



ASSET BASED COMMUNITY DEVELOPMENT

Learning Resource Pack

Developed through learning with and alongside our wonderful communities in East Sussex

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EVALUATION

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What does it mean in practice?

Independent evaluations can be costly, but they may be worth it for larger projects to help demonstrate the impact of your project or activity.

But there are tools which you can use which can help which could be adapted or adopted without breaking the bank.

For Making it Happen our evaluation partner, Collaborate CIC, developed the Four Shifts Framework to help us to illustrate more powerfully the positive changes which community led development in East Sussex was encouraging.

The Framework can be used by anyone and the indicators can be adapted to fit your context.



Tools

In this section we've shared some of the tools we've used to gather evidence to support evaluation of Making it Happen & Asset Based Projects.

Four Shifts Framework

The Four Shifts – what are they?



The Four Levels – what are they?



A simplified illustration

The Four Shifts Example Indicators



The Giant Framework



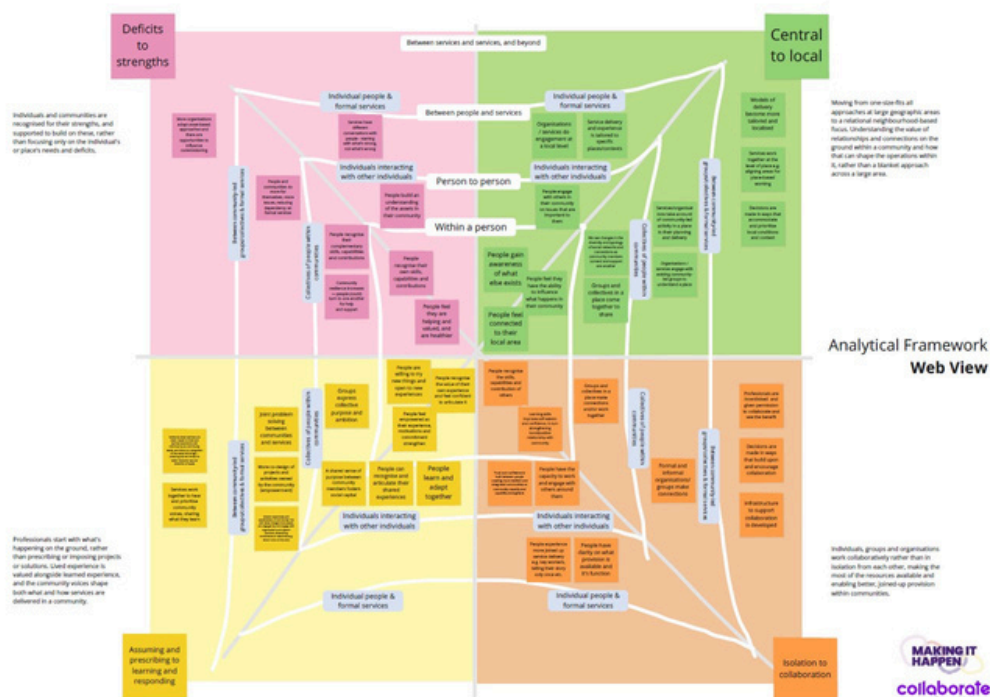
The Four Shifts Framework

The Four Shifts Framework was created by *Collaborate CIC* to support the evaluation of Making it Happen.

The framework describes four ‘shifts’ which are essential to encourage more **joined up ways of working** across a whole system, and the levels at which change needs to occur. ABCD plays a significant role in contributing to these system shifts in practice, and the framework provides a tool which has enabled us to map this role and to illustrate **how it is contributing** in practice.

The following pages share a simplified version of the framework and deeper explanation of the shifts and levels, with examples of indicators that illustrate the changes which ABCD can support.

To download a full copy of the Framework and the Making it Happen evaluation report visit: <https://making-it-happen.org.uk/stage-two-report/>



The Four Shifts – what are they?

These four key shifts encourage more joined up ways of working across the whole system. ABCD can play a huge role in enabling and strengthening them.



Deficits to strengths

Moving from a focus on needs and deficits to consideration of the strengths and assets that are already present.



Central to local

Moving from centralised 'one size fits all' responses to locally defined solutions and action.



Isolation to collaboration

Moving from isolation and silo working to collaboration across different actors and organisations.



Assuming and prescribing to listening and responding

Moving from pre-determining what people need or offering a 'set menu' of options, to deep listening and co-production.

The Four Levels – what are they?

These are the levels at which the shifts can occur. ABCD contributes at all levels, including at the system level, by nourishing a context within which people are able to influence local decision making, service design, and co-production.



Within a person

- Changes in how an individual person behaves or perceives themselves.



Person to person

- Changes in how individuals interact with other individuals in their community.
- Changes in how collectives of people within communities interact, behave or perceive themselves.



Between people and services

- Changes in how individual people and formal services interact.
- Changes between how community-led groups/collectives and formal services interact.



Between services and services, and beyond

- Changes in how formal services and the wider system interact with each other and the community.

The Four Shifts Framework

a simplified illustration

This illustration shows a simplified version of the framework with the four shifts along the top and the levels down the side. There are a range of indicators which describe what changes are taking place and at what level. Activity is mapped across the shifts, at the various levels and against the indicators. We started with a core set of indicators, but also described new ones as our understanding of the changes that were taking place developed.

For example, one community representative described how through coming together with others to participate in a creative activity, they **experienced joy** (within a person), which contributed to a **sense of belonging** (from isolation to collaboration).

	Deficits to strengths	Central to local	Isolation to collaboration	Assuming & prescribing to learning and responding
Within a person	People feel they are helping and valued, and are healthier	People gain awareness of what else exists		
Person to person			People have the capacity to work and engage with others around them	A shared sense of purpose between community members fosters social capital
Between people and services		services engage with existing community led groups to understand a place		Joint problem solving between communities and services
Between services and services and beyond	More organisations adopt AB approaches and there are opportunities to influence commissioning		Infrastructure to support collaboration is developed	

The Four Shifts

Example indicators

The following indicators are taken from the Framework and illustrate changes which contribute to a shift from central, one size fits all approaches, to locally defined solutions. We have shared one example from each of the levels, but there are many more.

People feel they have the ability to influence what happens in their community

Within a person

People engage with others in their community on issues that are important to them

Between people

Organisations & services engage with existing community-led groups to understand a place

Between people and services

Decisions are made in ways that accommodate and prioritise local conditions and context

Between services and services

The Giant Framework

The framework is a hugely valuable tool which has helped us to map the impact of ABCD, but it can also be used to draw out impact and learning for any initiative seeking to encourage system change.

We used it to map the tools we have used over the course of the programme in order to help us identify which have been most useful or powerful, for whom and in which contexts.

To support the activity we created a giant version of the framework. This made the activity much more participative by:

- Encouraging more open discussion.
- Making the activity fun.
- Ensuring different learning styles could be explored.
- Drawing out shared learning.

Our mapping approach and some examples from the activity are shared on the following pages.



	DEFICITS TO STRENGTHS	CENTRAL TO LOCAL	ISOLATION TO COLLABORATION	ASSUMING & PRESCRIBING TO LEARNING & RESPONDING
WITHIN A PERSON	Tools which enable people to reflect on own assets / strengths & ideas	Tools which enable people to see what impact they can have on their hyperlocal community	Tools which enable people to reflect on own assets and how these could link with others	Tools which enable self reflection and assets. Tools which support personal learning and growth
PERSON TO PERSON	Tools which enable assets and ideas to be shared	Tools which enable people to see what a small group can do and how it can develop locally.	Tools which encourage collaboration and sharing of ideas	Tools which enable open discussions. Discovery tools
BETWEEN PEOPLE & SERVICES	Tools which enable the voice of the community but also assets between people and services to be shared	Tools which explore localised assets and how they interlink	Tools which open up conversations between communities and services	Tools which encourage networking across sectors. Tools which enable services to learn from people in communities
BETWEEN SERVICES & SERVICES & BEYOND	Tools which showcase positives, and show what services can bring to support one another. Tools to connect / Network	Tools which highlight unique trends in hyperlocal communities. Tools that evidence localised adjustments needed in services	Tools which encourage services to see the value in collaboration	Tools which enable networking, which encourage listening, finding common ground and building from what is already present.

Deficits to Strengths

<p>WITHIN A PERSON</p>	<p>The 5 H's Used as an ice breaker in workshops delivered by MIH (including ABCD workshops and Digging for Gold) to draw out the strengths or assets within the people present.</p>
<p>BETWEEN PEOPLE</p>	<p>Powerful Questions I turned some questions into a set of cards, so people could pick one up as a conversation starter. Used at a meeting of individuals at a cafe.</p> <p>6 Assets to Connect Used with people and groups to encourage them to think about the range of positive things that are present in people and places. At community events, but also with small groups.</p>
<p>BETWEEN PEOPLE AND SERVICES</p>	<p>Sparks Grant Project Planning Tool Used with a lady who had an idea for a cooking project with parents + toddlers. It worked well to draw out the ideas but also to identify connections needed with services.</p> <p>Discovery Walk Explored the area with local Councillors to learn about their concerns, priorities & aspirations. Led to wider links with the community: littler picks, gardening competitions, xmas lights etc. all supported by local cllrs and services.</p>
<p>BETWEEN SERVICES AND SERVICES AND BEYOND</p>	<p>Snakes and Ladders Used at the Four Shifts cross sector event to encourage people to work together on a shared vision for transformation and to consider the challenges and the enablers (the snakes and ladders) which may be encountered.</p>

Central to Local

<p>WITHIN A PERSON</p>	<p>Postcard prompts Tenant participation conference...to get ideas about what people would like to do in their neighbourhood. Enabled voice within a person & ideas directly from the local community.</p>
<p>BETWEEN PEOPLE</p>	<p>Tree of ideas In Selby Meadow, we put this on our MIH Table to ask people for any ideas either for the meadow or the town in general. It had several tags by the end of the event. A local boy also helped man the stall.</p> <p>Discovery Walk I went for a walk in Pebsham with the local ward Councillor. It was a great way to encourage ABCD ways of thinking & explore assets of an area. Also a way for information on what localised communities value to be taken further by the councillor.</p>
<p>BETWEEN PEOPLE AND SERVICES</p>	<p>Giant Duck Tool We pulled a giant duck all around town & stopped and talked with people. Got ideas and notes written on the duck. This enabled feedback on assets and what the local community valued in regard to services.</p> <p>Asset Map Tools Used at many events for people and services to map assets in the local area. Very visual and enabled good engagement. Not only useful for those adding onto the map but for those people to see other assets in the area. Great to see lots of flags / assets.</p>
<p>BETWEEN SERVICES AND SERVICES AND BEYOND</p>	<p>Working to Strengths Collaboration is crucial. Specific examples have included funding activity to support joined up working in neighbourhoods with DRI, Amaze, Recovery Partners and others, and in seeking to collaborate with Housing, Police, Social Prescribers and others.</p>

Isolation to Collaboration

<p>WITHIN A PERSON</p>	<p>Fun Activities for Children</p> <p>When a young person is safe & engaged with crafts you can engage with the adult. This enables busy parents / carers to have a voice when they may not usually get the opportunity. Some amazing ideas have developed like this.</p>
<p>BETWEEN PEOPLE</p>	<p>Tea & Cake</p> <p>Something as simple as tea and cake enables conversations between people. Initial meetings with groups always work better with tea and cake!</p> <p>Project Planning Board</p> <p>The house project boards were used at a community event to explore project ideas with participants. Created less formal and more engaging conversations to spark the project planning process.</p>
<p>BETWEEN PEOPLE AND SERVICES</p>	<p>The Wishmas Tree</p> <p>Used at a Christmas Fair to spark ideas and do a quick check in activity. Local people from the community alongside groups and services attended and got involved.</p> <p>Appreciative Enquiry</p> <p>Used at workshops as part of facilitated conversations. Creates a space for conversations that are not prescribed but feed into a flow and learning theme.</p>
<p>BETWEEN SERVICES AND SERVICES AND BEYOND</p>	<p>Four Shifts Framework</p> <p>Used to help illustrate the role ABCD plays in encouraging more joined up ways of working. It has been used in presentations including to support conversations with Wealden District Council about co-production.</p>

Assuming and prescribing to listening and responding

<p>WITHIN A PERSON</p>	<p>Two minute rant In training session but could also work very well in a team meeting / community / peer support setting. Could also use conscious conversation with a community member to encourage active listening.</p>
<p>BETWEEN PEOPLE</p>	<p>Powerful Questions Development Workers have used these in a range of scenarios to encourage people to share their hopes, dreams, interests and aspirations. A community events, on post cards to be returned and at pop up stalls in parks and public spaces.</p>
<p>BETWEEN PEOPLE AND SERVICES</p>	<p>Goody Bags We used this activity at a cross sector event which brought people from communities together with people from different parts of the system. It was a great way to get people to think about what they already have which can support somebody else to achieve their goals.</p>
<p>BETWEEN SERVICES AND SERVICES AND BEYOND</p>	<p>Four Shifts Framework Used to illustrate the role ABCD plays by complementing, adding value and contributing to the whole range of local strategic priorities alongside other services.</p> <p>Planning Tools These tools are valuable for working with a group to help them clarify / draw out their vision & the practical steps to achieve it.</p> <p>Touching base We used this check in activity at the Four Shifts cross sector event held in November 2023. The event aimed to explore ideas to encourage more joined up and responsive ways of working.</p>

The Four Shifts Activity Pack

The Four Shifts event held in Eastbourne in November 2023 aimed to explore how asset based community development (ABCD) encourages and supports **more joined up and responsive ways of working**. The event was built around the Four Shifts Framework which has emerged through the evaluation of the Making it Happen ABCD Programme. The Four Shifts describe key factors that are outcomes of the ABCD approach, and which **support genuine community involvement and collaboration** in system change.

Participants came from different sectors, different parts of the county and from different parts of the ecosystem – from grass roots community groups to infrastructure organisations to formal services.

The Activity Pack

The Activities – including a giant game of snakes and ladders – used during the event were put together by the Four Shifts Co-Design Group. Some appear in various forms in other places so we're not claiming to have invented them, but they were adapted and redesigned for use at this event. You can find the event report and the activity pack via the following links:

<https://making-it-happen.org.uk/app/uploads/2024/03/Four-Shifts-Report-FINAL.pdf>

<https://making-it-happen.org.uk/app/uploads/2024/03/Four-Shifts-Activity-Pack.pdf>

