

# North Lanarkshire Council Report

## Youth, Equalities and Empowerment Committee

approval  noting

Ref LMcM/EW

Date 26/08/19

## Programme of Work (PO55) Community Asset Mapping

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### Executive Summary

Community Asset Mapping is a process that will underpin delivery of elements of The Plan for North Lanarkshire. The process, through assessing and building on existing community strengths, will achieve clear community empowerment to ensure all communities understand their capacity to support decision making around key investment/ disinvestment and alternative delivery models in line with The Plan for North Lanarkshire.

The approach and guidance set out in this report for approval recognises the unique capacity of North Lanarkshire's communities to build community cohesion in partnership with the Council and to bring people together to generate a shared awareness and understanding of their communities assets – in other words their ability and strengths - to not only inform but deliver local solutions.

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### Recommendations

The Youth, Equalities and Empowerment Committee is recommended to:-

- (1) note the Community Asset Mapping methodology as set out in section 2 of this report; and
- (2) approve the Community Asset Mapping Guidance outlined in Appendix 1.

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### The Plan for North Lanarkshire

Priority All priorities

Ambition statement (20) Improve the involvement of communities in the decisions, and development of services and supports, that affect them

## 1. Background

### 1.1 Purpose of Community Asset Mapping

Asset mapping provides information about the strengths and resources of a community and can help uncover solutions via establishing disinvestment as well as investment approaches. Once community strengths and resources (not just building based assets) are inventoried and depicted on a map/diagram, you can more easily think about how to build on these assets to address community needs and improve outcomes. Asset mapping promotes community involvement, ownership and empowerment within local service delivery models.

#### What is a Community Asset?

A community asset or resource is anything that improves the quality of community life. Assets include:

- the capacities and abilities of individuals within a defined community;
- a physical structure or place, for example, a school, hospital, or church, library, community/sports centre, or social club;
- a business that provides jobs and supports the local economy;
- associations of citizens; for example, a Local Community Safety Group or Parent Council; and
- local private, public, and non-profit institutions or organisations.<sup>1</sup>

1.2 In short, Community Asset Mapping (CAM) is a way to mobilise what a community has, it is therefore an important engagement process progressing to an outcome, which comprises the following steps:-

- engage;
- assess;
- map;
- build community connections; and
- engage the community in visioning and planning.

Key critical in mobilising communities is establishing an empowerment approach whereby communities understanding and can influence not only the need to invest in service delivery models but also to disinvest to achieve effective community led locally based service models linked to The Plan for North Lanarkshire.

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## 2. Report

### 2.1 Why Map?

The vision articulated within The Plan for North Lanarkshire is ambitious in its reach into communities. We want people living within our communities to feel part of the journey to inclusive growth and to be able to influence and benefit from the opportunities that will be available to them. Therefore understanding our communities is critical in terms of:-

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<sup>1</sup> (UCLA Center for Health Policy Research)

- developing engagement and participation opportunities that are effective and seek to reflect the views and aspirations as well as diversity within our communities;
- ensuring coordination and targeting of resource accurately to improve outcomes and opportunities;
- working with our communities to make improvements that reflect need, recognising and, where possible, protecting what is important to community identity;
- ensuring that strategic decision making takes into consideration the local context and existing opportunities; and
- ensuring that our communities understand the importance which they play in decisions around potential disinvestment/re-focussing of resources linked to strategic investment programmes set out in The Plan for North Lanarkshire, for example, community hubs.

Identification of Community Assets is important when:-

- there is a requirement to find local assets to mobilise to address community needs;
- the community includes talented and experienced citizens whose skills are valuable but underutilised;
- the Council and partners can't provide services or are looking to disinvest in certain services, and are looking for alternative community based delivery approaches;
- we want to encourage citizens to take pride in and responsibility for local concerns and improvements;
- we want to strengthen existing relationships and build new ones that will promote successful community development in the future; and
- we want to deliver **The Plan for North Lanarkshire**.

## 2.2 The Process Behind Community Asset Mapping

Community Workers often use community mapping as a tool in getting to know communities that they are working with, through, for example, collating data and building a database of key community groups and activities. Often the starting point in engaging with communities can be around what is wrong or missing. This is known as a deficit approach. Asset mapping can provide an opportunity to take a more positive and proactive approach, building on what exists or is good about a community or area in order to support strategic investment.

Assets (potential and actual) can be grouped as follows:-

- organisations;
- associations;
- individuals.

To harness the potential of Community Assets to support the ongoing development and delivery of The Plan for North Lanarkshire, Community Asset Mapping will be broadened in scope to cover:-

- a data profile of the area;
- profile of community groups and key local contacts;
- active Voluntary Sector Organisations operating in the area;
- all public buildings in the area, their condition and status;
- all open spaces, their ownership status;

- services provided by a range of agencies/groups within the community setting;
- local businesses;
- any known regeneration activity or development plans for the area;
- an audit of public sector resources including financial, staff and other;
- regular events or community engagement activity or opportunities; and
- feedback and findings from recent community engagement activity.

### 2.3 **Community Asset Mapping in Practice**

Community asset mapping will be undertaken across North Lanarkshire to support delivery of the Plan for North Lanarkshire and to embed community asset mapping in practice for those working within community settings ensuring that information available is up to date and useful. The initial approach will focus on:-

- communities in focus through the Economic Regeneration Development Plan, Community Hubs and Town Centres programmes.

### 2.4 **Participatory Community Asset Mapping**

Where the Council is involved in, or supports, a community/partnership steering group in an area, that group will be encouraged to coordinate mapping. Where this type of group does not exist the Communities team will liaise with (dependant on the area) community planning partners, elected members, residents, community groups and voluntary organisations to agree who should be involved in the asset mapping, roles and any gaps in skills required for mapping completion.

Adding a 'participatory' dimension to Community Asset Mapping will support the shared vision, and shared ambition to work in partnership to achieve this and involve people in our communities in what we do.

Strong participatory Community Asset Mapping will support the shared strategic planning ambitions by building on existing community strengths as it recognises human capital and the capacity of individuals and other organisations/collectives within communities to use their own experiences, ('hearts, heads and hands') and skills to build positive structures to support change in their communities.

Community Asset Mapping completed with communities, underpinned by The Plan for North Lanarkshire, can and will:-

- promote community involvement and participation;
- build trust between communities and the Council and partners;
- build community cohesion and empowerment;
- bring the community together to generate a shared awareness and understanding of their communities assets;
- facilitate community involvement in research, co-design, decision making and action/co-delivery of services; and
- assess barriers to accessing assets/releasing the potential of their communities.

Community Asset Mapping is a component of the North Lanarkshire Framework for working with Communities.

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### **3. Equality and Diversity**

#### 3.1 Fairer Scotland Duty

Integrated Assessment completed – no adverse impact.

#### 3.2 Equality Impact Assessment

Integrated Assessment completed – no adverse impact.

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### **4. Implications**

#### 4.1 Financial Impact

None

#### 4.2 HR/Policy/Legislative Impact

Supports the Council it is duties under the terms of the Community Empowerment (Scotland) Act 2015.

#### 4.3 Environmental Impact

None.

#### 4.4 Risk Impact

Supports the Council it is duties under the terms of the Community Empowerment (Scotland) Act 2015.

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### **5. Measures of success**

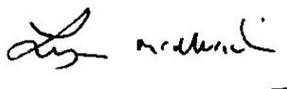
5.1 Strategic decision making linked to The Plan for North Lanarkshire that understands and effectively utilises community strengths and resources.

5.2 Communities actively involved in delivering The Plan for North Lanarkshire.

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### **6. Supporting documents**

6.1 Appendix 1 – Community Asset Mapping Draft Guidance



**Lizanne McMurrich**  
**Head of Communities**



# **COMMUNITY ASSET MAPPING**

## **DRAFT GUIDANCE**

**LIVE  
LEARN  
WORK  
INVEST  
VISIT**

# Community Asset Mapping

## 1. Process outline and guidance

### Purpose of Community Mapping

Asset mapping provides information about the strengths and resources of a community and can help uncover solutions. Once community strengths and resources are inventoried and depicted on a map/diagram, you can more easily think about how to build on these assets to address community needs. Asset mapping promotes community involvement, ownership and empowerment.

### What is a community asset?

A community asset or resource is anything that improves the quality of community life.

Assets include:

- the capacities and abilities of individuals within a defined community;
- a physical structure or place. for example, a school, hospital, or church, library, community/sports centre, or social club;
- a business that provides jobs and supports the local economy;
- associations of citizens; for example, a Local Community Safety Group or Parent Council; and
- local private, public, and non-profit institutions or organisations.<sup>1</sup>

## 1.2 Why map?

The vision articulated within The Plan for North Lanarkshire is ambitious in its reach into communities. We want people living within our communities to feel part of the journey to inclusive growth and to be able to influence and benefit from the opportunities that will be available to them. Therefore understanding our communities is crucial in terms of:-

- developing engagement and participation opportunities that are effective and seek to reflect the views and aspirations as well as diversity within our communities;
- ensuring coordination and targeting of resource accurately to improve outcomes and opportunities;
- working with our communities to make improvements that reflect need, recognising and where possible protecting what is important to community identity; and
- ensuring that strategic decision making takes into consideration the local context and existing opportunities.<sup>1</sup>

Identification of Community Assets is important when:-

- there is a requirement to find assets to mobilise to address community needs;
- the community includes talented and experienced citizens whose skills are valuable but underutilised;
- the Council and partners can't provide services, and are looking for alternative community based delivery approaches;
- we want to encourage citizens to take pride in and responsibility for local concerns and improvements.
- we want to strengthen existing relationships and build new ones that will promote successful community development in the future; and

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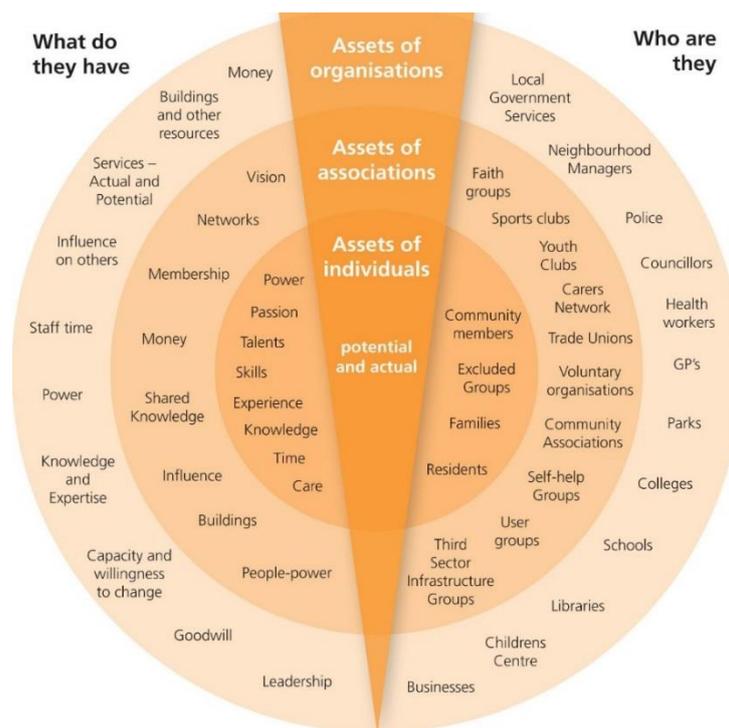
- we want to deliver **The Plan for North Lanarkshire**.

## The Process Behind Community Asset Mapping

Community Workers often use community mapping as a tool in getting to know communities that they are working with through, for example collating data and building a database of key community groups and activities. Often the starting point in engaging with communities is around what is wrong or missing. This however is known as a deficit approach, asset mapping can provide an opportunity to take a more positive and proactive approach building on what exists or is good about a community or area. Assets (potential and actual) can be grouped as follows:-

- Organisations;
- Associations;
- Individuals.

Figure 1 below, illustrates the importance of assessing the mapping current and potential assets within communities. Who/what they are and what can/do these assets offer? <sup>2</sup>



<sup>2</sup> (UCLA Center for Health Policy Research)

To harness the potential of Community Assets support the ongoing development and delivery of The Plan for North Lanarkshire, Community Asset Mapping will be broadened in scope to cover:-

- a data profile of the area;
- community Groups and key local contacts;
- active Voluntary Sector Organisations operating in the area;
- all public buildings in the area, their condition and status;
- all open spaces, their ownership status;
- services provided by a range of agencies/groups within the community setting;
- local businesses;
- any known regeneration activity or development plans for the area;
- an audit of public sector resources including financial, staff and other;
- regular events or community engagement activity or opportunities;
- feedback and findings from recent community engagement activity.

### **1.3 Where will we map?**

Community asset mapping will be undertaken across North Lanarkshire to support delivery of the Plan for North Lanarkshire and to embed community asset mapping in practice for those working within community settings ensuring that information available is up to date and useful. The initial approach will focus on:-

- priority localities; and
- areas where there are early, significant investment plans through the Economic Regeneration Development Plan, Community Hubs and Town Centres programmes.

### **1.4 How will mapping be organised/delivered?**

Community Asset Mapping will be coordinated by the Communities team. Completion will be dependent on cooperation and support from across the Council services and community planning partners. In practice, communities and the voluntary sector organisations will be key in collating, making sense of and contextualising local information. Specifics around how the asset mapping is organised is dependent on the area and the underpinning strategic plan that it is designed to support. Generally, the approach will be as outlined in section 2 below.

## **2. Participatory Community Asset Mapping**

Where the Council is involved in, or supports, a community/partnership steering group in an area, that group will be encouraged to coordinate mapping. Where this type of group does not exist the Communities team will liaise with local community planning partners, elected members, residents, community groups and voluntary organisations to agree who should be involved in the asset mapping, roles and any gaps in skills required for mapping completion.

Adding a 'participatory' dimension to Community Asset Mapping will support the shared vision, shared ambition to work in partnership to achieve this and involve people in our communities in what we do.

Strong participatory Asset Mapping will support strategic planning ambitions by building on existing community strengths as it recognises human capital and the capacity of individuals and other organisations/collectives within communities to use their own experiences, (hearts, heads and hands) and skills to build positive structures to support change in their communities.

Community Asset Mapping completed with communities, underpinned by The Plan for North Lanarkshire can and will:-

- promote community involvement and participation;
- build trust between communities and the Council and partners;
- build community cohesion and empowerment;
- bring the community together to generate a shared awareness and understanding of their communities assets;
- facilitate community involvement in research, co-design, decision making and action/co-delivery of services; and
- assess barriers to accessing assets/releasing the potential of their communities.

All mapping should encompass the following:-

- mapping of the area that's been undertaken previously, a check of how up to date information is and any gaps;
- where mapping has been undertaken and it has been checked for currency and accuracy this can be used to build and enhance further mapping;
- production of a data profile for the area;
- agree who will be involved in mapping as well as responsibility for key areas of focus (outlined above) and writing up the findings;
- setting a realistic timescale for completion of mapping and producing a findings report;
- undertaking intensive work around they key areas of focus and if necessary break the community down into smaller geographic areas to ensure the whole area is covered;
- a review of the information collated for any gaps or where further information is required; and
- production of a community asset mapping report for the area outlining all findings to support activity/action in the area.

All Community Asset mapping will be captured through individual project specific Community Asset Mapping Plans.

Community Asset Mapping is a component of the North Lanarkshire Framework for Working with Communities.



# ASSET MAPPING ACTION PLAN TEMPLATE

Stage	Actions	Responsibility	Timescale	Update
Pre mapping				
Version				
Author				
Date				

LIVE  
LEARN  
WORK  
INVEST  
VISIT

**Steps in Mapping Community Assets**

**Asset mapping follows a number of key steps required to determine the resources, activity and interest that exists within communities**

Step	Process	Comments/Questions
1. Define Community	<p><i>Determine the in scope population</i></p> <p><i>Determine the geographic boundary</i></p>	<p><i>All residents, older people, disabled, youth, faith-group etc.</i></p> <p><i>North Lanarkshire wide, towns, locality, neighbourhood</i></p>
2. Convene Core Mapping Group	<p><i>Recruit 4-6 individuals or leaders in the community, use both formal and informal networks</i></p> <p><i>Determine a Lead Officer</i></p>	<p><i>Don't forget the 'silent leaders' or 'seldom heard voices'</i></p> <p><i>Who has a wider community knowledge base?</i></p> <p><i>Who can best manage the project- skills, time, etc.</i></p>
3. Get Organised	<p><i>Community collaboration</i></p>	<p><i>Most effective when done with a defined goal</i></p>
	<p><i>Desired outcome and goals</i></p>	<p><i>Is there a particular issue?</i></p> <p><i>Is it need-based or asset-based?</i></p> <p><i>What is the desired outcome?</i></p>
	<p><i>Resources</i></p>	<p><i>Human and financial resources</i></p> <p><i>Grants</i></p> <p><i>Fundraising monies</i></p> <p><i>In-kind contributions</i></p>
	<p><i>Determine if there has been any asset mapping previously done</i></p> <p><i>What methods will be used to gather information?</i></p>	<p><i>What records are available?</i></p> <p><i>Face-to-face conversations</i></p> <p><i>Door-to-door</i></p> <p><i>Interviews</i></p> <p><i>Surveys (phone, on-line, paper)</i></p> <p><i>Storytelling</i></p> <p><i>Community records</i></p>

Step	Process	Comments/Questions
4. Select Asset Inventories and Gather Information	<i>After choosing which (all) inventories to select, gather information on all the assets and resources. Use the Identifying and Inventorying Assets Template to help coordinate and organise findings.</i>	<i>Assessment Inventory Levels: use all or just ones specific to the needs of the community.</i>
	<i>Compiling this information involves taking stock of EVERYTHING that the community has to offer to support the project.</i>	<ul style="list-style-type: none"> <li>• Skills Inventory</li> <li>• Statistical Inventory</li> <li>• Economic Inventory</li> <li>• Local Institutions and Organisations Inventory</li> <li>• Physical Infrastructure and Land Assets Inventory</li> <li>• Cultural Resources Inventory</li> </ul>
5. Create the Map	<i>Once Asset inventories are completed, these assets are “mapped” to identify skills and show locations, groups, interests and identify areas with gaps.</i>	<i>Map of the town or GIS created map Use colour-coded pushpins or computer rendered colouring to indicate assets Create a flyer that depicts assets</i>

<b>Identifying and Inventory of Assets Template</b>	
<b>Locality</b>	<b>Name of Coordinating Officer</b>
<i>Scope of mapping</i> <ul style="list-style-type: none"> <li>• A data profile of the area</li> <li>• A database Community Groups and key local contacts</li> <li>• Active Voluntary Sector Organisations operating in the area</li> <li>• All public buildings in the area, their condition and ownership status</li> <li>• All open spaces and their ownership status (including outdoor play and recreation facilities)</li> </ul>	

Mapping activity	checklist	Agreed method/approach	Responsibility	Who else needs to be involved and what is their role?	Timescales
<b>Before starting mapping</b>					
Agreeing delivery process	<ul style="list-style-type: none"> <li>• <i>Identify any previous mapping activity, whether it is up to date and what areas of scope covered</i></li> <li>• <i>Identifying delivery group (does this already exist?) and who needs to be involved?</i></li> </ul>	<i>ie, desktop, walkabout, etc</i>			
Produce desktop data profile for the area	<ul style="list-style-type: none"> <li>• <i>Source existing profiles and assess if they are up to date and accurate</i></li> <li>• <i>Engage with relevant services to produce data profile</i></li> </ul>				
Identify any information that already exists for the area					
Undertaking mapping					
Identify community groups and voluntary organisations	<p><i>What lists already exist and how up to date are they?</i>  <i>Do agencies have lists?</i>  <i>Local residents or groups who can help?</i></p>				
All public buildings, open space and outdoor play and recreation facilities	<p><i>How will you find out</i>  <i>Who owns and manages the asset?</i>  <i>Is the asset Useable?</i>  <i>In use?</i>  <i>What is its status?</i></p>				

Mapping activity	checklist	Agreed method/approach	Responsibility	Who else needs to be involved and what is their role?	Timescales
	<p><i>What plans are known for the asset?</i></p> <p><i>Are there plans for creation of similar assets in the area?</i></p>				
Service provision	<p><i>What services are can be accessed in the local community?</i></p> <p><i>Are there any planned changes to service provision in the area?</i></p> <p><i>Are there any additional services planned?</i></p> <p><i>Who delivers services?</i></p>				
Local businesses	<p><i>Existing or planned businesses in the area</i></p> <p><i>Any significant loss of local business</i></p> <p><i>Types of business</i></p> <p><i>Number of employees</i></p> <p><i>Any engagement with business and findings</i></p>				
Planned regeneration activity or development plans for the area					
public sector resources including financial, staff and other	<p><i>Are there any staff allocated to focus solely on this area?</i></p> <p><i>How much of public sector budget can be attributed to work in this area?</i></p> <p><i>What external resources have been attached to the area through</i></p>				

Mapping activity	checklist	Agreed method/approach	Responsibility	Who else needs to be involved and what is their role?	Timescales
	<i>community groups and organisations?</i>				
Recent Community engagement activity	<i>In the past 3 years has any community engagement taken place Who participated? What were the findings? Where any actions/improvements taken forward as a result?</i>				
<b>After mapping complete</b>					
Collation of all findings of the mapping exercise					
Produce community asset mapping report					
Ensure that mapping is shared and available					
Upload Data Map to Cognisoft					

Asset-Based: Uncovers Services/talents/skills/resources found in the community right now – may expose gaps

- Internally Focused: Relies on the community's assets, not on those found outside of it
- Relationship Driven: Seeks to build linkages among local people, institutions, and organisations