

Report for Resolution

Report to Executive
26 November 2008
Report of Director – Regeneration and Development
Subject Community Engagement Strategy

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Purpose

The purpose of this report is to ask for executive approval to release the final draft of the community engagement strategy for consultation

Recommendations

It is recommended that the Executive approve the strategy for final consultation and to endorse its use by the new community engagement team and the council as a whole together with our partners

Financial Consequences

The financial consequences of this work will be met from the increased resource agreed by the Executive on the 6th February 2008 which was approximately £56,600 per annum to the Housing Revenue Account and £64,198 per annum to the General Fund (which is resourced from the use of savings); a one off cost to the General fund of £25,000 in 2008/09 for training will be allocated in 2009/10 through the Council's budget setting process.

Risk Assessment

An initial assessment is attached at Annex 3.

Strategic Priority and Outcome/Service Priorities

The report helps to meet the strategic priority "Safe and healthy neighbourhoods – working in partnership with residents to create neighbourhoods where people feel secure, where the streets are clean and well maintained, where there is good quality housing and local amenities and where there are active local communities" and the service plan priority.

Executive Member: Councillor Blakeway -Neighbourhood Development

Contact Officers

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Background

Legislation – new duties

Over the last two years since the Council started to develop its approach to neighbourhood working and community engagement, a series of bills have been enacted all aimed at increasing community involvement.

The latest of these is the new white paper 'Communities in control: real people real power' 2008 which aims to:

- pass power into the hands of local communities
- generate vibrant local democracy and
- give real control over local decisions to a wider pool of active citizens

The paper focuses on the role of individuals, community and voluntary (third sector) organisations and identifies seven key issues:

- being active in your communities
- providing you with more access to information
- increasing your chance to influence budgets and policies
- challenging those in power through scrutiny and greater accountability
- making it easier to complain and seek redress
- making it easier to stand for office
- community ownership and control of services and assets

It also focuses on:

- giving you more say in your neighbourhood
- giving older people and younger people a stronger voice

The paper also signals that the government intends to:

- introduce a new 'duty to promote democracy', and
- extend the 'duty to involve' which comes into force on 1st April 2009

This new duty is set out in the Local Government and Public Involvement in Health Act 2007 and seeks to ensure that local people have greater opportunities to have their say. The aspiration for the new duty is to embed a culture of engagement and empowerment across the authority's functions.

Norwich city council's community engagement strategy will create the means to respond to many of these issues, the others will need to be considered separately.

The Housing and Regeneration Act 2008 created the tenant services authority, which goes live in December 2008 and the National tenants' voice. The act places tenants at the heart of the decision making process in relation to housing management standards. A view will need to be taken about how stronger tenant involvement in housing management is accommodated alongside the council's work in community engagement and community capacity building. This will be the subject of further work in relation to housing improvement and further discussion with tenants and members.

Sustainable community strategy

The vision for Norwich is 'to make Norwich a world-class city within which to live,

work, learn and visit' and to enable Norwich to be recognised as a model city of:

- economic growth and enterprise
- environmental excellence
- culture and creativity
- **safe and strong communities**
- health and well being
- learning and personal development

The Council's role in delivering this vision is set out in the corporate plan 'delivering for Norwich' which has three elements:

- strong and prosperous city
- **safe and healthy neighbourhoods**
- opportunities for all

In working to create safe and healthy neighbourhoods, the plan says '*we will work in partnership with residents to create neighbourhoods where people feel secure, where the streets are clean and well maintained, where there is good quality housing and local amenities and where there are active local communities.*

Neighbourhood strategy

The Executive agreed an initial approach to developing a neighbourhood strategy in March 2007, this set out a neighbourhood vision where:

- Communities are engaged, listened to, and empowered
- Communities and organisations have a better shared understanding of the needs and aspirations of neighbourhoods, set out in neighbourhood profiles and neighbourhood plans
- Services are delivered at a locality level, by the Council and its partners, wherever possible
- Residents and services are working together to improve life for residents in neighbourhoods and localities

The approach divided the work into 2 main phases:

- phase 1 running up until March 2010 (the anticipated date for the start of a unitary council) which would focus on extending community engagement across the current City Council area, and
- phase 2 from April 2010 onwards, which would develop a broad model for neighbourhood working across a greater Norwich unitary council area

A subsequent paper 'Delivering the strategy – the way forward 2008-10' in February 2008 agreed how phase 1 would be progressed. In approving the strategy the Executive agreed to:

- develop an approved approach to community engagement with additional resources to establish a new 'community engagement team'
- work with resident and community groups to develop this new approach
- involve communities in the development of the community engagement strategy and consult communities on the drafts

The purpose of community engagement within the neighbourhood strategy is to improve the capacity of communities to meet their own needs and to influence the

delivery of improved services at neighbourhood level.

Progress

Phase 1 – Feb 2008 until March 2010

Developing a community engagement strategy

The strategy attached (at annex 1) has been developed with community organisations and draws from best practice elsewhere.

After the Executive decision, officers met within the council in October 2007, to share experiences and learning about community engagement. This shaped a first draft of the engagement strategy, the main points of which were discussed at a consultation session at Blackfriars Hall in February 2008, attended by representatives from community groups across the City.

This consultation session confirmed public support for the proposal to establish a community engagement team, linked to the geographic Safer Neighbourhood Action Panel (SNAP) areas. A paper was then produced for Executive in March 2008 setting out the response from communities to the proposals.

The engagement strategy has been refined after further local consultation meetings and submissions from organisations and a workshop held at the City of Norwich Partnership annual conference.

Outcomes of consultation

Community and resident groups have identified areas where the council's consultation and engagement should be improved. They want:

- to have a voice about how services are delivered in their area.
- the Council to put in place a mechanism to ensure that services improve their engagement with communities
- consultation to be co-ordinated, shared across the Council and feedback to residents
- their capacity and reach to be developed with the support and training available from the new community engagement team.
- Improved ongoing communication within communities and with the Council
- a named council contact in each area

Residents told us that, to be successful, engagement must:

- be adequately resourced
- make best use of limited time available
- include a range of methods
- create long term sustainable change

Ideas for how to improve engagement included, consultative panels, and themed events e.g. green spaces, faith groups, voluntary sector, community groups,

resident associations, networking lunches

The strategy will act as a framework for the council's engagement with Norwich communities. It will apply not just to the community engagement team but also to the whole council. Its principles will guide how every department goes about engaging with:

- **communities of place** (people living in neighbourhoods and localities)
- **communities of identity** (people from black and ethnic minority groups, older people, younger people, people with disabilities, religious groups and gay and lesbian groups)
- **communities of interest** (people involved in groups with a shared interest which might cut across other communities like council tenants, allotment holders, cyclists, skateboarders, runners, theatre goers – or people who come together to use or are shaped by services such as parks, roads, community buildings, transport)

People usually see themselves as belonging to one community of place but more than one community or interest or identity. This means that communities can be very diverse. Consideration needs to be given to this when we approach different communities.

There will be opportunities in the next few months for communities to shape the relet of the city care contract and have input into the future flexibility of how services are delivered.

Post local government reorganisation, there will be much greater opportunities to integrate a wider range of services in localities, particularly services for children and older people.

The strategy sits within the emerging '***making a difference - talking and listening***' framework which links the council's customer care strategy, communications strategy, equalities and diversity strategies. It will also need to be consistent with the voluntary sector compact.

The strategy will guide how we work with our partners within localities and how we work with partners when working across the city as a whole. It will serve as the corner stone for the future development of the Sustainable Community Strategy, ensuring that it reflects the needs of local and diverse communities in Norwich. And in doing so, the strategy will support wider activity across Norfolk, contributing to relevant targets agreed within the Local Area Agreement that will develop stronger communities.

The improved ways of working resulting from the strategy will be assessed as part of the new Comprehensive Area Assessment. The Audit Commission will test the duty to involve by an assessment of:

- Councils and partners engagement with their communities and understanding needs of the vulnerable and marginalised groups
- The extent of involvement of communities in defining priority outcome, and

- assessing whether outcomes have been achieved
- The effectiveness of local partners activities in coordinating community engagement and communicating its impact on their decisions

If approved, the strategy will be subject to a last round of consultation and shared with partners as well as community and third sector organisations. It will be shared with the City of Norwich Partnership and refined for final approval. This process will be completed in the New Year.

Establishing a community engagement team

In the meantime, the community engagement team (see annex 2) has been in the process of being recruited. It now has a manager in place and is gradually building up to full strength over the next few months.

Team members will start by developing community profiles and developing community plans. The community profiles will draw upon the Norwich needs data, and will include information gained through a community mapping process. The community mapping process will seek to identify key players in communities (individuals, groups and partners), key facilities and how they are used, key activities and how they might be extended.

It will be vital to identify groups that may be smaller and less visible which do not claim to be representative but which offer important services such as parent and toddler groups, cubs ,scouts, brownies and guides. For example, a recent meeting of members of the polish community in mile cross could easily be overlooked.

The process of community mapping should involve ward councillors, members of communities, council staff working in localities and partners. The mapping will need to bring together police community support officers, neighbourhood housing officers, community learning mentors, wardens, parks and open spaces officers, contract officers, environmental health officers, health visitors and so on.

The way the mapping is undertaken will need to engage communities but also harness the expertise and support of local agencies. Cultural planning techniques will be useful to look for the most positive aspects of localities and build on those and communities will be asked what their ideal neighbourhood would look like and where the gaps are.

The product of the mapping exercises will be community plans for each locality. It will be important to test the community mapping approach and draw in best practice from councils like North and South Tyneside. It is expected that the first plans will be ready before the end of March.

The resulting activity will depend upon the issues raised within each area by the community in conjunction with partners and officers but is likely to involve both community capacity building and service improvement activity

Phase 2 – from April 2010

The advent of unitary status will provide a unique opportunity to develop more radical approaches to neighbourhood working, as we will be able to design a locality approach into the structure of the new council. One of the 5 criteria for the approval of unitary submissions is that they should enhance neighbourhood working and engagement. This has been further underlined by the publication of the “Communities in Control” White Paper during the bidding process.

Therefore our unitary submissions have included significant proposals for embedding a neighbourhood approach within a new unitary council. Key elements of our proposals include:

- integrating the existing 22 parish and town councils around the fringes of the city into a pattern of neighbourhood working across the whole city area
- considering formal parishing of the urban area
- developing a pattern of neighbourhood working, aligned with the 12 Safer Neighbourhood areas that are within the proposed greater Norwich boundary (with a view to joining up services in local areas, including possible co-location and joint management)
- developing neighbourhood profiles which would lead to the creation of neighbourhood plans, lead by local people and organisations
- identification of dedicated resources for local groups to spend on localised issues and priorities (arising out of the neighbourhood planning processes).

A final decision on unitary status is not due until March/April 2009, with implementation likely from April 2010. The City Council is continuing to refine its proposals, and will use the learning and experiences from Phase 1 projects, as well as best practice from other places, to better inform our future plans.

Next steps

The draft strategy will be circulated to members, staff, and community groups and to partners for final amendments and then published. The community engagement team will be launched and the engagement strategy implemented. It is expected that the strategy will be finalised before the end of February 2009 and reported to the Executive committee in March 2009.

**Norwich City Council
Community engagement strategy
November 2008**

Introduction

Norwich City Council is committed to improving the ways in which we work with people in our communities. The executive, through the portfolio holder for neighbourhood development has led the design and development of this strategy together with people from communities across Norwich. We believe that:

- all communities should be involved in the decisions that affect them
- all communities deserve high quality public services, shaped around their needs
- city council policies and strategies should reflect local priorities, requirements and aspirations.

This community engagement strategy recognises the diversity of our communities, the importance of community capacity building and the need to provide appropriate opportunities for customers and communities to participate at whatever level they wish to influence service delivery, decision making and policy development.

It recognises that barriers to engagement exist for some communities that need to be recognised and overcome for effective engagement to take place.

Context

The white paper *Communities in control: real people real power 2008* aims to:

- pass power into the hands of local communities
- generate vibrant local democracy and
- give real control over local decisions to a wider pool of active citizens

This strategy will help us do that.

Our vision

The vision for Norwich which is set out in the sustainable community strategy is: “to make Norwich a world-class city within which to live, work, learn and visit” and to enable Norwich to be recognised as a model city of:

- economic growth and enterprise
- environmental excellence
- culture and creativity
- **safe and strong communities**
- health and well being
- learning and personal development

The council's role in delivering this vision is set out in the corporate plan delivering for Norwich 2008/10 which has three elements:

- strong and prosperous city
- **safe and healthy neighbourhoods**
- opportunities for all

In working to create safe and healthy neighbourhoods, the plan says: “we will work in partnership with residents to create neighbourhoods where people feel secure, where the streets are clean and well maintained, where there is good quality housing and local amenities and where there are active local communities.”

Neighbourhood strategy

In March 2007 the council's executive agreed an initial approach to developing a neighbourhood strategy, it set out a vision where:

- Communities are engaged, listened to, and empowered
- Communities and organisations have a better shared understanding of the needs and aspirations of neighbourhoods, set out in neighbourhood profiles and neighbourhood plans
- Services are delivered at a locality level, by the council and its partners, wherever possible
- Residents and services are working together to improve life for residents in neighbourhoods and localities

The purpose of community engagement within the neighbourhood strategy is to improve the capacity of communities to meet their own needs and to influence the delivery of improved services at neighbourhood level.

What do we mean by community?

Communities are groups of people with something in common. They can be:

- **communities of place** (people living in neighbourhoods and localities)
- **communities of identity** (people from black and ethnic minority groups, older people, younger people, people with disabilities, religious groups and gay and lesbian groups)
- **communities of interest** (people involved in groups which might cut across other communities like council tenants, allotment holders, cyclists, model boat enthusiasts, runners, theatre goers – or people who come together to use or are shaped by services such as parks, roads, community buildings, transport)

People usually see themselves as belonging to one community of place but more than one community or interest or identity. This means that communities can be very diverse. Consideration needs to be given to this when we approach different communities

What do we mean by community engagement?

Engagement might include any of the following:

- **Information sharing** supports all types of community engagement and keeps people informed about such things as decisions, services and local events for example the regular production of *Citizen* magazine.

- **Consultation** can be used when there is a decision to make about something or when there are a number of choices about the details for example the place survey which is undertaken every year and the recent consultation on the joint core strategy for greater Norwich.
- **Deciding together.** Local people are involved in deciding on actions but the council or a partner agency is responsible for the action for example the tenants' city wide board agreement of the tenants' compact.
- **Acting together.** Communities, partner agencies and the council are jointly responsible for both decisions and resulting actions for example the safer neighbourhood actions plans.
- **Supporting independent community initiatives.** The council and partner agencies help independent community groups to develop and carry out their own plans for example the money available to community groups through the 'people's fund' and the 'one off' community grant project.

Circumstances will dictate which of these is most appropriate to a situation. By devolving decision making and supporting independent action where possible, people will develop a greater sense of ownership of their community, creating sustainable change.

What is the overall aim of the community engagement strategy?

This community engagement strategy aims to support strong, active and inclusive communities, who are informed and involved in decision-making and enable us to improve public services to enhance quality of life across Norwich. By this we mean:

- **strong communities**, who can form and sustain their own organisations, bringing people together to deal with their common concerns
- **active communities**, where people are supported to improve quality of life in their own communities
- **inclusive communities**, where all sections of the community feel they have opportunities to be involved in decision-making and influence public services

How community engagement will be achieved? - What are our objectives?

The objectives below identify how we can contribute to the council's vision and ensure that the community engagement strategy delivers an effective and coordinated approach to community engagement for the benefit of all citizens and the diverse communities of Norwich. We will:

- **strengthen, develop and sustain opportunities** for local people and groups to influence what happens in their communities
- provide opportunities for communities to **shape and influence** the development and delivery of quality services and policies that reflect local needs and priorities

- **manage and coordinate** engagement activities to ensure consistency, quality and partner participation and avoid duplication
- ensure that community engagement activities **provide opportunities** for participation for all sections of the community, particularly people and groups that are often missed out of community engagement activities
- listen to communities and ensure **feedback** to participants about the outcomes of consultation and engagement
- **listen and learn** from our own and others' experience and share community engagement skills and knowledge of putting the citizen at the heart of decision-making.

We will use the newly formed community engagement team to work with communities and partners in each of the seven localities to:

- compile needs data
- **map community activity** and the positive attributes of each area
- identify community needs (which might involve community capacity building or service needs)
- **develop action plans** to meet needs or improve services
- ensure that communities have the **opportunity to influence** decisions that are being taken about their neighbourhoods
- improve coordination with **partners** in engagement activities
- raise awareness of **volunteering** opportunities in the city
- developing and enhancing **skills and expertise** in engagement and participation through a programme of training and development activities
- **develop a tool kit of ideas** and examples of best practice community engagement

Who is this strategy for?

We recognise that the council alone cannot achieve the ambitions in this strategy. Everyone has a part to play in making this community engagement strategy work, particularly:

- **all Norwich residents**
- **elected members**, who play a key role in delivering the aims in this strategy
- **council staff** – everyone is involved in community engagement activity in various forms

- **community and voluntary organisations**, who provide local services, work directly with local groups and organisations and with members of excluded groups
- **partners**, by working with other organisations and partnerships to make sure that services across the city complement each other.

Through the City of Norwich Partnership and other partnerships, we will work with other organisations, such as the police, universities, health service, and groups and individuals from the community, voluntary and private sectors to make sure that engagement activities influence the future direction of the city.

We also know that we need to work closely with communities to encourage effective community engagement and ensure that processes are flexible and can be tailored to different groups and individuals in different areas of the city. We understand that sometimes people are reluctant to get involved and we are working with other partners to ensure that community engagement is as straightforward as possible and targeted appropriately.

Measuring Progress

We will have been successful in implementing our community engagement strategy if we can show that:

- there is more community activity in neighbourhoods
- people organisations feel they can influence the shape of local services
- people organisations feel they can influence decisions
- services are improved as a result of community engagement
- place survey indicators are improving, in particular:
 - The percentage of adults who feel they can influence decisions affecting their local area NI 4
 - The percentage of adults who feel their local area is a place where people from different backgrounds can get on well together NI 1
 - The percentage of adults who feel a sense of belonging in their neighbourhood NI 2

The improved ways of working resulting from the strategy will be assessed as part of the new comprehensive area assessment. The Audit Commission will test the duty to involve by an assessment of the following:

- Councils and partners engagement with their communities and understanding needs of the vulnerable and marginalised groups
- The extent of involvement of communities in defining priority outcome, and assessing whether outcomes have been achieved
- The effectiveness of local partners activities in coordinating community engagement and communicating its impact on their decisions

This strategy will be reviewed annually and a summary of progress and achievements will be published. The strategy will be fully revised again in accordance with changes relating to the decision on the unitary bid on an extended boundary.

We will keep listening to communities and keep the strategy under review it is appropriate to the needs of communities over time.

The new community engagement team

Purpose

The neighbourhood strategy set out a vision where:

- Communities are engaged, listened to, and empowered
- Communities and organisations have a better shared understanding of the needs and aspirations of neighbourhoods, perhaps set out in neighbourhood profiles and neighbourhood plans
- Services are delivered at a locality level, by the council and its partners, wherever possible
- Residents and service providers are working together to improve life for residents in neighbourhoods and localities

The council has agreed that its immediate focus should be on improving the quality and extent of dialogue with communities across the council area, building the capacity of communities to engage and develop local activities as well as tools such as neighbourhood or community plans.

The Executive at its meeting of 26 March 2008 agreed to increase the resource available to develop a new community engagement team which will contribute to the council achieving the following objectives:

- Embedding a cultural change across the council
- Ensuring that community engagement and participation is better co-ordinated
- Supporting and developing communities to engage with the council and its partners
- Working more closely with communities with the additional resource enabling a new team based in seven neighbourhoods
- Ensuring that the council's statutory requirements for community participation are met (the statutory responsibility for tenant participation in the housing service rests with housing management)
- Driving the council's engagement with communities and their ability to participate locally

Why?

The work of the team has been shaped by discussions with resident and community groups and council officers during the development of the community engagement strategy. In particular community and resident groups have identified areas where the council's consultation and engagement should be improved.

These concerns have been cross referenced against the objectives of the team and work that the team will undertake or other actions that have been put in place as follows:

You said: (in the consultation)	We will (our objectives)	By (our actions)
<p>You identified a range of training & resource needs</p> <ul style="list-style-type: none"> • Committee skills • Conflict resolution • ICT and web design • Peer learning • Fund raising and access to funds • Access to Insurance • Toolkits for new groups • Advice on group governance and structures • Increasing the capacity of tenants to contribute to improving housing management services 	<p>Strengthen, develop and sustain opportunities for local people and groups to influence what happens in their communities</p>	<p>Enhancing the capacity of groups by the support and training available from the new team. This will enable the reach of groups to be developed</p> <p>Considering what types of engagement activity is most likely to be effective eg by</p> <ul style="list-style-type: none"> • Developing themed events eg green spaces, faith groups, voluntary sector, community groups, resident associations • Holding networking lunches • Regular visiting community groups by council officers.
<p>You wanted to have a voice about how services were delivered in your area</p>	<p>Provide opportunities for communities to shape and influence the development and delivery of quality services and policies that reflect local needs and priorities</p>	<p>Provide information on:</p> <ul style="list-style-type: none"> • Who delivers what service • Set and publish service standards • Officers who are directly accountable for a service • How the council works
<p>Consultation is felt to be a positive experience when the purpose was clear and you felt that your views are considered with</p>	<p>manage and coordinate engagement activities to ensure consistency, quality and partner participation and avoid duplication</p>	<p>Putting in place a mechanism to ensure that consultation is co-ordinated, shared across the council and feedback is provided.</p>

concise feedback explaining the response to suggestions made, and resultant change		
<p>One of the preferences for how groups wanted to be consulted was through existing residents groups and meetings</p> <p>Engagement must :</p> <ul style="list-style-type: none"> • Be adequately resourced • Ensure long term change • make best use of limited time available • include a range of methods • meet the needs of individuals and groups 	<p>Ensure that community engagement activities provide opportunities for participation for all sections of the community, particularly people and groups that are often missed out of community engagement activities</p>	<p>Considering how resident involvement in decision making could be improved by:</p> <ul style="list-style-type: none"> • Ongoing liaison with existing groups • Having a named council contact in each area • Improved ongoing communication within communities and with the council • Consultative panels • Strengthen links between organisations in the community • Increase levels of volunteering, particularly younger people
Experience of feedback on consultation is varied between good, poor and non existent feedback	<p>Listen to communities and ensure feedback to participants about the outcomes of consultation and engagement</p>	<p>The team will support other services to improve their engagement with communities and develop agreed standards</p>
You want us to improve the way we work with you	<p>Listen and learn from our own and others' experience and share community engagement skills and knowledge of putting the citizen at</p>	<p>Visit other councils or partners who have good practice in community engagement and adapt their ideas to apply in Norwich</p>

	the heart of decision-making.	
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How?

The recruitment of a manager and seven area based staff working locally and with communities, providing a single point of contact so that trust and confidence can be developed. By the beginning of December, the team manager and 5.5 staff members will have started.

What will be different for communities?

- More resource, locally based, aware of and known by the community.
- Developing links between groups and between groups and the council.
- Providing training.
- Getting to know the neighbourhood and how communities contribute to life in the neighbourhood and identifying opportunities for this to be developed.

How will it make a difference?

- Better informed groups how the council and partners work and what they are doing
- Improved capacity within groups
- Support to council officers to gain and use the skills necessary to engage with communities
- Improved intelligence for the council
- More local community activity
- Better partnership activity between the council and communities
- Services shaped by users of the service resulting in better services
- Service delivery that helps to meet local need and aspirations

How will they work with heads of service, partners, the City of Norwich Partnership?

Identify corporate priorities where teams need to involve residents to shape services or activities which will lead to an improvement in that provision

Agree together what forms of talking and listening is required and if it needs to be within neighbourhoods and with groups what role the team may have. Otherwise advise on alternative mechanisms.

Identify appropriate engagement tools and techniques and support their use with teams.

Identify appropriate groups and locations to host engagement activities

How can they help improve service delivery?

- Implement the community engagement strategy
- Develop the capacity of the council to engage with communities more effectively
- Develop the capacity of community groups to:
 - Understand council and partners service development and delivery
 - Enable communities to participate in council decision making processes where appropriate
 - Increase their knowledge about their neighbourhood – neighbourhood data and community information
 - Further develop a representative voice on behalf of their community by developing their activities and meetings

What approach will they adopt?

Accessing data about the neighbourhood

Develop a community profile with communities, officers and partners

Developing a community / neighbourhood plan

Sharing information and ideas

Adopting best practice from elsewhere

A team plan is being developed. It starts with community mapping and the development of community plans

Community engagement strategy						
Risk register	Service					
Outcomes	Risks	Consequences		Risk scoring		Mitigation
Objective	What will stop us achieving our objectives	What will happen if we fail to or only partially meet our objectives	Likelihood	Impact	Score	How will we minimise the risk of this happening
Community engagement strategy is implemented leading to improved dialogue between the Council and communities	Difficulties in recruiting and retaining high calibre staff	Programme will be patchy and inconsistent	3	2	6	Robust recruitment and team development process in place
	Insufficient resources to provide high quality engagement activity	Community involvement may be patchy and inconsistent	2	2	4	Community engagement team developed to champion activity with colleagues and in communities
	Insufficient resources/support to enable diverse methods of engagements.	Engagement will not be inclusive or reflective of communities	3	3	9	Development of engagement toolkit alongside; targeted activity where appropriate; community engagement team developed to champion activity

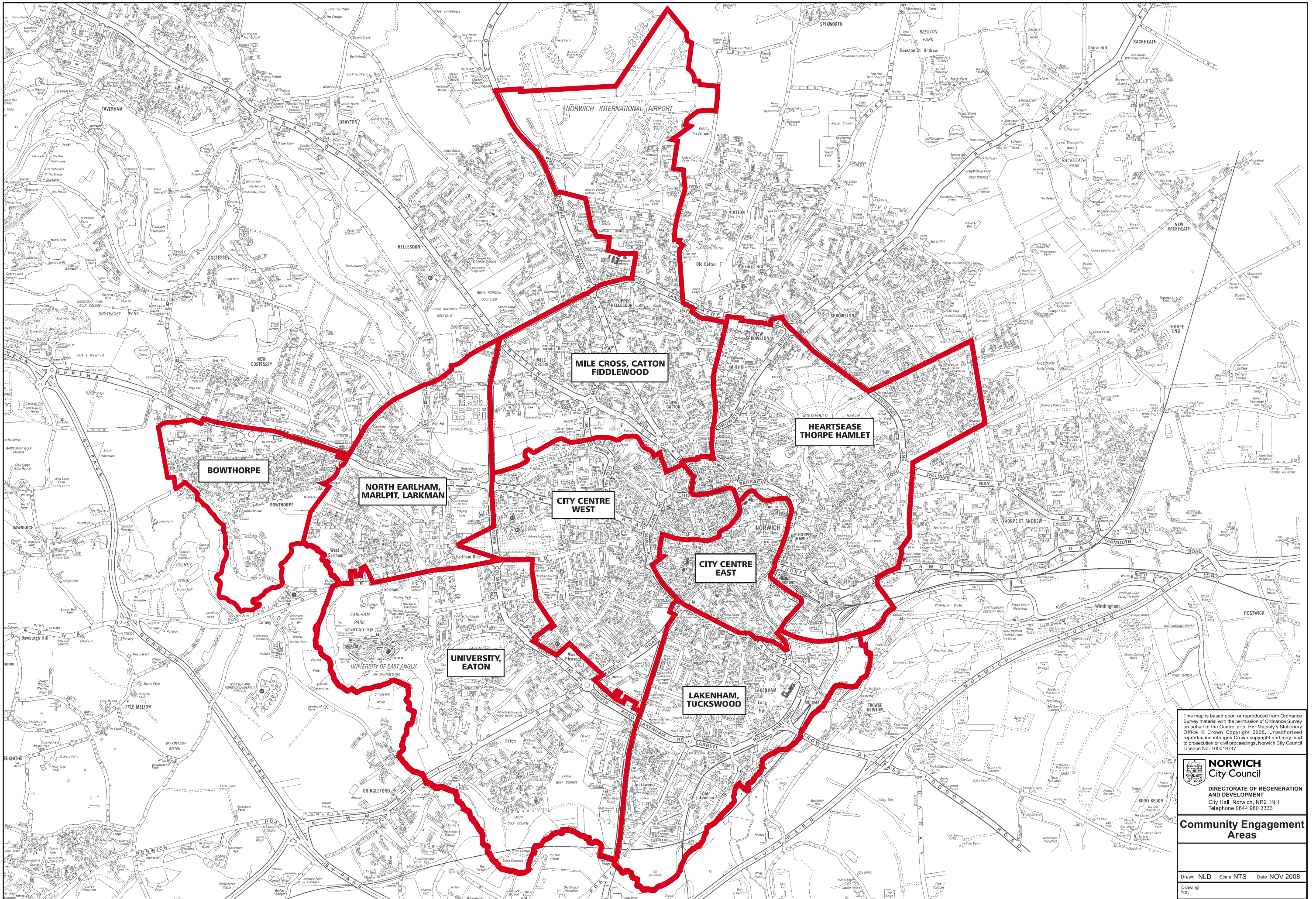
						with colleagues and in communities as well as
	Insufficient capacity or lack of commitment to community engagement from service areas	Confidence in the council's commitment to change not improved	3	2	6	Roles and responsibilities in service areas made clear
	Failure of service areas to respond and feedback in early stages	Confidence in the council's commitment to change not improved	3	2	6	Community engagement team support clear
	Failure of service areas to progress agreed actions	Programme ineffective in areas of greatest need	3	2	6	Prioritisation of work streams undertaken; community engagement team developed to champion activity with colleagues; corporate commitment to programme
	Lack of trust in council's motive and commitment	Programme ineffective in some parts of the City	3	2	6	
	Expectations of some groups exceeds pace of change	Confidence in the council's commitment to change not improved	3	3	9	

	Not including a wide variety of different communities in engagement activities.	Programme ineffective in areas of need, and confidence in council's commitment to change lost.	3	3	9	<p>Community engagement team developed to champion activity with colleagues and in communities making clear timescales</p> <p>Undertake an impact assessment; a tool to identify gaps and potential negative impact of service provision or lack of provision.</p>
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Risk Matrix

Likelihood: 1 = rare; 2 = unlikely; 3 = possible; 4 = likely; 5 = very high

Impact: 1 = insignificant; 2 = minor; 3 = moderate; 5 = major; 6 = catastrophic



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**Community Engagement
Areas**

Drawn NLD Scale NTS Date NOV 2008
Drawing No.