

# The Smart Community Management Manual



## Chapter 68 - 4.18a) Planning, Management & Governance



Email [info@etownz.com](mailto:info@etownz.com) for queries or visit us at [www.etownz.ie](http://www.etownz.ie)

## Introduction

eTownz has partnered with a number of highly respected research organisations in Ireland and the EU on research projects in the community development and health spaces over the past eight years. The Smart & Engaged Community Management framework was formed based on this research and the guidance of Dr. Maura Farrell of NUIG and Dr. Maura Adshead of UL.

The framework is designed so that it can be applied to any community and under any thematic area of community development. This manual is created using the dynamic “eTownz Knowledge Hub” database which is continually updated with new project ideas and other useful information. If you would like to contribute new ideas please contact us on [info@etownz.com](mailto:info@etownz.com). This manual can be used as a standalone document or used along with eTownz Community Management Portal.

# Who is involved and what is the structure?

---



## Coordination Team

The Coordination Team facilitates coordination and knowledge sharing between different Town Teams. Highly committed Stakeholders experienced in community development are strongly encouraged to join the Coordination Team. Town Teams should retain independence and responsibility for their own areas.



## Town Teams

Town Teams are inclusive smart local teams focused on specific aspects of local development. Town Teams link like minded people together to develop and implement solutions to community problems.



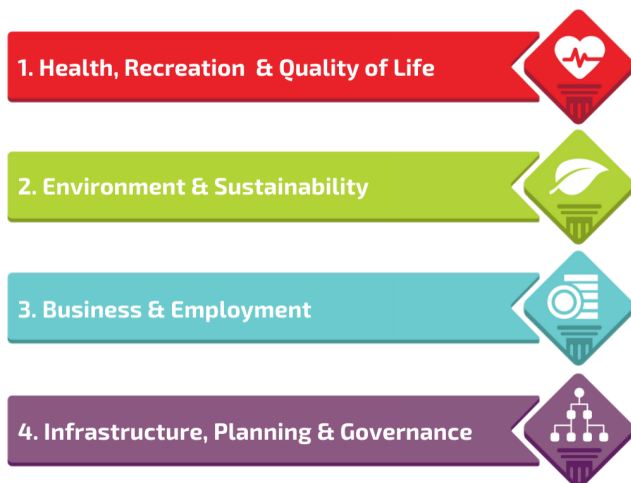
## Stakeholders

A stakeholder can be a business, club, public service provider or interested local people. A stakeholder may represent one or more of these interests. All the stakeholders are invited to join a community council.

## Core Town Teams x4

---

Members are invited to form Town Teams related to each of the four main community development Pillars. These are:



Every participating community should aim to have, at minimum 3 to 6 people on each of the four, top-level Town teams.

## Town Teams

---

Specialist Town Teams are invited to form teams related to specific areas under the four main Pillars. Members of the council are invited to join the Town teams that are relevant to them.

Members of the action team follow the structured format of the smart community framework. They decide their work schedule as a team, creating and implementing local action plans together.

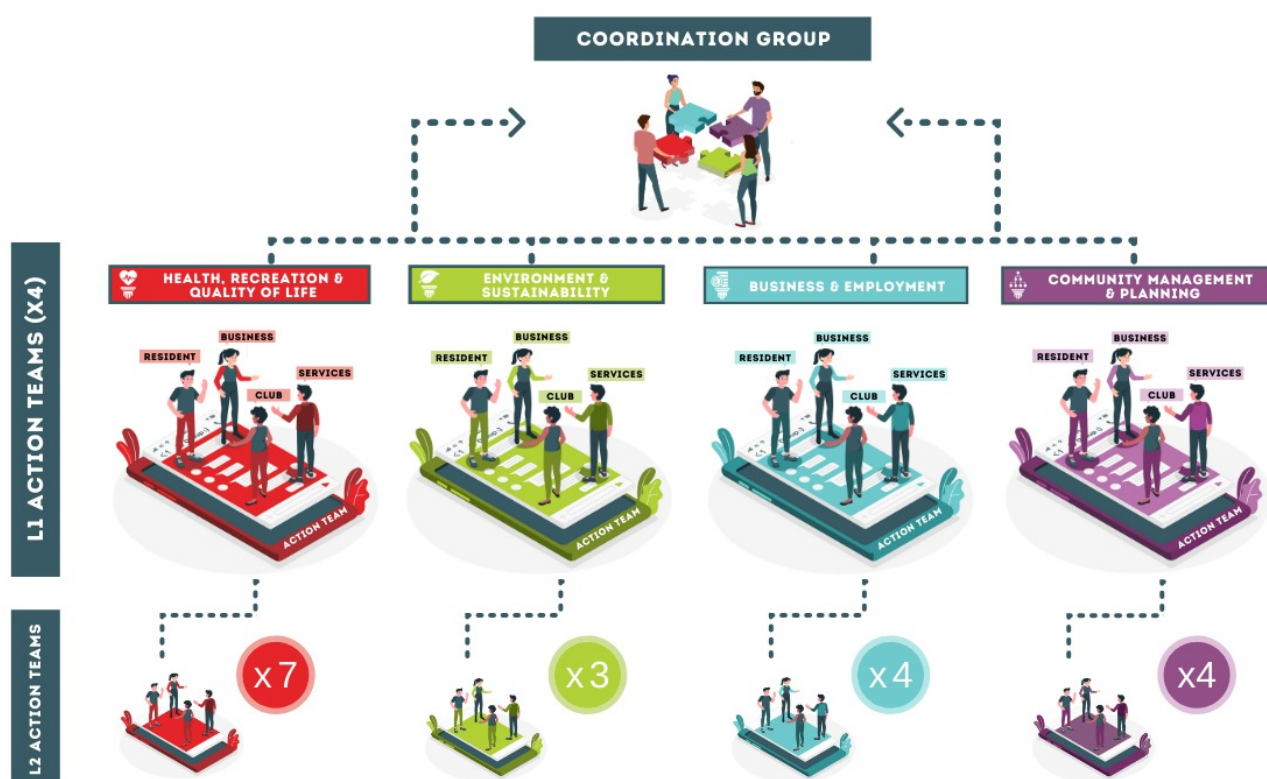
## How to use this manual to build a local action team?

---

The Coordination Team will introduce like-minded stakeholders who wish to form Town teams. The action team then follows a 5-step format illustrated below to compile a “Smart Community Action Plan” for their team. The then follows a 5-step format illustrated below to compile a “Smart Community Action Plan” for their team. The plans can be updated internally throughout the year.

Town teams are invited to submit their plan for the coming 12 months annually. This will be integrated into the overall community plan for the year, compiled before the community AGM.

The AGM helps align the various Town teams and encourage cross-community collaboration on implementation of the plan for the year.



## Step 1: Stakeholder Review

The table below can be used by your team to help identify the stakeholders related to this theme. The stakeholders should be invited to provide their ideas, opinions and to join the local action team to help collaborate on initiatives.

### Actions

- Manage a register of local assets
- Survey local opinions/ideas
- Recruit & engage local action team



### Outcomes

- Top down understanding of local stakeholders
- Bottom up understanding stakeholder perspectives
- Expand team, increase ambitions, plan succession







	Title	Type	#	Comment
	Local Councillor ( <a href="#">S145</a> )	Public Service		
	Local Development Company ( <a href="#">S146</a> )	Public Service		
	Local TDs ( <a href="#">S151</a> )	Public Service		
	Business Development Group ( <a href="#">S30</a> )	Club / Group		

	Community Council ( <a href="#">S58</a> )	Club / Group		
	Community Marketing Group ( <a href="#">S65</a> )	Club / Group		
	Local Community Development Committees ( <a href="#">S144</a> )	Club / Group		
	Pastoral Council ( <a href="#">S171</a> )	Club / Group		
	Residents Association ( <a href="#">S189</a> )	Club / Group		
	Retired persons ( <a href="#">S827</a> )	Individual		

## Step 2: Asset Review

Use the table below to help build the record list of assets in your area. Use the eTownz portal or a spreadsheet to register your local assets, discuss conditions and how the assets can be better utilised in the community.



	Title	#	Comments
	Community Facebook Page ( <a href="#">A86</a> )		
	Community Logo / Brand ( <a href="#">A64</a> )		
	Community Newsletter ( <a href="#">A168</a> )		
	Community Notice Board ( <a href="#">A66</a> )		
	Community Website ( <a href="#">A69</a> )		
	Land Zoned for Development ( <a href="#">A136</a> )		



Library [\(A140\)](#)



Local CE Schemes [\(A143\)](#)



Plan - Community / Local Plan [\(A150\)](#)



Plan - County Plan [\(A73\)](#)



Plan - Regional [\(A187\)](#)

## Step 3: Goals & Metrics Review

Understanding the goal for each action team and attributing relevant metrics is a key part of the Smart Community Management Framework. Below we provide suggested goals and metrics. Please use these as a support to define goals and metrics that work for your community. In the plan, the action team should define how often the goals are to be reviewed and how often the metrics collected.

- a Agree suitable goals & metrics
- b Coordinate data collection
- c Compare & analyse performance to help plan



Goals & Metrics Review

- a Helps focus local action teams
- b Leverage data for better decision making
- c Compare project outputs to planned goals

Title	How is this data collected	Comment	<input checked="" type="checkbox"/>
-------	----------------------------	---------	-------------------------------------

	Title	Summary	<input checked="" type="checkbox"/>	Comment
<input type="checkbox"/>	- (G)		<input type="checkbox"/>	
		Initiate & develop a local team who can coordinate activities related to this theme. Support the team in gaining a greater understanding of local challenges, opportunities and help them formulate a detailed and achievable micro plan for the future. The town team can be small or large and determine its own level of activity. The team may take on its own projects or simply meet occasionally to help coordinate activity among related groups. The	<input type="checkbox"/>	



### Team Building, Management & Metrics - (G203)

team can be comprised of local residents, businesses, club or public service representatives. The team structure can be simple to start with and can decide how often they should meet (e.g. weekly/monthly/quarterly) as they see fit. The team should focus initially on improving the overall understanding of where the challenges and opportunities lie and then help coordinate activities and related projects. There is also a wide variety of supports available and the team can help ensure the community can take advantage of these supports when they become available.



### Awareness, Understanding & Skills - (G204)

Public participation in planning has been an on-going preoccupation in global planning systems. The role of the public in politics and other such decision making areas has created an era where public participation is viewed as central to the processes of decision making. The public have now been presented with the opportunity to participate in development control and forward planning. Disillusionment with many previous planning decisions and events such as planning tribunals has created limited faith in local government in general, and has led to the public wanting to become more involved in the planning process. However, due to the professionalism associated with planning and certain limits in the bureaucratic process, it is sometimes difficult to gain full participation for general public. Communities which can continually gain ideas and opinions from members of the local community are better communities. This approach also empowers people and makes them more conscious and active members of their community. The goal is to ensure people of all ages, children and older people, people of different backgrounds and all the various organisations in the community have an active say in developments.

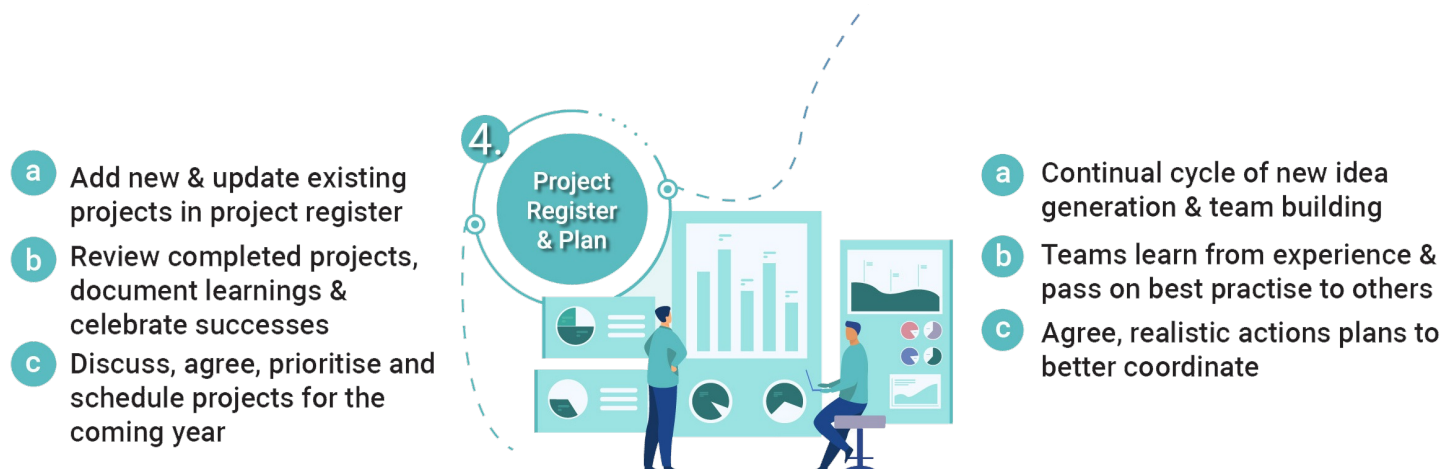


### Preserve, Support & Develop - (G205)



# Step 4: Project Register & Planning

The action team should begin this section by taking consideration of the projects undertaken in the past 2 years, the currently active projects as well as project ideas for the future. Use the eTownz portal to conduct an online discussion on this topic. We also provide a suggested format for huddles related to this.



Goal: - (G)

## Goal: Team Building, Management & Metrics - (G203)

Initiate & develop a local team who can coordinate activities related to this theme. Support the team in gaining a greater understanding of local challenges, opportunities and help them formulate a detailed and achievable micro plan for the future. The town team can be small or large and determine its own level of activity. The team may take on its own projects or simply meet occasionally to help coordinate activity among related groups. The team can be comprised of local residents, businesses, club or public service representatives. The team structure can be simple to start with and can decide how often they should meet (e.g. weekly/monthly/quarterly) as they see fit. The team should focus initially on improving the overall understanding of where the challenges and opportunities lie and then help coordinate activities and related projects. There is also a wide variety of supports available and the team can help ensure the community can take advantage of these supports when they become available.



Related Project Ideas

Rate

Comments

Carry Out A Local Survey [\(P5\)](#):

Carry out a local survey to establish the number of

organisations/societies in the town.		
<b>Benchmark SWOT analysis (P74):</b> Assess SWOT against a sample of local businesses		
<b>Create A Local Action Plan (P101):</b> Create local action plan to address limitations in your community  <a href="#">(Case Study: 446)</a> My Streets		
<b>Community Brainstorming Meetings (P219):</b> Start by organising a meet-up, keep it quiet informal and welcoming to everyone but set a simple agenda so people know what they are being invited too. At this stage, keep things loose, there is no need to talk about committees, or formal structures, instead aim to harvest opinions and ideas from those that come along.		
<b>Community Action Plan (P223):</b> The initial stages of the above program will help to bring like-minded people together, help understand local capacity and also help gain understanding of the issues and opportunities in the community. The program so far has also helped to build a group of people who are interested in working together on further projects. A meeting should be organised to collectively explore the following questions: a) Is there an interest in forming a group to progress local initiatives? b) What are the goals of the group c) What specific project would the group be interested in pursuing. By request, we can provide community groups with material which can help them understand and decide on their goals. The material will also provide them with a suggested list of projects they can undertake ranging from the more difficult to the less onerous.		
<b>Local Development Company (P381):</b> The establishment of a local development company to help to develop the local community, its build environment , environment and economy.  <a href="#">(Case Study: 111)</a> Cappoquin Community Development Company		
<b>Rural Community Action plan (P386):</b> A plan drawn up by all the stakehodlers in the community, to deal with economic, social and inclusion issues.		
<b>Enhance Collaboration with LEADER (P456):</b> Discussions on how to improve collaboration between LEADER and the community. In particular to identify opportunities for local people.  <a href="#">(Case Study: 187)</a> Castlecomer Development Projects		
<b>Bring together Local Stakeholders (P489):</b> Facilitate a meeting between representatives of the		

<p>EAFRD funding helped set up associations that bring together local stakeholders with diverse interests to manage the implementation of Nature 2000 conservation rules.</p> <p><a href="#">(Case Study: 364)</a> Cooperation in Nature conservation</p>		
<p><b>Expand &amp; Develop Social Enterprise <a href="#">(P515)</a>:</b> A new training centre is built, a visitor centre expanded and more jobs for adults with special needs created.</p> <p><a href="#">(Case Study: 378)</a> Boyndie Visitor Centre</p>		
<p><b>Test Transfer-Ability of Landscape <a href="#">(P553)</a>:</b> Testing the transferability of landscape management to other Natura 2000 sites.</p> <p><a href="#">(Case Study: 323)</a> Conservation of natural heritage - Biodiversity and wood fuel</p>		
<p><b>Startup A Community Shop/Cafe <a href="#">(P595)</a>:</b> The local community of Ballstadt created a financially self-sustaining combined village shop and café, which acts as an important meeting place for the local community.</p> <p><a href="#">(Case Study: 353)</a> Café and kitchen at the village shop on Dyrön <a href="#">(Case Study: 374)</a> The new cooperative store at Ballstädt</p>		
<p><b>Rebuild Community Centre <a href="#">(P623)</a>:</b> An association used RDP support to redevelop the inadequate building of an old community centre into a multiple service centre covering both cultural and information needs of the local residents.</p> <p><a href="#">(Case Study: 384)</a> Developing a multiple service centre for the local community</p>		
<p><b>Open Membership Policy <a href="#">(P647)</a>:</b> The Lea Castle Working Group was formed by the coming together of several different interest groups, and throughout the project the group has operated an open membership policy, so that anyone with an interest in the site has been welcome to attend meetings and/or contribute in any other way.</p> <p><a href="#">(Case Study: 237)</a> Lea Castle Project</p>		

## Goal: Awareness, Understanding & Skills - (G204)

Public participation in planning has been an on-going preoccupation in global planning systems. The role of the public in politics and other such decision making areas has created an era where public participation is viewed as central to the processes of decision making. The public have now been presented with the opportunity to



making. The public have now been presented with the opportunity to participate in development control and forward planning. Disillusionment with many previous planning decisions and events such as planning tribunals has created limited faith in local government in general, and has led to the public wanting to become more involved in the planning process. However, due to the professionalism associated with planning and certain limits in the bureaucratic process, it is sometimes difficult to gain full participation for general public. Communities which can continually gain ideas and opinions from members of the local community are better communities. This approach also empowers people and makes them more conscious and active members of their community. The goal is to ensure people of all ages, children and older people, people of different backgrounds and all the various organisations in the community have an active say in developments.

Related Project Ideas	Rate	Comments
<b>Community and Public Partnership (P200):</b> Building a good relationship between public services and the local community to enhance collaboration in local development projects.  <a href="#">(Case Study: 78)</a> Building Bridges Across Sectors <a href="#">(Case Study: 219)</a> The Local Democracy Agencies		
<b>Improved Community Collaboration (P201):</b> When community leaders, service delivery personnel, business representatives, youth and adults -- people and organizations who represent the fabric of the community -- come together in collaboration they move the community to greater strength. Collaboration creates an organizational environment that benefits everyone. Encourage local funding as well as this is much more beneficial than government funding.		
<b>Group decision making to develop and benefit the community overall (P202):</b> Group decision making is a key to community development. Group decision making can lead to improved outcomes, but only if a variety of conditions pertaining to group chemistry are satisfied  <a href="#">(Case Study: 77)</a> Local communities' participation in decision-making processes through planning and budgeting in African countries		
<b>Showcase Community Research (P222):</b> Before any decision is made on what the local group should set as their medium to long term goals, we first suggest they organise a showcase or summary of research so far. The showcase will help to stimulate a local conversation and stimulate interest and ideas. The group itself can decide on the format of the show case but it might be: Simply developing an online directory of local artists and samples of their work, perhaps on a community website or an image gallery on a local Facebook page. May take the		

format of a local event where people are invited and so on.		
<b>Setup A Festival (P503):</b> A week of uninhibited imagination, creativity, music, food and fun and above all else the scarecrows who turn up with your laughter in mind. The festival can only happen with the help and support of our sponsors and volunteers and as always we would like to thank them for everything they do.  <a href="#">(Case Study: 254)</a> Durrow Scarecrow Festival		
<b>Reinforce LAG Cooperation (P546):</b> Transnational cooperation between counties LAG on the topic of urban-rural relations has resulted in mutual learning about new ways to improve the scope and effectiveness of short supply-chains for local food.  <a href="#">(Case Study: 316)</a> Reinforcing rural and urban relations		
<b>Open up Rural Business Farms (P550):</b> Agritourism Monitor Farms are rural businesses opened up to wider community groups, other rural businesses and related professionals for site tours, working groups and open discussions.  <a href="#">(Case Study: 320)</a> Agritourism Monitor Farms		
<b>Test Transfer-Ability of Landscape (P553):</b> Testing the transferability of landscape management to other Natura 2000 sites.  <a href="#">(Case Study: 323)</a> Conservation of natural heritage - Biodiversity and wood fuel		
<b>Improve Small Community Livelihood (P606):</b> De Putter is an example of how small communities that are facing a declining level of services can improve their livelihood and promote social cohesion.  <a href="#">(Case Study: 408)</a> De Putter – setting up a multifunctional centre that promotes social cohesion		
<b>Peer-to-peer Farmer Programme (P615):</b> An educational peer-to-peer programme for farmers that are engaged into innovative practices, facilitated through participative techniques and scientific expertise.  <a href="#">(Case Study: 413)</a> The Innovation Route of the Walloon rural development network		
<b>Introduce A Cooking Workshop (P618):</b> In order to foster citizens' interaction and social cohesion in your area, introduce cooking workshops for the citizens .  <a href="#">(Case Study: 406)</a> GAL'otte – fostering networking between citizens		
<b>Low-tech on Farm Solutions (P625):</b> A small group of young farmers started an initiative of collecting and sharing low tech on farm solutions		

of collecting and sharing low tech on farm solutions, which then evolved into an digital open platform for disseminating innovations.

[\(Case Study: 372\)](#) USAGES - peasants' knowledge base for the Commons

**Community Email [\(P656\)](#):**

Creation of a community email address will help with general purpose communication and discussion. The community email also provides an effective way of sending out newsletters, social polls, information requests and for any other communication needs.

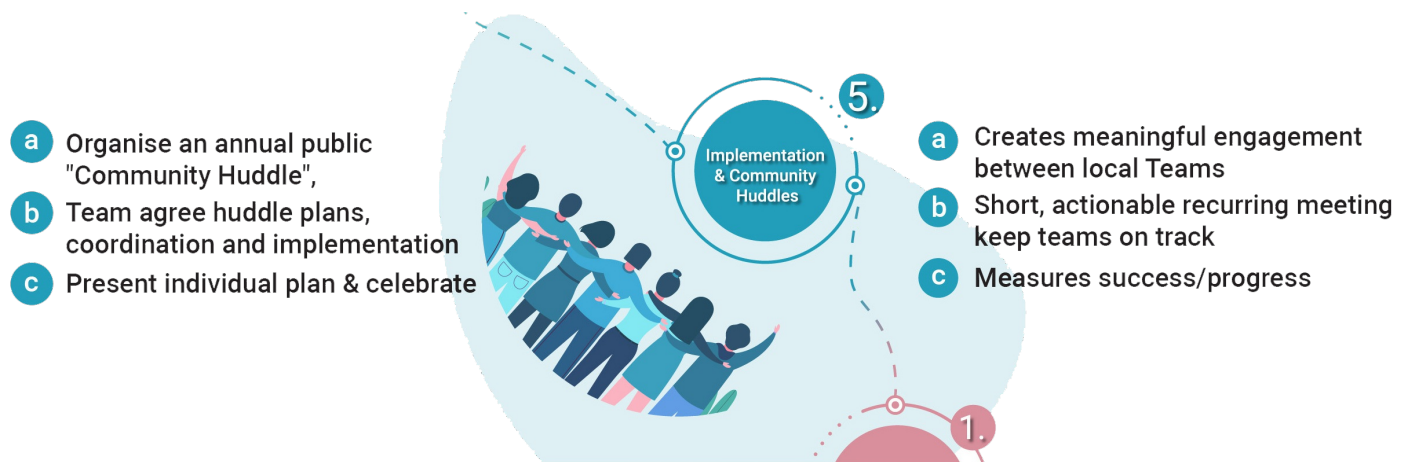


## Goal: Preserve, Support & Develop - (G205)

Related Project Ideas	Rate	Comments
<p><b>Support The Elderly Through Collaboration <a href="#">(P290)</a>:</b> Collaboration between key stakeholders and community groups will identify accessibility issues that exist and that need to be established in order to an age-friendly community that is accessible by all.</p>		
<p><b>Local Development Company <a href="#">(P381)</a>:</b> The establishment of a local development company to help to develop the local community, its build environment , environment and economy.</p> <p><a href="#">(Case Study: 111)</a> Cappoquin Community Development Company</p>		
<p><b>Develop An Online Presence <a href="#">(P894)</a>:</b> Developing the communities online presence and actively marketing the community online is becoming ever more important. There are many ways to communicate your work: • Newsletters • Text Alerts • Newspaper • Community Notice board Website Social media pages ie Facebook, Twitter, Instagram etc Keep all lines of communication up to date. Keep Social Media Sites up to date sharing details of key aspects of your work or that of other community groups. Aim for an update every month. Where possible ask other local groups to advertise key events such as the Spring Clean.</p>		

# Step 5: Community Huddles & Implementation

Community Huddles cover a variety of different meetings types that take place throughout the year. This includes remote meetings, project planning or project implementation meetings. We provide a suggested one hour format for the main meeting types to help make best use of people's time.



## Relevant/Supporting Organisations

Title	Comment
<div data-bbox="73 1084 173 1187"></div> <b>Laois Partnership</b> Laois Partnership Company was established in 2009 to provide one unified structure to implement the Rural Development Programme (previously LEADER), the Local and Community Development Programme as well as a number of other complementary programmes	