Appendix 2

Updated List of Reference Papers to the Dec 2022 HWBB meeting Precis' of three recent key documents

- Building strong integrated care systems everywhere. ICS implementation guidance on partnerships with the voluntary. Community and Social Enterprise sector 02.08.2021.
- The Social Value Model. Government Commercial Function, 03.12.2020
- Guide to Using the Social Value Model, Government Commercial Function, 03.12.2020
- True Value, Towards Ethical Public Service Commissioning, Localis, 2021
- A Catalyst for Change, What COVID-19 has taught us about the future of local government, Upstream Collaborative, Nesta, September 2020.
- Changing Local Systems, Practical guidance for people working to improve local response to homelessness, Homeless Link
- Meaningful Measurement, how a new mindset around measurement can support a culture of continuous learning, Upstream Collaborative, Nesta, September 2020.
- Introducing New Operating Models for Local Government, Upstream Collaborative, Nesta, September 2020
- Building Strong Integrated Care Systems Everywhere, ICS implementation guidance on working with people and communities NHS 02.09.2021
- Joint review of partnerships and investment in voluntary, community and social enterprise organisations in the health and care sector. May 2016
- Commissioner perspectives on working with the voluntary, community and social enterprise sector. The Kings Fund, 02. 2018
- Integrating Care, Next steps to building strong and effective integrated care systems across England, NHS, 2020.
- Strategic Commissioning Framework 2018-2020: Wellbeing Hubs, NHS, Northern, Eastern and Western Devon CCG
- Keep it Local, Principles Policy Campaign.
- WBC, Community wealth Building Strategy 2020-2025
- Local Trust, trusting local people, Community Hubs, Understanding Survival and Success. 06.2019.
- Community Hubs, how to set up, run and sustain a community hub to transform local service provision. My Community, Locality.
- Improving Commissioning Through a VCSE Single Point of Contact, Navca, 05. 2017
- Improving Access to Greenspace, A new review for 2020. Public Health England. 03.2020.
- Briefing: The government's levelling up agenda; An opportunity to improve health in England. The Health Foundation, 07.2021

- What a difference a place makes, The growing impact of health and wellbeing boards. Local Government Association, 06.2019.
- Collaboration at place and system: a snapshot of Health and Wellbeing Boards in the Integrated Care Landscape, LGA, 11.2021.
- Defining Co-production, Centre for Innovation in Health Management, 2014
- Community Mental Health Transformation and Building VCSE Alliances. Rethink Mental Illness, 03.2017
- Digging deeper, going further: creating health in communities, what works in community development? The Health Creation Alliance 02, 2021.
- Integrated care partnership (ICP) engagement documentation: Integrated care system (ICS) implementation. 20.2021.
- Addressing national health inequalities priorities by taking a health creating approach. The Health Creation Alliance. 08.2021
- Building healthier communities: the role of the NHS as an anchor institution. The Health Foundation. 2019.
- Community Calling: People want more influence, New Local Aug 2022
- Repairing our Society: A social justice manifesto for a thriving Britain, July 2022
- Working in partnership with People and Communities, NHS England, Statutory Guidance, B1762, July 2022
- Next Steps for integrating primary care: Fuller Stocktake report, May2022
- Principles in practice, lessons and examples from the Keep it Local Network, Locality, August 2022
- Families and Inequalities, Institute of fiscal Studies, Deaton Review, June 2022.
- The Connected Society, A Policy Toolkit for Local Engagement in the Public Realm, Localis.
- The Community Hub Handbook, Locality, Jan 2020.
- Stronger Together: building the foundations for system working in the third sector, Policy Briefing 2(11), Liverpool City Region.
- A Community-Powered NHS, Making prevention a reality, New Local, July 2022.
- The Community Paradigm, New Local, March 2021.

Precis of Recent Key Documents

Localis; The Connected Society, A policy toolkit

This is a 31-page publication in three Chapters, Introduction, Policy Toolkit and, Actions and Policy Options Summary.

Chapter 1 outlines the purpose of the toolkit, the story so far in consultation and engagement and the role of the local state,

Chapter 2 considers, understanding, internalising and practising and.

Chapter 3 provides a one-page summary of options and actions.

The document is based on an exploration of Kensington & Chelsea's experiences and practices.

Public engagement is a complex matter that has developed considerably over recent decades. Various national and local governments have sought to wrestle with consultation and engagement to unlock its latent potential in encouraging resident involvement in the local political process.

This toolkit is an attempt to capture this potential and lay out what it takes for a local authority to make their own public engagements more effective.

In the Introduction the document makes several significant observations

'When it comes to the everyday functions of local authorities and how we interact with them, and them with us as residents or communities, it is remarkably easy to overlook the importance of participation, trust and two-way communications that go into creating strong reciprocal relationships.

How citizens and communities identify with their local area is notoriously tricky to grasp. In the immediate policy context, the government's Levelling Up White Paper has used the rhetoric of 'pride in place' – a helpful springboard.

As a means of improving delivery in a way that respects place-identity, local engagement is an outcome that can arise from consultation processes or other interaction between a council and its community, such as participation and the provision of information. Engagement itself is achieved when the community is and feels part of the overall governance of the community. Councils have an important role in building stronger communities, and engaging communities is a keyway of doing so.

For central government, the idea of local economic generation is affixed to the notion of 'pride in place'. Under objective three of the Levelling Up White Paper there is a goal of restoring 'a sense of community, local pride and belonging'.

There then follows a Policy Options summary which is repeated in Chapter 3. This seems to be so the author(s) can take the reader through each of the options which are to follow in Chapter 2.

The summary is in three sections, Understanding, Internalising and practising, with five, eight and seven bullet points in each respectively.

A section on the story so far then follows.

Reading between the lines it accepts that policies have failed over decades principally because they have been 'top down' and failed to recognise the contribution that lived experience and an intimate understanding of local conditions will make.

The document is critical of the lack of a genuine commitment to ceding power to local communities whilst recognising that this is now changing.

The term 'proactive engagement' described as *moving towards genuine participation for communities', which should be seen as an investment-both economically and socially – that can bring great returns if managed well.*

Furthermore, this investment need not be costly; strong organisational will and well-researched training are some of the most influential success factors for community engagement initiatives, neither of which necessitates costly intervention.

Developing an understanding of how residents and their respective groups or neighbourhoods like to be engaged with and what issues concern them specifically, thus tailoring the approach to their preference, is the type of proactivity a local authority should be striving toward.

The document then moves on to discuss *the nebulous concept of 'pride of place'* as used in the governments mandate to deliver levelling up, concluding *it is far too obtuse and interpretive as a concept to be pursued as an outcome in of itself.*

Rather, when considering how to bridge notions of local identity and community pride, with more concrete matters of redevelopment and regeneration, the absence of shame is a more useful way to invoke place pride.

Identifying and targeting where shame is most sharply felt locally and where decline is most tangible, is where engagement becomes more prudent.

Followed by a consideration of resources and capacity.

The perceived costs of public engagement are high for councils already anxious about funding. Funding cuts experienced by local authorities over the last decade have left them in a position of only being able to focus on what is immediately pressing when it come to policymaking. In turn, this has impacted negatively on the capacity of local authorities to engage in bottom-up resident community engagement and large-scale regeneration projects.

Resources and funding, while undeniably useful and conducive to innovation, are less influential in the success of community engagement initiatives. Best practice examples in community engagement are often of local authorities who have found ways to overcome a lack of financial support.

Of particular interest is the report of the effect on the civil society, but no definition of civil society is provided.

Through the process civil society is strengthened and becomes more competent at sharing responsibilities with the local authority, taking pressure of the organisation. Effective, well-managed community engagement, particularly on matters of community infrastructure, can see success beget success.

Similarly, a strong civil society, is often cited as integral to the success of community engagement initiatives.

Research has found that civil society is often built and strengthened through the process on engagement. Indeed, local movements will often stay focused and involved in community issues beyond the community engagement initiatives of local

government, suggesting that civil society has strengthened as an outcome of initial engagement initiatives.

In Chapter 2 under the heading of Understanding a debate about pride of place and shame in the local context. It argues that shame is arguably a more effective basis on which to pursue effective engagement and subsequent policy.

By accepting the presence of shame, identifying it through engagement, internalising willingness to address where shame is felt most, and strategizing to minimise its presence locally, local authorities will find that pride in place will become more visible, given the dialectical nature of the relationship between the two concepts.

Developing this line of argument leads them to a four-step process,

1. *Identify shame through engagement*
2. *Analyse and internalise findings*
3. *Develop policy and strategy working towards the absence of shame*
4. *Communicate the process and deliver results*

The chapter continues by considering the types of participation.

- Reactive: engaging in response to complaints or external pressures
- Directive: engaging residents with pre- or semi-determined outcomes
- Proactive: strategic engagements to pre-empt local issues and develop better policy.

The article warns of a fourth hidden typology, pseudo engagement- where a local authority depicts themselves to be taking consultation, engagement and, participation seriously, but fail to follow through with results in policy or practice.

It then considers the appropriateness of the above in the local context considering which would be most suitable for optimisation, recognising that this will need very careful judgement with flexibility.

Reference to redlines in discussions would have a very negative effect ultimately limiting the engagement process.

Recognising the inevitable co-habitation of all three typologies, the publication argues that embedded proactivity is the ideal to be working towards.

The document then considers the above in the public realm and the need for local infrastructure where engagement and conversation can take place. Local centres, where they still exist, are considered the natural hubs for engagement and relationship building. These are considered to form a critical part of placemaking in the current context.

Chapter 2 then considers internalising with five separate sections, Commitments, Ongoing engagements, Absorbing consultation findings, Priority setting and Actions and policy options.

Making commitments and having them publicly available is arguably the first step required for any engagement strategy. Whether it is the design of the process,

matters of scope, purpose, outputs or outcomes, commitments are the foundation on which trust with residents is built-a scaffolding that can be pointed towards when intentions will inevitably be questioned.

Ensuring that ongoing engagements are relational in scope, with open-ended, strategic channels of communication, allows for a shared vision of placemaking to be negotiated and developed. Resident participation in these processes should not be confined to specific instances of consultation, instead facilitating room resident participation throughout-particularly in matters of refinement, design and delivery.

Absorbing consultation findings leading to the identification of trends and patterns of response is important to this process. This is not necessarily a matter of what responses are most populous, but rather what is most distinct and significant to residents.

Crucial to priority setting is the importance assigned to each action, as this will heavily influence how much of a priority any given issue should go on to have. If a local authority is unable to capture the importance of such issues at this stage, this risks significant dissonance between a council's eventual practice and what was raised by residents during consultation and engagements, thus causing further disillusionment with local government and its processes.

And finally, Chapter 2 considers Practising, Who participates, Modes of participation, Trust and relationships and communication.

The question of who participates in engagement is a major factor in the relative success or failure of initiatives.

Good communication is critical in actively demonstrating that good practice is happening in the council because of an ongoing push towards wider engagement genuine participation.

The document identifies two forms of communication, Advocacy communication and Collaborative communication.

Advocacy communication is a one-way frame, wherein which a local authority is speaking of residents through a series on monologue-like modes. When used as part of an integrated communication strategy, advocacy has a noble role in informing resident and catalysing dialogue.

Collaborative communication adopts a communication frame, encourages a more contextualised engagement process that is conducive to building relationships and open, ongoing dialogue between a local authority and its residents.

Summary/precis of A Community-Powered NHS, Making prevention a reality, Localis, July 2022

This is a 120-page document from Localis, co-authored by Adam Lent, Grace Pollard and Jessica Studdert, under the Chair of Professor Donna Hall.

Quotes are provided on the first page from Prof Donna Hall, Raj Jain, NHS Cheshire and Merseyside Integrated Care Board and Prof Chris Ham, Co-Chair NHS Assembly.

A page of acknowledgements then follows leading to an 8-page Executive Summary. The main part of the document is comprised of 105 pages in five chapters'

1. The NHS at Risk. 6 pages
2. The origins of the demand crisis. 18 pages
3. Why community power? 16 pages
4. What does community=powered healthcare look like? 41 pages
5. Creating a community-powered NHS. 26 pages

Finally on 2 pages a conclusion is brought together titled 'A moment to seize'.

An Appendix then lists and thanks those organisations who responded to a call for evidence.

The Community Hub Handbook: How to run a successful hub and make your neighbourhood thrive

This document, funded by Local Trust and Power to Change, written, and published by Locality in January 2020 is 98 pages long with eight sections starting with an Introduction (2pages), and then the main part of the document in 56 pages comprising of four steps and further subdivided into 12 sections.

A further 20 pages covers Resources and Links and is followed by 7 pages on External Links and finishing with a glossary of 5 pages.

It covers everything you would need to know in running a Community Hub

The Introduction makes the following observations,

'Unlike community centres and similar building, hubs are multipurpose.'

'Spreading the knowledge and tools to help community hubs survive and thrive is much needed, and not just by those 'do-ers' who typically get involved in running community spaces. Local, accessible meeting places directly benefit people living nearby, and it's increasingly recognised that they matter nationally too.'

A welcoming venue packed with positive, nurturing and inclusive activities fosters social capital – a vital ingredient in every local economy. When people have a place to meet, they can build trust, share concerns and identify solutions that may develop into successful projects, local services or social enterprises.

Where hubs are also community led or owned, they have the potential to alter the self-belief and ambition of local residents too.

'There are multiple examples of communities hatching imaginative resident-led schemes, self-financing housing projects, sustainable energy developments and transformation of green spaces and sports grounds are a few examples.

'Resident -led projects build resilience, energise civic life and change individuals driven by passion into community leaders with the skills and experience to transform their neighbourhoods'.

'The most successful community hubs are those collaborative efforts, where many people in the community are involved.'

The Handbook then sets out the four steps beginning with a 3-page process aimed at establishing what a community hub is. It does this by examining what are common features, what they provide and how they are funded. It suggests there are four types of community hubs based on the size of their annual turnover, less than £100K is a micro-organisation, between £100 and £250K a small organisation, £250K up to £750K a medium organisation and above £750K a larger organisation.

They then provide a three-question check list to help an organisation determine if it likely to be a community hub.

Finally, it directs the reader to three case studies, Ripon Community House, Meadow Well Connecting and Colindale Communities Trust as examples.

Almost any organisation which '*with a focus on a clearly defined area and community, delivers a wide range of services to the local community that meet community needs and which operates from one or more buildings',* will be a community hub.

The second step, Getting started is set out in 21 pages, sub divided into five sections of between three and six pages culminating in a check list. 6 case studies are offered at the end of the section.

The five sections are:

- Understanding what your community needs. 6 pages.
- Building a positive and effective team, 3 pages
- Having a positive culture-involving lots of people from across the community, being accountable and embracing change, 3 pages
- Providing services local people value and which can be paid for, 5 pages, and
- Building positive relationships with others, 5 pages

It is clear from reading through this step that considerable knowledge and experience is being provided. This needs to be matched with the opportunity created by the nation's change programme.

Step 3 deals with Acquiring community hub premises and comprises two sections in 9 pages as follows

- Ensuring that the building is an asset, rather than a liability, 4 pages
- building or improving community hubs, 4 pages

The advice in these sections is extensive and if followed, with appropriate risk analysis set against a fully developed business case will be invaluable. 4 case studies are provided.

Finally Step 4 concerns the ongoing management of the premises and the organisation. It comprises 23 pages with 3 sections,

- Managing an attractive, welcoming and well used building, 12 pages
- Running a tight financial ship, 4 pages
- Having effective structures and processes, 7 pages

This is guidance and advice which applies to all business ventures. It is well set out and if followed will ensure that risk is minimised and outcomes positive and progressive.

5 case studies are provided.

There then follows a section titled Resources and Links

This is extensive running to 28 pages offering revenue and capital tools and guidance in the form of spreadsheets, measurement of social value and financial returns, and extensive external links as to where to get help and guidance. Finally, there is a five-page glossary.

In summary, providing the reader can understand it all, it is an excellent and well thought through document aiming to ensure outcomes are by and large positive.