



Report No CAI .11 11/12
Challenge & Improvement Committee
Date: 1st September 2011

Subject: Shaping the Future for the Ex-MOD Communities in West Lindsey: progress so far and next steps

Report by:

Rachel North
Director of Strategy and Regeneration

Contact Officer:

Mary Hollingsworth
Community Development Team leader
T: 01427 675145
E: mary.hollingsworth@west-lindsey.gov.uk

Purpose / Summary:

The purpose of this report is to update Members on our work with the Ex-MOD communities

RECOMMENDATION(S):
That Members note the actions taken so far and support the proposed next steps.

IMPLICATIONS

Legal:
Conveyancing and asset transfer of the land at Hemswell Cliff from the MOD to the Parish Council

Financial :
Costs of legal work + a maximum of £30,000 from the Community Assets Fund for the land purchase at Hemswell Cliff.

Staffing :
None at this point over and above existing commitment.

Equality and Diversity including Human Rights :

Risk Assessment :

Climate Related Risks and Opportunities :

Title and Location of any Background Papers used in the preparation of this report:

Call in and Urgency:

Is the decision one which Rule 14 of the Scrutiny Procedure Rules apply?

Yes

No

Key Decision:

Yes

No

1. Introduction

1.1 Our work with the Ex-MOD sites is operating at 3 different levels:

1.1.1 Political/Strategic

- a) Working with Edward Leigh MP to influence Ministers and local and county politicians to ensure the issues are fully represented.
- b) Close liaison with LCC to ensure that all policy considerations/actions are joined up.
- c) Working with Defence Infrastructure Organisation (DIO) re remaining disposals at Hemswell Cliff. Discussions re general disposals policy and options/opportunities at Scampton
- d) Working with all stakeholders and the 4 communities to set priorities and produce an action plan.

1.1.2 Cluster/collective *i.e. issues/actions affecting all the communities.*

Common issues need to be identified to see if solutions can be found across all 4 settlements and to look at economies of scale.

1.1.3 Individual settlement *i.e. issues specific to only one settlement*

These are being identified by the communities themselves:

- a) Brookenby has a parish plan, a Parish Council and a regeneration group called Brookenby Forward.
- b) Newtoft has an Action Plan from a Planning for Real exercise done in 2009
- c) Hemswell Cliff has a Parish Council and a Residents Group and is about to start a parish plan.
- d) Scampton has a professional community development officer (provided by the RAF) and is developing a parish plan.

1.2 The problems facing the Ex-MOD communities are now well known and we have recognised the need to help them as a priority within our Corporate Plan. The challenge is not to repeat (or dwell on) the mistakes of the past but find ways to really help these communities to become more cohesive and sustainable. This means thinking differently and taking time to do it properly. Past history has shown that a great deal of time and public money has been spent on some of these communities but it has been piecemeal, short-term and uncoordinated and, consequently, most of it has failed or, at best, has only had a brief impact.

1.3 This time we are trying to take a different approach and work closely with the communities in a structured way to really identify the issues that matter to them and agree a plan of action which can be owned by everyone involved. This is an ambitious task but we are using an approach called Appreciative Inquiry (AI).

- 1.4 Appreciative Inquiry relies on:
 - 1.4.1 Looking at the strengths of the community and the assets available to them
 - 1.4.2 Looking at what has worked in the past
 - 1.4.3 Considering how things can be further improved and
 - 1.4.4 Setting a long term vision for the community
- 1.5 The detailed work on this process is being undertaken by a PhD student from Lincoln University – Fen Kipley. She is researching how the public sector works and communicates at the community level and is using our work with the ex-MOD sites as a case study. This has given us access to extra capacity and new thinking to undertake this work and we are aiming for it to be a beacon of good practice.

2. The ‘Summit’ programme

- 2.1 This is the start of the AI process and the aim of the first event (which took place on 11th June 2011) was to bring anyone who had a stake in, or a responsibility for, these communities together because success will only come from working together and building mutual trust and understanding.
- 2.2 The day was very carefully organised to make sure we got the best from the people attending. This meant:
 - Avoiding the negativity of constantly revisiting the problems
 - Avoiding status/hierarchy issues between attendees – no ‘us and them’.
 - Programming the activities carefully to give everyone a chance to participate
 - Taking a positive approach
- 2.3 A series of workshops were devised which would:
 - Enable a better understanding and deeper awareness of each community
 - Look at what they had already achieved
 - Examine what each community would like to realistically achieve in the future and
 - Decide how they may be actively assisted to achieve their future aims.
- 2.4 The groups were divided into village teams (e.g. Team Newtoft) with the aim of collaborating and presenting their findings/ideas in a 10 minute presentation.
- 2.5 The morning session delegates consisted of:
 - Residents/Community Activists
 - Advocates - Public & Voluntary Sector
 - Parish, District & County Councillors
 - Local Authorities’ Officers

- 2.6 In the afternoon they were joined by the *strategic influencers* i.e. senior managers and politicians from the public sector bodies represented.
- 2.7 The morning teams made their presentations to the strategic influencers who were then invited to join the teams to look at the cross-cutting/common issues and how solutions might be found. Over 70 people attended on the day showing considerable commitment from all stakeholders.
- 2.8 The following are examples of what came out of those discussions:
- Assist each other with Community Led Plans
 - Improve transport connections
 - Ensure community governance is more representative
 - Campaign for lower speed limits, where needed
 - Help to deal with resident management company issues
 - Help to deal with highways issues stemming from the unadopted roads network
 - Set up village regeneration initiatives
 - Use new media to inform & engage
 - Create more community activities
 - Access & share services e.g. Mobile Youth Club
- 2.9 Everyone present made a written pledge on how they aimed to undertake a personal action in order to assist the communities in reaching their future aims. These have been recorded and sent back to the owners (as a reminder) and progress will be assessed at the Summit follow-up meeting.
- 2.10 The pledges cover a wide range of responses which shows a real commitment to shape the future well-being of these communities. The pledges have been categorised as follows:
- Ex-MOD communities pledged to willingly work with anyone, in anyway possible
 - Voluntary Sector pledged to Advocate & Empower
 - Parish, District and County Councillors pledged to Lobby & Support
 - Parish, District and County Council Officers pledged to Respond & Assist
 - Strategic influencers/Partner organisations pledged to Prioritise & Influence
- 2.11 This follow-up meeting has been arranged for the afternoon of 20th September at RAF Scampton and the proposed agenda is attached at Appendix A. It will be a series of workshop sessions to look at progress against the pledges and to design an Action Plan which can be owned by all stakeholders. We also need to consider a communication strategy to agree messages and method of transmission.
- 2.12 Each community has already had information and guidance on how to consult with their residents and will come to the meeting with the 3 things which are the highest priority for them.

- 2.13 For the Action Plan to be successful 3 key processes need to be embedded: Co-design; Co-production; and Co-delivery. Without this we will just repeat all the mistakes of the past and the key to success is co-ordination, communication, inclusion and no unilateralism amongst all stakeholders.
- 2.14 The risks attached to this strategy mostly come from the length of time it may take to get everything agreed, it will be tempting to 'break ranks' and make unilateral decisions but this will damage the process. As part of the action planning process we will need to collectively set short, medium and long-term goals. For Brookenby and Newtoft we are looking at over 20 years of decline and neglect and this pattern is not going to be reversed quickly, although that shouldn't stop us looking for 'quick wins' as this builds confidence and energy to take the bigger steps.
- 2.15 It is very likely that we will need a 3rd meeting to finalise and agree the Action Plan and this will probably need to take place sometime in November. Timings and need can be agreed on 20th.

3. Other actions

- 3.1 Work is going on with and by the communities and two particular actions are worth noting:
- 3.1.1 Hemswell Cliff is now moving forward quickly on the alterations to the school to create a community room and Property Services are negotiating with Defence Infrastructure Organisation over the purchase of the ball park and surrounding grassland. This has been possible thanks to the decision by Council on 18th July to invest up to 30K into the community for these facilities.
- 3.1.2 Newtoft Village Hall group have submitted a first stage bid for the redevelopment of the old social club into a community centre to the Community Buildings section of Reaching Communities – a Lottery funded programme. If successful, they will be invited to put in a full bid for £400K of funding. We will know the result in the next couple of weeks and this may be available in time for this meeting of C and I. Any news will be transmitted verbally.
- 3.1.3 Cllr Rogers has also agreed to use some of her Councillor Initiative Fund towards the demolition of old garages on the site of the proposed redevelopment. Once local ownership issues are finalised, this action will secure the current planning permission in perpetuity which, should the lottery bid fail, will give the community more time to out together a longer term fundraising strategy.
- 3.2 At the strategic level, Lloyds TSB Foundation have invited Community Lincs to apply for a grant of £70K to support the development of skills and confidence in the ex-MOD communities. This is much needed support and we will work with CL to put in a bid by the end of September. We are also investigating the possibility of providing some match funding from the

Community Assets Fund to create sufficient capacity for a 2 year programme of support. It would need £25-30K. This work will underpin the outputs identified in the action plan and increase the chances of both short term and long term success.

3.3 The first joint Corporate Management Team meeting with Lincolnshire County Council is scheduled for the day after the Summit follow-up. The ex-MOD work has been agreed as a priority for consideration so it will be possible to give instant feedback on progress and start to secure top-level commitment from LCC for support for this work.

4. Work streams to be developed

4.1 There are two areas of activity which need to be developed in addition to the work outlined above:

4.1.1 Edward Leigh has agreed to champion the cause of the ex-MOD communities in The House. We will need to put together a support programme for him to ensure that his parliamentary efforts get fully reported in the media.

4.1.2 We need to agree a process for involving the business communities on the sites and consider the economic potential that could be released through more strategic working.

5. Initial timeline

Date	Action	Lead
Early September	Response from Lottery to Newtoft bid	Newtoft Village Hall group
	Community room completed at Hemswell Cliff	Hemswell Cliff PC
20 th September	Summit 2 at RAF Scampton – draft action plan prepared	Fen Kipley & Mary Hollingsworth
21 st September	Presentation of Summit 2 progress at first joint CMT meeting with LCC	Manjeet Gill
End of September	Bid to Lloyds TSB Foundation	Community Lincs & Mary Hollingsworth
October	Agreement of lobbying process and support with Edward Leigh	Manjeet and Geoff O'Neil
November	Summit 3 – date to be agreed to collectively 'sign off' the action plan	Fen Kipley & Mary Hollingsworth

Date	Action	Lead
	Lloyds TSB bid feedback	Community Lincs
	Start process of looking at business engagement	WLDC Regeneration
Jan 2012	If successful, work supported by Lloyds TSB grant starts	Community Lincs

5.1 there are on-going discussions over the purchase of land at Hemswell Cliff which, because they are in their early stages, cannot be put into a timeline yet. Lead: Neil Cucksey, Property Services

6. Concluding comments

6.1 The work with the ex-MOD communities and Scampton is complex and multi-faceted; therefore it cannot be rushed or treated superficially. It will require all stakeholders working together to co-produce a viable action plan.

6.2 We are just at the beginning of the process and a considerable amount of work needs to be done to ensure that all the strands develop appropriately and in a timely fashion.

6.3 Whilst quick wins will be important, there needs to be a joint understanding that to turn these communities around and achieve a better deal for RAF Scampton is a long term process cf. Gainsborough Growth Point has a 20 year timeline.

7. Recommendation

That Members note the actions taken so far and support the proposed next steps.

Shaping the Future for the Ex-MOD Communities in West Lindsey

2nd Summit Event - Tuesday 20 September 2011

The Vulcan Families Club, RAF Scampton, LN1 2TH

DRAFT AGENDA

- 12:45** **Arrival and registration**
- 13:00** **Introduction**
- 13:10** **Workshop Session A: Progress on the Pledges (Individual Teams – IT)**
[So what has happened in the interim...]
- 13:40** **Workshop Session B: Pledges Feedback (Joint Teams - JT)**
[Sharing the progress and/or assisting where progress has stalled or not started...]
- 14:00** **Workshop Session C: What are the 3 main priorities in each community? (IT)**
[The communities deliver the results of their community consultation task – i.e. using the 3 priorities to set the scene for a new strategic action plan across all four Ex-MOD communities]
- 14:30** **BREAK**
- 14.45** **Workshop Session D: How can we help meet the 3 main priorities? (IT)**
[Co-designing a draft strategic action plan]
- 15:15** **Workshop Session E: Sharing our ideas (JT)**
[Co-designing and co-delivering a communication strategy – jointly spreading the good news i.e. reporting widely on our ongoing progress and achievements]
- 15:45** **Workshop Session F: Next Steps? (JT)**
[Establishing who should attend quarterly joint meetings to maintain momentum and monitor the co-delivery of a strategic action plan]
- 16:15** **Closing remarks**