Relationships

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There are eight key areas to help guide the Local Conversation. These are:

- Action
- Approach
- Context
- Governance
- Influence
- Involvement
- Leadership
- Relationships

This section looks at **relationships**. We consider:

1. What we mean by relationships
2. Why relationships are important in the Local Conversations programme
3. Some theory and approaches
4. Equity, diversity and inclusion
5. What you can do support relationship building, including some practical examples
6. A summary
7. Some helpful do's and don'ts.

1. What we mean by relationships

A relationship is the way in which two or more people, or groups, are connected. The strength of a community lies in its connection and building relationships is therefore central to community development. Opportunities to build relationships between residents helps create a collective sense of identity – people feel better when they know their neighbours for example. For community groups, a web of relationships with other community and voluntary groups and those organisations and agencies that hold influence and resources, provides the base for making change.

Example: Local Conversation in Caia Park, Wrexham, Wales

This is an area of over 5,000 households in Wrexham. The Local Conversation identified that most people felt that organisations working in the area didn't listen to their needs and weren't working effectively together. Through the Local Conversation some residents got involved in volunteering to develop skills, experience and extend the reach of the community based services.

"Being involved has built my confidence. Now I can help others who feel isolated in the community to feel part of it and have a voice" Rhian Jones, resident.

A network of volunteers and supporters is growing, and the project is helping to build relationships and links in the community, and bring people together who wouldn't normally meet or talk. Community groups are offering each other support, local businesses are getting involved, there's an increased sense of hope, and people feel more empowered.

Within a Local Conversation, there are many important relationships to consider. Four key examples include:

- Relationships between members of the Local Conversation

- Relationships between members of the Local Conversation and the anchor organisation

- Relationships between the Local Conversation and other organisations embedded within the neighbourhood (whether local activity groups, charities, campaign groups or community organisations; this is fairly open-ended, and can include universities, colleges and schools)

- Relationships between the Local Conversation and local decision-makers (the local authority, local MPs; GPs, the local CCG etc)

Reflection:
- Think about the above categories of relationships for your Local Conversation. Which group do you spend the least and most time building relationships with and what can you learn from this?
- Can you think of two or three things you could do to make contact with the groups where the relationship is weaker, or less frequent, over the next week or two?

2. Why relationships are important in the Local Conversations programme

Positive relationships are vital to a Local Conversation's role in supporting residents to come together, discuss their local needs, assets and aspirations, and find common ground and common goals. For them to go on and get involved in the activities and actions to

address these issues, the relationships associated with the Local Conversation need to be strong.

Good relationships also support a Local Conversation to grow and develop. If an anchor organisation has strong relationships with a wide network of residents living in the neighbourhood, this will lead to a larger, more representative and diverse Local Conversation, which is better equipped to make and influence the changes the community wants. A connected, representative and diverse Local Conversation is often attractive to decision-makers, who are often keen to engage with and listen to organisations who represent a strong, local and collective voice.

You can find more on building a representative and diverse Local Conversation in the Involvement pillar of the framework.

Additionally, a Local Conversation that has good relationships with other local organisations, decision-makers and service providers is in a better place to influence positive change. They are crucial to success.

For example, you need good relationships with other community groups and organisations in the neighbourhood if you wish to collaborate on a project. Collaboration expands your reach and can increase the capacity for action. A positive collaboration will also grow the social networks of the residents involved with both the Local Conversation and collaborating partners as they meet and work together, and support them to take greater control over whatever the project may be.

A Local Conversation that can and does influence positive change is also more likely to engage new residents, as they will see the Local Conversation as a vehicle to reach those in positions of power.

Example: Local Conversation in Govanhill, Glasgow

Govanhill is an area of Glasgow, situated to the south of the River Clyde. Govanhill is a suburb familiar with immigration. About 12 years ago the Roma community from Eastern Europe settled and now there are around 3,500 Roma people all living within a few blocks. Many people live in poverty, work in low-paid and largely unskilled jobs, and live in poor housing conditions. The latter is especially acute for newly arrived Roma people, who experience overcrowding, disrepair and questionable or illegal landlord practices. Many Roma people also do not speak English fluently, which restricts their ability to access services and employment, as well as the amount of control they can exercise locally.

The project approach has focussed on relationship building, with the first task being a door knocking exercise to build trust and ask neighbours questions to find out about their aspirations and ideas for the area in a really informal but engaging way. One of the things that came out of these conversations was the importance of social and cultural activities to celebrate heritage and strengthen connections.

The Local Conversation now has a men's group, a volunteer group, a youth group, a sewing club and a dance group. *"I really enjoy being part of the men's group. I have met other*

Human beings are naturally social creatures. The better our relationships are, the happier and more productive we tend to be. Good working relationships also give us several benefits: our work is more enjoyable when we have good relationships with those around us; people are more likely to go along with changes that we want to implement; and we're more innovative and creative.

What's more, good relationships give us freedom: instead of spending time and energy overcoming the problems associated with negative relationships, we can, instead, focus on opportunities.

Good working relationships will be key to the success of the Local Conversation.

Reflection:
- What part do relationships play in ability to influence change? What relationships have you built, or could you build to make this happen?

3. Some theory and approaches

A reason to connect

Building positive relationships between different and diverse groups is vital for the well-being of the whole community. It is often the little things that matter – knowing your neighbours, being able to chat and ask for help when you are stuck, being surrounded by friendly faces rather than hostility or fear. But for that to be the norm, you need relationships – and for that, you need to have a reason to connect, an opportunity to do things together[1].

Defining a good relationship

There are lots of books and theories written about organisations, teams and working relationships. Between them these identify several common characteristics that make up good, healthy working relationships, including:

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[1] Wilson, M.and Zipfel, T. (2008) *Communities R Us: new and established communities working together* **hact.** https://www.hact.org.uk/communities-r-us

Trust – This is the foundation of every good relationship. When you trust your colleagues, you form a powerful bond that helps you to work and communicate more effectively. If you trust the people you work with, you can be open and honest in your thoughts and actions, and you don't waste time and energy worrying about lack of trust.

Mutual respect – When you respect the people who you work with, you value their input and ideas, and they value yours. Working together, you can develop solutions based on your collective insight, wisdom and creativity.

Mindfulness – This means taking responsibility for your words and actions. Those who are mindful are careful and attend to what they say, and they don't let their own negative emotions impact on the people around them.

Welcoming diversity – The Local Conversation should be attracting people from very different backgrounds and with very different experiences, and these differences should be embraced. When friends, neighbours and colleagues offer different opinions from yours, it is good to take the time to consider what they have to say, and factor their insights into your decision-making. Diversity is about listening to and increasing the voices of people who might not always be heard, and ensuring you are representative of all the different people who live in the neighbourhood. This will also bring new and different ideas and approaches, which is an asset.

Open communication – We communicate all day, whether meeting face to face at the school gates or shops, or on messaging apps on our phones. The better and more effectively you communicate with those around you, the richer your relationships will be. All good relationships depend on open, honest communication.

Example: Keeping in touch in Gateshead

The **Local Conversation in Old Ford and Nest estates** is led by residents through a Steering Committee which shapes the project and ensures local priorities and needs are addressed and keeps the control of the funding in local people's hands to meet the real needs of the local area.

As a result of the lockdown, the Local Conversation shifted its aims slightly and moved into a place of emergency response to the pandemic. They had to stop using the community centres but were still determined to keep the community spirit alive, and keep people supported. They leafletted residents, trying to reach people who might need support and invited them to get in touch. They also worked with the local school, preparing packed meals to distribute to families who may not have access to enough food.

"When we put local people in the lead, we start to see effective, sustainable change. Love, trust and relationships are improving health and wellbeing in our area – between local people and between the agencies that serve them." Sarah Gorman, Chief Executive Officer

Some theory on relationship development

Groups often go through stages of development. Tuckman[2] described these as **forming**, **storming**, **norming** and **performing**.
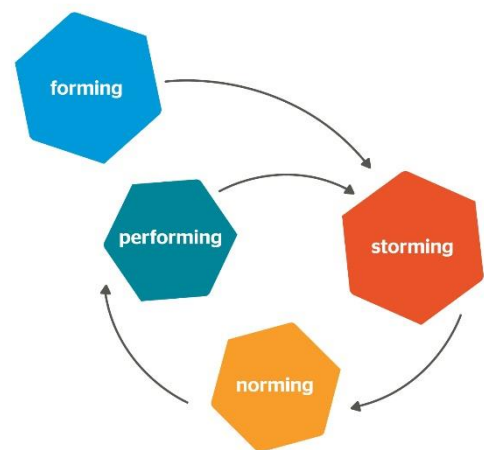
The stage of **forming** takes place when team or group members first meet one another. Tuckman explains how group members will explicitly attempt to avoid conflict in fear of giving off a bad first impression. According to Tuckman, very little work on the project at hand gets completed during this stage. This stage is more important for becoming acquainted and learning to work together.

The second stage is known as **storming**. There is a double-edged definition within storming because not only does brainstorming of different individuals' ideas take place but the disagreements and arguments regarding these ideas also happen. Tuckman explains that this stage is a test of group members' maturity and ability to compromise with others' opposing ideas, two major necessities when in a team setting.

The third stage is **norming**, probably the simplest of the stages. Norming takes place when storming completes. At this stage, the group has a shared sense of identity and purpose. It is ready to assign roles and can begin to work productively.

The fourth stage, **performing**, is when the group or team really begins to work as one cohesive unit in an efficient and productive manner. There is very little argument or hesitation; the project closes in on completion as the individual members become properly synchronised within their roles.

In reality, groups may jump backwards and forwards between stages, especially between norming or performing and storming as new members join, people become more confident to express their views or new challenges emerge. Working together can be messy! The stages are useful however in helping you to understand where you are up to as a group, working on the Local Conversation. Don't be surprised if arguments start to develop as you move into the storming phase. This is normal. The key is that you recognise that the group is storming, and that you manage a way through this - ensuring that disagreements do not become personalised. At this stage, you need to hear what everyone has to say and focus on developing rules and processes for resolving disagreements.

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[2] Tuckman, B (1965). *Developmental sequence in small groups*. Psychological Bulletin. **63** (6): 384–399.

Reflection:
- Can you apply the framework of forming, storming, norming and performing to your group? What has been the impact on your relationships?

Types of relationships

Relationships may be formal or informal. Both sets of relationships are important in embedding the project in wider policy developments, seeking allies and practical support. Formal relationships are usually associated with paid roles and organisations whereas informal but purposeful relationships tend to be built through community action, community groups and networks. Informal connections reflect our experience of community as emerging from common concerns which are raised and discussed through informal interactions: *"The key is to be aware of the different functions played by formality and informality in different situations and to understand how these can be combined or balanced to achieve the desired goals"* (Gilchrist[3]).

Additionally, at the Community Leadership training delivered by Citizen's UK for the Local Conversation's programme in 2021, the trainer highlighted the importance of distinguishing between public and private relationships. Each type of relationships has a different aim and a different nature. For example, you would reasonably hug you family member, as a private and personal relationships, but with your manager you may not, as this is a public relationship with terms and boundaries. These distinctions are also important in consideration of influencing. For example: if your local councillor is part of group of people you are trying to influence, then would it be a good thing if they encourage you to be on first name terms and use language and mannerisms as if you are good friends?

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[3] Gilchrist, A. (2015) Blending, Braiding, Balancing: strategies for managing the interplay between formal and informal ways of working with communities. In *The Plowden Papers, Rethinking Governance?*

While this could seem tempting to build a personal relationship, arguably, it means that it is harder to keep boundaries of their role in place, build respect and possibly harder to call them to account or make formal requests when needed.

4. Equity, diversity and inclusion

Equity is about ensuring people have the right amount of resources, support and information to ensure that they have as equal an outcome or chance of success as any other person or group.

Diversity is about recognising, respecting and valuing differences in people. The diversity of the local population for example, should be reflected in governance and decision-making groups.

Inclusion is about ensuring people are valued, involved and influencing . It involves taking deliberate action to create environments where everyone feels respected and able to achieve their full potential.

Communities are made up of diverse groups of people, including people of different genders[4], ethnic backgrounds[5] and religions[6], disabled people[7], older people[8], young people[9], members of LGBT+ communities[10], people with mental health needs[11], people with learning disabilities[12], and people from different socio-economic backgrounds.[13] It is critical therefore that all Local Conversations take a proactive approach to equity, diversity and inclusion and that you know who lives in your neighbourhood. It is not enough to be open and welcoming, you must also challenge the way in which your Local Conversation works, whether it is designed to be inclusive and whether it centres the needs of more marginalised people. You must positively target the involvement of under-represented groups and those whose voices are seldom heard and create allyships which help to increase and champion their voices. Local Conversations should be speaking out about the key issues affecting underrepresented groups of residents in their neighbourhood (including local and national government policy changes and legislative developments) and providing opportunities for people and communities that are less visible or traditionally less involved to participate. Lead organisations and Steering Group members need to build the skills, confidence, tools, and techniques to ensure that they understand and practice equity, diversity and inclusion.

A group's networks can be built to diversify its range of relationships. On the other hand, networks can be exclusive and based on 'who you know'. The following assessment

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[4] LSE Commission on Gender, Inequality and Power, *Confronting Gender Inequality*, London School of Economics (2015)

[5] Cabinet Office, *People living in deprived neighbourhoods*, Ethnicity facts and figures (2020)

[6] Welsh Government, *Analysis of protected characteristics by area deprivation: 2017 to 2019* (2020)

[7] DWP, *Disability facts and figures* (2014)

[8] Public Health Scotland, *Older people* (2021)

[9] Public Health Scotland, *Young people* (2021)

[10] Equalities Office, *National LGBT Survey* (2017)

[11] NHS England, *The Five Year Forward View for Mental Health* (2016)

[12] Public Health England, *Learning disabilities: applying All Our Health* (2018)

[13] Cabinet Office, *Socio-economic background (SEB)* (2019)

checklist[14] for considering equality in networks, and for that matter community groups, might be helpful.

- How does the network / group promote equity – what is the range of members involved, do they reflect different perspectives?

- Are members supportive of new networks emerging to meet different needs?

- Do all members feel some ownership of the network/group?

- Do all members contribute to the network/group's activities?

- Do all members benefit from being part of the network / group?

- How does the network / group avoid exclusivity and the development of cliques?

Exercise: Assessing equity, diversity and inclusion

- Place flipcharts around a room, each with a different heading taken from the checklist above.

- Ask people to form pairs and to move around the flipcharts and write onto post-its their responses to the questions

- Give each pair one or two of the flipcharts and ask them to look at the responses and cluster the post-its into themes

- Each pair feeds back to the whole group

- Facilitate a discussion, noting where there is good equalities practice and where more proactive work needs to happen. Create an action plan around this.

5. What you can do support relationship building, including some practical examples

Building good working relationships

There are many reasons to build relationships. For example:

- To create a sense of identity and belonging

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[14] Skinner, S. and Wilson, M (2002) *Assessing Community Strengths*. CDF

- To get mutual support
- To collaborate in events or activities where you have a shared interest
- To gain greater understanding of other things happening in your community
- To provide a joint service
- To campaign together
- To influence decision about your community.

For relationships to succeed, they need to be mutually beneficial to all those involved.

Reflection:
- Who are the key people you need to have a good relationship with?
- What you need from these people?
- What do they need from you?

Exercise: In order to make the Local Conversation work… Who are the key people that you need to have a good relationship with? *This might include residents, the Steering Group or forum, sub-groups, and other local organisations and decision-makers*			
Who you want to build a relationship with	**What does the Local Conversation need from these people – what can we gain?**	**What do these people need from us - how can the Local Conversation benefit them?**	**Potential issues and challenges to be aware of**

The exercise above is a helpful way to list out your existing and any future relationships, and to think about your offer. The two columns in the middle are the starting point for a useful to-do list as you seek to strengthen, maintain or build new relationships.

Exercise: Relationship planning

- **Your goals.** What is it that you are trying to achieve? Are you clear about what you want to be different? Do you have a shared vision?

- **Your offer.** What is the contribution that you can make together to improving the area? Do you have a shared view of this? Are you clear about the things that you will not do, as well as those that you will?

- **Ground rules.** What are your expectations of each other? Have you agreed what contribution you expect from each other? Have you agreed how often you need to attend meetings and how you will communicate with each other? How will you set deadlines and allocate tasks? Have you agreed how you will make decisions and resolve disagreements?

- **Playing to each other's strengths.** Do you know what each party is good at? Do you know what each of you brings to the table in terms of experience, skills, interests and contacts?

- **Shared problems.** What are the problems that you share as a group? List these. What can you do as a team to try to overcome them?

- **Equity, Diversity and Inclusion.** What EDI considerations (referring to section 4) have you made?

Relationship principles

In all relationships we should aim to be:

- **Strengths-based** – focusing on the strengths, skills, interests and expertise (including lived experience)

- **Based on principles of equity, diversity and inclusion** – see section 4

- **Respectful and supportive –** ensuring that people are involved, listened to and heard

- **Honest and transparent**

- **Flexible –** people should be encouraged to contribute in whatever ways they feel able, recognising that some people will more time or more experience than others

- **Developed in the spirit of partnership -** the Local Conversation should focus on what people have in common and on helping each other to achieve shared objectives and goals

- **Recognise power differences –** local organisations and decision-makers may have access to resources that can make or break a project.

- **Polite and professional –** differences and disagreements should be acknowledged, but should not be allowed to jeopardise the prospect of working together.

Reflection:
- How does your Local Conversation work within these relationship principles? Where are you strongest and where do you need to focus for improvement?

Relationship goals

As outlined at the start of this section, there are many important relationships to consider within the Local Conversation. While it is not possible to anticipate or define them all within this text, below are some of the key relationships that might exist and the key characteristics that should help to define and shape them. It is also important to set goals for your relationships.

Relationships with the local community

Relationships between the Local Conversation and the local community should be:

- **Inclusive** – People from all parts of the community should feel able to have a voice and able to contribute. This will include people of all faiths, abilities, ethnic groups, genders and ages, as well as people from different social backgrounds or sexual orientations. Some people may have specific needs that they need to have taken into account in order to feel included.

- **Visible** – People from the local community should know that the Local Conversation is something that is happening. They should know, broadly speaking, what it is about and how they can get involved. You can read more about visibility in the Involvement pillar of the framework.

- **Co-owned** – The local community should identify with the priorities for the Local Conversation. They should feel that the Local Conversation is tackling issues that they care about.

Example: Local Conversation in Haverhill, Suffolk

Through the Local Conversation, residents in Suffolk have identified that their local surroundings have an impact on residents health, and that having an accessible green space available to the community and creating good air quality helps enable people to build social connections and be physically active. The allotment, owned by Jubilee Allotment Association and rented by the Local Conversation in Haverhill, is a hub of community activity, and has become a lifeline during the pandemic.

Although the changing government regulations and social distancing restrictions to combat Covid-19 have impacted on the project, residents have managed to keep those already connected with the community work engaged, and the Local Conversation's allotment proved to be the 'go to' place for the project during summer 2020 as it allowed people to meet outside whilst remaining socially distanced.

Early in summer 2020, the project put procedures in place such as a track and trace log and Covid-19 risk assessment in order to keep all visitors and community members safe. As a result of this preparation, the Allotment Group has been able to invite other local groups to use the space, enabling them to continue to meet even while the other community spaces have been closed.

By hosting other groups at the allotment, relationships and connections have been built which led to holding the first Haverhill South Allotment Partnership meeting. This meeting with members of the local community and other local groups meant that vulnerable and other sometimes hard to reach people beyond the Local Conversation could also have the opportunity to benefit from the allotment and have their say in its development.

Building relationships in your community opens up communication, and when people know what others want or need, you can start to work together to make it happen – which can be mutually beneficial. The challenge is ensuring clarity about the roles people play. For example, the same person might be a resident, a councillor and a member of the local

playgroup management committee. When they interact with the Local Conversation, it needs to be clear which role they are speaking from.

Networks and networking

Networking is about building relationships for mutual benefit. Networks can enable access to information, expertise, support and help to create collective responsibility. They can be formal (where there is a clear membership) or be a set of informal connections – the key thing is that enough common ground exists to work together around shared agendas. On the whole, networks are *less dependent upon structure and tend to function through personal interaction between people who know (or know of, each other (Gilchrist, [15])*. Networks are deemed to be important because amongst other things they can:

- provide the space for strong and dispersed methods of communication
- develop a sense of common purpose
- be a forum for exchanging information, skills and learning
- coordinate activity and so avoid duplication
- facilitate collective action and alliances
- underpin multi agency partnerships
- support community engagement
- help to diversify relationships

Most of us have wide ranging networks. It is useful to map your networks and connections as a group so that you can think about who you might want to strengthen ties with. See also stakeholder mapping and power analysis tools in the Influence section of the guidance.

> **Exercise: mapping your network and building links**
>
> - Draw a map of your network. Put yourself or your group at the centre, and then mark other individuals and organisations with whom you have contact. Use the distance from you to indicate the importance of the contact and use the width of the line to indicate the frequency of the contact: distance = importance; width = frequency
>
> - Review the map and note where you might invest in building stronger relationships

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[15] Gilchrist, A. (2013) The well-connected community: A networking approach to community development. The Policy Press

VOLUNTARY ORGANISATION

COMMUNITY GROUP

Brian
Lowhill Village

Mary
Community Safety Lead

Karen
Voluntary Sector

Sharon
Dingle Residents Association

Bill
Drug Helpline

Mark
Hey Community Forum

Local Conversation

Balginder
Community Safety Forum

Ahmed
Muslim Resource Centre

Hazel

Max
Litter Picker

Marian
Chair Playgroup Resident

Phil
Housing Department

STATUTORY SECTOR

PRIVATE SECTOR

Working with power holders

These are sometimes referred to as vertical relationships, as opposed to horizontal relationships which are those you form with your peers – neighbours or other community groups.

In the Influence section of the guidance, we discuss the importance of identifying your sphere of influence and undertaking a stakeholder analysis. This will help you to understand the relationships that you need to pay special attention to. Realistically, this will include the people who have a stake in your success or failure. Forming a bond with these people will help you to ensure that your projects stay on track.

Such organisations might be your local council – parish or town, district or county council. You will need to find out who the most relevant people are, they may be council officers

or council members. There will be particular council departments that might be the most appropriate such as a communities or neighbourhoods directorate, or the Public Health department. There may also be strategies in place that are particularly relevant to the

Local Conversation and associated partnerships that you feel you should be part of. Other stakeholders include GPs and health centres, the local NHS Trust, voluntary organisations and charities, and the private sector – locally based businesses and companies that you see as an ally and can help support your aims and deliver your activities, for example provide free printing of posters and leaflets or sponsorship of an event.

6. Summary

People tend to get involved in a community group or activity because they know someone else who is involved. The more people you have relationships with in your community, the greater the opportunity to involve more people.

Secondly, if we are going to achieve our aims, we need to draw on the support and influence of others. This requires some relationship building. Those with the power and resources to help make things happen are more likely to listen and engage with community agendas if a relationship is already there.

There is a lot of crossover with other sections of the Practice Guide in here. This is because relationships touch on every other section. Strong governance and good leadership are not possible without positive relationships, either. And all of this forms the foundations for action and for influence. This underlines just how crucial relationships are in a Local Conversation – as they are in life.

7. Some helpful do's and don'ts

Do:
- **Understand your local context:** map out the different communities in your area along with the voluntary and community groups and public services so you can see how you can build contacts, trust and involvement as well as break down barriers.

- **Help people identify:** this might be with your local area or communities of interest. Remember people feel less isolated and more included when they know

their neighbours. Offer opportunities for people to meet each other.

- **Show your appreciation whenever someone gets involved or contributes:** Everyone wants to feel that their time and effort is appreciated. So, genuinely compliment the people around you when they do something well. This will support positive relationships as well as model an assets based approach for all those involved.

- **Make time to build relationships both with your Local Conversation community and partners:** Devote time to relationship building, even if it is just a few minutes a day. For example, you could pop in to see someone over a coffee, reply to people's postings on Twitter or LinkedIn, or arrange to meet someone. These little interactions help build the foundation of a good relationships.

- **Be open and transparent:** This helps build trust in relationships which is key when representing or advocating community views and perspectives. Remember to go back to those who have shared their needs and update them so they feel empowered, informed and can contribute on an ongoing basis.

Don't:
- **Be intimidated by those you see as in authority or holding more power than you:** these people need you on side as much as you need them. Communities are the experts about where they live, and this is what you bring to a relationship.

- **Contribute to conflict:** Ensure that you are balanced and when community disputes or relationships difficulties are raised you are able to mediate and support those involved. If this is within the Local Conversation you can refer back to any group agreements. Different stakeholders with the Local Conversation will often have different views and opinions and working to resolve conflict can be critical in helping to maintain a productive working environment.

- **Ignore the consequences of poor communication or relationship management:** You need to take responsibility for any actions that might hurt someone's feelings. It is best to address this head on and apologise directly. People are usually more willing to forgive and forget if you make an honest attempt to make things right.

Reflection:
- What three things have you taken away from this section that you can use to build greater relationships in your Local Conversation?
- What can you add to this section in terms of theory around relationships?
- What practical examples or tips around relationships can you add to this section?

8. A final exercise

To bring everything together in this section we would like you to do one more exercise:

Exercise 4:

In this section of the practice guide, we have talked about Relationships – including what they mean, some theory, and some practical examples.

Although this guide is aimed at Local Conversations practitioners, it's really important that residents also have access to the tools and resources we have discussed in this section – not least your Steering Group, or whatever it is called locally.

Having read through this section of the guide you should now feel (even more) confident of supporting residents to build and cultivate relationships to address some of the social determinants of health.

As a final exercise and using the tips, resources and case studies in this section we would like you to support your steering group (or one of your subgroups - if you have them) to design a that relates to one area within the agreed Local Conversation priorities. As you go through this process, please note what worked well and where you/they struggled.

Having done this please let us what we could add to this section that might help others, in terms of exercises to try or sources of information from which to better understand relationships.

IMPORTANT