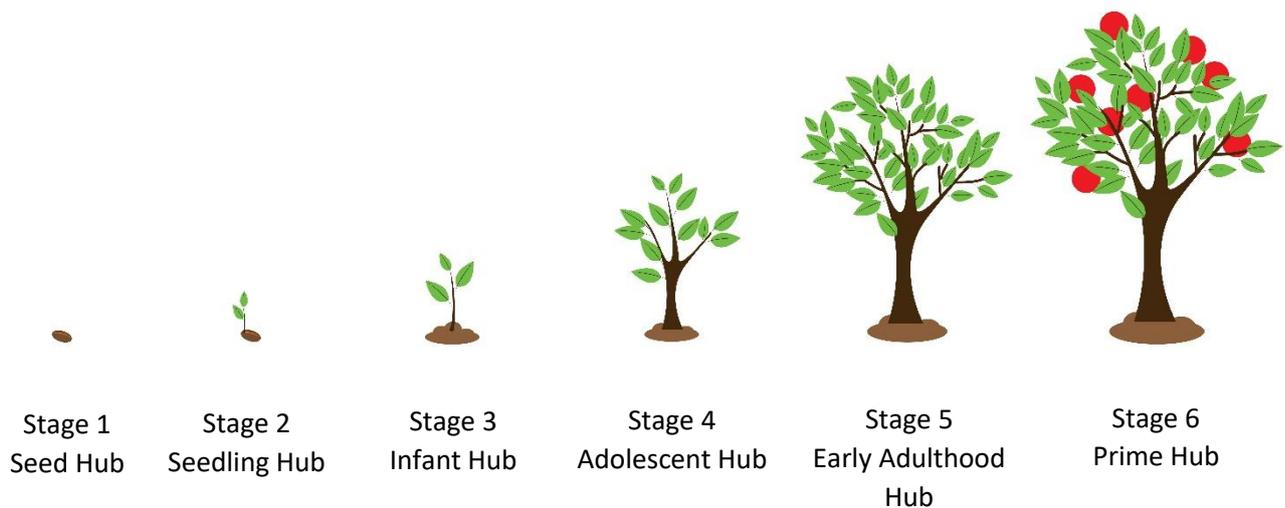




## Life Stages of an Oasis Hub

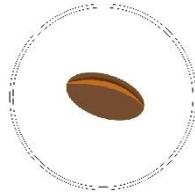
We use a tree metaphor to describe the different life stages of a hub – from a seed to growing into a beautiful tree that, in turn, produces seeds that can be planted in other communities.



The descriptors on the following pages are designed to help self-evaluate the development of a hub over time and to understand how a hub might develop from one stage to the next.

It is possible that hubs may move from one stage to the next more quickly or slowly, depending on the amount of resource allocated. They may also not need to move through all the stages and could feasibly plateau or move backwards at times. This document, however, provides an indicative sense of the way in which hubs might grow.

## Life Stage 1: The Seed Hub



*(Leadership provided by a single project e.g. academy, housing project or church)*

### 1.1 Description

At this stage, the hub consists of a single project e.g. an Oasis Academy, Oasis Housing project or Oasis Church. However, broader hub development exists as a vision of a small group of Oasis members (staff and/or volunteers) who will become the pioneering team of the new hub. The focus is necessarily on dreams and possibilities. The primary goal of this stage is to build the pioneering team's enthusiasm and commitment to the dream. Does the vision fit with Oasis' long term strategy and vision for holistic neighbourhood transformation?

### 1.2 Leadership and staffing

At this stage, overall hub leadership sits with the leader of the specific project e.g. academy principal or housing leader.

However, there is an emerging pioneering group of Oasis staff or volunteers who are willing to support the leader and are committed to growing an Oasis hub. Any staff are likely to be substantively employed to deliver particular roles within the specific project e.g. academy, housing project or church.

Key roles/teams:

- **Leader of the specific project (principal, housing leader etc.)** – overall hub leadership
- **Pioneering team** – the initial team who will provide impetus to develop hub

### 1.3 Hub Principles

- **Relationship** – developing between members of the pioneering team who seek to grow the hub.
- **Holistic and integrated** – the hub currently has a single project focus.
- **Partnership** – hub partnerships have not yet been developed.
- **Strengths and needs** – community strengths and needs have not yet been clearly assessed.
- **Locally embedded** – the hub is mainly driven by Oasis staff who may not yet be living locally.
- **Active, reflective and consultative leaders** – the pioneering team are yet to engage and consult with the community.
- **Empowerment and participation** – the single project has a focus on empowerment. However, community empowerment only exists within the pioneering hub team.
- **Sustainability** – hub sustainability has not yet been considered.
- **Global outlook** – the Oasis global outlook is solely explored through the single project e.g. academy, housing project, church.
- **Quality** – the single project delivers a quality service, but no other activities take place.

---

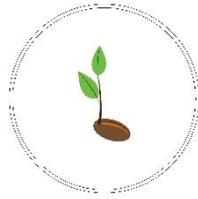
#### **1.4 Activity**

The only project activity taking place at this stage will be the provision of a single Oasis project e.g. an Oasis Academy, Oasis Housing project or Oasis Church.

The main planning activity of the pioneering hub team will be to develop a vision for the hub and to begin gathering a small group of additional people who are also excited by the vision.

---

## Life Stage 2: The Seedling Hub



*(Leadership provided by a single project e.g. academy, housing project or church)*

### 2.1 Description

The seedling stage begins the moment that steps are taken to broaden Oasis' offer to the extended community of the particular project e.g. the wider academy community or the community of people who interact with the housing project. The focus is on building new relationships, on engaging and getting to know the community through specific community activities. This stage is about turning the vision into activity by building significant relationships with the extended community of the particular project. Above all, this stage requires perseverance as hard work will not necessarily translate into tangible results immediately.

### 2.2 Leadership and staffing

At this stage the specific project (academy, housing project or church) will have developed a role/additional responsibility within their existing staffing structure that is particularly responsible for growing the hub (for the purpose of this document, we have called the role Hub Coordinator). However, the precise role may have different titles in different settings) i.e. this role will be someone who has time to develop hub activity.

This role may only be part-time at the outset. However, the larger the resource the quicker the hub will grow and develop.

In order for the hub to flourish, the Hub Coordinator will need to sustain the pioneering team. Together, they will seek to develop a broader group of volunteers who are able to support the growth of the hub.

At this stage, overall hub leadership sits with the leader of the specific project e.g. academy principal or housing leader. The Hub Coordinator will be line managed through academy, housing or church structures but will attend a number of broader network events hosted by OCP in order to learn from best practice elsewhere.

Key roles/teams:

- **Leader of the specific project (principal, housing leader etc.)** – overall hub leadership
  - **Hub Coordinator (likely to be an additional responsibility to existing role)** – responsibility for growing hub activity
  - **Pioneering team** – the initial team who provided the impetus to develop hub
  - **Volunteer team** – the growing group of volunteers who are supporting the hub
-

### 2.3 Hub Principles

- **Relationship** – relationships are developing between members of the pioneering team who are supporting the growth of the hub. Relationships are being built with the extended community of the project.
- **Holistic and integrated** – the initial project is reaching out to its extended community and is seeking to provide initial support services.
- **Partnership** – a small number of partnerships are being developed with other key players within the community.
- **Strengths and needs** – strengths and needs have been assessed anecdotally.
- **Locally embedded** – the Hub Coordinator and the pioneer team are beginning to grow a team of committed local volunteers.
- **Active, reflective and consultative leaders** – the Hub Coordinator and the pioneering team begin to consult with members of the community and develop tailored support.
- **Empowerment and participation** – the Hub Coordinator seeks to develop a sense of ownership and participation within the volunteer team.
- **Sustainability** – as new project activity is initiated, the hub begins to fundraise for these activities from local sources.
- **Global outlook** – the Oasis global outlook is solely explored through the single project e.g. academy, housing project, church.
- **Quality** – new activities are innovative and in many cases experimental. Quality will vary.

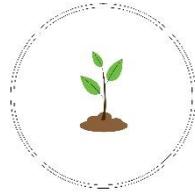
### 2.4 Activity

A seedling hub is action-oriented and opportunity-driven – experimenting with various activities in search of effective and sustainable methods. Projects are initiated by the Hub Coordinator, the pioneering team, together with irregular volunteers.

Projects will be focussed on supporting the extended community of the project e.g. parents, carers of students etc. At this stage all hub planning will be recorded as part of the specific project strategy documentation e.g. Academy Development Plan or as part of the housing planning process.

---

## Life Stage 3: The Infant Hub



*(Leadership provided by a single project e.g. academy, housing project or church)*

### 3.1 Description

At this stage, the hub has built deep and significant relationships with the extended community of the particular project e.g. the community that interacts with the academy or with the Oasis housing project. Broad holistic care and support is offered to this group of people.

The hub has now turned its initial vision into a range of activities that supports the extended community of the particular project. All activity is informed by an understanding of community need. However, enthusiasm has built to extend the hub beyond the single project and the team are now looking for opportunities to engage with people across the local neighbourhood, including those who do not primarily interact with the academy, housing project or church.

This is a time of enthusiasm but also of frustration at the lack of capacity to meet needs across the neighbourhood.

### 3.2 Leadership and staffing

At this stage the specific project (academy, housing project or church) will have developed a Hub Coordinator role that is particularly responsible for growing the hub. This role may only be part-time. However, the larger the resource the quicker the hub will grow and develop.

In order for the hub to flourish, the Hub Coordinator will have developed a committed volunteer team, who support the development of the hub. The pioneer team will no longer be a distinct group and will have merged into the committed volunteer team.

At this stage, overall hub leadership continues to sit with the leader of the specific project e.g. academy principal or housing leader. The Hub Coordinator will be line managed through academy, housing or church structures but will attend a number of broader network events hosted by OCP in order to learn from best practice elsewhere.

Key roles/teams:

- **Leader of the specific project (principal, housing leader etc.)** – overall hub leadership
- **Hub Coordinator (likely to be an additional responsibility to existing role)** – responsibility for growing hub activity
- **Volunteer team** – the committed group of volunteers who are supporting the hub

### 3.3 Hub Principles

- **Relationship** – strong relationships have developed between members of the volunteer team and the hub has fostered deep relationships with the wider community of the initial project

- **Holistic and integrated** – the initial project now supports its extended community in a broad manner.
- **Partnership** – a small number of partnerships are now being sustained.
- **Strengths and needs** – strengths and needs have been assessed and the hub has a clear picture of its community.
- **Locally embedded** – the Hub Coordinator has grown a team of committed local volunteers.
- **Active, reflective and consultative leaders** – the hub volunteer team consult with members of the community on a regular basis – communication across the hub is strong.
- **Empowerment and participation** – the Hub Coordinator has developed a sense of ownership and participation within the volunteer team. Key volunteers lead projects with support from Oasis staff.
- **Sustainability** – all projects within the hub are sustainably funded, primarily through local sources of income
- **Global outlook** – Oasis' global outlook is largely driven through the single project e.g. academy or housing project. However the extended community of the project are now beginning to become involved – this may be through community events that have a global focus.
- **Quality** – all activities that take place are delivered to a high standard. However, there is a sense that the hub has reached its current capacity.

### 3.4 Activity

A clear set of focused activities is identified and implemented over a longer time period, driven by the Hub Coordinator. Activities remain focussed on the extended community of the single project and are aligned to the purpose statement and goals of the hub. New opportunities are still explored, but not to the same extent as before. This is a period of consolidation as the hub seeks to ensure service delivery is deep and sustainable.

At this stage all hub planning will be recorded as part of the specific project strategy documentation e.g. Academy Development Plan or as part of the housing planning process.

---

## Life Stage 4: The Adolescent Hub



***(Leadership provided by the hub team rather than solely the academy, housing project or church)***

*N.B. A hub will only be able to move to this life stage, when a Hub Leader is in place.*

### 4.1 Description

At this stage a Hub Leader will be appointed to move the hub to the next stage of growth.

This is the significant growth phase of the hub and is full of excitement. The hub will build on the impact and deep relationships that have already been built with the extended community of the project. The hub will also be experimenting with new methods of supporting and engaging other members of the neighbourhood. Increasing numbers of people from the local area get involved with Oasis. The energy, activity and excitement within the hub are evident. The continued success first leads to a healthy confidence that anything is possible, but can also eventually lead to arrogance or overstretch.

This is the first time that different elements of a hub have been required to work together collaboratively. This can sometimes result in a sense of culture clash as all elements of the hub find new ways of working.

### 4.2 Leadership and staffing

A Hub Leader will be appointed, who will be line managed through OCP and not a specific project. This is important as the new larger scale hub projects will require significant oversight. Oversight through OCP is designed to support the growth of extensive local activity and enhance the development of local relationships.

The Hub Leader will be responsible for working with all those involved in the hub to develop a vision which sustains existing activity and seeks to provide support and care across the entire community. In time and as funding allows, the hub will begin to appoint other members of staff to lead particular areas of focus.

The Hub Leader will have responsibility for convening meetings of key leaders and partners within the hub.

The Hub Leader will also be responsible for empowering others to take responsibility across the hub and will seek to build a substantial movement of volunteers who are committed to growing the hub.

Key roles/teams:

- **Hub Leader** – overall hub leadership
- **Hub Leadership Team** – leaders of the specific projects within the hub (i.e. principal, housing leader, youth worker etc.)

- 
- **Volunteer team** – the committed group of volunteers who are supporting the hub

### 4.3 Hub Principles

- **Relationship** – strong relationships have developed between members of the volunteer team and the hub has deep relationships with the wider community of the initial project. The Hub Leader now seeks to build relationships beyond the initial project. The Hub Leader also has to ensure there are strong relationships between all key hub staff members e.g. principals, housing leaders, lead youth workers etc.
- **Holistic and integrated** – the initial project now begins to support its extended community in a broad and holistic manner. The hub seeks to broaden its focus so that it is able to provide services across the entire community.
- **Partnership** – the hub actively seeks to build new partnerships with key local bodies (charities, community groups, housing providers, the local council, politicians etc.)
- **Strengths and needs** – the Hub Leader consolidates all the work that has previously been developed and seeks to build a hub plan that specifically responds to community strengths and needs.
- **Locally embedded** – the Hub Leader seeks to ensure that all elements of the hub plan are driven by local needs.
- **Active, reflective and consultative leaders** – the Hub Leader engages in wide ranging consultation with community members, key stakeholders, partners and funders.
- **Empowerment and participation** – the Hub Leader seeks to grow the volunteer team and begins to ensure that opportunities exist for members to lead and take ownership of community work.
- **Sustainability** – the Hub Leader and other members of the hub team seek significant new national and local funding streams in order to develop activity.
- **Global outlook** – Oasis' global outlook becomes an element of the hub plan and is embedded across hub activity.
- **Quality** – long standing activities are delivered to a high standard. However, the hub is in a new phase of experimentation, so quality has to be closely monitored and reviewed in order that the hub grows and develops.

### 4.4 Activity

An adolescent hub is action-oriented and opportunity-driven again. It seeks to draw together all the work that has gone before but also to experiment with various innovative new activities that engage with and offer support to members of the wider neighbourhood. The hub must sustain the work that already exists, whilst piloting projects in the wider community. The projects are initiated by the Hub Leader, together with volunteers, partners and – later on – new Oasis staff members employed on limited term contracts.

Projects will be focussed on supporting the extended community of hub projects AND members of the wider neighbourhood. A full hub plan will be developed at this stage, recording the entire breadth of activity across the neighbourhood.

OCP will establish a local charity in order to govern the substantial new activity and to attract local funding streams.

---

## Life Stage 5: The Early Adulthood Hub



*(Leadership provided by the Hub team rather than solely the academy, housing project or church)*

### 5.1 Description

The adolescent phase typically ends with sense of plateau – although the hub offers a wide range of provision there will be a sense that it has reached capacity to develop further and to support the work that already exists. There will therefore be a realisation that a refresh of activities and structure is needed in order to grow further and to continually and expansively meet community need.

This realisation is hard to deal with and threatens the continued existence of the hub, but it also draws the core team closer together and helps to bring perspective on what truly matters. New structures are created, existing roles are clarified, activities are redesigned and a new funding model is found. Longer term funding linked to activities is secured, first for a year and then more than one year.

At this stage, the hub begins to develop a sense of scale as it begins conversations about taking on larger projects such as community centres, council youth work contracts, libraries etc. Given the stage of development, these projects are taken on in a considered manner, ensuring that there is sufficient capacity available to sustain them over a number of years.

### 5.2 Leadership and staffing

A Hub Leader will be in place, who will be line managed through OCP and not a specific project. This is important as the larger scale hub projects will require significant oversight. Oversight through OCP is designed to support the growth of extensive local activity and enhance the development of local relationships.

The Hub Leader will be responsible for working with all those involved in the hub to develop a vision which sustains existing activity and seeks to provide support and care across the entire community. The hub will employ other members of staff to lead particular areas of focus.

The Hub Leader will have responsibility for convening meetings of key leaders and partners within the hub.

The Hub Leader will also be responsible for empowering others to take responsibility across the hub and will seek to build a substantial movement of volunteers who are committed to growing the hub. At this stage, the Hub Leader will spend substantial amounts of time developing the capacity of key members of the local Oasis movement in order that they are able to lead work within the community themselves.

Key roles/teams:

- **Hub Leader** – overall hub leadership

- **Hub Leadership Team** – leaders of the specific projects within the hub (i.e. principal, housing leader, youth worker etc.)
- **Local Oasis movement** – a large numbers of volunteers are developing who support the hub across a variety of volunteer teams. The movement will likely be made up of members of the emerging Oasis church and all other members of the community who engage with the ethos and vision of Oasis.

### 5.3 Hub Principles

- **Relationship** – the hub has developed strong relationships across the community. However, as the hub reaches capacity relationships can become strained. As the hub redesigns and consolidates activity, relationships require constant attention.
- **Holistic and integrated** – the hub now has a clear and broad plan for the entire community. Integration is critical at this stage, to ensure that projects and activities support one another.
- **Partnership** – the hub has built a broad range of partnerships across the community and has identified some key partners, who support the delivery of activity.
- **Strengths and needs** – the hub has a clear understanding of strengths and needs within the neighbourhood and has detailed documentation that drives the hub plan and hub priorities.
- **Locally embedded** – the Hub Leader seeks to ensure that all elements of the hub plan are driven by local needs. Wherever possible key hub staff live in the community in order to grow local relationships and connections.
- **Active, reflective and consultative leaders** – as the hub team refresh activities and structures, consultation with those involved is essential.
- **Empowerment and participation** – key volunteers are now trained to deliver and lead elements of the hub plan and are also supporting other volunteers to take ownership of the hub. The focus is on developing a local movement of Oasis volunteers who are committed to developing hub.
- **Sustainability** – longer term funding streams are developed through larger trust funding, individual giving into the hub or commissioned work. The hub begins to develop enterprise as a method of ensure long-term sustainability.
- **Global outlook** – Oasis’ global outlook becomes an element of the hub plan and is embedded across hub activity
- **Quality** – all hub activities are delivered to a high standard and there is a clear framework in place for assessing quality and impact.

### 5.4 Activity

An early adulthood hub remains action-oriented and opportunity-driven. However, it seeks to learn from earlier experimentation and has a clear plan set out over a number of years.

At this stage, the hub will be seeking to develop an Oasis expression of church as part of the hub model (if one does not already exist). This group of people will become a critical element of the local Oasis movement.

The hub is now in a position to consider developing larger scale projects that are in line with its long term plan. The projects are likely to tackle systemic community needs and will likely involve services from Oasis Community Learning, Oasis Community Partnerships and Oasis Aquila Housing.

---

Projects will be focussed on supporting the extended community of hub projects AND members of the wider neighbourhood. A full Hub plan will be developed at this stage, recording the entire breadth of activity across the neighbourhood.

The hub will be beginning to offer advice, guidance and support to other hubs. The team will be developing systems for sharing best practice and learning.

OCP will have established a local charity in order to govern the substantial new activity and to attract local funding streams.

---

## Life Stage 6: The Prime Hub



*(Leadership provided by the Hub team rather than solely the academy, housing project or church)*

### 6.1 Description

Prime is the optimal place to be – the hub emerges from the changes of early adulthood with clarity of purpose, humility through a realistic sense of what can be achieved and a more sustainable funding model. The hub now offers holistic support across the neighbourhood; those connected to specific projects such as an academy or housing programme and a wide range of other people in the neighbourhood. The hub has a clear vision and is able to demonstrate and communicate the impact of its work. Leaders (staff or volunteers) are developed by the hub – they support other hubs as well as establish new hubs.

At this stage, the hub is capable of taking responsibility for significant pieces of community work such as community centres, farms, libraries, housing, large-scale council contracts etc.

The ideal is to remain in this stage, but it is inevitable that the hub will move in cycles between stage 4 and 6 over time.

### 6.2 Leadership and staffing

A Hub Leader will be in place, who will be line managed through OCP and not a specific project. This is important as the larger scale hub projects will require significant oversight. Oversight through OCP is designed to support the growth of extensive local activity and enhance the development of local relationships.

The Hub Leader will be responsible for working with all those involved in the hub to develop a vision which sustains existing activity and seeks to provide support and care across the entire community. The hub is likely to include staff from Oasis Community Learning, Oasis Aquila Housing and Oasis Community Partnerships working to deliver activities across the hub plan. The hub will have developed structures for ensuring it is lead and managed in a flexible and entrepreneurial manner.

The Hub Leader will have responsibility for convening meetings of key leaders and partners within the hub.

The Hub Leader will also be responsible for empowering others to take responsibility across the hub and will have built a substantial movement of volunteers who are committed to growing the hub. These members of the local Oasis movement will be taking responsibility for leading and delivering work in their community and will feel a real sense of ownership of the Oasis hub.

Key roles/teams:

- **Hub Leader** – overall hub leadership

- **Hub Leadership Team** – leaders of the specific projects within the hub (i.e. principal, housing leader, youth worker etc.)
- **Local Oasis movement** – large numbers of volunteers who are supporting the hub across a variety of volunteer teams. The movement will likely be made up of members of the Oasis church and all other members of the community who engage with the ethos and vision of Oasis.

### 6.3 Hub Principles

- **Relationship** – the hub has developed strong relationships across the community. Relationships between all elements of the hub are open, flexible and strong.
- **Holistic and integrated** – the hub now has a clear, broad and integrated plan for the entire community. The plan includes a number of projects which work in an integrated manner to provide holistic support to the community.
- **Partnership** – the hub works with a vibrant set of partners and is responsible for hosting partnership forums and supporting other groups in the community. The hub has strong links with key community leaders including the local MP, council leaders, and leaders of other community agencies.
- **Strengths and needs** – all hub plans and activities are driven by an extremely clear understanding of strengths and needs in the community. This knowledge has been gathered over time in a statistical manner as well as in an anecdotal manner (generated because the hub staff are so well embedded in the local community).
- **Locally embedded** – the Hub Leader can clearly communicate how all elements of the hub plan are driven by local needs. A number of key hub staff live in the community in order to grow local relationships and connections.
- **Active, reflective and consultative leaders** – the hub team proactively gather feedback on the way in which they engage the community and actively seek to learn from and respond to this information.
- **Empowerment and participation** – key volunteers lead activities across the hub. Local people feel able to develop their own passions under the umbrella of the Oasis hub.
- **Sustainability** – the hub attracts significant funding from trusts, corporates, local giving, commissioned activity and high value donors. The hub also delivers a number of enterprise projects that generate unrestricted income.
- **Global outlook** – Oasis’ global outlook is a vibrant element of all hub activity. There are opportunities for all members of the community to engage in global learning.
- **Quality** – all hub activities are delivered to a high standard and there is a clear framework in place for assessing quality and impact. The hub communicates its impact in terms of specific project activity and the integration of the entire hub model.

### 6.4 Activity

The activities of the hub are focused and are developed from a clear sense of the unique role of Oasis in the community. The hub delivers a wide range of projects and works in partnership with large number of people and organisations across the neighbourhood. Enterprise is a key element of the hub. Delivery is excellent and the hub is committed to a cycle of on-going review and improvement. Progress towards Oasis’ global outcomes is evident based on clear measurements.

At this stage, the hub will have developed an Oasis expression of church as part of the hub model. This group of people will be a critical element of the local Oasis movement.

---

At this stage, projects offer opportunity across the entire neighbourhood and are delivered by Oasis but also in partnership with others.

The hub will be offering advice, guidance and support to other hubs and will be investigating opportunities to develop new hubs.

OCP will have established a local charity in order to govern the substantial new activity and to attract local funding streams.

---