



LESSONS LEARNT FROM THE BIG LISTEN AND COUNCIL FOR THE COMMUNITY

December 2023

RESILIENT > ADAPTABLE > PARTICIPATIVE

OVERVIEW

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Objectives & importance of participation in Our Plan

2. Big Listen

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Developing a participation offer and infrastructure

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1. BACKGROUND

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1.1. BECOMING A COUNCIL FOR THE COMMUNITY (1/2)



From 2022, Worthing Borough Council has been committed to delivering on the manifesto promise to become a listening 'council for the community'.



Communities which have more influence and control over what happens locally are stronger and more resilient.



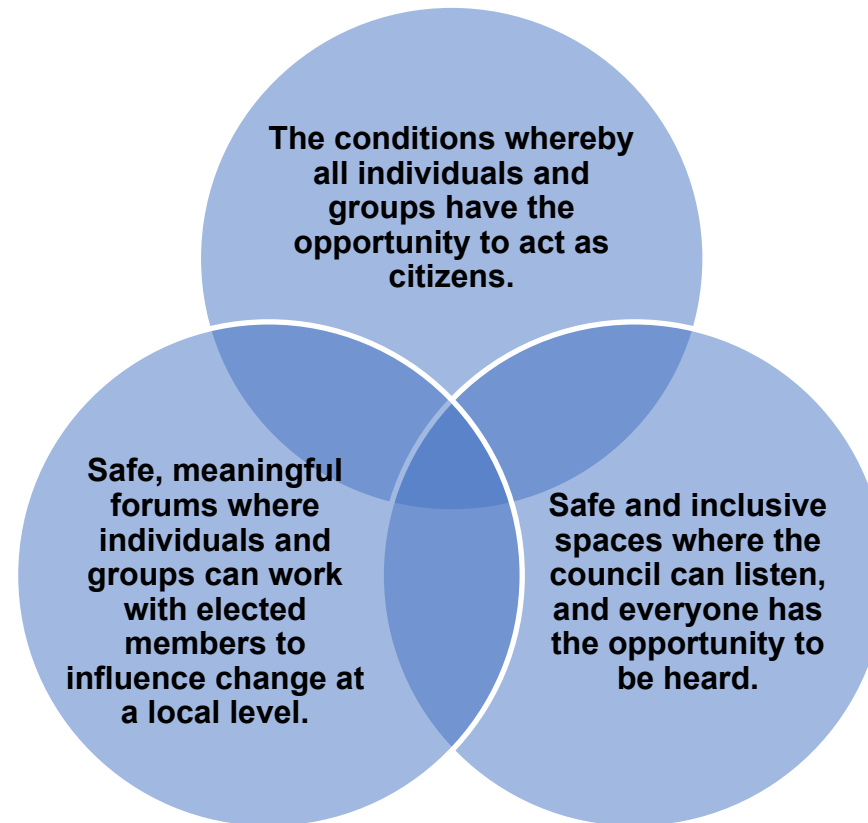
The council's long-term ambition is to, where possible, "pass power and control over what happens in communities to communities" .



Through 2022-2023, Worthing Borough Council's participation activities, including the Big Listen campaign, have been designed to help the council better understand how to deliver this agenda.

BECOMING A COUNCIL FOR THE COMMUNITY (2/2)

In the short-to medium term, this has meant learning how to create:

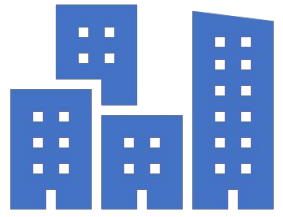


1.2. DEVELOPING PARTICIPATION AS PART OF WORTHING COUNCIL'S PRIORITIES

Participation, through the Council for the Community ambition is one of Worthing Council's key priorities:



Making streets and spaces cleaner, greener and safer



Improving the town centre



Achieving affordable housing



Council for the Community



2. BIG LISTEN

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2.1. SCOPE OF THE BIG LISTEN



The Big Listen campaign launched in 2022 was the first flagship participation activity of the new administration. It was about listening and being seen to listen.



The final design of the campaign included a three-month programme of listening events in locations across the town, an in-person and online survey, and the pilot of a digital mapping tool and engagement platform (CommonPlace).

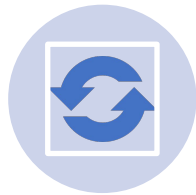


The campaign was focused on creating safe and inclusive spaces where the council could listen to residents' views on Worthing, their ideas for the future of the town, and how local people and the council could work together to move things forward.



2.2 DELIVERY OF THE BIG LISTEN

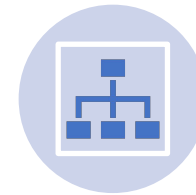
The delivery process included:



Management of the project cycle



Commissioning and contract management of a three-month trial of the citizen engagement platform Commonplace



Training and organisation of the 'listening' team of officers and elected members



Branding and communications



Data analysis

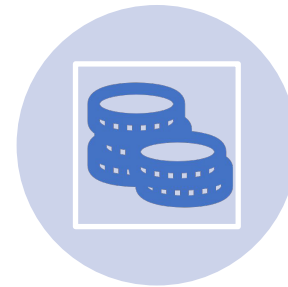


Internal reporting of insights to heads of service, elected members and the senior leadership team.

2.3. BUDGET FOR THE BIG LISTEN



Big Listen 2022 was a time-bound project, funded using the Council Capacity Issues Reserve Fund.



The final spend was £22,690.53.



Just under £15,000 was spent on the cost of additional staffing for project management and communications.

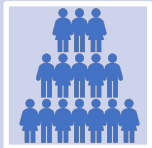


Just under £5000 was spent on commissioning the three-month trial of the digital platform Common Place.

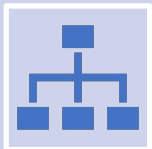
2.4. ORGANISATIONAL LEARNING OPPORTUNITY



It is important to note that when the new administration launched the Big Listen campaign, the organisation was inexperienced in running participatory activities and had not been designed or resourced to facilitate this kind of work.



A new delivery team was formed of officers from across the organisation who had not worked together before, most of whom were new to the organisation and local government. To support external communications, an additional member of staff was brought in on a fixed-term contract. The resources required to undertake the project had to be identified, designed and developed at pace.



Along with the high-profile nature of the project, this presented a challenge around leadership and management of the work but also a unique opportunity to learn what would be needed longer-term to become a listening council for the community.

2.5. BIG LISTEN ACTIVITIES



The Big Listen 2022 campaign was launched on 27th July and closed on 17th October.



The main aim of the listening exercise was to gather data in relation to three open questions.



The questions were designed to gather people's views on living and visiting Worthing so that insight could be shared with Council decision-makers.



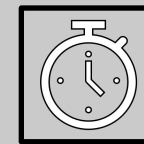
Data was gathered through two main activities:



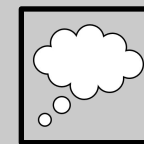
An in-person survey delivered through one-to-one conversations in the community and recorded using the digital platform Common Place.



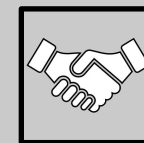
The production of a digital heat map hosted by Common Place where participants were invited to give feedback on neighbourhoods to highlight needs and things to celebrate.



1. Any reflections on your time in Worthing?



2. What could Worthing look and feel like in 2030?

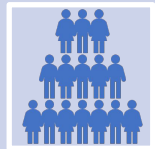


3. How can we work together to achieve this?

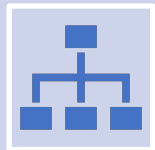
2.5. BIG LISTEN ENGAGEMENT



The Big Listen team held 264 conversations across 13 locations during the summer of 2022. This included showing up at a range of council and community-organised events and festivals.

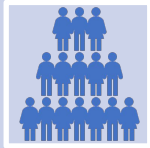


CommonPlace engaged 399 people in building and interacting with the digital heatmap of Worthing; achieved 1800 visits to the site; and received 204 registered users who opted-in to direct communications about Big Listen.



20 council officers from different teams, and 16 elected members were trained in listening skills, holding one-to-one conversations and collecting qualitative data (recording what people said).

2.6. REPRESENTATION



Equalities and postcode data was collected as part of the survey. The demographic data we have on the people who participated in the Big Listen is useful in indicating the future work we need to do on representation.



The biggest gap is children and young people. There was no recorded participation of under 16s in the Big Listen, despite this group making up 17% of Worthing's population in 2021. In comparison, over 65s were overrepresented making up just under 30% of participants compared with 22.5% of the overall population of Worthing in 2021.



The data on gender also indicates that men were under-represented. With 49% of participants identifying as female and only 39% identifying as male. The postcode data highlighted a significant gap in the participation of residents living in Goring.

2.7. OUTCOMES FROM THE BIG LISTEN



New insights from local residents



A new model for participation and engagement



Strengthened relationships and trust

2.7.1. INSIGHTS ON PEOPLE'S VIEWS IN WORTHING (1/2)



The number of participants who took part in the online survey and one-to-one conversations is very small compared to Worthing's population (111,300 in 2021).



However, the distribution of resident participation (i.e. from across the town) and the nature of the data collected (people's views and stories) have given us valuable insight.



There were strong common themes in the data which indicate the types of changes and improvements people would like to see prioritised.



Around half the participants shared ideas about how the council could work differently with residents and communities.



The map hosted by Common Place shows the distribution of resident participation by postcode. The colours represent people's feelings about the town from positive to negative. For more detail see this [presentation](#).

INSIGHTS ON PEOPLE'S VIEWS IN WORTHING (2/2)

The majority of participants reported feeling satisfied or happy with Worthing as a place.

There was a question about Worthing town's identity: visitor destination or a place for residents.

Worthing needs to become a place for everyone: inclusive and accessible.



Desired changes


- More for young people and children to do.
- More sustainable travel infrastructure including more cycling and walking routes, and pedestrianised areas.
- More and better cared for green spaces.
- More support for independent businesses.
- More to support the growth of truly affordable housing.




How council and residents can work together

- More engagement, community groups and share events.
- Less bureaucracy.
- More forums and representative boards.
- More dialogue with the council.
- Volunteering.
- Improved communication in digital and printed formats and between elected members and residents.
- Partnership i.e. business.


2.7.2 A MODEL FOR FUTURE PARTICIPATION AND ENGAGEMENT (1/2)



The process of designing and delivering the Big Listen campaign enabled the council to test a prototype participation cycle and the project and stakeholder management required to deliver it.

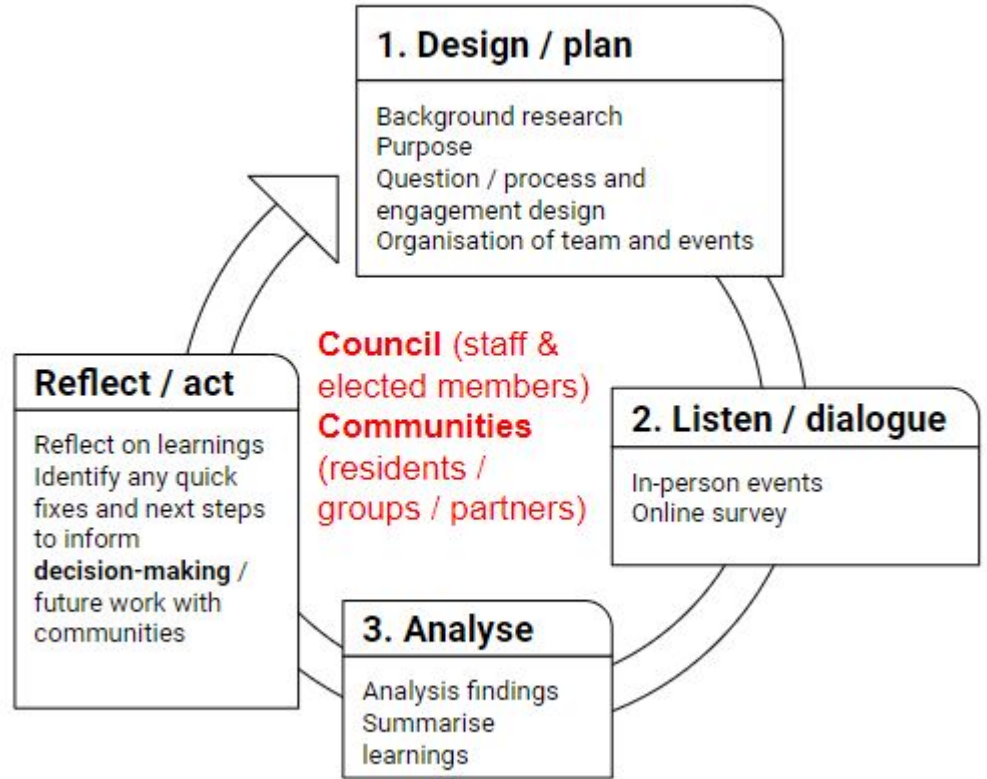


This four-step participatory cycle was made visible and further developed in 2023 in a workshop with council officers from across departments.



It is a model that could work at different scales for a variety of projects or engagement and participation formats and has the potential to be built out into an adaptable framework and toolkit in parallel with training programmes.

Participation cycle



A MODEL FOR FUTURE PARTICIPATION AND ENGAGEMENT (2/2)

Importantly, this model identifies the distinct roles and responsibilities of the staff and elected members within a council-led participation process. But could also be adapted for co-design and co-production with communities.

It also indicates the types of infrastructure that will need to be developed inside the organisation including training and development, and guidance and toolkits.

In summary, Big Listen helped officers understand and identify the skills, competencies, resources and process needed in order to deliver high quality engagement work with residents.



Types of activities i.e. question design



Roles and responsibilities for officers and elected members



Tools and resources



Resident experience



Opportunities

2.7.3. STRENGTHENED RELATIONSHIPS AND TRUST



A key 'invisible' outcome of the Big Listen campaign was the progress made in relationship building and trust between Worthing's elected members and residents, with Councillors valuing the participative approach to engaging with residents in this way.



The delivery of the Big Listen campaign was seen by the administration as a first step in making good on the manifesto promise to become a council for the community.



This was also key in building trust between the new administration and senior council officers, trust that is integral to the functioning of local democracy.



Furthermore, the summer programme of listening events was made possible by the team effort of officers and elected members who had been trained together in listening skills.



The experience of working together on this campaign strengthened relationships between council officers and elected members and prompts the question of how we can develop the role of ward members further in relation to participation and engagement in our neighbourhoods.

2.8. LESSONS LEARNT FROM BIG LISTEN



The potential of digital to transform our engagement



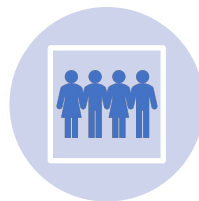
Telling great stories about what we are already doing



Designing and upskilling our organisation for participation



Being more intentional about what we ask, who we ask and where we show up



Participation and engagement work needs resourcing with people and budget



We can embed the Big Listen principles and model into all our Council for the Community participation, engagement and consultation work.

2.8.1. THE POTENTIAL OF DIGITAL TO TRANSFORM OUR ENGAGEMENT



The opportunity to trial the civic engagement platform CommonPlace provided useful insight into the potential of digital to transform how we engage with residents.



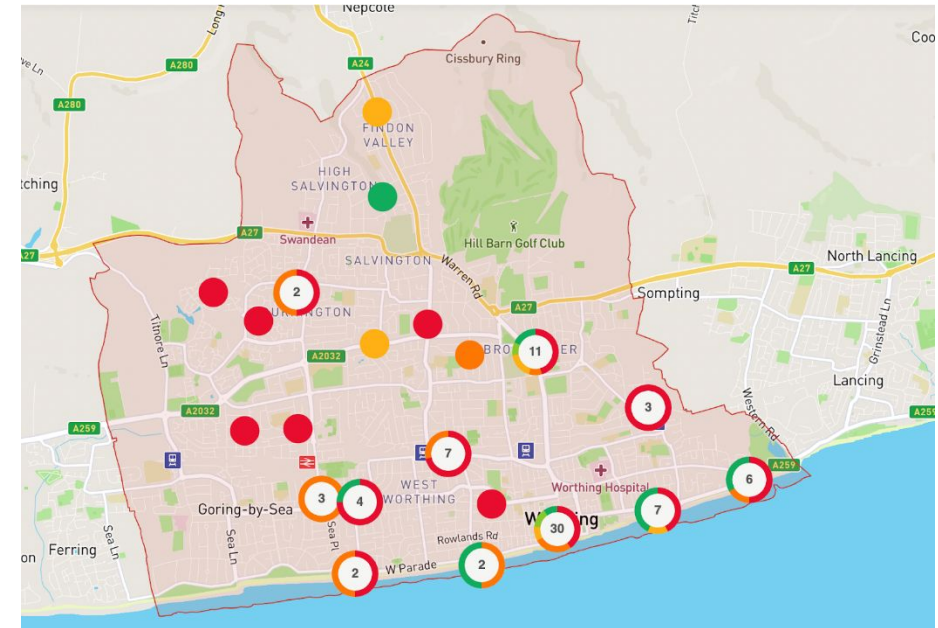
It raised really important questions about the types of data we collect, how this is owned, managed and shared and acted on.



It also pointed to the necessity of 'hosting' digital platforms so that online participation is purposeful and constructive. This all comes with resource implications that need to be properly considered.



Consequently, there is a piece of work needed to explore these questions in greater depth to help us understand what we really want to achieve through digital, how we invest the necessary resource (of our people), where we focus in the short, medium and longer-term and how we can do this in the right way with our communities.



The CommonPlace headmap function showed the potential of crowdsourcing knowledge about our neighbourhoods - but it led to a certain kind of data and interaction i.e. 'reporting problems'.

2.8.2 TELLING GREAT STORIES ABOUT WHAT WE (COUNCIL AND COMMUNITIES) ARE DOING



It is interesting that the data we gathered through Big Listen on local people's priorities for improvements to the town does align with the council's existing and future plans and work programmes. And we can tell this story through our communications i.e....



The Business Support Package for 2024 (BSP) will include delivering bespoke support to independent businesses;



The development team's focus on delivering accommodation for local people in housing needs speaks to local people's concerns that more could be done on affordable housing.



The CIL Neighbourhood Fund 2023 delivered nearly 600K into our voluntary and community sector for projects that included caring for our green spaces and providing needed services and facilities for children and young people.



There is an opportunity here to amp up the storytelling about the council's and the voluntary and community sectors' work in these areas and make stronger connections to the Big Listen campaign of 2022 and the ambition to become a council for the community.

2.8.3. DESIGNING AND UPSKILLING OUR ORGANISATION FOR PARTICIPATION



The challenge of delivering a town-wide listening exercise at pace gave invaluable insight into the changes that were needed inside the organisation to embed participatory ways of working.



These changes include changes to mindsets and behaviours, training and development in new skills and competencies and changes to how we organise our people and how we work in a place-based way.

2.8.4. BEING MORE INTENTIONAL ABOUT WHAT WE ASK, WHO WE ASK AND WHERE WE SHOW UP



If we want to achieve inclusive participation of diverse voices Big Listen taught us that we need to be more intentional about where we show up to listen, who we listen to and what we ask.



For example, while we reached residents from across Worthing, there was a glaring gap in youth participation. And, while our questions were accessible and open, in future we need to give more consideration to identifying the issues and situations we want to understand and change, and design our questions and engagement strategy accordingly.



To become a council for community we need to be working harder to reach seldom heard voices as part of our business as usual activities.



We will need to get confident at using our data tools and our community networks to help us make sense of what good representation looks like and then how we reach people.



And recent work in the housing space shows the role the council might play in bringing seldom heard voices together with those who are already engaging with the council through formal democratic processes (i.e. residents who make representations at our planning committees).

2.8.5. PARTICIPATION AND ENGAGEMENT WORK NEEDS RESOURCING WITH PEOPLE AND BUDGET



Big Listen was a discreet engagement exercise with its own budget and delivery team. Worthing's other high profile council for community project in 2023 the CIL Neighbourhood Fund was also resourced with people and a budget.



It is naive to think the council can run meaningful engagement and participation activities without these two elements.



As part of the organisational re-design we will need to identify those roles where participation and engagement capabilities need to be included in job descriptions and work programmes. In parallel we need to focus on enhancing and sharing the skills of those teams already working directly with residents and communities, and developing the necessary training and development to support others to make this transition.



Similarly, we need to be looking at how we prioritise the use of funding available for participation in Worthing through existing grants and how we use the other levers we have i.e. commissioning and section 106 to ensure community participation has the revenue funding whether through third parties, partners or the council.

2.8.6. THE BIG LISTEN BRAND HAS HAD ITS DAY, BUT WE CAN EMBED THE PRINCIPLES AND DEVELOP THE MODEL



In 2022 the Big Listen brand was successful in signalling the change of political administration and a new culture of 'listening' at Worthing Borough Council.



However, by 2023 the brand had become synonymous with a particular format of 'stand alone', high profile engagement, which may not be appropriate for every engagement needed. Officers have found it difficult to align requests for this engagement format with their existing programmes of work and resource constraints.



Going forward, there is greater potential in using the Council for Community 'banner' to badge participation and engagement activity in Worthing because it can encompass a wider range of activities and formats that can be more embedded in our delivery of services and projects.



What we need to hold onto from Big Listen is the principle of listening to our communities and involving ward members at the neighbourhood level in design and delivery of participation and engagement activities that will influence decision making and the delivery of services. And this is what we successfully achieved through the CIL Neighbourhood work in 2023.



3. DELIVERING THE COMMUNITY INFRASTRUCTURE LEVY PROGRAMME

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3.1. OVERVIEW OF THE CIL NEIGHBOURHOOD FUND



In 2023, more than £577,000 from the re-designed CIL Neighbourhood Fund was awarded to 45 applicants from the community and voluntary sectors.

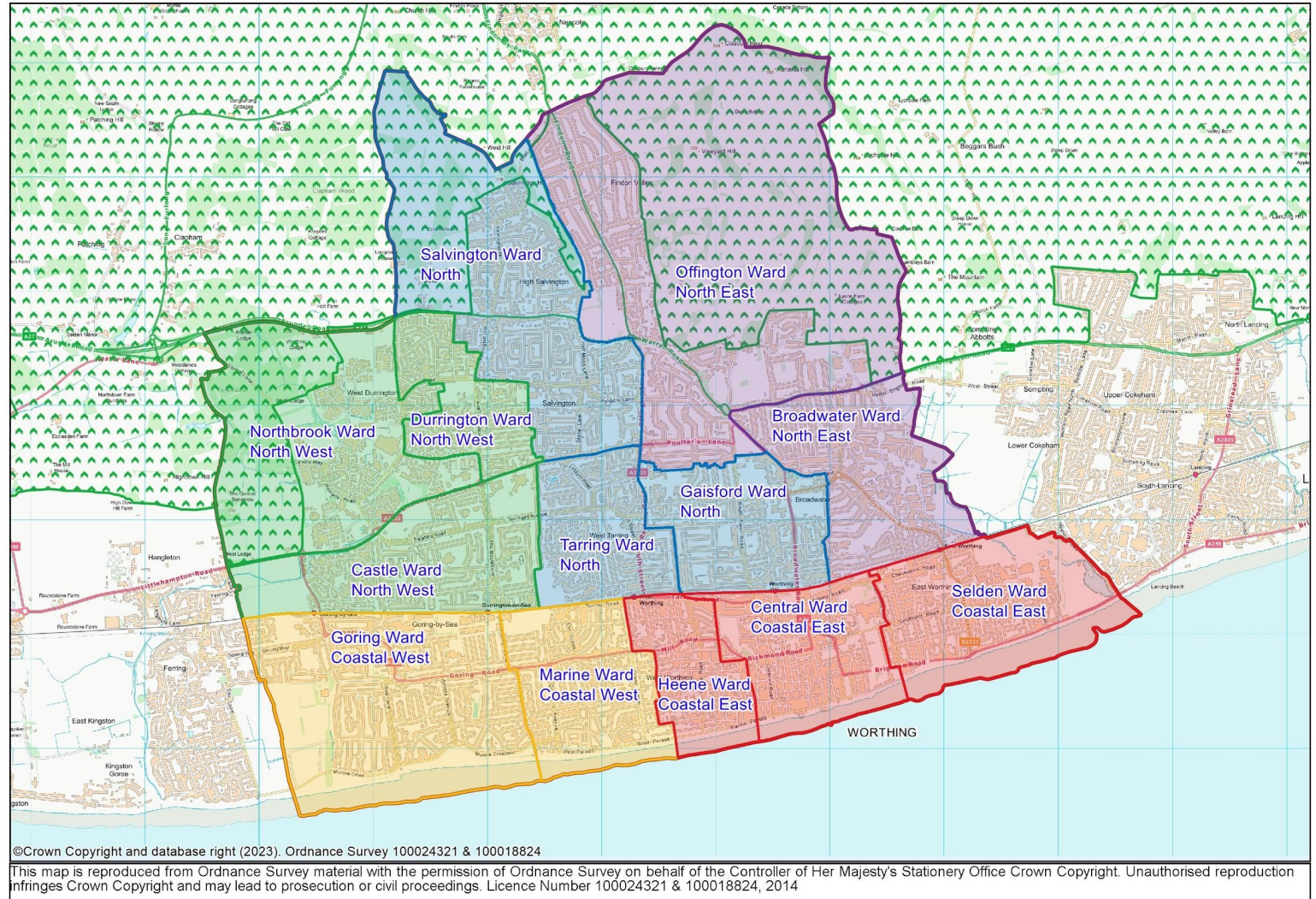
- CIL stands for 'Community Infrastructure Levy'.
- This is a national 'tax' on developers such as housebuilders. The money is paid to councils as a way of paying for improvements to local neighbourhoods.
- UK Government regulation says that 15% of all CIL funds should be spent in the neighbourhood where the development took place.
- Worthing Borough Council started collecting this money in 2015 and since then, 15% has been put into the 'CIL Neighbourhood Fund'.
- The CIL Neighbourhood Fund gives communities freedom and power to spend the money on a wide range of things that will benefit the neighbourhood, in consultation with local residents.
- In 2023, funds will be used to support the delivery of projects focused on improving the lives of residents in the town including re-vamping green spaces, providing vital resources for young people, helping with the cost of living and launching new cultural activities.

3.2 CIL NEIGHBOURHOOD FUND AREAS

When developers pay CIL to Worthing Borough Council, 15% of the money is put into the CIL Neighbourhood Fund for the area where the development took place.

This map shows the CIL Fund areas:

- North West
- North
- North East
- Coastal East
- Coastal West





3.3. THE APPLICATION AND ASSESSMENT PROCESS WAS RE-DESIGNED IN 2022/2023 WITH THE AIM OF WIDENING PARTICIPATION AND INVOLVING WARD COUNCILLORS AND COMMUNITY REPRESENTATIVES IN DECISION MAKING.

Expressions of interest 3 April - 12 May 2023		Applications open 22 May - 30 June		Assessment Panel 17 July - 28 July 2023		Delivery		Agreement September 2023
Groups given opportunities to connect with each other, officers and Councillors	Signpost groups to support to get set up to receive funding (Community Works)	Simple application form	WBC officers check applications	Assessment panel: Councillors, Community Works and previously successful applicants	Transparent assessment by panel and recommendation to Cabinet Member	Member for Communities and Young People signs off final decision	Outcome of application shared , with feedback and suggestions	CIL fund agreement ready to be signed for successful groups

3.4. MAY ENGAGEMENTS TOOK PLACE IN COMMUNITY SPACES



North West @Durrington Community Centre,



Coastal West @Worthing Leisure Centre

North @West Tarring Young People's Hub



Coastal East @CREW



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3.5. LESSONS LEARNT FROM THE CIL ENGAGEMENTS- WHAT WE'VE APPRECIATED



- **Worthing** has a diverse, generous and dynamic community and voluntary sector
- **The Council** has an important role as a convener of the community and voluntary sector
- **Our ward councillors** are valuable **community connectors and champions**
- **Community Works** has a unique set of knowledge, skills and networks to share and **we're stronger when we work together.**
- **Community spaces / buildings** are a key issue (inclusion / maintenance / sustainability).
- **Community assets** are abundant so how can we use digital to make them more visible?
- **Facilitation skills** are essential and can be learnt through place-based practice.
- **Communication** can still be a challenge between community groups, residents and the council.

3.6. HOW DID WE 'SHOW UP IN PLACE'?

In local community spaces.

Human to human.

In a circle.

In 'plain English'.

As facilitators.

Listening / turn-taking.

Relationship-building.

Knowledge exchange.

Reflection on shared learning.





3.7. THE CIL NEIGHBOURHOOD FUND 'EXPERIMENT'

● Participatory ways of working

- The design and delivery of the CIL Neighbourhood Fund for 2023 was a co-design and co-production by the Council (cabinet members & officers) and Community Works.
- Decision-making involved members of the community and ward councillors across parties.
- Care was taken to 'plain English' information for applicants about the fund.
- Engagement with the community and voluntary sector was prioritised, designed and took place in the neighbourhoods.
- Community communications.

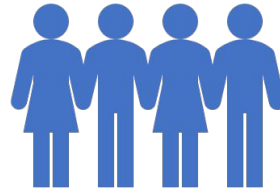
● Place-based ways of working

- Changing and exploring geographical boundaries.
- Council showed up in local community spaces in the neighbourhoods.
- Council (officers and councillors) and communities (residents, groups and partners) reflecting, questioning, learning together in place.

3.7. KEY PRINCIPLES FOR PARTICIPATION



Ensure a range of participation and engagement formats are well-resourced and clearly linked to a decision making process and delivery.



Scale the work to the resource and prioritise growing the infrastructure for inclusive, representative participation



Develop a Council for the Community offer for how we support participation across Worthing

3.8. ENSURE PARTICIPATION AND ENGAGEMENT WORK IS WELL-RESOURCED AND CLEARLY LINKED TO A DECISION-MAKING PROCESS AND DELIVERY.



Since the new administration, the most visibly impactful council-led participation and engagement activity for residents and communities is arguably the re-design of the CIL Neighbourhood Fund.



The CIL Neighbourhood Fund process was carefully designed, involved the tripartite of elected members, community representatives and council officers. It was also well resourced with a clear line into decision-making and delivery (in this case, projects and/or services run by our brilliant voluntary and community sector).



Going forward, we need to ensure that this principle is held up as the benchmark against which to test the viability of proposed participation and engagement activities.

3.9. SCALE THE WORK TO THE RESOURCE AND PRIORITISE GROWING THE INFRASTRUCTURE FOR INCLUSIVE, REPRESENTATIVE PARTICIPATION

The appetite amongst residents and communities to engage with the council and participate is strong.

The challenge for the Council is deciding where we prioritise our current participation resource in order to grow our medium and longer-term capability.

Over the next year we need to focus our attention on growing our participation infrastructure so that we can scale participatory practice across and beyond the organisation that is inclusive and representative.



Renew our support for the voluntary and community sector to help widen and strengthen community participation.



Training and development for staff



Digital



Data



Participation toolkit

3.10. PRIORITISE THE DEVELOPMENT OF A CORPORATE FRAMEWORK FOR PARTICIPATION



Forward planning and programming participation activities informed by strategic priorities



Supporting workforce transition into participatory ways of working, including developing a bank of resources and tools to support with workforce training and development



We know enough from Big Listen, CIL N. Fund and projects in the neighbourhoods i.e. West Durrington what skills, competencies and capabilities are required by our workforce, but we need to create the space and time to support people properly develop and transition.



How we commission and draw in resources via third parties/partnership.



4. DELIVERING COUNCIL FOR THE COMMUNITY IN 2024/25

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4.1. RECOMMENDATIONS (1/2)

We ask the Committee to agree to:



The development of a participation programme for 2024/25 that closes the gap between participation, decision-making, delivery and communication and which includes a range of participation methods and formats. To include a focus on activities that will help deliver Worthing's main priorities i.e. making streets and spaces safer, cleaner and greener. And telling better stories of how the community and voluntary sector are already making a difference. Targeted participation work to focus on young people and scoping of work to engage residents and communities in the development of a housing strategy.



Prioritise participation resource in developing the infrastructure we need internally to grow our participation capabilities: this will include learning and development for staff and elected members; digital tools and platforms to connect people to improve their communities; building the participation resource / toolkit; and developing our work with partners and exploring funding opportunities.



Develop a Council for the Community offer: This will outline the offer to residents, members, staff and partners for how they can get involved in participative activity, including a calendar and/or map of activity. It will help better tell the story of Council in the Community and participation. We will stop using the Big Listen brand and instead use the Council for Community banner to badge our whole range of engagement and participation activities in Worthing.

RECOMMENDATIONS 2/2)

We ask the Committee to note the need to develop a wider joint corporate approach to delivering the participative principle across Adur and Worthing Councils, including the development of a:



Participation multi-disciplinary team bringing together staff to better support participation, develop participatory decision making and help communities make a difference in their streets and spaces and connect work in the neighbourhood to the wider local, regional and/or national agenda.



Digital tools for people have their say and match people up to increase social action.



Applied learning and development programme to enable residents, staff and partners to develop and share skills in place-based working and participation and apply them to practical challenges. This will improve the quality of how we do participation – including through improved hosting and facilitation skills and make better use of partner skills.

4.2. CONNECTING TO OUR PLAN

Worthing Council's priorities connect with Adur & Worthing Council's Our Plan missions – the key building blocks for a local area to thrive.

Making streets and spaces cleaner, greener and safer

Achieving affordable housing

Improving the town centre



4.3. AIMS AND OUTCOMES



We want to enable everyone to contribute to improving their communities and propose three key areas where we want to support participative ways of working.

Short Term



Support residents to make a difference to their streets & spaces (focusing on making them cleaner, greener and safer)

Medium Term



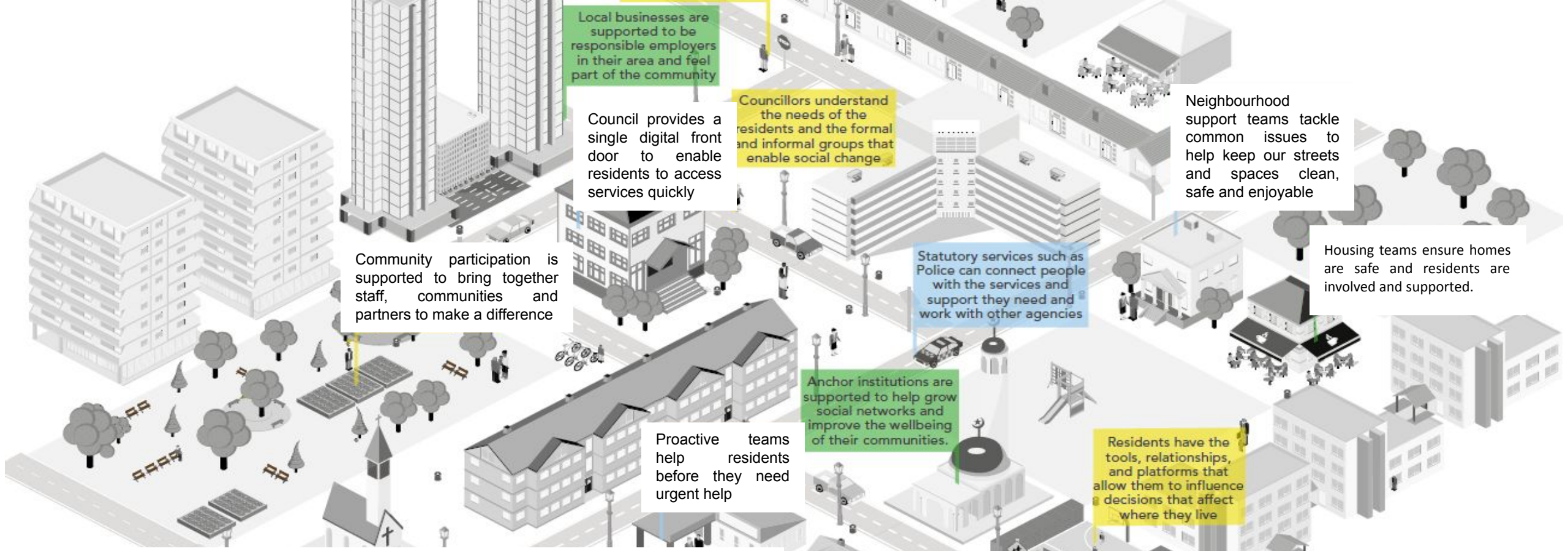
Bring together staff, residents and partners to improve outcomes (focusing on improving the town centre)

Long Term



Empower residents to influence the future of their services and communities (developing a strategy for affordable housing)

- We propose to develop a portfolio of projects where there is a balance of activities across these objectives and helps deliver Worthing Council's main priorities.



4.5. ALIGNING TO THE ORGANISATIONAL DESIGN

We will align the work of the Council for the Community programme for 2024/25 to the Organisational Design programme.

This will help move Adur & Worthing Councils to an operating model that better reflects its priorities and values while delivering sustainable savings.

The diagram shows how participation is a key part of the ecosystem in a local area and connects in with other areas of focus within the Organisational Design.

Statutory agencies and public service providers (local authorities, health bodies, police and so on)

Local non-statutory organisations: third sector, business, universities, places of worship

Citizens and communities – people who live in a place

4.4. COUNCIL FOR THE COMMUNITY OFFER



Outcomes

Support residents to make a difference to their streets and spaces to keep them cleaner, greener and safer

Bring together staff, residents and partners to improve our town centre

Empower residents to influence the future of their services and communities to achieve affordable housing

Offer for residents

We will provide practical tools to help people organise community clean-ups

We will work with residents to develop a community vision and blueprint for the town centre

We will engage residents in the development of a housing strategy

Offer for members

We will enable members to convene & champion community clean ups and place-based working

We will provide the evidence and engagement with residents for Members to develop a blueprint for the town centre

We will enable members to listen to the insights of residents to shape their recommendations on housing

Offer for staff

We will support staff to work together to improve people's streets & spaces through the Neighbourhood Model

We will test out the Neighbourhood Model on how we can develop a coordinated approach to improving the town centres

We will support staff to facilitate activities which uncover the needs and solutions of residents on housing

Offer for partners

We will launch calls to action for partners to volunteer and support community clean ups

We will celebrate what partners (inc. businesses) are doing and create pledges with them to encourage them to do their bit to the town centre

We will bring together key partners to understand and mobilise the levers (i.e. finance, land, space, skills) they can bring to improve housing

4.5. TELLING THE STORY OF COUNCIL FOR THE COMMUNITY



Offer for residents

Offer that is communicated to residents on how they can get involved in participative activities

Calendar and/or map of participative activities to increase take-up

Different levels & types of support/training based on how involved they want to be (i.e. learn, connect, organise)

Offer for members

Programme of activities based on priorities that gives them visibility of delivery

Calendar and/or map of participative activities so Members know what is going on in their area

Governance through the C4C working group that enables them to shape improvement

Offer for staff

Framework that enables staff to understand how we want to improve the quality and experience of participation

Calls to action for staff to help support participation that builds on their skills

Different levels & types of support/training to help them better involve residents

Offer for partners

Calls to action for partners to collaborate in participative projects that make use of their skills

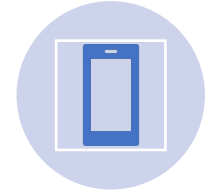
Calendar and/or map of Council and partner-led participative activities that promote their activities too

Opportunities to pool funding to help embed and extend participation

4.6. BUILDING THE INFRASTRUCTURE TO EMBED COUNCIL FOR THE COMMUNITY



Budgets that enable people to get match-funding to put into practice community action



Platforms that enable residents to have their say and volunteer



Programme that trains people up to develop their skills and apply them on practical challenges



Tools that enable staff to adapt the methods in their everyday work



Experiments that bring them together with staff and partners to develop solutions



Physical spaces that can be used to deliver community activity

We will map the types of infrastructure above that we already provide (CIL funding, participatory experiments, Big Listen methods), have done previously (i.e. matchmaking need & support, that we can/could access through partners (i.e. funding, physical spaces, volunteering) and those we would need to create.

4.7. RESOURCING THE INFRASTRUCTURE

Infrastructure	Platforms/Programmes	Budget	Staffing	Resources Needed
Budgets that enable people to get match-funding to put into practice community action	Community Infrastructure Levy Programme	To identify specific amount for 2024/25: 15% of the contribution from developers to CIL to Worthing Borough Council for the area where development took place.	Participation Lead, Community Infrastructure Officer, Communications Officer, Business Development Lead (Adur & Worthing), Relationships & Development Manager (Community Works)	To identify additional community funding within Worthing that could be used for participatory budgeting via the CIL programme
Programme that trains people up to develop their participation skills and apply them on practical challenges	Participation Matrix	To be developed through the redesign of Community Capacity and the design of the Neighbourhood Model	Participation Lead from February 2024. Further staff working on engagement to move as part of the redesign of Community Capacity and the Neighbourhood Model from April onwards (TBC)	Redesign to be implemented to enable further staff to provide dedicated support to involve communities and to get dedicated training.
Physical spaces that can be used to deliver community activity	Community Centres?	To be identified	To be identified	To be identified
Platforms that enable residents to have their say and volunteer	To be developed	None available	To be identified whether Digital can develop an in-house digital platform for participation, building on the Covid matchmaking platform	Resources for developing & managing a digital platform and associated training to be identified with Digital

4.8. OUTPUTS FROM THE PROGRAMME



A model which balances developing the infrastructure for participation and priority issues where we can test out participative methods “inside and out” with staff, residents and partners (Throughout 2024)



A pathway which shows how staff, residents and partners can use participative ways to improve their communities (Spring 2024)



An accompanying online tool and toolkit which provide practical methods people can use to put these into practice (Spring 2024), and exploration and testing of these methods in public spaces (Summer 2024)



Training that enables people to learn together across the organisation and area how to implement these methods (Spring 2024) with a dedicated focus on testing these on Worthing’s priorities



A programme of experiments that helps test how we best support participation in a way that delivers Worthing’s priorities and embodies our values (Throughout 2024)



A CIL funding programme that enables communities to put into practice community action (TBC 2024), scale up their projects through help to bid for external funding (Summer 2024) and test opportunities to support crowdfunding (Autumn 24)

4.9. ROADMAP (1/4)

Audiences	Jan	Feb	Mar
Cabinet	Lessons Learnt & Proposal @ Worthing Informal Cabinet on 15 Jan	Lessons Learnt & Proposal @ Worthing Joint Strategic Sub Committee on 6 Feb	Neighbourhood Model and Community Capacity Redesign @ Joint Strategic Committee (Mar/Apr)
Corporate Leadership Team	Lessons Learnt & Proposal @ CLT on 5 Jan	Neighbourhood Model @ CLT on 9 Feb	
Council for the Community Working Group		Delivering the C4C programme Scope on how we devolve decision making and community action Scope on partnering in a Community Awards (tbc)	Evaluation of CIL funding programme Development of a participation framework that shows how we will improve as an organisation
Resident & Partner Engagement	Engagement with partners on developing Community Awards	Engagement with partners & residents on how we can improve the CIL funding programme	Calendar and/or map of participative activities for residents and members to increase take-up Engagement of young people & partners in improving the town

ROADMAP (2/4)

Audiences

Cabinet

Corporate Leadership Team

Council for the Community Working Group

Resident & Partner Engagement

Apr

Development of a participation framework for A&W (JSC)
Neighbourhood Model and Community Capacity Redesign @ JSC (Mar/Apr)
Quarterly Update on Participation

Quarterly Update on Participation
Development of a participation framework for A&W

Scope for a programme for residents, staff & partners to make a difference in their streets
Scope for an online platform for residents to have their say

Launch of CIL funding programme and expressions of interest (TBC)

May

Scope for how we use Council and partner physical spaces better for residents to make a difference

Youth Cabinet Meeting (TBC)
Close of CIL EOIs (TBC)

Jun

Launch of programme to test place-based participatory action & decision making
Launch of Community Award (TBC)
Applications open for CIL funding (TBC)

ROADMAP (3/4)

Audiences

Cabinet

Corporate Leadership Team

Council for the Community Working Group

Resident & Partner Engagement

Jul

Quarterly Update on Participation

Quarterly Update on Participation

Scope of Autumn programme for residents, staff & partners to make a difference

Scope of review of crowdfunding

Launch of Summer participation activities to make streets safer, cleaner & greener

Assessment Panel for CIL project proposals

Aug

Sep

Launch of Autumn programme for residents, staff & partners to make a difference. Signing of CIL fund agreements with groups and start of delivery

ROADMAP (4/4)

Audiences

Cabinet

Corporate Leadership Team

Council for the Community
Working Group

Resident & Partner Engagement

Oct

Quarterly Update on Participation

Quarterly Update on Participation

Nov

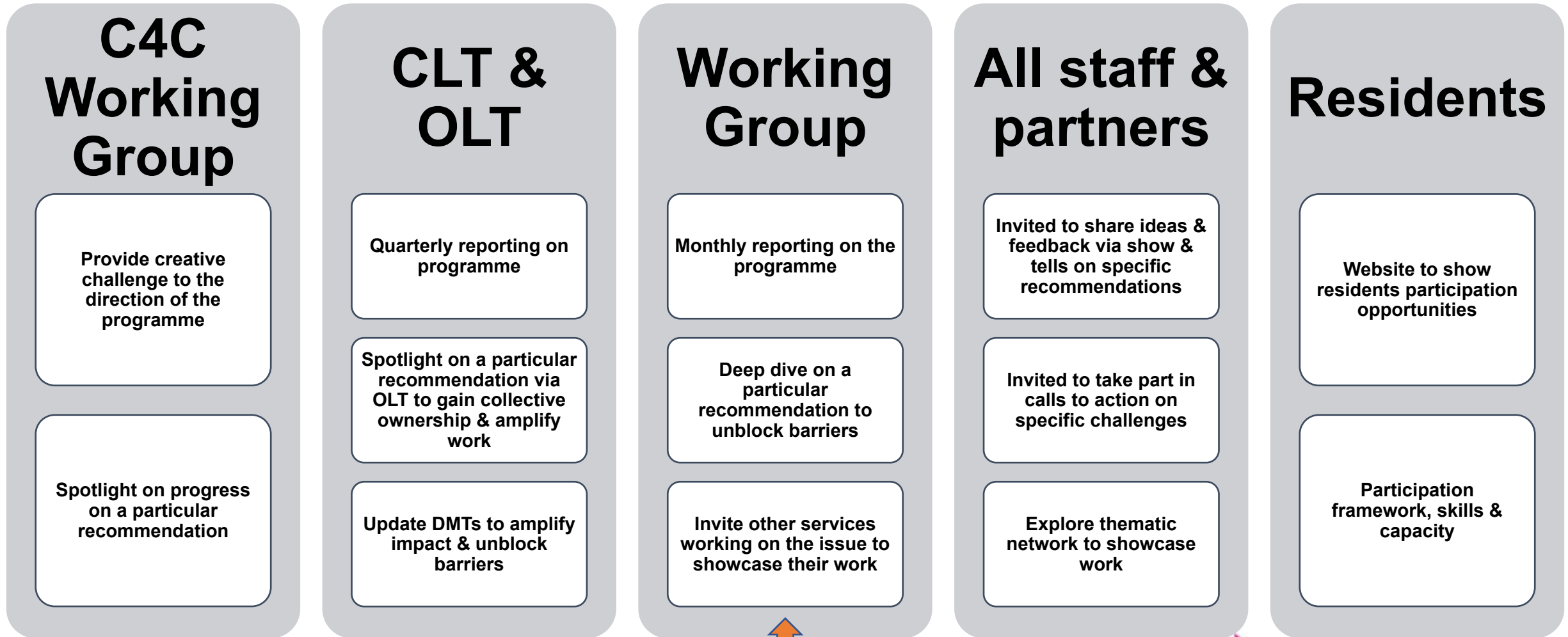
Dec

Annual Update on Participation

Annual Update on Participation

Review of delivery of CIL funded projects and training programme for residents, staff & partners to make a difference in their community

4.10. GOVERNANCE



External organisations invited to provide inspiration & challenge

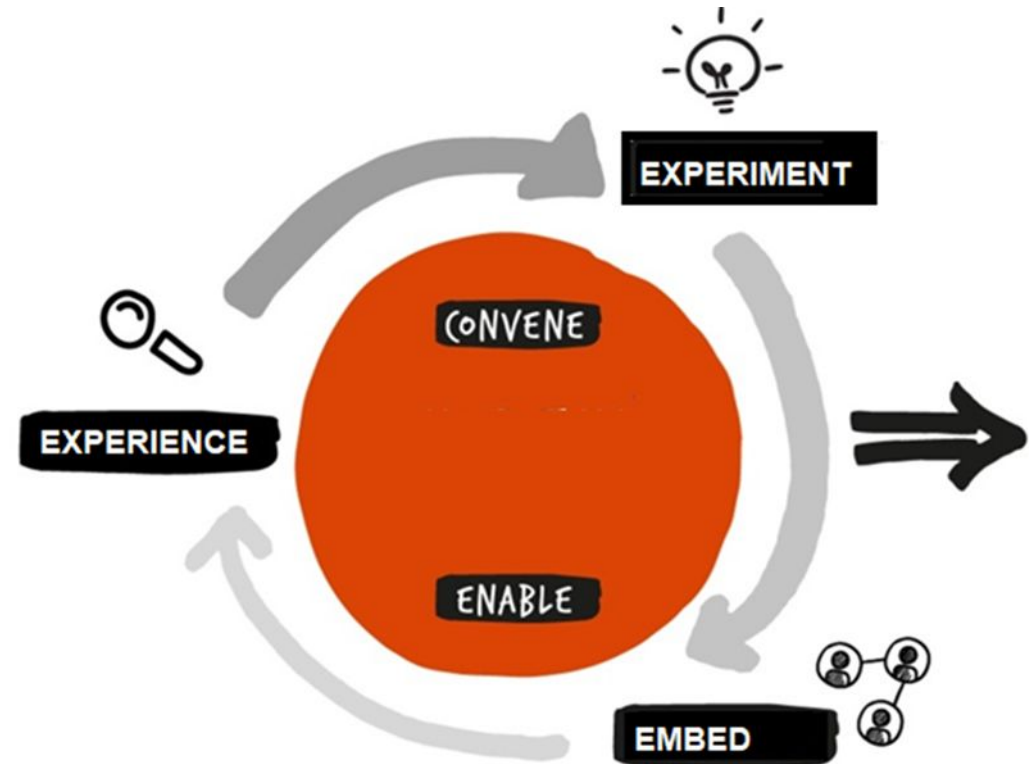


5. AREAS TO DEVELOP

RESILIENT > ADAPTABLE > PARTICIPATIVE

5.1. AREAS TO DEVELOP

- As highlighted in the roadmap, we want to develop a participation framework that outlines how we support staff, residents and partners to work in participative ways.
- We want to do this in a participative (experience), adaptive (experiment) and resilient (embed) way.
- The following slides are ideas of what we could do in terms of setting up programmes to bring residents, staff and partners together to make a difference (featured in the roadmap).



5.2. EXPERIENCE AND IMAGINE



Channel the creativity and needs of diverse communities to reinvent engagement



Create the spaces for staff, partners and residents to learn and improve together



Show how everyone is building a fairer place to surface innovation and strengthen solidarity

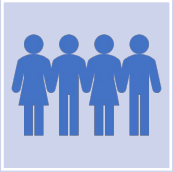


5.2.1. EXAMPLE: WE WANT TO CELEBRATE THE AMAZING WORK OUR COMMUNITIES DO TO MAKE A DIFFERENCE



- Call out to residents to share what they are doing to make a difference on each of our strategic priorities
- Stories of pioneering community projects in each of our neighbourhoods
- Interactive website showing the different ways our partners are improving the area by strategic priority

5.3. EXPERIMENT AND APPLY



Support staff and citizens to develop creative solutions that make a difference



Create opportunities for people to develop and apply skills in participation



Mobilise partners to work with staff and residents on key issues and missions



5.3.1. EXAMPLE: WE WANT TO MOBILISE PARTNERS + AND RESIDENTS TO DEVELOP SOLUTIONS TO THE BIG CHALLENGES



- Call out for pledges on what residents want to do to make a difference on each of our priorities
- Workshops across our neighbourhoods with our partners to uncover our shared priorities
- Secure external funding to commission creative ways to bring to life participatory policy making and action (such as through human libraries or speculative design).
- Train up residents with lived experience to develop, share and apply community organising skills to develop solutions to the priorities

5.3.2 EXAMPLE: HELP PEOPLE IMPROVE THEIR STREETS



- To help communities make their streets cleaner, greener and more connected, we could launch a call for action for Our Streets
- Our Streets would be streets where people would be able to get practical tools to organise clean ups, street parties, etc.
- Research would be carried out with residents to co-design what this would be.
- It would also identify activities people do already and turn those into a toolkit.
- They would be streets which could test out changes that the council, partners, and residents themselves want to pilot before rolling out across the borough
- People could volunteer to become Street Champions to mobilise their streets around these activities and act as researchers to show what needs improving.



“We Are X Road” (Example)

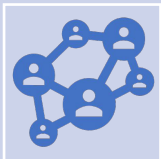
5.4. EMBED AND SCALE



Bring partners together to bring their resources to embed community solutions



Help scale solutions developed with communities that deliver our missions



Work with teams to embed participative ways of working in their everyday



S.4.1. EXAMPLE: SCALING COMMUNITY PROJECTS INTO CO-OPS

- **Co-ops are a vehicle for scaling up social action and creating infrastructure to sustain the action and create an interface being how people give their time and how they spend their money.**
- **Co-ops can help support social needs – be it accessing food (i.e. food coops), finance (i.e. credit unions) or care (i.e. childcare coops) in a very local and carbon neutral way.**
- **They can provide more ethical gig economy work.**
- **Innovative businesses and anchor institutions have skills that can help co-ops grow, from business development to incubation.**

Roles for councils:

- **Understand what needs could best be met by co-ops (i.e. social care, local deliveries, credit union)**
- **Work with anchor institutions to identify what resources & skills they can bring to help people turn activities into co-ops or social businesses**
- **Develop funding bids to support appropriate CIL funded projects to turn into co-ops at a small scale connecting it with social action and business support (i.e. bulk buying food).**

5.4.2 EXAMPLE: SCALE UP THE CIL FUNDING PROGRAMME TO A WORTHING COMMUNITY FUND







- Getting projects funded via community assemblies to be crowdfunded to increase their impact and giving by residents (i.e. [Doncaster Movement](#))
- Assess opportunity of community shares & bonds as a way to enable community organisations to raise local funding differently
- Scope potential of a community wealth fund that:
 - Gets partners & investors to pool funding to tackle borough issues (i.e. [Bristol City Funds](#) & [Kindred Fund](#))
 - Uses asset disposals to create funds to invest in socially responsible businesses
 - Builds on the national Community Wealth Fund Alliance



FOUR FOCUS AREAS

Primarily, we will support and invest in making change in four priority areas

 <p>NO CHILD GOES HUNGRY</p> <p>We fund initiatives that help communities grow, purchase, prepare and cook fresh, healthy and affordable food.</p> <p>→</p>	 <p>COMMUNITY INITIATIVES</p> <p>We fund community initiatives to help them play an impactful role in Bristol and develop community resilience.</p> <p>→</p>	 <p>ECONOMIC INCLUSION</p> <p>We fund initiatives that promote full participation and ownership in a diverse and local economy.</p> <p>→</p>	 <p>ENVIRONMENTAL TRANSFORMATION</p> <p>We fund the transition to a carbon neutral, zero-waste city, that promotes the health of the natural environment.</p> <p>→</p>
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