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**CCIN Event: Westminster**

**Discussion Notes**

**Jonathan Carr-West (LGIU): Co-operative People**

You can’t really understand an action or phenomena unless you understand the cultural context. Resilience is a relatively “thin” concept. It tends to treat trends in isolation, rather than taking a holistic view of a place with all the complexity and interconnected challenges it may contain.

* The LGIU take a “thick” approach to resilience: understanding the vulnerabilities of a place through less of a technocratic exercise and more of an exercise in democracy.” Practice informed policy.
* Building resilience is an exercise in democracy – you are no longer trying to build resilience as ‘local government’, but as a place. Community networks and assets can be extremely valuable for sharing knowledge and supporting citizens to develop a collective vision of the places they want to live.
* Citizen-state relationships - three levels of resilience: Institutions (can institutions cope with crisis); Communities (are there adequate networks/social capital to help make things happen); Citizens (are people self-reliant and able to cope with change).
* Adaptive change strategies – building, responding, adapting. Does this work?

**Discussion**

* Q. How do you get politicians on board?
* A. In Jonathan’s experience it’s not a case of officers understand, but members don’t. We have the conversation at a top level, but we don’t drive it down through the organisation.
* A. JW It’s important to change the anthology of stories.
* A. PS It’s the most creative time in 30 years to work in local government. Worked with cultural leaders, etc, calling it “future council”.
* A. HK People can have a far more experience of resilience that public services and organisations, e.g. Sunderland – industry has disappeared, etc.
* A. JW What are the conditions that need to be true for co-op working?
* A. Cian – ask about Fairness Commission work
* A. Jonathan – Society doesn’t have a right to exist.
* A. JW – Next 5 years is crucial to co-op places.
* A. JW – Having the dialogue early, on the assumption that we don’t know what we think we know. Example of LWYL.
* A. Jonathan – we have to be realistic, average experience of citizen is exasperation and frustration (e.g. visit to GP surgery).

**Henry Kippin (Collaborate): Co-operative Places**

**Devolution**

* Co-operative Councils have lots of good projects, but not a systemic way of influencing the budgeting process (e.g. Oldham). A programme of deliverables rather than an evidenced platform of change. The last five years have perhaps been about doing and delivering and the next 5 to build on that and strengthen around advocating, championing and leading.
* The problems we are facing are complex and multi-agency. We need to get our model of change right, otherwise devolution will be done to us – not with us – and therefore to our communities. Devolution is exciting, but people don’t know what it is. People care about the service being delivered, not how it is delivered.
* There is an opportunity to be clearer and more proactive about what the Network want to offer: a model of change for devolution. (Discussed later that this should be a policy lab submission)
* What would a co-operative deal be? How can communities get negotiate a deal with public service?

**Services to the public:**

* Henry referenced the Collaborate and Ipsos Mori Survey: Being treated with dignity and respect is just as important for residents as the service being delivered. 13% people feel like they have any influence in the services they receive.
* A young person leaving college requires a fast broadband connection and smartphone far more than they require the council’s career service.
* Other organisations/services are being forced – through legislation – to think more about impact at a Place level. Three ways of thinking about what we are for through devolution: 1. Human Capital; 2. Population Health and 3. Demand Management
  + 1. Human Capital – We now have a clear idea of how we might influence and improve school performance. North East (problem) vs. Brighton (less of a problem)
  + 2. Population Health – Locality plans, etc.
  + 3. Demand Management – We don’t know enough about the dynamics of demand management: need new platforms and approaches to intelligence.
* The challenge is building a credible and persuasive evidence base for community investment. This effectively linked to service design and delivery.

**Discussion**

1. JW: What is the five year forward view? How are we going inform and influence and bring new thinking to how to “split the devo cake?” Could this be a piece of work for the CCIN?
2. South London Partnership: Are we making promises that we will be able to deliver? Chris: Similar to Manchester (Devo is a 20 year work programme).
3. Cain: The treasury are using devolution to harvest ideas. If you can create competition (skin in the game) you can help communities get involved. Should the community be trying to get a deal with us?

**Anna Randle (Collaborate): Co-operative Public Services**

* Co-op Public Services: a public service is not simply something delivered by the council, it’s about how you achieve outcomes. We need to think about what the services look like in a co-operative context, while building, for example, a healthier more sustainable borough. Services are one part of a much broader picture.
* Co-op Public Services are about relationships, the community, etc. Working with the community; not doing it to the community. Services should see people as having assets. Co-op Public Services should see people in a holistic way, with multiple needs, interests, emotions, etc. We need to see the wider context, especially the underlying reasons for the issues they may be facing.
* CPS (Co-op Public Services) are collaborative. We can’t work on our own. CPS are about supporting independence. The old attitude of “fixing problems” is no longer relevant; it’s got to be about supporting independence.

Challenges:

1. Coproduction/Insight: We need to think differently about the starting point. The whole place, whole person broader perspective. We need to understand what’s creating that demand and need in the first place to prevent more damaging problems further down the line. The insight piece; the understanding demand piece is really important.
2. The Place: It takes a long time to think about how we work with partners, etc. Developing a shared set of principles takes time.
3. Good growth: Growth that works for your community. With less money how do we develop benefits for people in the community who need it the most?
4. Culture Change: None of the above will work without a genuine culture change.
5. Evidence: We need to prove that it works through the development of a performance framework, etc.

Working with the community and voluntary sector:

* What do they need from you?
* If you move to commissioning framework, help people develop the evaluation model.