

I'm not a robot



[illegible]

involvedBuilding consensus on proposed strategies for changeOnce you think that the strategies are finalized and in place, you will want to build consensus on proposed changes within your planning group. Keeping in mind the fact that multiple sectors of the community are represented in the planning group, you should complete two types of review:Review proposed changes for each sectorTaken together, do these proposed strategies maximize this sector's contribution to the missionWhat other changes in programs, policies, or practices could or should be made in this sectorReview proposed changes for all sectors taken togetherWould all changes, taken together, be sufficient to reduce the problem?What other changes in programs, policies, or practices could or should be made within the community or system?Furthermore, to help attract and preserve commitments on behalf of the sectors represented in your planning group, you should build consensus on the changes to be sought by asking:Is this proposed change important to the mission?Is this proposed change feasible?You can even put these two questions into a survey format and create a table for planning group members to respond to. Before administering the survey, set criteria for which sought changes will be kept or eliminated with a ranking score system.You can see below that a sample ranking system ranging from 1 for Not at All [Important or Feasible] to 5 for Very [Important or Feasible] has been used. We suggest that you set criteria of an average value of 3 or higher for a proposed change to be retained.Proposed ChangeHow important is it to...How feasible is it to...1 - 2 - 3 - 4 - 51 - 2 - 3 - 4 - 51 - 2 - 3 - 4 - 51 - 2 - 3 - 4 - 51 - 2 - 3 - 4 - 51 - 2 - 3 - 4 - 5How do you calculate the average ranking score using a scale like the one in the table above?Example:For a proposed change, 20 planning group members select one of the score values in their response. Of those, you have:10 responding 410 responding 34 responding 26 responding 4Given the suggested criteria of an average ranking of 3 or higher, will you keep or toss the proposed change?Step 1. 10(3) + 4(2) + 6(4) = 62Step 2. 62 / 20 responses = an average ranking of 3.1Step 3. Based on the scoring criteria, you determine to keep the proposed change since the overall consensus via the survey is 3.1. What is most important about the process demonstrated above is that each group member participates in the consensus vote on each proposed change. And when you are finished, your community will be armed with a targeted action plan that has the approval of all community sector representatives.The Grande Finale The Complete Action PlanBy now, you have come a long way in your action planning process. You have gathered information, involved key community members, outlined a vision, mission, objectives, and developed appropriate strategies for your community. In this final step of action plan development, you will specify in detail who will do what, by when, to make what changes happen. The action plan will also note the resources needed, potential barriers or resistance, and collaborators or communication lines that need to be active. You can rely on this plan to know what actions you should take day by day.Action Step CriteriaYour action plan will consist of numerous action steps needed to bring about change in the community. Each action step should outline:What actions or changes will occurWho will carry out those changesBy when the changes will take place, and for how longWhat resources are needed to carry out proposed changesCommunication (who should know what?)Drafting Action StepsAction steps are similar to well-written objectives in their structure and content, but include some additional information. First, lets start by looking at how to draft a strong objective. Then, we will take it one step further and write a comparable action step. You may already be working from objectives in a funded grant proposal. If that is the case, you have a time saving, solid foundation for your action steps.The best action steps have several characteristics in common with well-written objectives. Those parallel characteristics are:Specific. That is, they tell how much (e.g., 40 %) of what is to be achieved (e.g., what behavior of whom or what outcome) by when (e.g., by 2010)?Measurable. Information concerning the objective can be collected, detected, or obtained from records (at least potentially).Achievable. Not only are the objectives themselves possible, it is likely that your organization will be able to pull them off.Relevant to the mission. Your organization has a clear understanding of how these objectives fit in with the overall vision and mission of the group.Timed. Your organization has developed a timeline (a portion of which is made clear in the objectives) by which they will be achieved.Challenging. They stretch the group to set its aims on significant improvements that are important to members of the community.Example: Your community is working to establish on-site childcare for community health clinic clients by the year 2010. Based on the desired systems change, here is a sample action statement: By June 2009, all necessary regulatory permits will be obtained.Now, lets take this information and generate a complete action step. In addition to the criteria for well-written objectives, action steps address resources needed, anticipated barriers, and a communication plan. Now we will complete the five action step criteria (what, who, by when, what resources, and communication) using the sample, By June 2009. . . Criteria 1: What actions or changes will occur? All necessary regulatory permits will be obtained for the on site provision of child care for health clinic clients.Criteria 2: Who will carry out those changes? Danelda Jackson and Tom Glim, staff of the community health clinicCriteria 3: By when will the changes take place, and for how long? 2009, in order to open in 2010. They will be renewed annually after that.Criteria 4: What resources are needed to carry out the proposed changes? (For example, resources may be material, financial, or temporal).ContractorsWhat potential barriers might affect this action step? Barriers to success might include:Faltering commitment on behalf of collaboratorsKey individuals or groups opposing effortsLack of sustained interest in the initiative at the community levelSimultaneous events such as economic downturn or parallel or competing initiativesCity staff may resist providing a permit because it may appear to intensify the use of the clinic site.Criteria 5: Communication (who should be informed about these actions?) Clinic staff and patrons and community residents should be made aware of the availability of the availability of on site child care at the clinic.Note: You may find it most helpful to set up a template for a table in a word processing program so you can efficiently record each action step generated by your planning group. The table below has been filled in with the criteria and sample information listed above.Action StepActionBy WhomBy WhenResources/Support NeededPotential Barriers/ResistanceCommunicationBy June 2009, all necessary regulatory permits will be obtained.All necessary regulatory permits will be obtained from childcare licensing agency, city government, etc.Danelda Jackson and Tom Glim, clinic staffJune 2009 in order to open in 2010ContractorsCity staff may resist providing a permit because it may appear to intensify the use of the clinic site.Clinic staff and patrons and community residents should be made aware of the availability of on site child care at the clinic.Review your action plan for completenessOnce the planning process is complete, be sure to obtain review and approval of the final action plan from all group members.Assess the action plan for:ComprehensivenessClarityFeasibilityTimelinessFlexibilityRemember that the action plan will be revisited from time to time for modifications, as a communitys needs change. However, ultimately, this blueprint for action will be used over time, across sectors of the community, and across issues of interest. Therefore, strive to make it a powerful tool for community change.Follow ThroughYour completed action plan may contain many action steps. And while you will have mapped those out carefully along a timeline, you will probably have action steps that should occur simultaneously. Furthermore, you may sense a need to prioritize the order in which you execute action steps that are supposed to take place in the first six months of your initiative.You may find it easier to determine that ordering or prioritization strategy if you ask the following questions:Which changes are the most important or key to the initiative's objectives?Which changes would inspire and encourage participants and build credibility within the community?Which changes need to be completed before others can? For example, some changes may require other changes and relationships to be established.Which changes are easier or quicker? Could completing them give the planning groups members a sense of success?Part of following through with proposed action steps will be the task of maintaining collaborator commitment and interest. An invaluable approach to fostering this working relationship is communication: communication about timelines, upcoming planning meetings, progress, results, intermediary feedback, etc.Communicate progressCommunication is paramount to continued support and commitment within all sectors of the community. Continue to hold planning group meetings and additional public forum meetings, making sure to publicize these appropriately via local newspapers, email listservs, etc. Communicate with all relevant audiences, and let them know how their feedback was used to modify the action plan when relevant. You may want to refer back to the communication column of your action step table to make sure that you have corresponded with all people who need to know about the status of a particular action step.It is best to include a communication plan in your action plan, and regularly share information about progress and outcomes relevant to the initiative. And the best means of having sound information to report is an evaluation plan.Document progressAfter you have worked so hard to plan and implement action steps, your community group will most certainly want a means of measuring progress towards the vision. It is important to evaluate your initiative toward that end.The purpose of evaluation is to document and measure the completion or success of action steps. From your action planning groups perspective:Evaluation may help you clarify action steps so they are measurable.Documentation and evaluation help you continually refine your program. Rememberan action plan is an ever-changing blueprint that can be modified according to community needs. If evaluation of action steps reveals successes, failures, or other lessons learned, that information should be applied to future planning cycles or revision of the overall action plan.Evaluation data provide information about the relative costs and effort for tasks so activity and budget adjustments can be made as needed.It is important to include evaluation components as you develop your action plan versus as you implement it. Be sure that your action plan details how information will be collected, analyzed, and communicated. Because the action plan will be implemented over a long period of time, you may want to document intermediary accomplishments on a monthly basis. Such cumulative records help you identify trends in rates of community and system change over a number of yearsCelebrate progress and revisit/renew the action planEven the most effective initiatives can benefit from reflection on their accomplishments. Therefore, you should review your action plan as frequently as needed, but at least annually. Arrange for ongoing review and discussion of group progress and proposed changes in the action plan. And, when new and important changes occur (e.g., a long-awaited policy change by a major employer), celebrate them.Overall, focus on small wins versus creating the perfect program. This approach will:Reward outcomes versus actionsProvide multiple opportunities for celebrationAllow coalition partners to work together by asking each other to do their part while not demanding that everyone be locked into a single course of actionProvide a sensitive measure of progress that can be monitored periodically to support improvement and accountabilityThroughout evaluation of progress, celebration of progress, and renewal of the action plan as the community environment changes over time, maintain this key perspective:Your community coalition is a catalyst for change, helping to bring about a series of community and system changes related to the mission, rather than simply the delivery of a single program or service. While evaluation has its place in all initiatives, try to focus more on contribution rather than attribution as your community implements its action plan.In summaryAction planning includes:Convening a planning group in your community that consists of:Key officialsGrassroots leadersRepresentatives of key sectorsRepresentatives from all parts of the community, including diverse ethnic, cultural, and socioeconomic groupsListening to the communityDocumenting problems that affect healthy youth developmentIdentifying risk and protective factorsDeveloping a framework for actionBecoming aware of local resources and effortsRefining your group's vision, mission, objections, and strategiesRefining your group's choice of targets and agents of changeDetermining what community sectors should be involved in the solutionDeveloping a tentative list of changes to be sought in each sectorBuilding consensus on proposed changesOutlining action steps for proposed changesDocumenting progress on bringing about community and system changesRenewing your group's efforts along the wayWhen you complete these activities, celebrate (for now) You have developed a blueprint for action.Regardless of the complexity of the problem at hand within your community, action planning helps you:Understand the communitys perception of both the issue at hand and its potential solutions.Assure inclusive and integrated participation across community sectors in the planning process.Build consensus on what can and should be done based on the communitys unique assets and needs.Specify concrete ways in which members of the community coalition can take action.Myles Horton, the late founder of the Highlander Center, talked about "making the road by walking." The work of transforming communities and systems to promote healthy youth development will be made by joining with local people who care enough to make needed changes. As we do this important work, we realize that we walk the path of those before us. And, eventually, with those who will carry on this cause after we are gone. Online ResourcesConcerns Report Handbook: Planning for Community HealthPreventing Adolescent Substance Abuse: An Action Planning Guide for Community-Based InitiativesPreventing Pregnancy: An Action Planning Guide for Community-Based InitiativesPreventing Youth Violence: An Action Planning Guide for Community-Based InitiativesPreventing Child Abuse and Neglect: An Action Planning Guide for Community-Based InitiativesPromoting Child Well-Being: An Action Planning Guide for Community-Based InitiativesPromoting Health for All: Improving Access and Eliminating Disparities in Community HealthPromoting Healthy Living and Preventing Chronic Disease: An Action Planning Guide for Community-Based InitiativesPrint ResourcesFawcett, S., Carson, V., Collie, V., Bremby, R., &Raymer, K. (May 2000). Promoting Health for All: An Action Planning Guide for Improving Access and Eliminating Disparities in Community Health. KU Work Group on Health Promotion & Community Development, Lawrence, Kansas.Fawcett, S., &Francisco, V. (July 2002). Promoting Child Well-Being: An Action Planning Guide for Community-Based Initiatives. KU Work Group on Health Promotion & Community Development, Lawrence, Kansas.Tarlov, A., &St. Peter, R. (2000). The Society and Population Health Reader: A State and Community Perspective. New York: The New Press. Chapter Four: Fawcett, S., Francisco, V., Hyra, D., Paine-Andrews, A., Shultz, J., Russo, S., Fisher, J., &Evensen, P. Building Healthy Communities U.S. Department of Health and Human Services. Planned Approach to Community Health: Guide for the Local Coordinator. Atlanta, GA. U.S. Department of Health and Human Services. Centers for Disease Control and Prevention, National Center for Chronic Disease Prevention and Health Promotion. The kind of organising we do at Citizens UK is broad-based, meaning we work together on a broad range of issues that matter to people, from campaigning for zebra crossings on dangerous roads to reforming the immigration system, to the real Living Wage campaign.We know everyday people have the ability to shape the world around them and together, we put the power back into peoples hands to hold those responsible to account.Our member organisations are also broad: from schools to faith communities, charities to universities, community organisations to trade unions. Member organisations form alliances in which they pool their resources through paying membership dues and hire a community organiser whose job is to train, connect and support them to strengthen their organisation and win change for their people.By building positive working relationships between people in our communities, elected power-holders and businesses, we make sure our members are getting a seat at decision-making tables and are heard. This is how we shift the balance of power, helping people come together across their differences, find common ground and win change.Together, we have a proven track record of winning change on the things that communities care about the most.So, how do we do this? We follow the 5 steps to Social Change. Organise - Everyday people have the ability to win changeListen - Your solutions form the roadmap to our campaignsPlan - We train you through the tools of community organisingAct - We shift the balance of powerNegotiate - We bring together power-holders with civil society to hold them accountable and progress change Start by building a team!This involves bringing together everyday people from local organisations such as schools, faith groups, universities, charities, unions and others. Its not about leaving our differences at the door we value contrasting perspectives and bring each person into the solution for change by finding common ground. Communities we work with are too often shut out from decisions that affect their lives, and not involved in finding the best solution to these issues. So, we listen to each other and our communities to find out what is putting pressure on everyday people and families. We spot issues of social injustice that make peoples lives difficult but which they feel powerless to do anything about. Listening is not only about identifying issues, it is also a crucial way to build new relationships, learn new leadership skills, and build solidarity across people with different backgrounds. Once we have a strong team and we know what our people care about, we set about making a plan to use our power to win change. We identify solutions and decide which actions to take. This means knowing who the ultimate decision maker is for the changes we want to see and working out how we can get to a point where we can negotiate with them. We also need to assess the potential allies we might need to build along the way. We take action that is imaginative, legal and fun or meaningful to hold those responsible to account. We do this to prompt a reaction, such as securing an agreement to meet with us. Well support you through the steps to identify your team, equip your organisation with training, and connect you to the power holders who can implement change. The hard work will be yours, but were here to support you and take action. Finally, we negotiate with decision-makers in government, businesses, or whoever holds power to agree on change. Citizens UK provides communities and power holders support to help change the debate and find a constructive way forward. Communities participating in decision-making, from a position of power, contribute to the common good and help us all build a better, fairer society. 90% of our community leaders in new Citizens alliances feel that they are better equipped to build stronger relationships in their own organisation and 82% report that community organising enables them to better connect with people of different backgrounds in their area. It is the development of local leadership that makes the change possible. When we see school students in Newham persuading London City Airport to pay the real Living Wage or see grassroots charities like One Roof Leicester and the Somali parents association SOCOPA transform the way they deliver services and engage with volunteers and service users alike, it is because of ordinary people stepping up. Communities have been organising for centuries. In a world that is increasingly polarised, divided and unjust, our approach to organising reweaves the fabric of civil society. Find out more about the history of broad-based community organising and take a look at our achievements since Citizens UK was founded over 30 years ago.

What is community change. What is the concept of social change in community action. What is community action. What is community action example.