



Westmorland
& Furness
Council

Appendix 1

Westmorland & Furness – Developing an approach to Community Power



Update to Communities and Environment Scrutiny Committee

westmorlandandfurness.gov.uk



Background



The Council has put communities as the heart of everything it does, outlining a priority in the Council Plan for:

Confident, empowered, resilient communities:

- *the council will work closely with the residents and businesses it serves to enable them to shape their own destiny and thrive*
- *building strong links with parish and town councils and keeping local service centres*
- *effective local representation and a thriving voluntary and third sector are critical*

There are many different but interlinked elements to this work:



What do we mean by community power?



Community power is based on the principle that communities have a wealth of knowledge and assets within themselves, which if understood and nurtured by practitioners and policymakers, has the potential to strengthen resilience and enable prevention-focused public services.'

It is:

What happens when residents are able to shape and influence the things, they want to happen to improve their lives and that of their communities and neighbourhoods. Our job is to help to create the conditions, connections, places and spaces where people can come together and discover their gifts and strengths, to look out for each other and create vibrant places where people want to live, where everyone feels part of their community, and no-one is left behind. This already happens all over W&F from crocheting groups, to festival committees, to dog walkers, to flood resilience volunteers, to breakfast clubs to pocket park play groups and more

The outcomes we are seeking to achieve from this approach is that:

Communities are/will be:

- Strong, vibrant, and resilient with greater social connectedness
- Are happier and healthier with better long-term health outcomes.



Traditional council	Community-powered council
<p>People are considered passive: 'customers', 'residents', 'clients', or 'users'</p>	<p>People are considered active: 'citizens', 'communities', or 'participants'</p>
<p>Transactional relationship: "you pay your taxes, and we provide your services"</p>	<p>Reciprocal relationship: "what can we do together to make things better?"</p>
<p>Consultative engagement style: "do you approve of this?"</p>	<p>Deliberative engagement style: "what do you want to do together?"</p>
<p>Prioritising institutional expertise: as the source of best practice</p>	<p>Combining institutional and community expertise: to gain diverse insights</p>
<p>Micro-managerial and hierarchical partner: with local organisations</p>	<p>Facilitative and collaborative partner: with local groups and organisations</p>
<p>Siloed departmental working style: with one-directional, vertical connections to core leadership</p>	<p>Joined-up working style: shaped by a shared vision for change and horizontal connections</p>
<p>Hub-and-spokes leadership structure: where everything is managed at the top</p>	<p>Distributed networks of leadership: where everyone has a voice</p>
<p>Risk-averse culture: emphasising blame and regulation</p>	<p>Experimental, learning culture: emphasising trust and development</p>
<p>Commissioning model which incentivises competition: uniformity, and a focus on service outputs</p>	<p>Collaboration model which incentivises flexibility: and a focus on improving community outcomes</p>

The Council's Community Power Programme



Co-production approach to develop a 2 phased programme (to run consecutively)

1. Developing our Strategic Approach

- Develop & co-produce a shared Vision, Strategy and Delivery Plan
- Develop the 3 Routes to Community Power:
 - i) Community Voice & Decision Making
 - ii) Community Strengths and Community Collaboration
 - iii) Organisational Culture
- Package of training and development to roll out across the Council
- Create a Residents Pledge

2. Testing & Embedding the New Ways of Working

Work to:

- Encourage community participation in local decision making and the co-design of services
- Support and enable thriving communities to create strong community cohesion
- Support community resources / assets which build health and wellbeing and prevent, reduce or delay need for formal commissioned services
- Develop and enable resilient communities & their ability to mobilise and respond in an emergency
- Use intelligence from across the organisation to help shape ongoing improvements to services



PURPOSE:

To build a shared understanding and forward plan for Community Power in Westmorland & Furness

KEY DELIVERABLES:

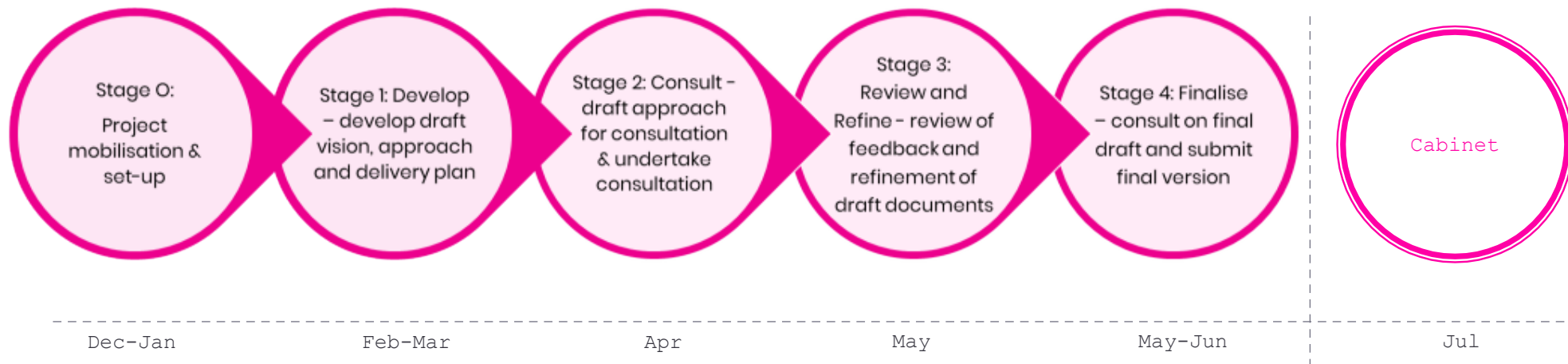
1. Shared vision, narrative and approach
2. Residents pledge
3. Delivery Plan

TIMELINE:

New Local deliverables by end June for submission to Cabinet in July

PROJECT PLAN:

Five stages of work - mobilise, develop, consult, refine, finalise



STAGE OF WORK: Stage 1: Develop draft vision, approach and delivery plan

Activity Update

- Engagement activity progressing – see slide 8 for details
- 121 Interviews nearing completion,
- Learning from Elsewhere review draft complete, identifying areas of interest and establishing networks with other authorities for learning opportunities.
- Community Conversations underway
- Locality Board sessions complete
- Local Partner workshop sessions complete
- Pathfinders being identified and scoped across the organisation
- Beginning Stage 2 – developing and consulting on draft vision and strategy



Engagement



- Engagement update on New Local's support of the Community Power Programme:
 - Workshop held with Senior Leadership Team on 7th February
 - Cabinet workshop held on 12th March
 - Workshops held with the Locality Boards in Eden (14th March), South Lakeland (20th March), and Furness (21st March).
 - Workshops (x3) with Local Partners in Furness, Eden, and South Lakeland on 9th and 10th April
 - Workshop with Town and Parish Councils, 11th April
 - Interviews are underway with representatives from the Council (officers and councillors), town and parish councils, health sector, and VCFSE organisations.



Engagement



- Community Conversations are underway in a variety of locations across Westmorland and Furness, taking place between 18th March and 14th April.
- **Upcoming engagement activity includes:**
 - Staff Expo, 17th April
- A review of Learning from Elsewhere has been undertaken.



Any Questions?

