Annex B

Analysis of Key Corporate Risk 9 – Failure to ensure we have resilient, cohesive, communities who are empowered and able to shape and deliver services.

1. This Annex provides a more detailed analysis of KCR9: failure to ensure we have resilient, cohesive, communities who are empowered and able to shape and deliver services.

    Risk Detail

2. The risks were previously expressed as:

    - Failure to effectively engage with the communities we serve

    - Failure to contribute to the delivery of safe communities

    - Failure to effectively engage stakeholders (including Members and CYC staff) in the decision-making process

    - Failure to manage expectations

    - Communities are not willing/able to fill gaps following withdrawal of CYC services

    - Lack of cohesion in the planning and use of CYC and partner community based assets in the city

    Implications

3. The potential implications for the Council include:

    - Lack of buy-in and understanding from stakeholders

    - Alienation and disengagement of the community

    - Relationships with strategic partners damaged

    - Impact on community wellbeing

    - Services brought back under council provision – reputational and financial implications

    - Budget overspend

    - Inefficiencies

    - Services not provided

    - Poor quality provision not focused on need, potential duplication, ineffective use of resources, difficulty in commissioning community services

    Controls

4. The controls in place include:

Analysis of Key Corporate Risk 9 – Failure to ensure we have resilient, cohesive, communities who are empowered and able to shape and deliver services.

- New service delivery models, including Local Area Teams. Local Authority Co-ordination Neighbourhood Working
- Revised Community Safety Plan
- Devolved budgets to Ward Committees and delivery of local action plans through ward teams including a new safer community fund
- Local area working structures for Children's, Adults and Housing Services
- Improved information and advice, Customer Strategy and ICT support to facilitate self service
- CYC Staff and Member training and development
- Additional community involvement officers including one, using Brexit funding, to work with minority communiteis
- Creating Resilient Communities Working Group established at officer level

Key areas of progress

5. The council approach at ward level centres on:

- Working with communities to develop local priorities and delivering on these
- Empowering local communities by devolving more budgets to residents
- Engaging local residents so that their views shape the council's priorities
- Getting residents increasingly involved in local initiatives and volunteering
- Creating strong links to, and investing in, third sector, service and partner organisations
- Increasing community capacity so that all communities are able to take up the opportunities open to them

6. In its service delivery, the council increasingly takes a 'strengths-based' approach in order to encourage resilient communities that:

- Are self-managing and less reliant on the council and other agencies for help

Analysis of Key Corporate Risk 9 – Failure to ensure we have resilient, cohesive, communities who are empowered and able to shape and deliver services.

- Are able to minimise the disruption to everyday life that unforeseen events present
- Enable people to have more control of their own lives
- Ensure people are equipped and willing to play a part in community life

7. This means:

- 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 a 'strengths 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
- 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

8. Conspicuous examples of recent developments include:

- Local Area Co-ordination – supporting people as valued citizens in their communities. Local Area Coordinators enable people to pursue their vision for a 'good life' and to stay strong, safe, connected and in control.

- Extending ward budgets – Making an increased range of budgets available for local decision-making including a safer communities fund.

- Community Health Champions – As peer mentors and leaders of others, the volunteer champions build on their passions and skills and lead new health promotion activities that not only improve their own health and wellbeing but connect with many other beneficiaries, who may also go on to become a champion

Analysis of Key Corporate Risk 9 – Failure to ensure we have resilient, cohesive, communities who are empowered and able to shape and deliver services.

themselves. 76 champions currently recruited, connected to 1,339 beneficiaries.

- Ageing Well – York's 'Age Friendly' initiative is supporting the city to work towards the World Health Organisation global network of 'Age Friendly Cities & Communities' through a two year process of action planning, supporting older people as active citizens. The programme is informed by a 100 strong older citizens group and has delivered quick wins to help build social connections and address loneliness.

- People Helping People – reflecting York's status as a 'City of Service' we have co-designed a number of impact volunteering programmes linking people as active citizens to local challenges including health inequalities, loneliness and children and young people reaching their potential. Health Champions, Growing Green Spaces, Move the Masses and the national leading GoodGym York are examples of 'impact volunteering' initiatives. York's People Helping People model is regularly featured at national and international forums.

- A step change in the quality of information available to residents, notably through *Live Well York*: https://www.livewellyork.co.uk/s4s/WhereILive/Council?pageId=2251&lockLA=True

- Community Hubs - responding to and supporting community need. The hubs provide a key response linking 'people to place' and supporting relationships, social networks and connections to be built, helping communities to identify and respond to local needs. The "virtual hubs" put in place as part of the council's response to Covid-19 have shown the potential of the hub model.

- Many diverse initiatives such as 'Forgotten Corners' – encouraging local communities to take the lead in improving and managing local spaces.

- A number of posts designed to boost community capacity such as the Environment and Community Officers and Community and Partnership Officers within the Local Area Teams.

- Cultural Wellbeing – reflecting the national report on Creative Health: The Arts for Health and Wellbeing, York's cultural wellbeing programme is demonstrating how arts based approaches can help people to stay well, recover faster, and

Annex B

Analysis of Key Corporate Risk 9 – Failure to ensure we have resilient, cohesive, communities who are empowered and able to shape and deliver services.

experience a better quality of life. The Ways to Wellbeing social prescribing programme and introduction of link workers will further enhance capacity working through Primary Care Networks.

- Adult Social Care have introduced 'strength based social work practice', reflecting an ethos of strength and asset based approaches. Choice, control, citizenship and connectedness alongside place-based working, are common themes underpinning all strengths-based work.

9. A new Community Safety Strategy was approved on 2 March covering the period 2020-2023. Specific recent actions include increasing engagement in those areas that have experienced serious ASB and County Lines activity through door knocks with North Yorkshire Police. In relation to Prevent, the Council is setting up a Prevent Champions Scheme which will facilitate better engagement with communities.

10. In the area of engagement, the council recognises that it is facing an unprecedented need for quality engagement to support its leadership to deliver the council plan and meet the city's major challenges. The council's engagement principles follow LGA best practice and can be summarised as:

- Partnership working through co-creation and shared governance

- Increase transparency and focus stakeholders on shared solutions and compromise through open and ongoing conversations – meaning engagement activity must be visible and the perspectives shared.

- Vary how you engage in order to remove barriers to participation and make it easy for people to join the conversation.

- Resonate emotionally not just practically

11. Facilitating stakeholders of different perspectives to explore challenges together has been central to the success of the 'My' engagement exercises. These are evolving to include voices 'excluded' from traditional engagement, including the majority of York residents who have high levels of interest but do not have the time to regularly commit to attend events or meetings to influence the decisions which affect their lives. While they have rightly attracted praise from voices across the city, it is not the only area of

Analysis of Key Corporate Risk 9 – Failure to ensure we have resilient, cohesive, communities who are empowered and able to shape and deliver services.

strong resident engagement. Community Hubs, Age Well York, Youth Voice, Talkabout, the new Minority Communities Community Involvement Officer, and other areas of the council are all engaging key audiences in a way which is measurably improving participation in decisions and building resilience of individuals and wider communities. However, while these services talk to one another to share good practice there is no common language or framework, meaning engagement is inconsistent across geographies and demographics.

12. There is currently no consistent approach to gathering, storing and analysing the large volume of insight generated across the council. This can lead to duplication of engagement with stakeholders, and parts of the organisation unable to benefit from the existing knowledge of our communities. This duplication consumes valuable resource and can contribute to stakeholder 'consultation fatigue'. There is a need for a more holistic, shared approach across the council, one that clearly demonstrates how the council are facilitating change across the city.

13. While inclusivity lies at the heart of engagement planning, there is also a need to develop more bespoke channels to make sure the voices of York's communities of interest and identity are heard. There are, however, a number of examples of particular communities of identity being able to hold the council to account, for example 'Show Me That I Matter' which enables young people in care to help shape services and to meet with decision makers in order to effect change. Also the *Community Voices* project engages with the voice of some of York's most marginal communities, for example through the project it undertook with rough sleepers.

14. The "Our Big Conversation" intitiative will help to address these issues: https://www.york.gov.uk/OurBigConversation This will be a wide-ranging engagement exercise encompassing major projects such as the transport plan, the economic development strategy and My City Centre, as well as council plan priorities and 'routine' city-wide engagement exercises and surveys. There will be an opportunity to draw on existing networks in order to engage the various communities of identity, identifying and addressing any barriers that may exist to each group participating in the engagement activities. The aim will be to develop a programme of

Annex B

Analysis of Key Corporate Risk 9 – Failure to ensure we have resilient, cohesive, communities who are empowered and able to shape and deliver services.

engagement themes (transport, climate, economy, etc.) that actively seeks to encourage multiple voices across all sectors.

15. It is also proposed to develop a resident engagement toolkit to support projects and programmes to deliver engagement in a consistent way. This will also identify consistent approaches to storing and drawing upon existing data before carrying out further engagement. It would be complemented by the development of a library of insight that can be interrogated to inform future engagement activities – reducing duplication and providing a steer for future themes to explore.

16. Collating information gained from the multiple channels of engagement with citizens the Council would be able to identify key issues / themes. Drawing on these, the council would produce insight reports in order to develop messages for future resident communications that demonstrate "you said we did" building trust in the engagement process.