

Maturity model for digital neighbourhood development

In the maturity model for digital neighbourhood development,¹ the many activities relevant to social-space-oriented networking were summarised in 12 dimensions (see Figure 1). The maturity model for integrated care of the Scirocco project (<https://www.scirocco-project.eu/maturitymodel/>) served as the basis for this.

Although neighbourhood development also includes aspects of integrated care, it goes beyond this in many respects and includes further aspects, especially in connection with social mobilisation of neighbourhoods, which have been taken into account in the model adapted for neighbourhood development (see Figure 1). The adaptation of the dimensions as well as the associated evaluation scales was carried out in cooperation with experts or stakeholders involved in ongoing projects within the IBH-funded project "Technology in the neighbourhood".



Figure 1: Dimensions of the maturity model for digital neighbourhood development

¹ The terms neighbourhood, neighborhood, community and social space cannot usually be clearly distinguished from one another, which is why they are used synonymously in this document.



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By looking at each dimension, the maturity model **within a neighbourhood** enables strengths and also gaps in community work and neighbourhood networking to be identified.

On the way to a caring community, co-responsibility, joint decision-making, solidarity and reciprocity in the neighbourhood play a decisive role (see Figure 2). The empowerment of all citizens to lead an independent and self-determined life in the social space is a key issue. Therefore, more support should also be given to people with low health and language skills, migrants, socio-economically disadvantaged people, older people with support needs or limited mobility through sustainable neighbourhood development projects.

The targeted use of information and communication technologies (ICT) as tools for community work can offer a way to better coordinate and consolidate social networks and to integrate people who are no longer able to participate fully in social life due to restrictions on their mobility. IT tools can also help to better organise the care of people in need of support so that they can live at home for as long as possible. The intergenerational use of technology also has the potential to close gaps in health care by mobilizing and using existing social resources.

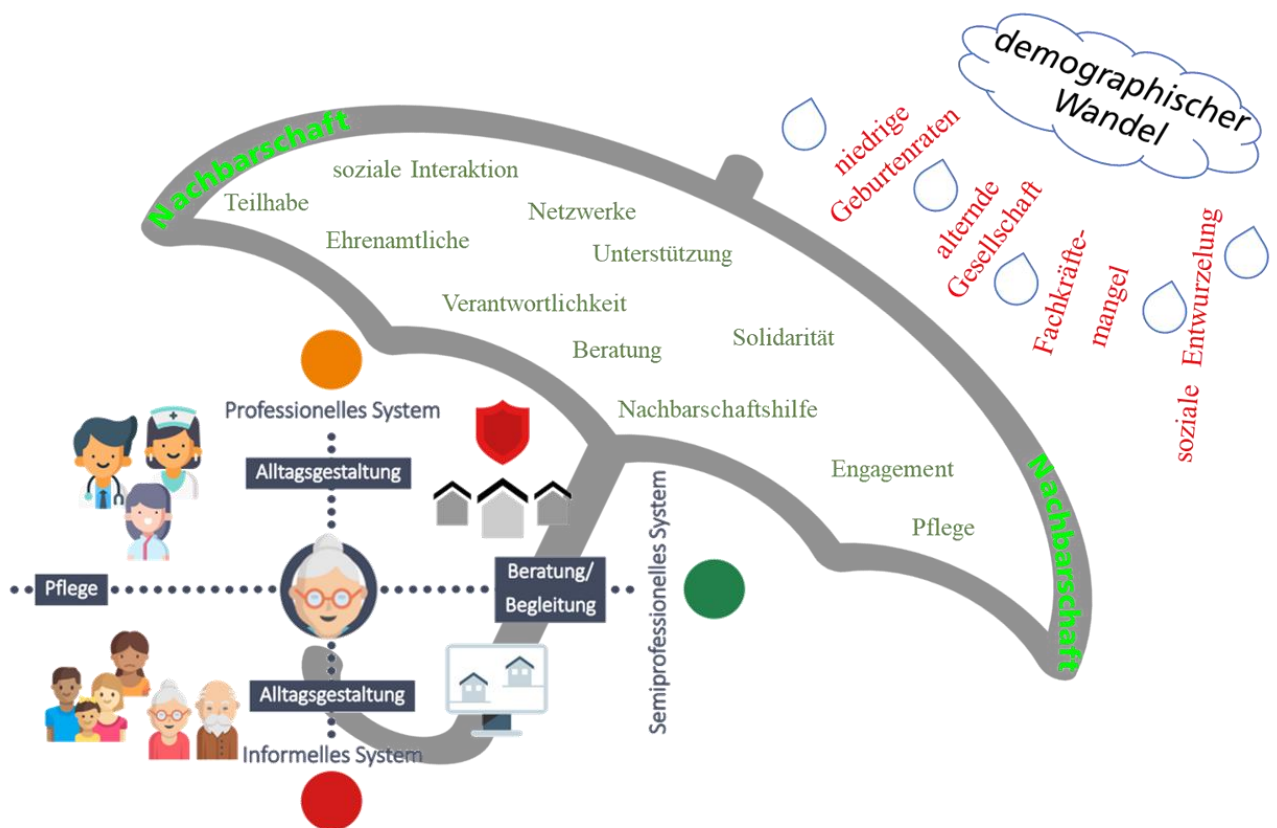


Figure 2: Neighbourhood development under the sign of demographic change towards caring communities

Due to the highly diverse nature of neighbourhood development processes - e.g. initiated from above, e.g. by authorities, vs. initiated from below by the citizens themselves - and the different levels (micro, meso and macro levels) at which these processes take place, the maturity model can also be applied in different ways.

It can thus serve as a basis for discussion, orientation or communication tool, whereby the dimensions can be considered as possible facets of the development process and the maturity



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levels as a source of inspiration for measures. It follows that these can also take place in parallel or at different levels at different times.

Or the model is classically used as a tool for evaluating, comparing and supporting initiatives or projects in order to promote the exchange of experience and good practice and to encourage joint learning.

Instructions for use:

1. Work your way from one dimension to another. Start with a dimension and read the introductory part on the dimension.
2. Next, read through the rating scale for this dimension.
3. Discuss the applicability of each level to your neighbourhood, considering why each level is reached or not reached and what would be necessary to reach it or the next.
4. Decide on a level and record the reason for this decision in the field Reason for level selection.
5. For all dimensions, follow steps 1-4.

Questions, answers and recommendations:

What is the maturity model suitable for?

The maturity model is suitable for assessing the actual situation of neighbourhoods.

Neighbourhood development is a complex issue that should not only be considered from the project perspective / perspective of a single initiative. For the success of an individual project, beneficial conditions of the underlying neighbourhood are decisive. In order to enable a comparison of maturity levels, it is therefore necessary to survey these neighbourhood conditions.

Who should use the maturity model?

The maturity model should be applied by decision-makers at the neighbourhood level, e.g. neighbourhood managers, department heads for neighbourhood development.

How many people should use the maturity model?

The maturity model can be used by a single person or by a group of people. Our experience shows that the application is easy to handle in smaller groups of up to 4 people.

In order to enable a later comparison of the maturity levels, it is advantageous to carry out the assessment with the same persons. If this is not possible, at least the subject of the study should be described in detail, so that the same point of view can be taken up again at a later date.

Is the order of the dimensions decisive?



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No - Neither is the order of the dimensions decisive when applying the maturity model, nor is it necessary to evaluate all 12 dimensions in a single appointment. The evaluation of the 12 dimensions in a discussion round with up to 4 neighbourhood managers takes about 120 minutes on average. A splitting into several discussion rounds with fewer dimensions is conceivable.



Degree of networking

General description:

A community comprises a wide range of actors from different sectors such as civil society, health and social services. Although there are necessarily points of contact within these sectors and between actors, the degree of networking between actors in the neighbourhood can vary greatly.

The more binding and formalised the cooperation and exchange between actors is, and the more actors from different sectors participate, the greater the degree of networking. A long-term goal should be a close and systematic cooperation and exchange between all actors in the neighbourhood with the aim of a comprehensive community-oriented cooperation of the population.

- Networking at the macro (political, structural), meso (organisations, associations) and micro (everyday work) level.
- Cross-sector networking between actors from civil society, health and social services.
- Close formalised cooperation and exchange within and across sectors to enable comprehensive community-based care for the population.

Rating scale:

Dimension	Evaluation scale
Degree of cross-linking	<ol style="list-style-type: none">0 No cooperation and exchange between the individual actors in the neighbourhood1 Partial, selective cooperation and exchange between the individual actors in the neighbourhood on the basis of personal contacts2 Cooperation and exchange within individual sectors such as social services, health care, civil society (neighbourhood associations, voluntary work, citizens' initiatives, etc.)3 Non-binding cooperation and exchange between actors from different sectors (e.g. regular networking meetings, exchanges)4 Formalised cooperation and exchange between actors from different sectors5 Close, formalised cooperation and exchange between all actors in the neighbourhood



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Reasons for
choosing stages

Notes / suggestions for improvement on the model and its applicability



Competence building to promote neighbourhood development

General description:

Capacity building to promote neighbourhood development is the process by which (particularly voluntary) individuals and associations acquire, improve and maintain the skills and knowledge they need to competently carry out their tasks in the neighbourhood, e.g. hygiene training for helpers of a senior citizens' café. In the course of transforming a social space or community, many new roles must be created and new skills developed. These range from technological know-how to project management and successful change management.

In order to be sustainable and adaptable, social space-oriented projects must build up and expand their competencies. As a "learning system" they are therefore constantly striving to improve quality, need orientation and access. Since requirements and expectations are constantly changing, skills, talents and experience must be preserved as far as possible. This means that knowledge is captured and used to improve the next projects, resulting in greater productivity and success. Competence development depends to a considerable extent on the people who take responsibility. Continuity and low fluctuation of individuals are an important prerequisite for building and expanding competence.

Rating scale:

Dimension	Evaluation scale
Competence development	<ol style="list-style-type: none"> 0. The development of competences or skills is not taken into account in social-space projects or developments. 1. There are some approaches to capacity building for social space-oriented projects. 2. Cooperation in building up competence for social space development is growing throughout the neighbourhood. 3. Systematic learning about the development of social space-oriented structures is widespread; knowledge is shared 4. The skills are retained: the fluctuation of experienced actors (voluntary and professional) is low or the transfer of knowledge / experience to successors is ensured 5. There is a learning system that includes reflection and continuous improvement of neighbourhood projects.
Reasons for choosing stages	



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Notes / suggestions for improvement on the model and its applicability



integration of disadvantaged groups

General description:

Community orientation serves to shape and improve the living conditions of all actors at local and regional level by, with and for the local people.

People with low health and language skills, migrants, socio-economically disadvantaged people, elderly people with support needs or reduced mobility often have limited access to social life and cannot fully benefit from existing support systems.

Neighbourhood development projects can help to promote the quality of life and inclusion of disadvantaged groups. To this end, these groups of people should be taken into account in the projects, for example by

- Offers and information are available barrier-free or in several languages or in an easy language,
- missing competences are specifically built up (e.g. technical training for older people),
- information and networking opportunities are also offered online (e.g. for people with mobility impairments)

Rating scale:

Dimension	Evaluation scale
integration of disadvantaged groups	0. No awareness of disadvantaged groups in the neighbourhood 1. Inclusion of disadvantaged groups is not sought 2. planning to take individual disadvantaged groups into account; other disadvantaged groups are not taken into account, e.g. for reasons of resources 3. Individual disadvantaged groups are taken into account; other disadvantaged groups are not considered, e.g. for reasons of resources 4. Neighbourhood development is explicitly designed to include all existing disadvantaged groups. 5. Consideration of the risks of potential disadvantage in neighbourhood development is systematic and complete for the entire population.
Reasons for choosing stages	



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Notes / suggestions for improvement on the model and its applicability



Citizen empowerment & participation in neighbourhood work

General description:

The conditions and ways of life in the neighbourhood are the field of action of the neighbourhood work. Neighbourhood work is thus about resources in the neighbourhood, participation and activation of residents, strengthening self-help and processes of self-organisation, and networking and cooperation between institutions and local actors. Numerous studies and practical findings show that many people would be prepared to do more to help shape their environment, neighbourhood and living conditions. They can and want to participate actively in the neighbourhood work.

In order to enable participation, appropriate structures must be provided and citizens must be enabled to become involved. To this end, the population should be provided with easily usable tools that promote their involvement in neighbourhood development, e.g. (technical) solutions with which they can get involved in neighbourhood work or make their views known. It is also important to have a participatory attitude that allows neighbourhood managers to meet the citizens on an equal footing and allows scope for design or decision-making.

Evaluation scale*:

* Note to fill in: If there are several projects and initiatives active in the neighbourhood under consideration, which have different levels of maturity, orientate yourself towards the most mature neighbourhood when choosing the level of maturity of the neighbourhood. Make a note of the existence of different levels of project maturity in the justification for the choice of level.

Dimension	Evaluation scale
Citizen empowerment and participation	<ul style="list-style-type: none"> 0. No systematic plan for civic empowerment 1. There are efforts to increase citizen participation and to implement civic empowerment. However, citizens are not involved in decision-making processes and are not involved in neighbourhood development. 2. Citizen empowerment is recognised as an important part of neighbourhood development. Measures are in place to support the empowerment of citizens. Citizens are mainly involved in neighbourhood development in an advisory capacity. 3. Citizens participate in neighbourhood development projects (more than in an advisory capacity, but not on an equal footing) 4. Citizens participate equally in the development of the neighbourhood. There are measures that support



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	cooperation and motivate those involved. 5. The citizens initiate and control decisive decision-making processes with regard to neighbourhood work.
Reasons for choosing stages	

Notes / suggestions for improvement on the model and its applicability



Dealing with ideas and new projects

General description:

Many of the best ideas probably come from professionals or committed neighbourhood residents who understand where improvements can be made to existing processes. These innovations must be identified, evaluated and, if possible, expanded in order to achieve benefits throughout the system. At the same time, universities and private sector companies are increasingly willing to participate in social-space innovations, to support them, to provide scientific support, to introduce and test process improvements and to offer new services that meet the needs of citizens.

It is also important to look outside the neighbourhood at other municipalities (other regions and countries) facing similar challenges in order to learn from their experiences. Overall, this means managing the innovation process to achieve the best results for neighbourhood development and ensuring that good ideas are encouraged and rewarded.

- Implement proven ideas faster.
- Enable an atmosphere of top-down innovation, with the collection and dissemination of best practices.
- Learning from the neighbourhood, but also from other regions, in order to expand the space of ideas and accelerate change.
- Involving regional authorities, universities, private companies and other stakeholders in the innovation process.
- the use of innovative procurement approaches (e.g. through public-private partnerships, shared risk, results-based payment).
- Formation of regional, but also cross-border partnerships and networks.

Rating scale:

Dimension	Evaluation scale
Dealing with ideas and new projects	0 No plan for innovation management 1 Isolated ideas and new projects in the neighbourhood, but with limited visibility 2 Ideas and new projects in the neighbourhood are recorded and successes published as good practice. 3 Formalised innovation management process established in the neighbourhood 4 Comprehensive open innovation culture in the neighbourhood combined with the application and dissemination of good practice. 5 Innovation is promoted at the level of municipalities/regions/countries.
Reasons for choosing stages	



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Notes / suggestions for improvement on the model and its applicability



Willingness to change for social space-oriented development

General description:

If cooperation in the neighbourhoods is to be redesigned with the aim of making better use of existing resources and also better integrating people in need of support into the social space, this requires changes at many levels, the creation of new roles, processes and working practices, and new systems to support the exchange of information and cooperation between the various stakeholders. This requires a broad-based will to change, a strategic plan and a vision of how the neighbourhood and socio-spatial cooperation should be shaped in the future.

The dimension thus includes the following facets and measures, among others:

- Creating a compelling vision with a sense of urgency and involving stakeholders, including relevant stakeholders such as local authorities or associations, the public and the press.
- Accept that the status quo does not favour socio-spatial development and cooperation and that it must change.
- Recognising the need to address risks related to social inequalities or lack of inclusion of vulnerable groups.
- Publication of a clear description of the issues, the decisions to be taken and the shaping of future cooperation in the neighbourhood, as well as the recruitment of people who are willing to get involved.
- Creating a sense of urgency to ensure sustainable focus and building a "guiding coalition" for change.

Evaluation scale

Dimension	Evaluation scale
Willingness to change for a social space-oriented development	<ol style="list-style-type: none"> 0. No awareness of the need for change 1. Need for change identified 2. Dialogue and consensus building underway or plan in development 3. Vision or plan embedded in politics; leaders and multipliers are committed to neighbourhood development; vision or plan hardly known to the general public. 4. Vision, goals and ideas for the design of a lively neighbourhood are communicated to and supported by a broader public; the relevant socio-spatial actors are available 5. Broad-based public support and political consensus on the need for socio-spatial development; visible stakeholder commitment; willingness to change is lived.



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Reasons for choosing stages

Notes / suggestions for improvement on the model and its applicability



Regulation of responsibilities and organizational structure

General description:

The redesign of neighbourhood structures is often associated with extensive changes and represents a major challenge. It requires multi-annual programmes with efficient change management for projects, funding and communication, and the ability to influence and (sometimes) contract new working practices. This means a goal-oriented approach across different organisations and professions and the willingness to cooperate. The interest of the entire neighbourhood is in the foreground. It also means designing the introduction of technology-enabled networking services in such a way that they are easy to use, reliable, secure and equally acceptable to all citizens.

The dimension includes the following measures:

- Enabling adequately funded programmes, including strong programme and project management and comprehensive change management; establishing neighbourhood management to support rollout; decentralised leadership to reduce dependence on individual leaders; excellent communication of objectives, progress and achievements.
- Managing successful social and digital innovation within a properly funded multi-annual transformation programme.
- Identify and address the (potential) risks associated with socio-spatial inequalities.
- Establishment of organisations with a mandate to select, develop and provide appropriate and user-friendly digital services.

Evaluation scale

Dimension	Evaluation scale
Organizational structure and regulation of responsibilities	0. No local or regional attempt to offer support for neighbourhood networking 1. Recognizing the need for change at organizational and structural level, but no change has yet taken place 2. Plan for organizational and structural change defined and generally accepted 3. Organisational and structural support for the implementation of the change plan is provided at local and/or regional level 4. Support in the implementation of the change plan (organisational + structural) is provided as a service at local and/or regional level 5. Sustainable implementation of the change plan with a clear organizational structure and responsibilities
Reasons for choosing stages	



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Notes / suggestions for improvement on the model and its applicability



Digitization

General description

A lively neighbourhood is based on communication, exchange and community. Transparency and a functioning communication between citizens, professional actors in the social space and institutions are an important basis for effective neighbourhood work. Digital information and communication services can make an important contribution to supporting community work and interaction in the neighbourhood. They enable an efficient cooperation of social space actors. They also help to get in touch with citizens and empower them to get involved in the social space. Ideally, digital services should build on existing offers, structures and networks, expand them with digital interaction possibilities and network them with each other.

Important components here are:

- Availability of basic IT infrastructure in the neighbourhood (including broadband access, possibly public WLAN)
- Availability of secure and trustworthy digital communication and networking services at social space level (information and news portal, calendar of events, local marketplaces, local social networks, etc.)
- Full awareness and appropriate technical and organisational measures for data protection
- Offers for the integration of disadvantaged groups into the digital world (e.g. educational opportunities, Internet experience rooms, peer support, etc.)
- Use of digital communication and collaboration possibilities in neighbourhood work

Rating scale:

Dimension	Evaluation scale
Digitization	<ol style="list-style-type: none"> 0. There are no digital services to support community work or social interaction in the neighbourhood 1. Digital offers are used in some areas, but are limited to individual institutions (associations, facilities, ...) or services 2. There is a strategy for the implementation of digital services for inter-institutional community work 3. Networked digital services to support an active community are available and can be used by all actors in the neighbourhood on the basis of a uniform infrastructure; awareness of the services in the neighbourhood is low 4. The available networked digital services supporting an active community on the basis of a uniform infrastructure are used by some citizens and social space actors. 5. The available networked digital services supporting an active community on the basis of a uniform infrastructure are used extensively by citizens and other social space actors.



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Funding

General description:

Successful and sustainable social space development requires initial investment in neighbourhood development at organisational and technical level as well as ongoing financial support for ongoing operations. Ensuring the financing of initial and running costs is an essential measure, covering and using the full range of possible sources of funding from local, regional and national authorities, foundations, innovation funds, public-private partnerships (PPPs) and private operators.

In the case of PPPs, the private partner usually assumes responsibility for the efficient delivery of the service, while the public authorities ensure that public interest objectives are respected.

Important components here are:

- Prospect of sustainable financing beyond the start-up phase already at the beginning of the project desirable.
- Multi-annual budgets should be considered as an integral part of (local/regional/national/ European) financial planning. The specification can vary from country to country. The multi-year budget therefore also includes funds for which regular / annual applications are necessary for formal reasons.

Evaluation scale*:

* Note to fill in: If there are several projects and initiatives active in the neighbourhood under consideration, which have different levels of maturity, orientate yourself towards the most mature neighbourhood when choosing the level of maturity of the neighbourhood. Note the existence of different levels of project maturity in the justification for the choice of level.

Rating scale:

Dimension	Evaluation scale
Funding	0. No (funding) resources available 1. Limited funding (grant or PPP) to test pilot projects with limited scope (groups of people or institutions) 2. Financing (promotion or PPP) of the start-up phase for the implementation and dissemination of digital services with a wider reach (persons or institutions) 3. Financing (funding or PPP) for continuous expansion and ongoing operation; continuous application required 4. (local/regional/national/ European) anchored multi-annual



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	<p>budget to ensure the ongoing operation</p> <p>5. (local/regional/national/European) anchored multi-annual budget in order to ensure ongoing operations and to enable the further development of digital services and/or to disseminate them beyond the neighbourhood.</p>
Reasons for choosing stages	

Notes / suggestions for improvement on the model and its applicability



Evaluation and assessment methods

General description:

With the introduction of new communication possibilities and services to support social spatial development, there is a clear need to ensure that the changes have the desired impact on the well-being and quality of life of people in the neighbourhoods and on access to neighbourhood-specific services and activities.

This supports the concept of evidence-based investment, where the impact of any change is assessed to justify the costs of expanding social space-oriented developments at regional or national level.

- Definition of baselines (cost, quality, access, etc.) prior to the introduction of new proposals/projects.
- Systematic measurement of the impact of new services using appropriate methods (e.g. observational studies, incremental improvement).
- Generation of knowledge that can lead to a faster implementation of best practices.

Rating scale:

Dimension	Evaluation scale
Evaluation and assessment methods	0. No routine appraisal or evaluation in the project 1. Different methods for evaluation known, but no approach defined yet. 2. Agreement on an approach to evaluation 3. Implementation of an own evaluation of the project 4. Implementation of a systematic evaluation using a valid instrument (e.g. maturity model, standardized questionnaire) 5. Evaluation results are analysed and compared in order to identify any weaknesses or gaps in individual projects or programmes and to promote the exchange of experience.
Reasons for choosing stages	



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Unification and simplification

General description :

Despite the great diversity and range of social-space-oriented initiatives and projects, they all have certain common features that can be reflected in the form of guidelines or procedural models. These make it possible to record and pass on previous experience so that the wheel is not always reinvented. They also facilitate exchanges between the different projects and thus encourage mutual learning. Above all, they are also helpful for new neighbourhood projects, whose construction and development can thus be accelerated.

In practice, this can mean trying to standardise the approach and agree on which technical systems to use to support social spatial development in a region or country in order to simplify implementation.

Rating scale:

Dimension	Evaluation scale
Standardization and simplification	<ol style="list-style-type: none"> 0. No known standards or process models that support social spatial development 1. Awareness of existing standards or process models; no application 2. Discussion initiated on the need for guidelines or procedural models to support social spatial development 3. Activities to exchange experience with other neighbourhoods are planned OR the application of existing guidelines, standards, procedural models is planned. 4. Guidelines and procedural models available at regional or national level OR opportunities for exchanging experiences and recording "lessons learned" at regional or national level. 5. Generally accessible, practically proven recommendations for action with regard to organisational aspects OR regular exchange of experience between the projects takes place
Reasons for choosing stages	



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Notes / suggestions for improvement on the model and its applicability



Overcoming barriers

General description:

Even with political support, funded programmes and a good IT infrastructure, many factors can still hamper neighbourhood development by delaying or restricting change. These include a lack of social mobilisation, the absence of multipliers, insufficient support for relevant political and social institutions, resistance to change by citizens or key stakeholders, cultural barriers to the use of technology, unfavourable financial incentives and legal issues of data management. These factors must be identified at an early stage and a plan developed for their avoidance in order to minimise their impact.

- Measures to remove obstacles: organisational, financial, legal and technical measures, taking into account the need to reduce the risk of socio-spatial inequalities.
- Creation of new organisations or cooperation to promote inter-institutional cooperation, e.g. municipal neighbourhood management.
- Creation of incentives to support changes in organisational processes and behaviour (clear added value through participation)
- Education and training to improve the understanding and acceptance of social innovations and technology-oriented communication in order to accelerate the provision and dissemination of solutions.

Rating scale:

Dimension	Evaluation scale
Overcoming barriers	0. No awareness or lack of awareness of possible barriers; projects delayed or abandoned due to barriers 1. Awareness is there, but no systematic approach to dealing with them. 2. Agreement on strategies for dealing with and overcoming barriers 3. Application of the agreed strategies at neighbourhood level 4. Derivation and implementation of best practices for dealing with barriers 5. Barriers in the project overcome, project successfully completed or sustainably established
Reasons for choosing stages	



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Notes / suggestions for improvement on the model and its applicability