

Community Partnership LGA Peer Challenge 2021 – DRAFT Action Plan

This Draft Action Plan is based on the output from the Community Partnerships event at Trinity Park in November 2021.

The 30 actions identified have been arranged under five headings and against three priorities:

- People (Community Leadership and Engagement)
- Process (Communication and Form & Process)
- Outcomes (Oversight and Evaluation)

The proposed lead(s) are in square brackets [] after each action, the key to these is as follows:

Chairs	-	The eight Community Partnership Chairs and Vice Chairs
CO's	-	The eight ESC Communities Officers
CP Support Staff	-	The ESC Partnership Manager, Head of Communities and Strategic Director
CP Delivery Group	-	Chaired by the Cabinet Member, Letitia Smith includes a range of ESC staff including Communities, Communications, Democratic Services, Funding and Legal
ESC Communications	-	Communications Team including the new CP Communications Lead
ESC Funding	-	Funding Team, including the dedicated CP Funding Officer
SALC	-	Suffolk Association of Local Councils

Three actions in each section have been identified as a priority and these are summarised on the next page. The Community Partnership Chairs have prioritised their actions and these are shown as **CP Chairs Priority**.

Priority and Theme	Action
People – Community Leadership	Capacity – build external people with specific knowledge/skills/resources into projects
People – Community Leadership	Collaboration - work on shared priorities across CPs and with other organisations and networks to share information/resources, reduce duplication and deliver better outcomes
People – Community Leadership	Democratic Leadership - encourage all Councillors (ESC, SCC and Town/Parish Council) to participate fully in their CP
People - Engagement	Meetings – Reduce the number of formal CP meetings in favour of less formal elements like surgeries and Task and Finish Groups to increase engagement between meetings
People - Engagement	Representation – ensure we hear underrepresented voices, particularly young people, who can shape CP priorities and activities
People - Engagement	Reset - each CP to hold a second workshop to engage wider stakeholders, consider refreshed data and restate/adjust priorities
Process - Communication	Refresh - the CP Communications and Publicity Plan - revisit and restate original aims of CP's
Process - Communication	Stakeholders - stakeholder mapping to help shape how we communicate our key messages to different audiences and increase visibility of CPs
Process - Communication	Visibility and Reach - CP Chairs/members/officers (when safe to do so) to get back out into communities
Process - Form	Problem solving - CPs work well when they have the right people round the table who work collaboratively to problem solve one priority at a time
Process - Form	Transition - from virtual to face to face meetings and workshops that proved so successful before lockdown
Outcomes – Oversight and Evaluation	Vision – revisit and reset original vision, aims and aspirations for CPs
Outcomes – Oversight and Evaluation	Review – review each CP's priorities annually and make them SMARTer and more targeted
Outcomes – Oversight and Evaluation	Evaluate - Develop and oversee a robust impact monitoring and management framework

	Theme	Specific Feedback	Actions
PEOPLE	1. Community Leadership	<p>LGA Feedback</p> <ul style="list-style-type: none"> • Increase capacity and capability – Chairs, Vice-Chairs, Communities Officers, partners • Variation between CPs in stages of development / maturity • Learning and Development – take time to upskill • Enable Chairs as community leaders – less ‘chairing’ and more ‘enabling’ and ‘facilitating’ 	<p>Actions Already Agreed</p> <p>✓ CP Chairs Learning and Development Plan to be implemented from January 2021:</p> <ul style="list-style-type: none"> ▪ Asset Based Community Development ▪ Dealing with Difficult People ▪ Leading Engaging and Participative meeting [CP Delivery Group] <p>Visioning Event Feedback</p> <ol style="list-style-type: none"> 1. Capacity – build external people with specific knowledge/skills/resources into projects depending on the issue (e.g. EDF support for Transport & Travel T and F Group). Share the work (and benefits) for CPs to grow [Who - CO's and CP Support Staff] 2. Collaboration - work on shared priorities across more than one CP and work with other organisations and networks, e.g. Integrated Neighbourhood Teams, to share information and resources, reduce duplication and deliver better outcomes [Who - CP Delivery Group] CP Chairs priority 3. Democratic Leadership - encourage all Councillors (ESC, SCC and Town and Parish Council) to participate fully in their CP [Who - Chairs and CP Delivery Group, SALC] 4. Roles – revisit role descriptions for Chairs, Vice Chairs and ESC Officers [Who - CP Support Staff] 5. Succession plan - build resilience by preparing, developing and supporting newly appointed and future Chairs/Vice Chairs [Who - CP Support Staff] 6. Skills - develop skills within CPs by upskilling current members (not just Chairs) [Who - CP Delivery Group]

PEOPLE	2. Engagement	<p>LGA Feedback</p> <ul style="list-style-type: none"> • With Communities of Interest (including young people) • Ensure all voices are heard • Sponsorship from CMT and wider organisation • Stronger links with other locality-based staff e.g. economic development, health • Of all internal and external stakeholders in next steps 	<p>Actions Already Agreed</p> <ul style="list-style-type: none"> ✓ Youth Voice relaunched January 2022 [CO's] ✓ ESC Rural Youth Work project and SCC Youth Focus project [CO's] ✓ Event at Trinity Park was intended to engage partners in next steps [Held] ✓ Build on work of CAS and SALC to engage VCS and T&PCs [CP Delivery Group] ✓ Take Peer Challenge feedback and recommendations to all CPs [Chairs and CO's] <p>Visioning Event Feedback</p> <ol style="list-style-type: none"> 1. Meetings – Reduce the number of formal CP meetings in favour of less formal elements like surgeries and Task and Finish Groups to increase engagement between meetings [Who - Chairs and CO's] CP Chairs priority 2. Representation – ensure we hear underrepresented voices - especially young people who can shape CP priorities and activities [Who - Chairs, CO's, CP Support Staff] CP Chairs priority 3. Reset - each CP to hold a second workshop to engage wider stakeholders, consider refreshed data and restate/adjust priorities [Who - Chairs and CO's supported by CP Support Staff] 4. Transparency – ensure CPs are transparent - anyone can join if the CP/they sees benefit in them being there [Who - All] 5. Advocate - for schools to promote CP's both as part of local democracy and a way to get things done [Who - CO's] 6. Asset Mapping - equip CPs with skills/capacity to map assets in their area and build a supportive network of people who share priorities [Who - CO's and CP Support Staff] 7. Membership - support partners to identify which CP's they would benefit from joining – and in what capacity (CP member / T&F Group participant etc) [Who - CP Delivery Group]
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PROCESS	3. Communication	<p>LGA Feedback</p> <ul style="list-style-type: none"> • Within Community Partnerships • Between Community Partnerships • Between Community Partnerships and the Board • With partners • With communities and localities • With ESC departments • Celebrating achievements • Sharing good practice and lessons learnt 	<p>Actions Already Agreed</p> <ul style="list-style-type: none"> ✓ Community Partnership E-Bulletin (agreed at Chairs meeting) [ESC Communications] ✓ Communications Resource - senior lead in Communications Team [ESC Communications] ✓ Build on the success of the CP Chairs meetings - ensure each CP is represented at every meeting [Chairs] <p>Visioning Event Feedback</p> <ol style="list-style-type: none"> 1. Refresh - the CP Communications and Publicity Plan - revisit and restate original aims of CP's [Who - ESC Communications, CP Delivery Group] 2. Stakeholders - stakeholder mapping to help shape how we communicate our key messages to different audiences and increase visibility of CPs [Who - CO's and CP Support Staff] 3. Visibility and Reach - CP members/officers (when safe to do so) to get back out into communities [Who - Chairs and CO's] 4. Messaging - move away from focussing on the funding to promote the wider impact of the CP's, showcasing activities that have worked well [Who - Chairs, CO's and ESC Communications] 5. ESC input – increase buy in to CPs across ESC members and officers by working with Corporate Management Team [Who - CP Delivery Group] 6. Capacity - better use of technology for communication and marketing [Who - ESC Communications Team, CP Support Staff] 7. Learning - capture and share pipeline of activity, learning and best practice between CPs to increase collaboration and maximise impact [Who - CO's, CP Support Staff]
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PROCESS	4. Form and Processes	<p>LGA Feedback</p> <ul style="list-style-type: none"> • Ensure processes don't get in the way - some organisations felt grants process was onerous • Return to face-to-face facilitated problem-solving workshops • Increase solution-focussed capacity in communities/partners /wider system • Review funding allocation – move away from small grants 	<p>Actions Already Agreed</p> <ul style="list-style-type: none"> ✓ Evaluate Small Grants Schemes [ESC Funding Team] ✓ Highlight the range of funding models available to CPs [CP Delivery Group] ✓ Recognise that the capacity and resources needed by each individual CP vary [CP Delivery Group] <p>Visioning Event Feedback</p> <ol style="list-style-type: none"> 1. Problem solving - CPs work well when they have the right people round the table who work collaboratively to problem solve one priority at a time. Build CP appetite and ability to respond to local issues in their own way (if true to the CP vision) [Who - All] CP Chairs Priority 2. Transition - from virtual to face to face meetings and workshops that proved so successful before lockdown – to increase communication [Who - CP Support Staff] CP Chairs Priority 3. Reflection - deliver peer reviews across the CP family [Who - CP Chairs, ESC CMT members] 4. Funding - some CPs are more effective than others in attracting funding and can share how they do it. Funding Team to share information about various external funding opportunities between CP's [Who - ESC Funding Team] 5. Due diligence – important to have processes in place and to be transparent but make them as light touch as possible to free up CPs to innovate [Who - CP Delivery Group]
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OUTCOMES	5. Oversight and Evaluation	<p>LGA Feedback</p> <ul style="list-style-type: none"> • Maintain strategic oversight and focus • Time to reflect and reset against original CP vision • Understand the impact of Covid on the course of CPs • Evaluation framework • Understanding success 	<p>Actions Already Agreed</p> <ul style="list-style-type: none"> ✓ Quarterly monitoring of activity funded by CP Board [ESC Funding Team] ✓ Monitoring of all Small Grant Scheme funded projects [ESC Funding Team] <p>Visioning Event Feedback</p> <ol style="list-style-type: none"> 1. Vision – revisit and reset original vision, aims and aspirations for CPs [Who - CP Delivery Group] 2. Review – review each CP’s priorities annually and look at ways to make them SMARTer and more targeted [Who - Chairs, CO’s and CP Support Staff] CP Chairs Priority 3. Evaluate - Develop and oversee a robust impact monitoring and management framework [Who - CP Delivery Group] 4. Impact – measure impact against refreshed vision - understand what has been achieved and don’t lose the learning [Who - All] 5. Report - report annually to the CP Board [Who - CP Delivery Group]
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