expectations.

C2.4 To find and keep enough money to tackle the refurbishment issues.

C2.5 To make full use of *Section 106 agreements* for Community Centre developments.

C2.6 Where it is feasible or worthwhile - to upgrade Centres so that they are versatile, accessible, welcoming and be places to be proud of.

D1. PARTNERSHIPS "PROBLEMS & ISSUES"

D1.1 Many large organisations such as the County Councils education department, are committed to 'getting closer to local communities' as an effective way of delivering their services. As a result *partnership* / Joint working arrangement with Community Centres is likely to become increasingly important.

D1.2 Many Centres are poor at exploiting the opportunities of *partnership* working.

D1.3 The few Centres that have *partners* involved, are predominantly in the *regeneration areas* where *partnership* working has become the norm.

D1.4 Centres can offer a ready-made access point and give *partners* the opportunity to rationalise and improve service delivery.

D1.5 Centres need to market themselves to potential *partners* and ensure that the decision makers within those organisations are aware of what they have to offer.

D1.6 In areas where there are a number of other providers of "community space" Community Associations need to decide if some services are better provided by other venues.

D2. PARTNERSHIPS – "GOALS FOR COMING YEARS"

D2.1 To make prospective *partners* aware of the potential of Community Centres.

D2.2 To ensure Community Associations are seen to be professional and competent.

D2.3 To ensure that facilities on offer impress potential *partners*.

D2.4 To encourage Community Associations to 'think ahead' and develop a wider range of services.

D2.5 To increase the range and quality of services that are available locally.

D2.6 To avoid unnecessary duplication of services.

APPENDIX 1 : NON EXHAUSTIVE SHOPPING LIST OF POSSIBLE ACTIONS

A3 SERVICE PROVISION

- A3.1 To work with the national body for community associations 'Community Matters' to implement proven methods of delivering "quality services" and ensure all Centres are accessible to the whole community*
- A3.2 To increase the number of Council services available from Community Centres as a way of promoting local area working and establishing a series of one-stop shops.*
- A3.3 To establish a minimum level of the services that the Council want delivered through Community Centres.*
- A3.4 To actively encourage other service providers to deliver local services through Community Centres.*
- A3.5 To evaluate the cost / benefit and implications afforded by LIFT¹⁵ or similar schemes.*
- A3.6 To have **no new** licensed premises in any Centres. This will reduce the reliance on bars and focus the activities into services identified by local people and statutory agencies*
- A3.7 To resolve all outstanding issues relating to Community Centres through the Executive Board and Area Committees¹⁶, Area Working and Neighbourhood Management*
- A3.8 For Area Committees to prioritise what services they want delivered from each Centre.*
- A3.9 For Area Committees to consider how they manage community centres and allocate sufficient resources to deliver prioritised services.*

B3 MANAGEMENT STRUCTURE "POSSIBLE ACTIONS"

¹⁵ Community Associations are very suspicious of the LIFT project as it may undermine their own position.

¹⁶ A significant number of Community Associations are very much against 'Reporting to' Area Committees- They think local councillors should attend their meetings in an advisory capacity.

- B3.1 To unite lease, management and service level agreements into one 'New treaty' that would be generic to all Centres. As a result Performance management practices could then easily be applied to each Centre.*
- B3.2 To only Implement building occupancy leases at all Centres. (Performance management practices could **not** then easily be applied to each Centre).*
- B3.3 To introduce quality systems to all Centres based on the Community Matters, 'Continual improvement model'.*
- B3.4 For the Council to take over the management of any Centre whose committee is in dispute or not functioning constitutionally; until such time as the problems can be resolved¹⁷*
- B3.5 To implement a programme of recruitment, training and support for volunteers.*

C3 DEVELOPMENT & REFURBISHMENT "POSSIBLE ACTIONS"

- C3.1 To agree with Community Associations a building development plan for each Centre based on cost v benefit criteria.*
- C3.2 To reinvest profits from the sale of high cost, low benefit Centres to improve the others.*
- C3.3 To make full use of Section 106 agreements for Community Centre developments.*
- C3.4 To spend more of the Council's money on Community Centre maintenance and less on other things.*
- C3.5 For Community Centre maintenance to be incorporated into the Councils asset management strategy.*

D3 PARTNERSHIPS - "POSSIBLE ACTIONS"

¹⁷ OFCA would mediate when required by either party & their may be capacity issues with existing staff.

- D3.1 To develop a full marketing campaign that looks to market Community Centres to potential partners - (People, Place, Product, Price, Promotion).*
- D3.2 To make partnership working the 1st choice when developing new services in Community Centres.*
- D3.3 To make Community Centres the 1st choice for delivering local Council services.*
- D3.4 For policy makers within organisations such as the City & County Council to agree to points D3.2 & 3.3 above thereby producing synergy.*
- D3.5 To map the existing supply and provision of services in order to identify duplication and gaps and over supply.*
- D3.6 To encourage Community Associations to become more entrepreneurial and develop new partnerships*

APPENDIX 2 : GLOSSARY OF TERMS USED IN THIS DOCUMENT

<u>WORD OR PHRASE</u>	<u>MEANING</u>
<i>Accessible</i>	Easy to use / get to / get in
<i>Area based working</i>	Way of working that focuses on areas of the City
<i>Area Committees</i>	City Council Committees that focus on areas of the City
<i>Best Practice Model Centre</i>	Example of how it should be a Community Centre
<i>Continual improvement model</i>	A way of working - aimed at getting everything right first time
<i>Cost v Benefit</i>	What you get out in relation to what you put in
<i>Generic</i>	Covering all
<i>Key Areas of deprivation</i>	High percentage of people having low incomes, poor education, poor housing etc
<i>LIFT</i>	Local Investment Financial Trust
<i>Needs analysis</i>	Who needs what when
<i>Neighbourhood Management</i>	A way of managing that focuses on areas of the City
<i>One-stop shop</i>	Lots of services together in one place
<i>Ostensibly</i>	On the surface – Appears to be
<i>OFCA</i>	Oxford Federation of Community Associations
<i>Partnership</i>	Working together with others
<i>Performance Management</i>	Tracking of results against targets
<i>Proactive</i>	Hands on – Down to Business

<i>Programme</i>	Range or schedule of activities
<i>Section 106</i>	Money received by the Council for the granting of planning applications
<i>Regeneration Areas</i>	Estates that have received Government money to bring about improvements
<i>Service Level or Management agreements</i>	Contract to provide an agreed level of service
<i>Simplistic supply and demand solution</i>	Ratio of facilities to people i.e. one swimming pool for 50,000 people
<i>Single Focus</i>	Aimed at one cultural group
<i>Synergy</i>	The results of working together are greater than working apart $1+1 = 3$
<i>Target groups</i>	People on low incomes, the young, the old, ethnic minorities, people with disabilities
<i>The Council</i>	Oxford City Council
<i>VISIBLE Communities standards</i>	National framework that identifies the role of community associations / community centres