The Framework in Action

What is the appropriate statecraft, in both style and substance, for enabling and supporting community activity? How does the state open possibilities for community organising without undue risk, and raise the game without controlling and constraining?

Welcome to **The Framework in Action**, a collection of examples showcasing ways in which councils are nuruturing community relationships across the UK. From a community hub in North Ayrshire to community builders in Gloucestershire, there is much practical inspiration to be found.

Each example is mapped against our nine principles for relationship-centred statecraft, as outlined in **The Relationships Framework**, and tagged by the type of action, helping you to find examples that work for you:

- Tweak: a quick fix; an easy win.
- Tactic: a relatively simple approach to an area of council work.
- Project: a more involved, defined piece of work.
- Strategy: a wider strategy underpinning a range of projects.

The Useful Resources sheet contains other work around relationship-centred councils that you may find interesting.

Please feel free to make a copy of the spreadsheet by going to File > Make a copy. This way, you'll be able to filter, highlight and edit, creating your own customised resource.

And please share any other examples you know of with us at hello@relationshipsproject.org. There's a huge amount of fantastic work going on and this presently only scratches the surface. Thank you to all who haved helped us build this collection.

Very warm wishes,
The Relationships Project Team

No.	Name	Council	What did the council do?	Type of action	Shift the obstacles [1]	Sustain motivation & purpose [2]	Develop the Covid social infrastructure [3]	Create an open & transparent culture [4]	Enhance everyday touchpoints [5]	Build relationships into physical spaces [6]	Renew voluntary sector relationships [7]	Train & empower staff [8]	Embrace new accountabilities [9]
1	Kirklees Democracy Commission	Kirklees	Initiated The Kirklees Democracy Commission to "find out what we need to know to design democracy for the next generation." Drawing on widespread public engagement, public inquiries and literature reviews, in 2017 the Commission published 48 recommendations across six key themes, many of which involve giving citizens more democratic agency. The council is now working enact these recommendations. The aim is to develop "an informed citizen-led democracy with accountable elected representatives who enable communities to influence and affect decisions governing their lives." There is a particular focus on educating young people to be active citizens, with an aspiration to help every local school to be Democracy Friendly. This aim is based on Kirklees Youth Council's learning from over 1,700 children and young people in Kirklees, and the subsequent recommendations of Kirklees' Young Commissioners. Diane Sims writes that the aim is to provide a "continuous, coherent civic pathway through which our young citizens can grow their learning and understanding of democracy at a natural pace."	Project	Taking democracy to people - especially young people - makes political engagement much more accessible.	The Commission explicitly aims to give citizens a political voice and more agency over how the council governs.	The Democracy Commission offers one possible model for helping sustain civic activity.	Increasing democratic engagement invites more scrutiny over how the council works.	Schools in particular are viewed as a place to foster democratic relationships.				The council is currently working to enact 48 recommendations from the Commission around making Kirklees more "Democratic Friendly".
2	The Three Towns Community Hub	North Ayrshire	Established a Covid community hub in The Three Towns locality, under which multiple stakeholders - volunteers, community organisations, health and social workers and more - gathered under one roof and assumed new relationships in response to the pandemic. Physical proximity, a pressing shared purpose and pre-existing trust between the council and community services cultivated through work with the Carnegie Trust around embedding kindness in public services combined to transformative effect. Targets were suddenly exchanged for outcomes; frontline staff were empowered to make connections and evaluate risks; community providers began delivering more joined-up services in equal partnership with the council; and red tape around budgets and information sharing was relaxed. People involved reflected on the energy and fulfilment of the permission to connect and make decisions, and the relationship between the council and community organisations improved markedly. The Carnegie Trust report linked above presents ideas for sustaining these positive changes.	Project	The hub has seen information shared more readily and budgetary requirements relaxed.	Bringing multiple stakeholders together increased people's sense of contributing to something bigger and important.	The linked Carnegie Trust report outlines recommendations for sustaining the positives to come from the hub.			Gathering under one roof was essential to the sense of emergent collaboration.	The council began working in a more equal, joined-up, outcomes-focused way with partner organisations.	Staff were equipped to work across organisational boundaries and with more autonomy.	
3	Preventative, Strengths-Based Culture	Barking and Dagenham	Pursued a council culture that emphasises community assets, civic participation and preventative interventions. The most well-known aspect of this experimentation is Every One Every Day, a partnership between Participatory City and Barking and Dagenham Council which is aiming to build a thriving ecosystem of "participatory culture projects" through wide-ranging support for people looking to start or get involved with community projects of all shapes and sizes. In response to severe budget cuts, the council is also now experimenting (p. 14) with asset-based council services drawing on joined-up services and community solutions. And the Citizens Alliance Network is a platform for people with connections to the borough to have more of a say in the things that matter to them to "continue the coming together of our borough."	Strategy	Every One Every Day uses physical hubs and practical support to make it much easier to get involved with civic projects.	All three council initiatives champion the benefits of civic activity, and encourage citizens to actively contribute to the social fabric of the borough.			The borough's asset-based approach treats services as entry points into a wider ecosystem of support.	Every One Every Day uses shops and making warehouses as public spaces to foster community activity.			
4	A Collective Public Service Strategy	Waltham Forest	Developed a new, more relational council strategy in light of the pandemic and the community activity it has galvanised. "For us, public service is not about who does it, or how it is delivered," the strategy reads. "In Waltham Forest we see public service as the act itself." This decentralised understanding of public service implies a greater emphasis on working with, not for, residents - one of the key principles behind the strategy. This commitment means the new strategy exhibits a number of initiatives that show our framework in action, such as sharing decision-making through citizens' assemblies, working more flexibly and cutting red tape, prioritising people-friendly streets and recruiting skilled volunteers to support people into employment.	Strategy	Cutting red tape is a priority of the new strategy.	The strategy revolves around a highly decentralised understanding of public service, with citizens integral to how the borough operates.					Although early days, the strategy contains a commitment to more collaborative working.		

Which framework principles does this show in action? (Explore The Relationships Framework here)

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5	Think Communities	Cambridgeshire	Think Communities is an approach to public service, started in 2018, with some similarities to the Wigan Deal. Think Communities isn't a finite programme but a mindset and movement. Its key tenets are coordination between services and resilient communities able to support themselves. The key aims here are to improve services while reducing demand by better targeting support, making it easier for people to understand services and making more of community assets. Think Communities coordinates services through shared meetings, data, information and budgets. The initiative is also aligned with primary care networks to help coordinate with the expertise of GPs. Immersive training, as well as a recognition that mistakes will be made, further help smooth the transition. Driven by a set of relatively simple, aligned principles, Think Communities nevertheless manifests in an array of projects.	Strategy	Joined-up services with a single entry point make it much easier for service users to navigate services options, and proactive data sharing makes it much easier for organisations to coordinate with the council.	An asset-based approach encourages citizens to use community assets to reduce demand on public services.			One touchpoint becomes an entry point into a wider ecology of services.			Immersive training looks to cultivate a more collaborative working style whilst recognising that mistakes will be made.	
6	Good Employment Charter	Greater Manchester	Established a Good Employment Charter: a voluntary membership and assessment scheme designed to improve standards in relation to seven good employment metrics across all Greater Manchester employers. It was co-designed by the Greater Manchester Combined Authority (GMCA), all Greater Manchester districts, trade unions and employers and employees from all sectors. The Charter has three tiers: Supporters as yet unable to meet the accreditation requirements, Members who have met those requirements, and Advocates who are Members and also play a role in recruiting other employers. The Charter is embedded in public procurement through the city region's social value framework, which gives additional weighting to bids delivering social value in procurement processes. Businesses receiving investment through the Greater Manchester Combined Authority's investment funds are also required to become Charter supporters.	Project		Employers are incentivised to take an positive role in shaping Manchester as a place to work and live.		Transparent charter principles and a public accreditation programme make it easier to hold the council and employers to account.			Weighting bids promising a social impact helps counterbalance the resource limitations of community organisations.		The Charter, of which the Greater Manchester Combined Authority is a member, makes the council accountable to progressive employment practices.
7	Buckfastleigh Town Council	Buckfastleigh	Reinvented itself through Be Buckfastleigh: a group of disgruntled residents who felt that the secretive and lacklustre town council was failing to reflect local people's concerns. The group came together to eventually win 9/12 council seats and the chair of each committee. They then set about making the council a more "attractive, relevant" organisation by opening it up to community engagement, championing diverse input and connecting with other local towns to share learning and build networks of collaboration. Pam Barrett, Chief Executive of Be Buckfastleigh and Deputy Mayor of Buckfastleigh Town Council, writes that Buckfastleigh is "developing a network of local community leaders, decision makers, local government and social enterprises who are addressing inequalities and supporting systemic change in small rural towns" as a foundation for neighbouring communities to pursue this work.	Strategy	Be Buckfastleigh's new approach centres around welcoming community engagement and diverse input - things that weren't in place before.	Changemakers from a range of backgrounds are invited to help reinvent the council by building networks of collaboration.		The new council direction has been framed in opposition to the closed-off approach in previous years.			Organisations spanning sectors and towns have been invited to share knowledge and expertise and work together.		
8	Paperless Microfunding	Gateshead	Removed funding paperwork. In a move to make public services more responsive, Gateshead council is working with The Ballinger Trust and Bensham and Saltwell Alive to manage a microfunding programme with no paperwork required for participants, to make grants as accessible as possible.	Tweak	The council has dropped all paperwork for the microfunding grant.								
9	Rapid Data Sharing	Sutton	Used rapid data sharing to provide Shielders with customised care dring Covid. This LGA report notes: "Data-sharing with the NHS has enabled Sutton Council, working with the third sector, to provide households with the support they need during the crisis. The council already had excellent and well established working relationships with these sectors to build on. On receiving the shielding lists from government, a council triage team contacted each individual to understand their needs. Data-sharing agreements were quickly put in place with the voluntary sector so that referrals could be made to the most appropriate organisation for the support required. In total, over 600 Sutton residents were contacted and received the support they needed in this way."	Tactic	Rapid data sharing has underpinned targeted support.						Data-sharing agreements were established with the voluntary sector so that referrals could be made to the most appropriate organisation, rather than 'owned'.		

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10	Provider Hub	Hertfordshire	Set up a 'provider hub', run jointly with the Hertfordshire Care Providers Association, including a helpline, available seven days a week. The LGA summarises: "Since its launch, the hub has supported more than 800 social care providers by giving professional advice and answers to questions around government guidance, financial support, personal protective equipment (PPE), food supplies, staffing issues and access to financial support packets. The hub also collected information from social care providers on the difficulties they were having (including those related to confirmed cases of COVID-19 and deaths). This information was shared with the council's Adult Social Care Board to support a swift public response to challenges, alongside public health partners."	Project	The council has proactively gathered and shared information to make it easier for care providers to coordinate.		The provider hub offers a new approach to collaboration with care organisations.		Social care touchpoints have been utilised to gather and share data and foster collaboration across the sector.		The council has worked with a wide range of social care providers more collaboratively.		
11	Leeds Community Homes	Leeds	Supported community-led housing (CLH) through Leeds Community Homes. Leeds Community Homes exists to build homes as a community land trust, support people and organisations pursuing CLH projects and grow the CLH movement. Its aim is to create or enable 1000 community-led homes by 2027. Leeds Community Housing has a positive working relationship with Leeds City Council, which has reached out to offer sites for CLH development. Community-led housing is often build using more sustainable methods than typical new builds, and involves the community more proactively. Councils can play a valuable role in this activity and innovation by playing a supportive role and offering suitable sites. CLH Toolkit is a useful and wide-ranging resource for local authorities interested in supporting CLH.	Tactic	The council has offered support and suitable sites for the development of community-led housing.					The council has offered sites to help support community-led housing initiatives.			
12	Relaxed Rules for Social Enterprise Tenders	Kayleigh	Worked with the Big Local partnership to relax tender requirements for new, local social enterprises. As Local trust writes, "In Keighley Valley, the [Big Local] partnership is working with the local town council to open up opportunities for new social enterprises to compete for local contracts, despite not having the trading history currently required to tender." The essential idea here is to use procurement and tender requirements to build local social capital by favouring local businesses with a positive social impact.	Tweak	Relaxed procurement rules help negate a lack of trading history as a barrier to winning council contracts.						The relaxed procurement rules explicitly favour new, local social enterprises.		
13	Best Start in Life	Cambridgeshire and Peterborough	Promoted radically new relationships with families though its Best Start in Life approach. This initiative rests on more collaboration between the many support services in the area - a joined-up approach that a 2018 review found was useful for families. This includes otherwise autonomous workforces across education, early help and maternity and community health, and an IT system which enables different workforces to use the same shared records. The nine building blocks of this approach are highly relational, including: a collaborative leadership and governance structure, collaborative physical and digital platforms, communication and engagement, and a shared culture of working across team boundaries. The three key outcome areas are for children to live healthy lives, stay safe from harm, and be confident and resilient with an aptitude and enthusiasm for learning.	Strategy	A shared IT system allows many services to coordinate by using the same records.						Leadership, governance structure, shared platforms and team culture have all been directed at fostering collaboration between organisations.	Autonomous workforces have been trained to work across team boundaries.	
14	Trusting Team Culture	Surrey	Worked with partners as part of the COVID-19 response to set up a contact centre to make outbound calls to residents who were shielding, staffed by re-deployed council employees. Given limited time for training, a team culture was intentionally built around trusting and empowering staff to fulfil the role and raise issues and concerns as they encountered them. Nesta and Collaborate CIC outline (p. 18) how "one way they built this trust was through a focus on relationship building among staff, with regular check-ins helping to create a culture of transparency and learning. A process by which fast judgements are made when safe to do so, rather than referring to a risk matrix for every decision, was also introduced. Peer support and opportunities to address both the practical and emotional aspects of the role were key to keeping the staff members, and the vulnerable people they supporting, safe and confidence in their ability to deliver."	Tactic	Fast judgements without referring to a risk matrix were allowed when it was safe to do so.							Staff were redeployed into empowering work culture characterised by peers support and transparency.	

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15	Expertise by Experience	Redcar & Cleveland Borough	Recruited key workers working with adults with multiple and complex needs not through a traditional advert and interview process, but by informally identifying the right people with expertise based on lived experience. The council then works with the local Voluntary Development Agency to integrate them into a multi-disciplinary team. Recruits are trusted and empowered to abide by certain principles, rather than trained to follow a script for every eventuality.	Tweak	Formal qualifications were not deemed mandatory, and new recruits were trusted to abide by principles, not scripts.							People's lived experience was deemed a valuable part of their training.	
16	Rough Sleeping Prototyping	Newham	Reframed attitudes towards the ideas of 'failure' and 'risk' by replacing an expectation to manage and mitigate all risks through extensive planning with a focus on iterative improvement. This framing was helpful for senior leaders, who are now taking learning from the crisis response and considering the wider implications for the way the council works.	Tactic								Staff were trained to adopt an experimental mindset prioritising gradually improvement over the need to mitigate all risks.	
17	Risk Appetite Framework	Denbighshire	Developed (p. 19) a Risk Appetite Statement based on their Risk Appetite Framework, which distinguishes between different kinds of risk and levels of acceptance. This is paired with support for managers and members to help them understand the council's position on risk and how to apply the framework in their decision making. An interesting example of the value of reframing risk comes from the Clwyd Alyn Housing Association (p. 20), which Denbigh Council works with. The housing association decided to stop evicting any tenants. This was perceived as very risky, but hasn't resulted in financial ruin and has led to more trust-based ways of working with tenants.

Denbighshire Council also found that new roles emerged in the early days of the crisis with no job description or established hierarchies. This allowed for more junior staff to step up and take on responsibilities above their pay grade. One officer reflected positively on this flexibility: "It would be useful in the future if we would be able to redeploy people within our organisation rather than hiring people for 6-month contracts." | Tactic | A Risk Appetite Framework helped reduce staff concerns about taking undue risks. | | | | A partner housing association and its eviction rules were treated as a touchpoint of wider support. | | | Staff were trained to manage risk in more proportionate, empowering way. | |
| 18 | Buurtzorg Trial | Cambridgeshire | Cambridgeshire County Council's Neighbourhood Cares Pilot (NCP) is based on the Buurtzorg model of care developed in Holland. The model involves the creation of self-managing nursing teams to meet the short-term health and social care needs of residents in a defined community, drawing on the judgement and ingenuity of service users, nurses, local communities and families. Locality outlines the early benefits: "An interim evaluation report, published in late 2018 suggests that the pilot has prevented the escalation of needs, impacted positively on clients' quality of life and on the development and harnessing of community assets. The report shows that our teams have prevented crises by preventing hospital admissions or readmissions, instances of carer breakdown and deteriorations in mental health." | Project | More autonomous teams can work with greater agility and initiative. | | The Buurtzorg model offers a model that could inform post-Covid support circles. | | The council's care touchpoint was used to work in tandem with community relationships. | | | Staff have been equipped to work more autonomously, with more leeway to draw on existing social relationships. | |

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19	Asset Based Community Development (ABCD)	York	Committed to ABCD as the council's core operating model. The ABCD approach is rooted in prevention, mapping and building assets, growing relationships and collaborating with communities. York's journey has been multi-faceted. In 2016 a 'community operating model' was developed for the council's Adult Social Care department. Then, in 2017, the People Helping People strategy brought together public services, civil society and citizens to reimagine volunteering, giving and neighbourliness. Consequently many actors now seek to connect and co-produce solutions to complex public problems and neighbourhood issues, reflecting a collaborative relationship between council and citizens. York also operates a Local Area Coordination programme. Specific manifestations of this approach include over 75 Community Health Champions, who have helped 1,800 people discover healthier lives and start new activities. The Adult Social Care team has also moved from 'checklists to conversations' (p. 24) - a process that enables staff to have open-ended conversations with citizens rather than completing transactional checklists that have set thresholds for standardised service provision," resulting in better relationships with service users and fewer formal care packages offered. And the ABCD approach has come into play during Covid, too. Existing networks of volunteers meant York was able to deliver over 500 prescriptions (p.33) before the NHS volunteering scheme and Good Sam were up and running.	Strategy		Citizen collaboration has become an integral means of supporting asset-based service delivery.	An asset-based approach is important for supporting Covid volunteers without co-opting them.		Conversations with service users are designed not to assess eligibility, but explore wider needs.		York's 'community operating model' draws on a host of collaborations with community organisations.	The Adult Social Care team has moved from 'checklists to conversations', enabling staff to replace standardised checklists with open-ended conversations.	
20	Strength-Based Adult Social Care	Leeds	Adopted asset-based working, from specific formal services designed using asset-based principles up to the full ABCD framework. This approach is gradually becoming embedded across the council's services, but the Adult Social Care department has taken a lead. The aim for the council, as with other examples in this database, is to build services out from communities' preferences and strengths. One way the council achieves this is through Community Builders - people walking the streets, meeting people and learning what they care about. They in turn help recruit Community Connectors - local people with a gift or passion they are encouraged to use or share - thereby building a network of community expertise and support. Nesta and Collaborate capture (p.20) how this has led to an array of benefits. This asset-based approach also alerted the council early in the pandemic to the value of informal neighbourly volunteering, something it formally recognised in its volunteering working group (p.16) from the start. Indeed, the community activity in response to Covid has added to Leeds' asset-based approach, rather than surprised the council with a radically new approach. You can learn more about Leeds' wide-ranging approach through the links included here, this LGA case study	Strategy		Community members are widely and directly involved in shaping community services.	Covid has drawn upon and strengthened Leeds' strengths-based approach, showing the potential for future symbiosis between Covid activity and the model.		Community Connectors essentially take council service touchpoints out onto the streets, with the aim of finding assets and connecting people.			Staff across the council are gradually being trained in ABCD, including through the Community Builder role.	
21	Gloucester Community Building Collective	Gloucestershire	Created a collective of Community Builders which take a place- and asset-based approach to community development. Community builders meet local residents in their communities and support them to take action on what they really care about. Community builders don't organise for people; they take an asset-based approach and connect people to other people and ideas that grow their capacity and create lasting change in their community. A successful pilot resulted in stronger community cohesion, trust, wellbeing, safety, relationships and more. In 2018 the council approved an independent platform for community building activities, removed from the (often deficit-based) approaches of individual organisations, in order to ensure wider community buy in. Funding and secondments from both the county and city councils are crucial to the Collective's operation.	Project			An independent community-building platform offers a potential channel for Covid volunteers to continue their activities.	Relinquishing control of the community-building platform helped ensure community buy-in.	The Community Builder model meets residents in their communities wherever they are.			The council helps train Community Builders, and staff secondments from the council are key to the Collective.	

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22	Participatory Budgeting	Fife	Initiated the first and largest participatory budgeting (PB) experiment in the UK, drawing on the idea of mini-publics. Coryn Barclay writes that PB in Fife aims to help "local people have a greater say in decisions about the allocation of mainstream service budgets." Since 2010 Fife Council has allocated around £1 million in small grants through participatory budgeting, but is now committed to spend 1% of the local authority budget (£7 million per year) through PB to make the approach more mainstream. The council sees PB as a way to be more transparent about investment decisions, better tailor decisions to local needs, encourage active citizenship and build trust between the council and citizens. Although Covid disrupted the plan for a Fife's Citizens' Jury to help develop ideas, the council also sees participatory processes as critical to the recovery from the pandemic.	Project		Involvement in budgeting decisions gives citizens a tangible say in how the area is governed.	The participatory process is seen as vital to a fair, transparent Covid recovery.	Participatory budgeting allows more transparent investment decisions.					Participatory budgeting gives citizens some binding power over how resources are used.
23	Your City, Our Future	Bristol	Launched Your City, Our Future: a project which seeks the views and ideas from citizens and community groups in Bristol's recovery plan. The first part of the project is a city-wide survey finding out how people's lives have changed and what can be learned from how citizens have travelled, worked and spent leisure time over the past few months. Your City, Our Future will culminate in a citizens' assembly with 100 people representing every part of the city coming together to tackle the city's most important issues.	Project		Your City, Your Future rests on widescale involvement in Bristol's future direction, culminating in a representative citizens' assembly.	The initiative looks to capitalise on and maintain the togetherness of the pandemic.						The council will be working under the guidance of citizens - especially those in the assembly.
24	Citizens' Assemblies	Waltham Forest	Convened a 45-person citizens' assembly to determine how to reduce hate crime in the borough in 2020. As Involve, one of the delivery partners, summarises: over three weekends the assembly heard from subject-matter and lived-experience experts and drew on insights from community surveys and focus groups. The assembly produced a vision for a welcoming borough and six recommendations. The council Cabinet unanimously agreed an initial £150,000 budget to begin working with the community to implement the recommendations. Off the back of this success, the council has also launched an ongoing 75-person Covid Citizens' Panel to provide the council with insights and advice on the recovery from the pandemic.	Project		The citizens' assemblies put local people at the forefront of borough decision-making.	The Covid Citizens' Panel is designed to capitalise on community expertise from the pandemic.						The citizens' assembly on hate crime resulted in an initial £150,000 council budget to implement the recommendations. The Covid Citizens' Panel will likely follow a similar path.
25	Covid-19 Health Champions	Newham	Worked with over 450 Covid-19 Health Champions in the borough to help communicate accurate, timely information to communities and shape the local pandemic response to suit local needs. The trusted relationships Champions have with neighbours, mosques, Gurdwaras, churches, colleagues, friends, family and others provide reliable, accessible communication channels. Champions say the information they are helping disseminate has had a positive impact in their communities, and the scheme has helped shape local responses by allowing Champions to relay questions, concern and feedback on responses. The initiative has also grown into a network of other councils with similar ideas.	Project		The model recognised the wider health value of local relationships.	Developed in response to the pandemic, the model can nevertheless be sustained to improve public health moving forwards.						
26	Frome Enhanced Model of Primary Care	Frome	The Frome Model of Enhanced Primary Care (FMEPC) – aka Compassionate Frome –leverages existing social networks to improve health outcomes. It is rooted in the overwhelming evidence that health is heavily influenced by social factors. The project works by mapping community social assets, supporting people to fill the gaps and then prescribing those social activities through GPs, Community Connectors, social prescribers and other outreach channels. As a result, between April 2013 and December 2017 hospital admissions decreased in Frome by 14%, even as they increased by 28.5% in that time across Somerset. You can read more in our case study.	Strategy		The model places community relationships at the heart of a preventative public-health strategy.	The FMEPC pre-existed Covid, but demonstrates how citizens can be continually mobilised as Community Connectors.		Health touchpoints across Frome are used to foster community relationships.		The model recognises the importance of a network of community organisations providing social activities that support the health system.		

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27	Par Track	Cornwall	Handed over a local park to the community, instead of property developers. By diversifying the range of services and facilities the park offered, the community has been able to revitalise the park and raise more revenue. This task has encouraged greater transparency around costs and the decision-making around how to utilise resources. Community groups have rallied around to volunteer. Members of the community can also buy non-appreciable shares in the park in exchange for one vote at the Annual General Meeting, to give local people a stake in how the park runs. The exchange shows the value - in terms of sustainable local services and community empowerment - that can come through councils giving local people control of physical assets.	Project		Rejuvenating an important local facility gives local citizens a clear social purpose.			In relinquishing the centre as an official council resource, the council has in fact helped it become a richer community touchpoint.	Placing a physical asset under community ownership is an excellent way to cultivate relationships through that space.			Community asset transfers are one way of formally sharing power with citizens.
28	Revolutionising Recovery	Essex	Put people with experience of addictive substance recovery and services at the heart of Revolutionising Recovery, a major community-commissioning project supported by the council and Social Finance. Local people comprise a Recovery Advisory Committee which co-leads the project alongside a board of expert Trustees. Local people thus play a vital role in commissioning addiction-recovery services in Essex. They also help identify issues that would have otherwise gone unnoticed, as this New Local case study shows (p. 27). Open-minded involvement from the council and other stakeholders has been critical to the process, as well as clear internal processes and facilitation.	Tactic		The model gives local people with lived experience meaningful influence over developing solutions to addiction.			Revolutionising Recovery is used to forge a more collaborative relationship between service users and the council.	Involving citizens in designing the service unearthed that users found a particular site more conducive to supportive relationships.			Service users with lived experience were granted decision-making power along with the council.
29	Systems Change Conversations	Stirling	Collaborated between Stirling Council and the Robertson Trust that brought stakeholders together to explore an collaborative approach to improving outcomes for children and families through early intervention and systems change. The initial conversations were facilitated in an open, reflective style designed to minimise or even replace specific organisational agendas with a focus on what was best for outcomes.	Project					Service touchpoints were integrated with outcomes, not problem ownership, in mind.		The approach heralded a more mutual, systems-wide model of social care.	Staff learned to replace organisational agendas with collaboration through an open exchange.	
30	Bramley Baths	Leeds	Transferred the ownership of Bramley Baths to the local community. The baths were making a loss under the council, but with a range of new features and services are now making a surplus as a community business. As this New Local case study (p. 46) explains, Bramley Baths shows how "larger-scale administration will sometimes not be best-placed to engage in the particular and detailed business of resource management in the same way as a fully mobilised community with skin in the game." Ceding ownership of the baths to the commitment and ingenuity of the community has made the baths thriving and sustainable. It has also helped those involved build new skills and, through their dedication, instilled a resilience that has stood the baths in good stead through Covid.	Project		Rejuvenating an important local facility gives local citizens a clear social purpose.				Stewarding a physical asset has helped local people develop a new relationships with the council, other citizens and themselves.			Community asset transfers require the council to formally share power with citizens.
31	Gateshead Community Hubs	Gateshead	Worked with the community to turn Edberts House in High Lanes estate, which used to have the highest level of antisocial behavior in Gateshead, into a thriving community hub. This success has inspired Thrive in Beacon Lough East, a similar initiative. Many aspects of the project, identified by Nesta and Collaborate (p. 39) show how the council is working to build collaboratively out from the community instead of build for the community. The initiative itself was partly initiated by a group of residents feeling excluded from services and fed up with antisocial behaviour. Residents also continue to work closely with the council to design the hub. Staff will be empowered to spend what they need to on a case-by-case basis providing it is proportionate, legal, auditable and necessary. And Thrive will provide a drop-in point for a whole range of services to work together to better meet complex needs. Edberts House, and hopefully Thrive, show the power of the council sharing responsibilities and empowering people to collaborate with autonomy.	Project	Staff will be empowered to spend what they need to on a case-by-case basis providing it is proportionate, legal, auditable and necessary.	Community concerns have been explicitly recognised in the design of the community hub and service provision.			The community hub will connect a whole range of services to avoid working in silos.	Co-locating services is an important part of the move towards joined-up support relationships.	Bringing services together will strengthen the collaborative relationships between them.		

Which framework principles does this show in action? (Explore The Relationships Framework here)

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32	Leeds Anchor Programme	Leeds	Set up the Leeds Anchor Programme, which brings major institutions across the city together to coordinate around four key principles: being good employers, using locations to benefit the community, community-driven procurement and business-model alignment.	Project		The programme encourages major employers to see themselves as important nodes of public service.			The programme also adds major Leeds institutions as indirect public-sector touchpoints.		The model brings local organisations together and leverages local procurement to support local communities.		
33	The Preston Model	Preston and Lancashire	Pioneered the famous Preston Model, through which the council and partner anchor institutions have come together to implement the principles of community wealth building through local procurement, progressive employment practices and knowledge sharing. This LGA case study includes a useful summary. The latest phase (p. 28) of the model involves using £750,000 to seed-fund a range of worker co-operative start-up businesses to promote local, collective ownership of economic activity. Together with a credit union and plans for a community bank, this phase in seen as a way to retain the community wealth developed by local procurement and better employment practices.	Strategy		The model champions the idea that local citizens and institutions can work together every day to help Preston flourish.			The model also adds a number of publicly-minded touchpoints, like cooperatives, in support of the inclusive-growth mission.		The model brings local organisations together and leverages local procurement to support local communities.		
34	The Deal	Wigan	Launched The Deal: a now-renowned attempt, in the face of extreme budget cuts, to slash costs while improving the lives of citizens. The Deal is broken down into a number of sub deals. As the Centre for Public Impact explains, "The Deal centres on a 'new social relationship' between the council and local community. The council's role in The Deal involves its pledge to freeze council tax and foster the development of community relationships, while it encourages residents to get actively involved in their local communities." This new relationship, and an asset-based approach, run through the many details of The Deal, which have been explained in useful detail in many places. Beyond the Centre for Public Impact's case study, The Kings Fund also has a useful account.	Strategy		A new social contract gives citizens a major role in public-service provision.		The Deal explicitly acknowledges the council's challenges and shortcomings.			The Deal involved working with a range of care providers in new ways.		The Deal explicitly proposes a new social contract between citizen and state, with new council obligations.
35	Community Asset Transfers	Wigan	One striking feature of The Deal has been dozens of community asset transfers, many of which have experience a new lease of life by "combining the 'soft' assets community groups bring in terms of knowledge, skills and volunteer time, and the 'hard' assets the Council can offer, from buildings and playing fields to bowling greens." The community is also able to access funding not available to the council. As well as giving communities more of a stake in their institutions, these transfers ultimately mean more services are running effectively. Wigan Council's website has more details.	Project		Rejuvenating an important local facility gives local citizens a clear social purpose.			Providing an asset with a new lease of life serves as a channel for community relationships to flourish.	Placing a physical asset under community ownership is an excellent way to cultivate relationships through that space.			Community asset transfers are one way of formally sharing power with citizens.
36	Bristol City Funds	Bristol	Served as a founding organisation in establishing City Funds, which brings together investment, grant and local authority support in a coordinated, place-based approach to tackling inequality in Bristol. It is one of the first funds of its kind in the UK. The intention is to target the root causes of inequality in a more collaborative, open, joined-up way, pooling resources and shared thinking to make it easy for organisations doing good work to access support.	Project		The model creates a shared vision for Bristol, with multiple stakeholders recognised as having an important role.					The model makes it easier for community organisations to navigate and access funding.		
37	One City Approach	Bristol	Initiated the One City Approach, which brings together a wide range of public, private, and third sector partners within Bristol to form and pursue an agreed vision for the city by 2050. The coalition is rooted in a vision of civil society leaders described by Mayor Marvin Rees as more than "well-funded status or acting as a counterweight to the power of government or business, but as a true partner in governance." Six monthly City Gatherings connect leaders, and the city council offers regular convening space for organisations large and small keen to be involved. The One City Approach is kept on track by Thematic Boards comprised of experts from across the partnership and an administrative team within the council.	Strategy				The model utilises the council as an open convening space.			The One City Approach creates a wide umbrella for organisations to have purpose as "true partners" in governance.		The council shares power with a range of community organisations, is accountable to an agreed vision and designates an admin team to push the project forward.

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38	Deep Listening	Middlesbrough	Decided to use deep listening to hear the perspectives of those disproportionately affected by COVID-19, such as people experiencing homelessness, domestic abuse, or mental health issues. The council is partnering with Teesside University and VCS organisations to put these citizens at the heart of their approach to understanding what and how they should measure in recovering from the pandemic. The approach draws inspiration from the Mayday Trust's Wisdom From the Street, in which a qualitative review of over 100 people delivered powerful insights into what people thought of the services designed to support their move out of homelessness and toward independence. Trained representatives will have a series of ongoing listening conversations coupled with themed analysis. The nature of the conversations is critical. Catherine Parker writes that they are intended to be "open and driven by the citizens – not transactional, where we simply extract information. We aim to arm people who have positive relationships with groups we want to hear from with the tools and training to have a conversation that will provide us rich feedback and learning."	Tactic			Deep listening is being used as a tactic to invite ideas about the Covid response.		Deep listening is being used to turn the service touchpoint into an opportunity for deeper engagement.			Staff were trained in the process deep-listening conversations.	
39	Vibrant Communities	East Ayrshire	Reoriented the council to work with and for communities instead of doing to them. The starting point was a series of deep-listening exercises that surfaced a growing disconnect with citizens. This inspired the gradual, cross-department adoption of asset-based community development principles which in various ways look to make the most of community strengths. There are many resulting bright spots: staff being empowered to 'say yes' if it's legal; stronger, more trusting relationships; 55 community asset transfers, none of which have been returned; robust, self-led community response plans to Covid; participatory budgeting; increased funding and support for community groups; and overall reduced demand for council services.	Strategy		Staff are empowered to 'say yes' if it's legal.	Community-led action plans in response to Covid can be replicated around other issues moving forwards.			The council's asset-based approach has led to 55 community asset transfers, none of which have been returned.		Staff have been trained in a more empowering approach to citizens, including being encouraged to 'say yes' if it's legal.	Participatory budgeting, 21 community-led action plans with voting events and asset transfers all represent ways to share power with citizens.
40	A WhatsApp Group With Local Charities	Newham	Set up a WhatsApp group for regular contact between the council and charities responding to the pandemic. Speaking with one of the charities involved, we heard that this has been a really simple but useful way to coordinate support, avoid overlap and otherwise collaborate. Building thriving ecosystems of support relies on these seemingly informal modes of communication as well as formal bureaucracy.	Tactic	The group makes it simpler for charities to communicate with the council and collaborators.		The WhatsApp group has helped charities coordinate. Participants hope it will continue.				The group offers a more open, convenient communication channels with community organisations.		
41	Life Map Training	Huntingdon	Provided staff with 'meaningful conversations' training, based on the Making Every Contact Count training commonly used in health. This equips staff to have conversations with citizens that move beyond presenting issues and get to root causes. Trained staff then use this training to proactively reach out to citizens (e.g. those who have missed a council tax payment) to have a meaningful conversation and identify key moments in citizens' lives, their perception of these events and any impact it had on them to help inform the council's response.	Tactic					Council tax and other touchpoints are being used as ways into wider, open conversations.			Staff have engaged in 'meaningful conversation' training to target root causes.	
42	Barking Library Outreach	Barking and Dagenham	Used libraries for community outreach. In research into London's social infrastructure, Social Life found that during the pandemic Barking Library staff started contacting vulnerable people who used their services proactively, rather than waiting for them to come to the library - something they plan to continue after reopening. This very minor shift uses a council touchpoint to adopt a proactively supportive rather than reactive relationship.	Tweak					The library has doubled as an outreach channel.			Staff have added a new duty - outreach - to their typical day jobs.	

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43	Council Tax Arrears as a Collaboration Cue	Gateshead	In the first of a number of pilots aimed at providing more bespoke, joined-up services to people in need, Gateshead Council decided to use council tax arrears as a signal to explore the context of the debt. This signal was used as a cue to bring multiple service providers together - including the council's housing and tax teams, Job Centre Plus, Citizens Advice Bureau and voluntary sector mental health support - to provide joined-up support tailored to that person's needs: a cue for collaboration, not punishment. This involved reframing council-tax debt from a risk to an opportunity; collaborating more; seeing the person being supported as a person with specific needs, not a service user required to jump through multiple services; and reducing complex management processes to four trusting, empowering principles guiding staff decisions: do what you feel is right providing it is legal, necessary, proportional and auditable. The Collaborate CIC report linked above (p. 5) outlines how the pilot created a wide range of tangible improvements in the lives of 30 out of 40 cases, almost certainly saving more than the £70k cost of the pilot.	Tweak	Service users no longer need to jump through multiple service hoops.				The 'problem' of council tax arrears has been reframed as a signal to initiate a supportive conversation.		The council-tax signal brings multiple support services together.	Complex management processes have been exchanged for four guiding principles: legality, necessity, proportionality and auditability.	
44	Canopy Housing	Leeds	Collaborated with Canopy Housing, an organisation that works with community volunteers to renovate derelict housing for people that are homeless. Many of the houses Canopy renovates are leased from the council at a peppercorn rent. Canopy then brings together lots of volunteers from the local community to learn skills, increase confidence, break down barriers and make big improvements to local neighbourhoods. Volunteers come together and help new tenants to paint, decorate and furnish their new home. Canopy also provides a 'self-help' housing opportunity for people that are homeless, which means they have the opportunity to participate in the renovation and decorating of their new home alongside the volunteers and can choose how they would like their house to look prior to moving in. Canopy is a good example of how the council can offer its physical assets to community-driven projects that strengthen communities and neighbourhoods.	Tactic						The council is leasing its housing at peppercorn rents to facilitate relationship-centred housing.	Physical assets are being entrusted to a community organisation.		
45	Goldsmith Street Council Housing	Norwich	Built Goldsmith Street: a development of around 100 social housing units rented from the council with secure tenancies at fixed rents. All houses meet the German Passivhaus standards, resulting in a 70% reduction in fuel bills, and there are shared communal play spaces. It is the first social housing project to be awarded the Stirling architecture prize. Initially the site was to be privately developed, but the financial crash scuppered the plan. The council decided to go ahead itself through a combination of borrowing, funds from its housing revenue account, right-to-buy receipts and council reserves. In 2015, the city set up its own wholly owned house building outfit, Norwich Regeneration Company. Several other sites are under way, and the council is planning to establish an additional fund to acquire sites and allow it to respond more quickly.	Project						The council has designed council housing with social outcomes in mind.			
46	Integrated Commissioning	Plymouth	Plymouth City Council worked with the Clinical Commissioning Group to create a £638 million integrated commissioning fund to commission systemic responses across a range of public services. As this Collaborate CIC report details (p. 12), instead of prescribed outcomes, the tender requires an alliance model through which organisations across Plymouth, including the council as a signatory, come together to collaborate, agree principles guiding the work and share responsibility for the commissioning process. The work also involves co-located staff and new duties. This level of collaboration was made possible by preparatory systems-change work that built trust between the actors involved, and the council has taken on the role of Systems Steward to sustain it.	Strategy							The alliance model includes organisations across Plymouth as equal partners.	Staff have learned to work through an entirely new commissioning model.	The council is newly accountable to other signatories through the alliance.

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47	Brockham Emergency Response Team (BERT)	Surrey	Entered a collaborative working relationship with BERT, a self-governing community group initially founded to collectively manage watercourses in response to 2013 flooding. BERT has since diversified its operations and is integrated with a range of local institutions. Key to its success, as this New Local case study outlines (p. 31), has been a working relationship with the council in which both parties recognise that BERT is in the best position to manage some problems but not others, in which case it advises and seeks support from the council. This collaboration genuinely works both ways, and has led to a healthy relationship in which the council takes a facilitative, supportive stance.	Tactic							The council's mutual relationship with BERT clearly recogises expertise outside the council.		
48	Public Health Inclusive Growth	Suffolk	Suffolk has adopted preventative, relational approaches to improving public health from a couple of complementary directions in recent years. The 'epidemiology' of each facet of Suffolk's inclusive-growth strategy is assessed, making an already community-minded initiative (inclusive growth) doubly so from a health perspective. This follows Connect Suffolk, which joins up health and care services through multidisciplinary Integrated Neighbourhood Teams, meaning service providers are better able to collaborate to provide preventative, community-focused support.	Project							Integrated Neighbourhood Teams mean service providers can better collaborate to provide preventative support.	Staff are trained as integrated teams to break down silos.	
49	BD Giving	Barking and Dagenham	Established an endowment fund in collaboration with the local social sector to provide a "permanent, inclusive, and sustainable source of income for community groups" in Barking and Dagenham. The money comes from something called the Neighbourhood Community Infrastructure Levy, a fee paid by developers of new building projects in an area, which is collected by Barking and Dagenham Council on behalf of the community. By entrusting the fund to local chaity BD Giving - a platform for people in the borough to contribute ideas, resources and decision-making - signals a devolved way of managing the fund. BD Giving will focus on how the social sector and local people work together to issue grants from the fund. Local investments and other donations will continue to grow the fund in the coming years.	Project				Entrusting the fund to community organisations helps foster trust and a more open working culture.			Entrusting the fund to community organisations shows the council holds them as trusted delivery partners.		The council had transferred the fund to community organisations.
50	Collaborative Council	Oldham	Worked to realise a vision of a cooperative council rooted in inclusive growth and cooperative services. This includes a clear long-term vision, care and attention to working relationships between partners, the establishment of collaborative commissioning clusters and integrated frontline teams. One of the latest manifestations of this work is a set of co-located, multi-department, in-community hubs.	Strategy							Integrated teams and collaborative frontline clusters strengthen community-sector relationships.	Staff are trained to work in clusters and across team boundaries.	
51	Multidisciplinary Teams	Gloucester	Trained Community Wellbeing Officers to work across disciplines (e.g. community engagement, environmental health and anti-social behaviour) to share and pool their expertise and move away from traditional enforcement to finding new solutions to entrenched problems for residents through collective problem solving.	Tactic								Staff have been granted newfound flexibility to work across boundaries and find collaborative solutions..	
52	Procuring a Partner, not a Service	Redcar & Cleveland Borough	Decided to recruit a partner to co-design rather than just deliver a new model to support people experiencing homelessness, domestic abuse and substance misuse. As Nesta and Collaborate CIC outline, the Public Health team worked with colleagues from procurement and legal from early on to recruit a partner consortia with the right values, experience, leadership and understanding of the client group to co-design the model. With everyone on board there was a new-found flexibility, willingness and support to work in a different way. Though the tender process has not yet started, work has already begun to build relationships and share the vision with partners in the voluntary sector so they can help to shape the new approach and be "bid ready" when the procurement commences.	Tactic							The council is using the procurement process to build a meaningful relationship with a voluntary-sector partner.		

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53	Wellbeing and Happiness Metrics	Newham	Became the first borough in London to adopt livelihood, wellbeing and happiness - including a focus on racial inequality - as its prime measure of economic success as part of an ambitious recovery strategy in response to the coronavirus pandemic - one rooted in a wider commitment to inclusive growth, quality jobs and fairness in Newham.	Tweak									The council has publicly introduced relational metrics for its success.

Resource	Summary
Community Power, New Local	In recent years New Local has been a vocal champion of community power: a strong civil society empowered by facilitative local government. Think Big, Act Small uses the work of Economist Elinor Ostrom to flesh out a vision for community power rooted in a strong commons, self-governance and polycentricity (no one size fits all). New Local has lots of other work showing the potential power of community power, much of which focuses on the council-citizen relationship.
Inclusive Growth, New Local	New Local has also supported the idea of inclusive growth: economic growth that is fairly distributed. Cultivating Local Inclusive Growth in Practice looks at what this means practically for local councils. The report starts by looking at how the idea is being practically implemented. It then draws out principles that should guide local inclusive growth strategies and offers a framework with sixteen policy levers councils can use to develop an effective strategy. Given effective inclusive growth relies on strong relationships between councils, communities and other sectors, this work overlaps usefully with Tony's framework. New Local's wider work on inclusive growth may also be of interest.
New Operating Models for Local Government, Nesta and Collaborate CIC	The New Operating Models Handbook is a series of six guides outlining how councils and other public services can adopt new, more innovative operating models. The work is the result of a collaboration between Nesta, Collaborate CIC and the Upstream Collective: a group of 20 practitioners from pioneering councils in search of new ways of working. The need for stronger relationships and a working culture encouraging collaboration and bold decision-making features strongly throughout. Of particular value are the many practical examples of councils doing things differently and overcoming common barriers.
The People-Powered Shift, Nesta	Nesta's work on people power explores how "compassion, connection and our collective power can take forward the next stage of people-powered public services." At the heart of this vision is a new relationship between citizens and the state characterised by more distributed power and higher civic participation. Nesta argues that only will this produce better outcomes in tackling complex problems, but it will mean citizens feel happier, healthier and more empowered. The Value of People Power outlines the many possible benefits of people power and how public officials can articulate them. The People-Powered Shift discusses how public services can be more people-powered using evidence, examples and proposed next steps.
Locality	Keep It Local is a campaign by Locality encouraging councils to commission locally to improve outcomes, strengthen the local economy and improve the relationship between councils and communities. The campaign page links to a range of resources, including case studies, a Keep It Local Network and a collection of trailblazing councils. In March 2020 Locality published new research into how councils are increasingly adopting the Keep It Local principles, presenting practical examples and a host of recommendations for councils.

Local Area Coordination	The Local Area Coordination Network (LACN) works with councils, communities and health providers to build relationship-centred, asset-based communities. In practical terms this means helping communities become warm and welcoming, strengthening community relationships to provide support networks and reduce pressure on public services and ensure public services are person-centred and co-produced with the communities they serve. Local Area Coordinators work in a neighbourhood of 8,000 - 12,000, helping people who may be isolated or at risk of needing formal services "build their own their vision for a good life" in line with LACN principles. The LACN website has a host of information, including evidence and other publications drawing on practical stories.
Local Trust	Big Local, funded by The National Lottery Community Fund and managed by Local Trust, provides at least £1m to 150 UK communities. It aims to be radically different from other funding programmes in that "at the heart of Big Local is a vision of empowered, resilient, dynamic, asset-rich communities making their own decisions on what is best for their area." Building Community Wealth is an impact report of sorts, focused on six case studies. It is clear throughout how important a new working relationship between councils and communities is to the cultivating of community power.
LGA	The Local Government Association (LGA) is the national membership body for local authorities. Of particular interest, in terms of councils becoming more relational, is their report on how local government can and should become more collaborative, accountable and autonomous in light of the Covid pandemic. The LGA website also has hundreds of searchable case studies on councils doing good work, many of them relational and relevant to Tony's framework.
A Catalyst for Change, Nesta and Collaborate CIC	This report includes countless minor examples of councils reporting the benefits of staff adopting new emergency roles: systems leadership, greater insight, collaborative focus, empowering culture and more. Together these examples demonstrate how these more dynamic ways of working can enhance internal council culture.
Centre for Public Impact	The Centre for Public Impact website has a huge range of international case studies spotlighting successful policies, many of them relevant to those interested in growing relationships.
Get Well Soon, Collaborate CIC	Get Well Soon is an argument for place-based health, which holds that the NHS should "broaden its focus and build stronger bridges to people. This would involve bringing expertise from local government, community pharmacy, the voluntary, community and social enterprise sector, housing providers and other local services together to effectively confront the broader drivers of poor health." The report argues for a shift from institutions to people, silos to systems outcomes and national to local, drawing on case studies to show this in action.

[1] Remove bureaucratic barriers to community activity and citizens engaging with the council.

[2] Show people how their relationships and actions help address big issues.

[3] Build on the new ways of working and connecting the pandemic has catalysed.

[4] Foster trust by setting clear standards, being honest about mistakes and making information open.

[5] Make relationship-building an integral aim of council services.

[6] From small facilities to large developments, use the built environment to encourage connection.

[7] Share power with community organisations through equal collaboration and favourable procurement.

[8] Equip council staff and dedicated community teams to build relationships in their day-to-day work.

[9] Ensure the council is publicly held to account for fostering community relationships.