CITY OF
YORK
COUNCIL

Executive   29 August 2019

Report of the Director of Children, Education and Communities
Portfolio of the Executive Member for Culture, Leisure and Communities

Refresh of Ward Committees

Summary

1. Ward and neighbourhood level working is at the heart of building resilient communities. Local people are best placed to understand and find solutions to the specific and particular needs of their communities. This paper aims to reduce and remove unnecessary bureaucracy and delay in the council's processes whilst ensuring that effective governance, clarity of role and accountability in the use of public money are in place. The proposals aim to:

    *   Empower local communities by devolving more budgets to wards.

    *   Introduce a Safer Communities Fund to meet residents' expressed priorities.

    *   Give wards more control of spending on highways to ensure that residents' priorities are met within wards.

    *   Ensure timely delivery of Housing Environmental Improvement Schemes (HEIP).

2. These proposals build on the success of the council's approach to ward working which:

    *   Engages local residents so that their views shape the council's priorities.

    *   Increasingly devolves resources for decision making at ward level with residents leading in making better local use of resources.

    *   Supports the local community and voluntary sector investing in its capacity as a source of expertise and as service provider.

    *   Enables ward members, as informed community champions, to lead ward teams in delivery of well-informed local priorities.

    *   Gets residents increasingly involved in local initiatives and volunteering.

- Increases local pride.

- Creates strong links to service and partner organisations e.g. Residents Associations and Parish Councils.

- Increases community capacity so that all communities are able to take up the opportunities open to them.

Recommendations

3.   The Executive is asked to:

o   Agree the criteria for the Safer Communities Fund set out in paragraph 6.

o   Agree the proposal for member development set out in paragraph 9.

o   Agree the allocation of highways funding and the draft updated process for identification of schemes set out in paragraph 12.

o   Agree the revised basis for allocation of ward funding set out in paragraph 17.

o   Agree the updated process for HEIP schemes set out in paragraph 18.

o   Endorse the Social Value Engine as a method for evaluating ward schemes.

o   Endorse the proposals for resident engagement and use of *Planning for Real* from paragraph 25 onwards.

o   Endorse the proposals for Parish Liaison.

o   Note the ideas for future development set out from paragraph 38 onwards.

Reason: To support the Council's commitment to working with local communities and devolving power and budgets to residents.

Background

4.   The previous administration enhanced ward budgets through a "Pride in York" fund and a "Community Care" fund. These pots were aggregated to give wards a single, flexible budget that they can spend as they see fit within Council policies and procedures, whether to give grants or to buy services. A Ward Highways capital programme was also instituted as well as the Housing Environmental Improvement Programme (HEIP), in wards that have council housing. Over the life of the previous administration wards delivered a diverse range of schemes. Common themes were:

- Active and resilient communities.
- Addressing social isolation and improving well-being.
- Community involvement in a cleaner, greener environment.
- Community Safety.
- Facilities and activities for children and young people.

5. The shaping of this paper was aided by input from the Children Education and Communities Scrutiny Committee which discussed key questions relating to ward working at its 23 July meeting. The principal issues raised included:

- Safer Communities funding: The additional funding allocated by council was welcomed. Members advised that criteria for the funding should not be too prescriptive but that it was important that clear outcomes for initiatives should be set out at the outset and subsequently monitored.

- Resident engagement: Engagement methods currently used were discussed. It was felt that some member sessions to exchange best practice on engagement would be helpful, especially with regard to harder to reach groups, as well as on ideas for ward schemes. It was also suggested that Community Involvement Officers could produce updates for members with examples of good practice. It was suggested that the approaches used in recent financial inclusion projects could be extended more widely, e.g. community hubs.

- Communication methods: It was noted that there is no longer any print communication with residents notifying them of ward engagement events. This was felt to be a significant loss.

- Ward Highways: An approach that allowed wards to aggregate funding over the four years of the administration was supported. It was felt that it should be stressed that this funding can be spent on wider infrastructure than simply roads.

- Evaluation: The importance of evaluation was noted. It was felt that sharing case studies also have a role in effective evaluation.

Next Steps

Safer Communities Fund:

6. As part of the council's Supplementary Budget Proposals agreed on 17 July Council, £250k was awarded to wards as a "Safer Communities Fund". The allocation of this funding, in proportion to population in the normal way, is shown in Annex 1. Building on the success of the Community Care fund it is proposed that the Safer

Communities Fund is operated in a similar way in that it is added into ward revenue funds so that it can be used flexibly by wards on any projects that meet residents' priorities in terms of creating safer communities. It is suggested that the planned impact of the spend should be set out in advance and the subsequent outcomes evaluation (see para 25 below concerning evaluation). Evaluation could be developed in partnership with the Community Safety Team who would also be able to provide evidence-based examples of good practice so that we are able to encourage community groups to put forward good proposals within a flexible budget regime which is operated in line with policies and procedures for ward funding. PCSOs could also be consulted as part of the ward team as they will be able to bring useful views to the table and this will provide an excellent opportunity to strengthen ties between wards and the police.

Current position with ward working:

7. Ward working is progressing well. Ward members are in contact with their Community Involvement Officers (CIOs) and in most cases ward team meetings have been set up. Wards have either rolled forward priorities from last year or are developing new priorities with their residents. This will help generate appropriate ward schemes.

8. A total of £157k of ward funding was carried forward from 18/19 into 19/20. The list of carry forward amounts is attached together with 19/20 budget allocations at Annex 1.

9. As ward working was covered only very briefly within the overall member induction it is proposed to run some additional tailored sessions for members. It is suggested that these are run in political groups and cover:

- Processes around all aspects of ward funding.

- Getting the best from your CIO.

- Sharing between members of best practice in engaging residents.

- Sharing ideas on effective use of ward budgets.

10. As part of the Council's supplementary budget proposals agreed on 17 July, additional capacity was funded within the Communities and Equalities Team, equating to two posts. The first post will:

- Help with administration of the new funding.

- Ensure continuation of the hubs developed through the 4Community Growth funding.

- Allowing a better sharing out of the wards amongst CIOs enabling them to be more directly involved in wards and in developing projects.

- Facilitate efficient delivery of ward, highways and HEIP schemes.

11. The second post is funded from government grant provided to deal with the consequences of Brexit and aims to develop connections with communities most impacted by EU exit. It will:

- Work with York's minority communities in order to seek an understanding of the communities that are present in the city, and map who they are together with their needs, interests and perspectives. The worker will take a community development approach, empowering communities and increasing their capacity to bring about change for themselves. Outcomes, over and above the basic mapping, are likely to include:

  o Intelligence provided to frontline services enabling them to have more effective conversations re service design and informing Equality Impact Assessments

  o Opportunities for conversations and network building between residents of different backgrounds through a range of cultural, participation and public decision-making projects

  o Greater coordination between existing organisations working in the city

  o A "community amplifiers" programme, with local residents acting as researchers, focusing on under-represented groups, to build relationships using participatory techniques

Ward Capital / Highway Schemes:

12. The Ward Highways Capital Scheme is a four-year programme formed from capital resources set aside from the main Highways Capital Programme. It is designed to allow wards to bring forward schemes that are important to local residents but would struggle to be prioritised as part of the main capital programme. A nominal allocation is made to each ward on a population basis. Wards are able to aggregate their allocation by carrying over / bringing forward annual allocations in order to undertake more substantial schemes.

13. Building on the success of the previous Ward Highways Programme it is now proposed to enhance this programme by allocating the following one-off amounts to it:

- £500k to use for highways improvements in respect of Roads and Footways.

- £500k to use for Walking and Cycling improvements.

This is in addition to the on-going £250K in this area.

14. A further report will be brought to Executive to amend the Council's Highways Asset Management Plan to give effect to the following draft proposals.

15. It is recognised that use of this money must be as flexible as possible to meet the needs and aspirations of the Wards whilst taking account of all relevant legislation and statutory guidance as highways are heavily regulated environments. To improve the timely delivery of ward highway schemes the following revised process is proposed:

- CIOs will liaise with ward councillors, residents and key partners to identify potential highways issues / capital projects in the ward.

- The Highways team will bring forward data, issues and suggestions for consideration by wards to help inform their decision-making. This will include condition surveys, customer requests and safety audits. It will show the roads in the ward that are to be repaired through the main capital programme and will allow ward members, should they wish, to allocate funds to repair lower priority roads where there is a clear social reason driven by resident need. (Due to the economies of scale achievable through delivering these schemes alongside the main programme, the ward will see good value for money from this approach). Additionally, where the Transport Team have ideas for improvements in the ward in line with council policy, but not the budget to see them fulfilled, they will bring these as suggestions to the Ward Committee / Team. A flow chart demonstrating this process is set out at Annex 4.

- Ward issues, identified from the two processes above, will be taken to a targeted ward walk about. A highways officer and traffic engineer will join the CIO and ward members on site and will make an initial assessment of ideas, providing broad-brush comments on feasibility, which in turn will lead to a rough cost estimate being produced. Walk abouts (which ward members may operate in a format and with a name appropriate to their particular ward) will need to be undertaken by the end of September each year.

- CIOs will complete a highways form in respect of all schemes that the ward would like to see acted on, following the walk about, prioritising them where ideas outstrip budget.

- The Highways team will then form the prioritised ideas as far as possible into a coherent capital programme. Where ward schemes are grouped with other schemes ward councillors will be consulted. Smaller or more urgent schemes may not fit this approach and where councillors wish to proceed with schemes independently they will be notified if this has the potential to incur any additional cost.

- The Executive Member for Culture, Leisure and Communities will receive quarterly ward capital schemes briefing. To ensure executive oversight of scheme delivery and ward member engagement.

- The Communities and Equalities Team will maintain a spreadsheet which will be available to all members to peruse which will show the status of each identified scheme.

- A "menu" of example schemes is attached at Annex 3.

16. Key considerations in making this system work effectively will be:

- Wards should plan early if, especially the more complex schemes, are to be delivered. Wards will be encouraged to plan for the full four years whilst remaining flexible with regard to resident demand.

- The funding can only be used for capital schemes.

- Strengthened sign-off processes are required for this significant expenditure to ensure that it is used in line with intended purposes. Where schemes exceed £50,000 the appropriate Executive member and Director should be consulted prior to approval and procurement should be in line with the Council's procurement policy.

- All schemes will be delivered as quickly as possible whilst ensuring that the capital spend is profiled over the four years of the administration.

- Schemes must be in line with national highway regulations and existing council highways policy. Where a ward scheme and council policy are not aligned a report will be taken to a Decision Session of the relevant Executive Member with responsibility for highways to resolve the matter.

- The Communities and Equalities team will undertake resident consultation on proposed schemes, once confirmed by ward councillors, making sure that all relevant stakeholders are consulted prior to any scheme being signed off. The highways

team will undertake notifications and consultations that are a statutory requirement.

- The Highways team will either deliver schemes in-house or use existing procurement frameworks to deliver the work through external contracts depending on the nature of the work to achieve the most efficient and effective delivery of the programme.

Allocation of Ward Funding:

17. New funding allocated to wards in this financial year will be done in proportion to the number of members per ward in order to ensure a more equitable distribution. Existing allocations will not be affected; however, from 2020/21, all ward funding (other than HEIP) will be allocated on this basis.

HEIP:

18. The Housing Environment Improvement Programme is a four-year programme with funding being allocated to wards in proportion to the number of council housing properties in the ward. HEIP funds physical improvements to council housing land and property. It is managed by the Communities and Equalities Team with projects delivered by council teams or a contractor appointed in line with procurement processes. Projects must:

- Benefit a group of council housing tenants (not a single property).

- Have a life expectancy of at least 3-5 years.

- Have no significant, ongoing cost implications (unless funding can be secured from an alternative source).

19. A six stage process is proposed:

   i. Ideas generation: Residents, councillors and residents association can all suggest projects to the CIO. Ward Committees may hold events to generate ideas over the four year period of the programme. Complex schemes which may require substantial planning and feasibility studies are best initiated at the start of the programme to allow sufficient time for delivery. Plenty of notice will be given for the "final call" on such schemes.

   ii. Defining the project: In consultation with the relevant Housing Management Officer and ward councillors, an initial opinion-gathering exercise will take place, gathering the views of residents living close to the project. This will gauge overall

support for the scheme and will be undertaken by the Communities and Equalities Schemes Coordinator and CIO.

Tenant walkabouts may be held. (Potential highway-related projects will also be included in the ward walkabout (see above)).

iii. Approval of the project: The HEIP will follow the flexible arrangement outlined in respect of Highways Capital above. The CIO will compile a list of all potential schemes to be discussed by the Ward Committee / Team. The Ward Committee will be asked to prioritise schemes and indicate which ones they want to take forward for implementation. A list of schemes will be prepared for the Director of Health, Housing and Adult Social Care to approve. Approval will take place on a monthly basis on the Thursday before the Housing Scrutiny Panel Meeting (which replaces the HEIP panel).

iv. Planning and consultation: A project plan will be developed for each scheme and consultation with all residents living in the vicinity of the project will be undertaken.

v. Delivery: The scheme coordinator will pass projects to the suitable team or contractor for delivery. They will also prepare a monthly update for the Housing Scrutiny Panel and ward councillors.

vi. Evaluation: Following sign off, a project evaluation will take place. Outcomes will be shared with the Ward Committee and Housing Management Officer.

20. Project delivery, from sign-off by the Head of Housing, will be as follows, other than in exceptional circumstances. Identification of works should be immediate and there is the potential for any identified works to be carried out very quickly. However, one of the principles of changing to the HEIP approach was to achieve value for money recognising that there is work of a similar nature across the city. Fencing is a good example of this kind of work. By packaging up work of a similar type in one contract economies of scale can be achieved. The experience of the previous round of work shows that 15% savings were achieved on the fencing work and 45% (equating to around £15k) on the fabrication and installation of storage containers). There may be some delay whilst the work is commissioned but the savings achieved stretch the number of improvements that can be made.

21. The timescales below therefore represent a maximum:

Car parking bays	Up to 24 months
Hard landscaping	Up to 12 months
Fabrication and installation of storage containers	Up to 12 months
Soft landscaping	Up to 6 months
Fencing	Up to 6 months

22. Schemes must be in line with existing council housing policy. Where a proposed scheme and council policy are not aligned a report will be taken to a decision session of the Executive Member of Housing and Safer Neighbourhoods to resolve the matter.

23. A system will need to be put in place so that ward members and residents are able to see the current status of each proposed scheme.

Resident Engagement:

24. There are many excellent examples of innovative methods used by members to engage their residents, including focus group sessions, stakeholder meetings, action days, drop-ins, a Christmas market place, cycle abouts, joint events with the local primary school, surveys, etc. From June to September we have an intern from University of York working with us to research how councillors engage successfully with ward residents, covering all demographics including, age, race, faith, income, occupation, education and sexual orientation. The research will be based in a representative sample of six wards and will involve talking with councillors, residents and community groups with a view to identifying suitable methods of engagement for particular areas and demographics. The aim will be to develop a toolkit, which can be used by councillors, city-wide, to inform their choice of engagement methods both with their ward as a whole, and with particular groups within it.

25. There is also potential to invest in more formalised methodologies such as "Planning for Real" (PFR) where schemes are of the appropriate scale. This is a nationally recognised community planning process that enables residents to register their views on a range of issues, to work together to identify priorities and, in partnership with local agencies, to develop an action plan for change. The process involves the creation of a large-scale map of the area together with 3D models of key buildings and landmarks. The map can be created with community groups, in schools, in sessions in community venues, etc. or it can be prepared in advance to facilitate

issue-based consultations. The facilitation uses prioritisation cards. The Communities and Equalities Team has previously been trained to facilitate PFR sessions as trained practitioners. Back in 2003 PFR exercises were undertaken in each ward over a period of a couple of months. This gave a good amount of information to ward members and wider ward teams to consider as part of their ward priority setting and action planning.

26. There would be potential to train the current team in this tried and tested methodology if there was interest from members. It needs to be noted that it is a fairly labour intensive process and requires quite an investment in time in creating the maps/models, taking them out into communities, facilitating the sessions and then capturing of the feedback gathered; however, the additional capacity created in the Communities and Equalities Team would make this possible.

Proving the value of ward working:

27. The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Social Value is a type of analysis that can be used to measure the outcomes of a particular project or to evaluate the benefit of a particular piece of service delivery.

28. The Council has obtained a licence to use the Social Value Engine (SVE), an online calculator-style tool, created by Rose Regeneration and East Riding of Yorkshire Council. This aims to provide a universal measure of outcome, expressing it in terms of a monetary benefit. In this way, it facilitates comparison between projects; for example, the social value produced by a project which tackles social isolation could be measured against that of a project which funds youth provision in the summer holidays. Whilst a case study can help point up the benefit and impact of a project or scheme, social value analysis goes beyond this, providing impact measurement in 'cost-savings' terms. Thus, it can be used to make better decisions.

29. The SVE can also be used to make geographically-focused decisions, as it can be used to predict where a project or service has most social value, i.e. where there is no other similar provision and where the outcome would not be achieved without the particular intervention. The SVE is therefore a great tool to avoid replication of services, and to prioritise where an intervention can have the most positive impact. It is helpful in evidencing the value of seed- and match-funding, which is particularly helpful in the context of ward funding.

30. In short, the SVE can be used to forecast, monitor and evaluate. It can be used during procurement and as part of the decision-making process in respect of funding bids. Provided that good quality data is fed into it, it is robust and stands up to scrutiny. The SVE incorporates 'deflators' in its calculations which deflate rather than inflate the measurement of impact. Deflators account for the contribution to the outcome from other services as well as from the probability that the outcome would be achieved without this intervention – e.g. from individuals' own initiative or from statutory services or other groups. This ensures that the social value is not over-claimed.

31. In a pilot conducted last year, nine projects that had received ward funding were analysed using the tool, alongside case studies and testimonies. Since then, we have expanded social value analysis within CYC, using the SVE within Family Learning, Work Wellness, Adult Social Care, Falls Prevention, Public Health, and procurement. We have also analysed a full financial year of revenue spending in respect of two wards, and have used it in evaluating and forecasting for highways and HEIP schemes.

32. From this work, we have learnt that unique and bespoke services with modest costs, or little service replication tend to have very high social value and return-on-investment. Organisations and charities that rely on volunteers and have minimal running costs tend to have the highest social value. One example of this is Older Citizens' Advocacy York. From the data gathered we can show the average social value return for ward projects. Examples are shown in the table below.

Type of project	ROI: £s returned in social value per £ invested
Green spaces or gardening	£4.89
Elderly music, crafts or arts groups	£7.52
Community Club or coffee mornings	£6.09
Advocacy for older citizens	£12.40
Youth provision or sports youth clubs	£9.34

33. As Social Value is already taking off within several council departments, there is potential to incorporate it more consistently into practices and processes, such as grant applications and monitoring forms, and to use it more extensively in decision-making. The context for this is a need to develop a broad range of commissioning skills amongst CIOs. Focusing on the commissioning cycle would ensure that residents and communities are placed at the heart of all elements of the ward funding process and would bring a more systematic

approach to identifying ward need, identifying gaps in current provision, linking need to broader council policies, conducting options appraisals, developing business cases, managing and monitoring projects, developing appropriate performance measures, setting targets and measuring outcomes. This more systematic approach would ensure that learning is gained from projects and lead in turn to the delivery of stronger future projects with more robust outcomes.

Governance Issues:

34. An audit report was produced earlier this year on ward funding. This found that a thorough grant application process is in place; however, in some cases records of applications were found to be incomplete. Recommendations were made with regard to record keeping, monitoring and managing potential conflicts of interest. Actions subsequently taken were:

- A new record retention policy has been implemented with respect to ward grants.

- A database has been put in place to track processing of grants decisions and monitoring information received.

- A new process has been introduced to check the quality of grant information.

- The grant agreement form has been updated in consultation with legal services to make sure it is sufficiently robust to enable claw back of funding where necessary.

- A monitoring report will now be produced recording organisations that have not returned the grant monitoring forms.

- A new report will be developed listing organisations which have not submitted appropriate monitoring reports.

- Minutes will be taken at ward committee meetings where grant applications are to be agreed and minutes will then be published.

- All ward grant decision will be recorded on a Ward Grant decision record which will record conflicts of interest and clearly outline who was present when the decision was made. These will be published in a timely manner.

- All decisions will be made in accordance with the existing scheme of delegation.

Parish Liaison:

35. Soon after its formation, City of York Council entered into a charter with the 32 local councils (parish and town councils) setting out how

the Council and parishes would work together and communicate. The main objectives were to:

- Set out how the parties aim to work together and to continue existing best practice.

- Continually review and establish improved ways of working.

- Confirm the principles of democratic local government.

- Continually review and improve the system of local democracy.

- Encourage greater public participation in the system.

- Promote sustainable social economic and environmental development.

36. A Parish Council Liaison Group was maintained, with the Yorkshire Local Councils Association (York Branch) electing a number of representatives, to discuss key issues on a thematic basis with officers and key members.

37. These arrangements recently fell into abeyance. There is now a real opportunity to refresh the liaison and partnership working arrangements, building on best practice from what has gone before, by working with parish council representatives to design a process which works for everyone. A first step will be to consult parish councils on how they would like to see liaison happen and then convening an appropriate event to feedback on this consultation and co-design new arrangements. It would also be appropriate to re-introduce training on understanding parish councils and other initiatives such as tenant engagement, resident associations and planning panels as part of the Council's workforce development offer.

Other Possible Future Developments:

38. York has a strong tradition of resident engagement at a ward level, initially through neighbourhood forums covering the central wards and, since 2001, through ward committees covering all wards in the city. The York model of ward committees has inspired and informed the approach of a number of other local authorities to resident engagement on a local basis. The key to the success of York's ward committee process has been a commitment to the core processes:

- Ward Councillor leading regular public engagement to discuss local issues.

- Devolved budgets for ward activities and local improvement schemes to address local priorities and need.

- Ward Teams facilitating partnership working at a ward level and maximising the impact of available resources.

39. A 2018 report by the National Association of Neighbourhood Management revealed that, partly in response to austerity, neighbourhood working has been flourishing across the country and has become more strategic and ambitious in its approach and the range of issues it seeks to address. Strategic locality working is being used to address some of the most challenging issues facing the UK, such as mental health and wellbeing, adult social care, skills and employability, financial inclusion, digital inclusion, loneliness and social isolation. Most authorities using neighbourhood working described its primary purpose as "resolving practical issues". A lower proportion of authorities devolve budgets or decision-making to the local level.

40. Most authorities use structures for neighbourhood working that have elements in common with York, with, for example, resident forums, locality partnerships or networks, community grants and commissioning budgets. Many take a "strengths based" approach where councillors provide local leadership in building on things that work in the locality and encouraging residents to get involved in volunteering and other forms of local action. Budgets and services devolved to the local level are, of course, appropriate to local needs but interesting examples that this council might want to reflect on including devolving decision-making on Community Infrastructure Levy and Section 106 funding.

41. For this authority, it is proposed that the current system of ward working continues to be developed with particular emphasis on:

- Continuing to increase resident engagement and understanding of the ward committee process developing more high profile media and comms around ways to engage / have your say

- In addition to local consultations and ward profiles making the most of the results of other resident engagement methods and consultations, e.g. Talk York, and My Castle Gateway.

42. The Council's approach to integrated local area working will also support work at ward level by informing members about the cross-cutting issues relevant to their ward so that they can direct ward funding to projects that meet priority needs. The Council has delineated three areas for the purposes of taking forward this approach. Relevant services including Local Area Teams, Local Area Coordinators and Housing Management have organised themselves on the basis of these areas. (The Police have also reorganised on these lines). Annex 2 shows the areas that wards should be

engaging with. Ward members will be provided with the names of the respective local area managers.

43. Integrated local area working is already starting to connect up work, for example:

- The Public Health Wellbeing team are working with Housing in Clifton offering free home safety visits for older residents who want practical help and advice to reduce the risk of falls in their home.

- Housing and Adult Social Care members of staff are collaborating with the 60+ Housing Specialist Officer facilitating accommodation options for older people, including by using volunteers, to facilitate hospital discharge.

- The local-area based financial inclusion project (4Community Growth York) has taken a multi-agency approach enabling communities to design local solutions and to address cross-cutting issues like helping people to get on-line or mobilising communities through switching campaigns to reduce energy costs.

44. Our local area approaches will help build resilient communities by:

- Working with partners to build community capacity, supporting the growth of social networks and social action, bringing all sectors together in projects that deliver on local priorities.

- Taking an "asset based" approach, starting from the positive resources and skills found in individuals and communities rather than from problems.

- Ensuring that people have appropriate advice and information to keep them resilient, independent, happy and healthy.

- Supporting people and communities to find the help they need to maintain their resilience and independence and participate fully in community life - led by intelligence.

- Working with partners to intervene early with those at risk of losing their independence or with escalating levels of need.

- Ensuring that, where people have longer-term need for additional support, this is delivered in the most appropriate, personalised way, using community provision in the area as far as possible.

45. The approach will be supported by the city's new volunteering strategy, *People Helping People,* launched last autumn. With partners across the city this focuses on "impact volunteering", scaling-up social action in order to meet shared city priorities.

Implications

46. **Finance:** Ward budgets for 2019/20 and 2020/21 are shown in Annex 1.

47. **Equalities:** The equality impact assessment points to the need for a wide variety of methods being required to enable the engagement of all residents in ward priorities and action planning. It also suggests the need for multiple channels of communication.

48. There are no additional Property, Legal, Human Resources, Crime and Disorder, or Information Technology implications arising from this report.

Corporate Objectives

49. The Council Plan is currently being developed for the period 2019-2023. This will set out eight outcomes which collectively describe good place, providing a good quality of life for York's residents. The outcomes are not prioritised – all must be addressed to achieve a balanced and sustainable city. The Council Plan will provide a useful framework for Ward Committees to assess the broader contribution of their activities to the wider quality of life for residents, alongside the social value engine.

Risk Management

50. In compliance with the Council's risk management strategy the main risks that have been identified associated with the proposals contained in this report are those which could lead to the inability to meet business objectives and to deliver services, leading to damage to the Council's reputation and failure to meet stakeholders' expectations. The level of risk is assessed as "Low". This is acceptable but means that regular monitoring is required of the operation of the new arrangements.

Annexes:

1 – Allocation of ward budgets including carry forward amounts.
2 – Integrated local area working boundaries.
3 – Menu of highways schemes.
4 – Highways / capital schemes flowchart.

Contact Details

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Report Approved ✓ **Date:** 14 August, 2019	
Specialist Implications Officers:	

Wards Affected:	All	✓

For further information please contact the author of the report

Background Papers: Equality Impact Assessment