

The CANDL Project



Church and Neighbourhood Development in London
Who we are and what we do

CANDL is here to help 'light the way'

Church and Neighbourhood Development in London

Are you interested in developing the work of your church within the community?

CANDL is a Barnardo's project committed to supporting churches of all denominations in their community work and ministry.

We work from the understanding that

- everyone is of unique value to God, and should be treated as such
- God's design for all people is that they realise their full potential
- churches have a major role to play in actively striving for equality, justice and peace across society as a whole and, specifically within their local communities.

CANDL is here to work alongside churches and church organisations

We won't do the work for you, but we will work with you in establishing, running, and developing community initiatives or campaigns which benefit children, young people and families.



CANDL is a Barnardo's project



Barnardo's works with the most vulnerable children and young people, helping them transform their lives and fulfil their potential. We are the UK's leading children's charity, supporting

120,000 children and their families through more than 370 services in England, Northern Ireland, Scotland and Wales. Around 80 of these are in the London, East and South East (England) Region where the organisation's work began in 1866. The range of services offered includes family support, fostering and adoption, under-5s day care, residential care, educational and community development work. We believe that the lives of all children should be free from poverty, abuse and discrimination. We use our expertise and knowledge to campaign for better care for children and to champion the rights of every child.

Barnardo's is an organisation whose inspiration and values derive from the Christian faith. These values, enriched and shared by many people of other faiths and outlooks, provide the basis of our work with children and young people, their families and communities.

- Respecting the unique worth of every person
- Encouraging people to fulfil their potential
- Working with hope
- Exercising responsible stewardship

Our work focuses on the vital components that make up a happy, healthy childhood or 'building blocks'. Barnardo's believes that all children and

young people have a fundamental right to these to build a positive future.

- A family that can cope
- Protection from harm
- Opportunities to learn
- Emotional, physical and mental health
- A sense of belonging in the community
- A stake in society

Almost one third of all children in the United Kingdom are without one or more of these components. Barnardo's works with the most disadvantaged children to ensure that their vital needs are met. This is the reason Barnardo's exists.

CANDL (Church and Neighbourhood Development in London) is a community development project established by Barnardo's in 1988 with the aim of improving the quality of life for children, young people and families in disadvantaged parts of east and south London, by providing hands-on support to local church groups in their community initiatives.

We believe that churches have a major role to play in actively striving for equality, justice and peace across society as a whole, and specifically within their local communities. The CANDL project has a well-established record of offering Community Development support services. In doing so we are committed to developing existing and new partnerships, prioritising issues around safeguarding children and young people and promoting their rights, and providing services which are responsive to clients' expressed needs.

CANDL – making a difference

The aim of the CANDL Project is:

to help the most vulnerable children, young people and families in London to transform their lives and fulfil their potential, through the facilitation of appropriate church-originated community development work.

The differences we are trying to make, which we express in terms of our 'outcome' objectives, are:

- Churches and their organisations will be better informed of needs of vulnerable children, young people and families in east and south London, and of the key developments affecting them.
- Churches and their organisations will have improved their knowledge, skills and practice in community work.
- Churches and their organisations will be more effective in prophetically challenging social injustice.
- Churches and their organisations will be more effective in creating opportunities for the children, young people and families in the communities which they serve, particularly in terms of care, play and learning, to enable them to fulfil their potential.
- CANDL and its users will have influenced local, regional and/or national service-providers and policy-makers to respond more effectively, especially through partnership with faith-based organisations, to the needs of children, young people and families.



CANDL's remit and priorities



Initiatives we work with **MUST**:

- benefit children, young people or families
- be church-originated or related
- be in Hackney or Tower Hamlets, or be connected with a BME Church in east or south London
- aim to be a group's rather than an individual's project
- aim to meet community needs
- be able to work within CANDL's basis and values and policies.

Initiatives we are particularly keen to work with **MIGHT**:

- aim to provide safe environments for children's care, play or learning
- relate to social inclusion/cohesion or neighbourhood renewal/regeneration
- involve co-operation between different faith groups or communities
- raise awareness of, or respond to health needs, especially regarding emotional well-being/mental health or substance misuse
- come from a BME Church with limited wider denominational resources
- involve supporting family life or parenting, especially through parenting education
- involve meeting BME children or young people's educational needs or wider participation in society
- involve the inclusion of disabled children or young people.

Reflecting our outcome objectives, remit and priorities, CANDL operates three specific initiatives which are detailed in the next 3 pages and in separately available leaflets.

BME Churches Support Initiative

Having acknowledged the disadvantages faced by Black and Minority Ethnic children and families, we intend to reflect this in our approach to community development work with BME churches.

We aim to provide a service which is needs specific and which takes into account cultural differences, language barriers and internal and external prejudices.

Alongside offering our standard advice, information, consultancy, mentoring and training support, we are developing some elements specifically for BME churches, which currently include:

- youth participation – working with young people, helping them to become active citizens
- helping to meet educational needs by using creative learning through arts and drama
- enabling the development of emotional well-being by providing mentoring support.



Family Life/Parenting Support Initiative



For many, their quality of life is bound up with the quality of relationships within families.

Our family life/parenting support initiative aims to:

- provide opportunities for churches and parents to experience and practice alternatives to previously learned behaviour, and to encourage churches in their hosting of these programmes
- enable parents and carers to offer each other mutual support in the context of culturally appropriate parenting programmes
- provide opportunities for parents and carers to become facilitators of these programmes by offering financial and practical support
- support parents, carers and churches in the setting up of initiatives that will benefit their community.

This work is funded through a combination of Barnardo's, the Big Lottery Fund, and local sponsoring agencies or placement fees.



Supported by

The National Lottery[®]

through the Big Lottery Fund



Faith and Community Renewal Support Initiative

In practical terms this initiative aims to support the critical engagement of faith communities in Neighbourhood Renewal and therefore in Local Strategic Partnerships (LSPs). This might mean:

- encouraging critical reflection on how churches can and should be involved with neighbourhood renewal
- facilitating interfaith co-operation on neighbourhood renewal where it seems appropriate for all concerned
- supporting and resourcing churches and Christians engaged with LSP structures
- helping churches elect an LSP representative
- being a faith representative to the Community Empowerment Network
- developing directories of religious groups in partnership with other faith communities and the local authority.

We think it is good for churches to try to engage with the LSP process in an appropriate way. This requires generosity of heart but also being streetwise, an openness to others alongside an ability to reflect critically. We are committed to enabling churches to find the method of engagement which is right for them.



The CANDL Team

James Ashdown – Project Worker

CANDL's Faith and Community Renewal Support Initiative Leader, James joined the Project in 1997. He is qualified in theology and community work. Before coming to CANDL he pastored a church in south London. He continues to work on a freelance basis as a consultant, researcher and writer, particularly in the area of chronic illness. James carries the Project's Lead responsibilities for Neighbourhood Renewal/Regeneration, Disability, Other Faiths, Evaluation and Community Profiling.

Sonia Chambers – Project Worker

CANDL's BME Churches Support Initiative Leader, Sonia joined CANDL in 1999 from working with a Christian radio station and has experience of working in banking, the voluntary sector and with community groups. Sonia co-pastors a local church. She is our Lead person on Education and Health, and shares the Lead on Safeguarding Children and their Rights with Margaret.

Margaret Collins – Project Worker

Coordinator of our Parenting and Community Education (PACE) programmes, Margaret joined CANDL in 2002 after many years working with children and families, including running a pre-school/nursery. She is a qualified teacher and a non-stipendiary ordained minister in the United Reformed Church. She is our Lead person on Parenting/Family Life and shares the Lead on Safeguarding Children and their rights with Sonia. Margaret's post is funded by The Big Lottery.

Gill Kanga – Project Worker

CANDL's Family Life/Parenting Support Initiative Leader, Gill joined the Project in 1988. She is a qualified and experienced youth and community worker and carries the Project's Lead responsibilities in the Fields of Fundraising, Learning and Development, Governance, and our Database. Gill also deputises for Simon.

Beverley Isaacs – Project Administrator

Having previously worked in another Barnardo's Project and a local authority, Beverley joined CANDL in 2000. She ensures that our administrative and financial systems are efficient, the premises and equipment are safe and maintained, and that our reception of callers is welcoming. Beverley also carries the Project Lead for Volunteering.

Simon Vincent – Children's Services Manager

Taking overall responsibility for the Project, Simon joined CANDL in 1996. He is a qualified youth and community worker and teacher, who worked for many years as a local church-based community worker. Simon oversees Project Strategy, Policy and Practice, Staff Management, and the Project's Budget. He also Leads work on the CANDL Light newsletter.

CANDL also employs a number of project workers on an 'as and when' basis to work on time-limited projects.

Expectations

CANDL has a membership scheme by which, for an annual fee of just £5, you can join our 'Covenant Group' and thus gain access to our basic information and advice services. If you then opt and qualify for our more intensive consultancy or mentoring services, we usually offer an initial free six-month period after which we ask for a small contribution (around £100) for each six-month period. If you are able to gain funding to pay for aspects of the work we do with you (e.g. evaluation, social audit/community profiling, management committee training, etc) we ask that you do so and will help you apply.

What you can expect from us

- Respect for you and your values.
- Professionalism, reliability and confidentiality.
- Active practice of our project policies.
- Clear learning objectives agreed with you to meet your expressed needs.

What we expect from you

- Respect for our values and policies.
- A financial contribution when appropriate and possible.
- Participation in review meetings when and where appropriate.
- A commitment to the learning objectives we agree with you.



What CANDL can offer

- Advice and information
- Group consultancy
- Individual mentoring (or non-managerial supervision)
- Training (including Parenting Education programmes)
- Networking opportunities
- Help with team-building
- Help recruiting or supporting volunteers
- Help in developing your structures (Governance)
- Help with community profiling and other research
- Help with fundraising
- Help with evaluation

The following pages give some more detail on each of these services



Information

A-Z Resource 'bank'

From Accounts or Business Plans to Volunteering or Youth Work – 175+ resource boxes packed with information, good practice guides, models, etc, to help you take your community initiative forward. Come and browse!

CANDL Light newsletter

Quarterly publication which includes news, training and funding opportunities, reflections and opinions, conference dates, etc, relevant to churches' community work and ministry. Give us your address and we'll send it to you, FREE! We also have a supplement covering our family life/parenting work, called *PACEsetter*, and are developing a youth-oriented newsletter.

Website

With information about CANDL, back issues of CANDL Light, and a wide selection of good practice guides and discussion papers for you to download FREE – www.barnardos.org.uk/candl

Database of local religious groups

Regularly updated – soon to be added to our website.

Mailshots

We can sell you a set of labels for church groups in Hackney or Tower Hamlets or, for a small charge, insert your material in our next mailout.

Referral on

If we don't know or can't do it we may know someone who does!



Group consultancy



CANDL can assist your group develop your idea/scheme/project by helping you draft a statement of aims and objectives, find ways to move towards making your idea a reality, develop a project or 'business' plan, find out any relevant legal requirements, get 'good practice' guidance, develop your policies and procedures, develop appropriate management mechanisms, or prepare reports.

We do this by:

- being a 'friendly stranger' rather than a distant expert
- being a 'sounding board' – listening and reflecting back what we see and hear
- working alongside you rather than doing the work for you
- 'Educing' or drawing out knowledge, skills, strengths, capabilities and potential rather than telling you what you should be doing and how
- summarising problems and suggesting ways forward
- identifying clear objectives to progress your initiative
- helping you explore your 'mental models' or habitual ways of thinking
- helping you make connections, draw on other agencies, and build partnerships
- helping you identify where change is needed
- offering ongoing support
- 'mucking-in' and being 'hands-on' rather than sitting back in superior judgement
- helping you maintain the link between vision and values, aims, objectives and priorities
- being based on a growing relationship rather than just task-focused
- helping you make your ideas into reality.



Individual mentoring

Many workers find themselves isolated in positions of responsibility within church projects, sometimes without adequate support. Leaders or other 'visionaries' often need a reflective space where they can be helped to think and plan.

Mentoring offers these workers:

- an external perspective
- a confidential sounding board
- pointers towards networks and funding.

We aim to help you explore your 'mental models' or habitual ways of thinking, and develop your personal capacity to get the results you want to achieve.

We offer the service to project visionaries, co-ordinators and managers, paid workers, and volunteers.

Meetings are confidential, with the parties involved agreeing on frequency, taking of notes, etc.



Training



CANDL can help you:

- recognise your existing skills, knowledge and experience
- identify your strengths and weaknesses
- identify the learning and development needs of committee members, paid and voluntary staff
- learn together and from each other
- find information about other training agencies events and courses
- by running a one-off 'workshop' or a sessional programme
- run your own training event
- by facilitating issue-based sessions, e.g. equal opportunities, child protection, health and safety, etc
- find funding for your training
- by providing 'tailored' training to suit the needs of your group.



Networking and partnerships

Community development can perhaps best be described as primarily about 'the development of connections and relationships, rather than the creation of organisations, services or activities' (Alison Gilchrist). To be more effective in developing and running activities or campaigns, delivering services and sustaining organisations, church-based initiatives need to be 'well-connected' – in touch with others doing similar work, or providing resources and support. In this way we can learn from and with each other, and work in partnership when appropriate.

CANDL can help you:

- identify and contact other churches and organisations doing similar work
- by organising informal networking events to bring churches together to share visions, experience, perspectives, learning and action, where appropriate
- identify appropriate formal networks, forums, and support bodies which you can access
- develop your networking skills
- build appropriate partnerships
- become a 'well-connected' church or project.



Team building

CANDL can help you in

- looking at roles and responsibilities
- improving communication
- building positive, trustful working relationships
- sharing and developing the vision
- being a 'sounding-board' – listening and reflecting back what we see and hear
- making meetings more effective
- being aware of each other's skills, potential strengths and weaknesses
- recognising and valuing differences
- learning together as a group, and from each other
- agreeing 'ground rules' for working together
- being aware of how groups tend to operate and develop
- understanding each other's 'mental models' or habitual ways of thinking
- sharing feelings and expectations
- developing a sense of common purpose
- dealing constructively with conflict.



Volunteering

CANDL can:

- help you put together a volunteering policy and volunteer arrangement
- supply information on volunteering training courses available
- deliver training courses for your volunteers
- assist you in recruiting, inducting and supporting your volunteers
- give access to our resources dealing with screening, training and maintaining volunteers.

And if we can't do it we know other organisations who can!



Governance

CANDL can help you:

- ensure you meet the legal requirements needed to manage your project
- look at the options you have in terms of legal structure, including incorporation, charitable status, Social Enterprise, Community Interest Company, etc
- draft your constitution or other 'Governance' paperwork
- apply and/or register appropriately (where relevant)
- clarify the roles and responsibilities of management committee/board members, Trustees, and staff
- develop your core policies and procedures
- find out about good management practice
- learn from similar projects or initiatives about how to develop good 'governance'.



Community profiling

CANDL can help you:

- access statistical information
- draw out your congregation's knowledge
- identify existing provision
- develop your own research skills
- present your findings in an interesting way
- identify priority local needs
- identify your own strengths and resources
- focus on specific interests or concerns.

We can also help you with other research needs, for example a needs assessment or a feasibility study.



Fundraising



CANDL can help you:

- present your project as worth funding
- identify the resources you need
- devise a fundraising strategy
- develop a project or 'business' plan for your group's activities
- write successful funding letters
- identify possible sources of funding or other resources
- fill in application forms
- by disseminating relevant funding information which comes into us.



Evaluation

We know that the idea of being evaluated can be unsettling – our experience, however, is that it can often be positive.

- A good evaluation will enable you to record and celebrate your strengths.
- It will also help you address the problems of which you are probably only too well aware(!).
- Evaluation is often necessary when you need to reapply for funding but it can be very useful whenever you need to reassess what you are doing.
- CANDL seeks to use a participative approach to evaluation so that you are fully involved with what is happening at every point.

In order to complement our work on evaluation we have been developing our own Quality Mark.

- A Quality Mark seeks to enable you to put in place basic levels of good practice so that you can provide a good quality service.
- Our Quality Mark seeks to simplify the approach used in models such as PQASSO (Practical Quality Assurance Standards for Small Organisations) and is designed to be useful for all groups no matter how small.
- The CANDL Quality Mark emphasises face-to-face contact over paper documentation.



Disability and inclusion



The inclusion of disabled children in mainstream provision has been a strong trend in recent years and churches have begun to be challenged by the same issues. This has particularly come about through the Disability Discrimination Act which requires public buildings to be accessible to disabled people. But there are also more profound issues than this legal requirement – if the gospel is for everyone are we doing enough to include disabled people within our church communities?



CANDL has begun exploring what the inclusion of disabled children might mean for the urban churches with which we work. Certainly we know it is a significant issue – disability has a strong connection with poverty and our anecdotal experience suggests that disabled children are a part of most churches. We have been doing some research and exploration and the following questions and issues have emerged:

- Disability is about more than people with wheelchairs – what about sickle cell anaemia and children with Attention Deficit Hyperactivity Disorder (ADHD)?
- What are the issues that churches are experiencing in relation to disabled children?
- What changes in attitude are needed in order to make disabled children and their parents feel welcome?
- What are the small practical steps that could begin to make us open to disabled children?
- Are we open to learning from and with disabled people or are they just an object of charity?

We are interested in working with anyone who is interested in these questions and others like them.

Working with children and young people

The Government initiative 'Every Child Matters: Change for Children' addresses the well-being of children and young people from birth to age 19. The aim is for every child, whatever their background or circumstances to have the support they need to:

- be healthy
- stay safe
- enjoy and achieve
- make a positive contribution
- achieve economic well-being.

CANDL aims to help groups achieve these goals with the children and young people with whom they come into contact.

The safety and well-being of children is of paramount importance.

Child abuse is a term used to describe the ways in which a child's or young person's development and physical and mental health are damaged by the action or inaction of one whose strength or power is greater, usually an adult. Research has indicated that social isolation is an overwhelming factor in cases of child abuse.

Consequently CANDL places particular emphasis on assisting church groups to equip themselves to provide safe environments and activities within their communities for children's care, play and learning.

CANDL aims to help groups address these issues in ways and at times that are appropriate to the particular church group's values, project and circumstances:

- Identify and address local children's and young people's needs and potential.
- Encourage and safeguard adults working with children and young people.
- Develop approaches based on a commitment to the rights of children and young people.
- Work towards equality of opportunity for all children and young people.
- Involve children and young people in decision-making.
- Safeguard against and effectively respond to possible child abuse.
- Identify and meet any legal requirements.
- Deal positively with any challenging behaviour.
- Equip children and young people to make a positive contribution to their community.

Although we make a commitment to confidentiality in our work with church groups, each CANDL worker is required to take appropriate action (which may include contacting Social Services and/or asking advice from a Line Manager or Regional Assistant Director) irrespective of the feelings of any church minister, worker or member, if a child or young person is deemed by the CANDL worker to be at significant risk of abuse or neglect.



CANDL's strategic and prophetic role

Definitions:

Strategic – taking an overview or long-term approach.

Prophetic – revealing God's will; expressing the demands of social justice and spiritual welfare.

Agent/Advocate – speaking/acting on behalf of another – eg a church or church-based project, group of churches/projects, children/young people/families in a defined area, community development/Biblical principles, etc.

Context: Our work alongside a wide range of churches over a long period of time gives us a unique and grounded experience of the issues that affect churches engaged in community work. CANDL is a Barnardo's project, which roots us also in a long-standing UK-wide children's charity with a vast array of experience in working with children, young people and families, and with a clear statement of the basis and values underpinning its work. We maintain active and ongoing links with organisations such as the Churches Community Work Alliance and the Community Development Exchange to ensure we remain in touch with general and church-related community development principles and good practice guidance. At the same time, our team is comprised of people with a wide range of training and experience both in community development, church ministry and theology, across traditional denominational and cultural divides. A key element of our working together and alongside church-based initiatives is the exploration and expression of values and vision.

We believe this vantage point behoves us to take a role as a strategic-prophetic agent where certain conditions are met, with the aim of influencing the policy and/or practice of churches or their community

initiatives, public authorities, funding or other relevant bodies, including Barnardo's itself.

Conditions: In raising or addressing an issue or occasion which calls for us to act as a strategic-prophetic agent or advocate we will be clear:

- who/what we are acting on behalf of, and how our mandate as agent/advocate is held and accountable
- that we have a relevant and significant basis in CANDL's practice;
- that we are responding to/enabling people's need to have their experience heard
- that we are enabling debate about alternative approaches to take place
- that we are representing a viewpoint which has general rather than case-specific significance and which needs to be heard/respected/dealt with
- that we are holding/representing the community development vision and principles of good practice
- that we are not in breach of relevant Barnardo's policy statement(s), and that potentially controversial matters have been cleared by our Assistant Director Children's Services.

Action: If these conditions are satisfied, the action we take may include one or more of the following: publishing articles in our own *CANDL Light* newsletter or in other publications, publishing discussion papers, issuing press releases, speaking at public meetings or debates, being interviewed for publication in printed or broadcast media, using Barnardo's internal processes to improve our own organisation's policy or practice, supporting others' campaigns and lobbying public authorities.

Community development values and the learning community

CANDL is committed to working from a base of sound professional values. We subscribe to the statement of purpose and values contained in the National Occupational Standards for Community Development Work and aim for our member groups to become a Learning Community with us.

The Key Purpose of Community Development Work

Is collectively to bring about social change and justice, by working with communities to:

- identify their needs, opportunities, rights and responsibilities
- plan, organise and take action
- evaluate the effectiveness and impact of the action

all in ways which challenge oppressions and tackle inequalities.

The 6 Values of Community Development Work

Social Justice – working towards a fairer society that respects civil and human rights and challenges oppression.

Self-determination – individuals and groups have the right to identify shared issues and concerns as the starting point for collective action.

Working and learning together – valuing and using the skills, knowledge, experience and diversity within communities to collectively bring about desired changes.

Sustainable Communities – empowering communities to develop their independence and autonomy whilst making and maintaining links to the wider society.

Participation – everyone has the right to participate in the decision-making processes that affect their lives.

Reflective Practice – effective community development is informed and enhanced through reflection on action.

The 5 Disciplines of a Learning Community

Personal Mastery – learning to expand our personal capacity to create the results we most desire, and creating an environment which encourages all to develop themselves toward the goals and purposes they choose.

Mental Models – reflecting upon, continually clarifying, and improving our habitual ways of thinking about the world, and seeing how they shape our actions and decisions.

Shared Vision – building a sense of commitment as a community, by developing shared images of the future we seek to create, and the principles and guiding practice by which we hope to get there.

Team Learning – transforming conversational and collective thinking skills, so that groups of people can reliably develop intelligence and ability greater than the sum of individual members' talents.

Systems thinking – a way of thinking about, and a language for describing and understanding, the forces and inter-relationships that shape the behaviour of systems. This discipline helps us see how to change systems more effectively.

(Adapted from Peter Senge's The Fifth Discipline)

Community development practice



CANDL's 'general objectives' in our work with client groups is:

- increasing user participation in the planning, operation, development and evaluation of services
- developing appropriate partnerships
- identifying needs and resources through community profiling and organisational auditing
- addressing issues around equality and valuing diversity
- evaluation – relating aims, objectives, processes and achievements of value to the community
- addressing the needs and rights of children and young people
- linking vision and values to practice and methods
- linking up with Barnardo's direct work with children, young people and families
- identifying power dynamics within and between groups, and at neighbourhood, borough, national and global levels.

CANDL is committed to encouraging and enabling good community development practice. So, alongside and within meeting the specific learning objectives agreed with each group, we will try to address each of these community development 'general objectives' in ways and at times that are appropriate to the group's work.

CANDL's commitment to promoting equality and valuing diversity

Introduction

Barnardo's is committed to providing equality of opportunity for the children, young people, families and carers with whom we work. We value and respect their diversity. Barnardo's is also committed to taking active steps to address and eliminate unfair or unlawful discrimination or prejudice on the grounds of race, colour, ethnic or national origins, religion, disability, gender, sexuality, age, marital status, responsibility for dependants, economic status or political values, where these are identified in the organisation's procedures or practices.

CANDL will work to this commitment, both in terms of CANDL's own internal processes and in our work with client groups. Whilst we will approach the promotion of equality and valuing diversity as key to CANDL's value base and to community development work in general, we aim to do so in a way which avoids organisational arrogance, respecting and learning from the potentially different value-bases of client groups.

Just as any church or organisation can terminate its contract with CANDL on the grounds of irreconcilable views, CANDL may withdraw its services from a church or organisation when it feels its Promoting Equality/Valuing Diversity principles or practice are being negatively challenged or restricted in the course of its community development work.

A Theological Basis

Such a commitment, we believe, is underpinned by the fundamental Christian understanding of the incarnation that 'there is no such thing as Jew and Greek, slave and freeman, male and female: For you are all one

person in Christ Jesus' (Galatians 3:28) It is a fundamental Christian understanding that all human beings are created in the image of God, valued equally by God, and share equally in God's love. The commandment to love our neighbour as ourselves places a responsibility on us all to combat unfair discrimination and seek justice as we would have it for ourselves.

A basis for action

We therefore undertake:

- to be vigilant and challenging of ourselves, and of those with whom we work, when unfair discrimination, prejudice and injustice is at work
- to seek the means by which our own ignorance, prejudice and injustice can be decreased, and our availability and sensitivity to marginalised groups increased
- to equip ourselves to enable our client groups to address issues of equality and diversity as they affect community development practice.

Implementation

We look to all CANDL staff, volunteers, and Advisory/Steering Group members to promote the above policy and practice, and those with whom we work in partnership to abide by them in the spirit in which they were intended. We will monitor our progress in implementing the above, review its appropriateness annually, and report upon it in our Annual Report and/or Regional Plan submission. Any grievance, or any other matter relating to it, should in the first instance be taken up with the Service Manager.

Computers, confidentiality and open access



To help us work effectively with our groups CANDL (and Barnardo's as our parent organisation) keeps records which include relevant details regarding the client group and its members, the services we are

providing, and any significant contact (eg telephone calls, e-mails, meetings, etc) we have in the course of our working alongside them. This is to enable us to monitor and evaluate how we are addressing client groups' needs and to develop our response to these needs. These records may be stored in paper form and/or on computer, in a database and/or as word-processed documents.

Although the circumstances in which it would apply are likely to be rare, CANDL along with all Barnardo's projects is subject to an exemption in the Data Protection Act 1998, which permits the withholding of data from a data subject where giving access would be likely to prejudice the carrying out of social work by:

- a) causing harm to the physical or mental condition of the data subject or any other person
- b) leading the data subject, or any other person who is likely to obtain access to the data to identify another individual (other than someone involved professionally in social work) who has not consented to the disclosure of his/her identity.

For this reason, and the fact that we are subject to relevant legislation (eg Data Protection Act 1998), CANDL makes the following

commitments regarding its storage and usage of information about client groups and our work with them:

- Any client group, and any individual member of a client group is entitled to see what information is held about them, and where appropriate, to have it erased or corrected.
- All information will be kept only as long as necessary to fulfil the purposes of holding it.
- Information, especially personal data, will be limited to that relevant to the work we are engaged in, and will be accurate.
- Information will be obtained fairly and lawfully and held only for registered lawful purposes.
- Information will only be used or disclosed in accordance with the registered lawful purposes.
- An assumption of confidentiality will be made regarding the content of our work with a client group such that it will not be disclosed to or discussed with a third party, without prior agreement of the client groups representative/leader.
- Appropriate security measures will be taken to safeguard unauthorised access, disclosure or damage to information held.

If you have any queries about the above, or wish to exercise your right to access your group's file, please do not hesitate to contact the Service Manager at CANDL.

We recognise that in the course of our working with a client group some of the information we record may be sensitive in one way or another either to the group as such or an individual member.

CANDL – A responsive service

We value feedback, both positive and negative, as a way of improving our services. If you are happy with our work we hope you will tell us. If however you feel that the service you have experienced from CANDL falls short of what you should be able to expect whether in quality or quantity, or the professionalism, reliability or attitude of any member of the CANDL team please tell us. We will do all we can to put things right when they go wrong.

It is fundamental to the way CANDL works that we listen to each client/prospective client group and that the service we offer and deliver is a direct response to the needs they express. We aim to agree clear objectives with each client, confirm these in writing and review progress on achieving them at regular intervals with representatives of the group.

CANDL also aims to deliver a professional and reliable service which meets our commitments to promoting equality, valuing diversity, confidentiality and care for the welfare of children, young people and families. We have adopted a set of conduct and performance standards to guide our approach, and we are also bound by the high standards set for its staff by Barnardo's.

There are a number of ways for you to tell us what you think. These include:

- talking to a member of staff from the project
- speaking to the Service Manager
- speaking to someone who works for Barnardo's but does not work in the project

- writing directly to the complaints co-ordinator at Barnardo's Head Office. We will give you a stamped addressed card to help you do this
- writing to or telephone Barnardo's Regional Director of Children's Services at Barnardo's (LEaSE), Scotch House, Tanners Lane, Barkingside, Essex IG6 1QG (tel. 020 8551 0011).

If you make a formal complaint, a senior member of Barnardo's staff who is not a part of CANDL will meet you and listen to what you want to say. You can be accompanied at this meeting by a friend or colleague if you wish, or we can offer help from someone who does not work for Barnardo's – the choice is yours.

We will also ask someone who does not work for Barnardo's to make sure that when we are dealing with you we treat you fairly. They will also listen to your views and give their opinion. The people dealing with your complaint will also talk to anyone else who might be involved, and then write a report and suggest what we will need to do to put matters right.

We aim to do everything within 28 working days. If it is going to take any longer, we will tell you the reason and ask what you think.

The Director of Children's Services will read the complaint report and contact you to say what action he or she is going to take. This decision is final.



CANDL's Advisory Group and Steering Groups



Advisory Group

CANDL has a small Advisory Group which meets quarterly to assist CANDL in improving and developing its service, as defined by its aims and objectives, by sharing with the staff in the discussion and exploration of issues, current and future, regarding the project's work in order to help the project team:

- identify and clarify the areas of uncertainty and confusion in its work process and direction
- explore appropriate strategies for improving its services
- explore appropriate new areas for work development, and the means by which these can be realised.

As this group does not have a managerial function it is freed up to do some radical and 'out of the box' thinking. It has proved a vital sounding board over the years, helping us reflect on CANDL's overall direction and providing one of the strands of project accountability.

If there are issues relating to CANDL's work which you think might be usefully addressed by the Advisory Group, please contact the Service Manager or another team member.

Steering Groups

For specific pieces of work we call together interested parties into a Steering Group, usually with a time-limited task. For example, Steering Groups have existed for developing our multi-faith directories, establishing our family life/parenting support work, and overseeing a study into the capacity-building needs of Muslim groups. If you have an area of expertise that you would like to offer to CANDL in developing some aspect of our work, please do let us know so that we can keep you informed and in mind.





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