



FAREHAM BOROUGH
COUNCIL

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Item 11(3)

Report to the Executive for Decision 8 October 2007

Portfolio:	Policy, Strategy and Finance
Subject:	Community Engagement Strategy
Report of:	Director of Corporate Policy and Performance
Strategy/Policy:	Communications
Corporate Objective:	Strong and Inclusive Communities

Purpose:

This report presents a draft Community Engagement Strategy.

Executive summary:

The Council needs to further improve communication with the local community, providing more opportunities for residents to be actively engaged in shaping the future of their neighbourhoods, with more influence over local services and a greater capacity to tackle local issues for themselves.

Fareham has always been a Council committed to providing good quality services to the local community and is proud of its achievements. This success has been built on a good relationship between elected members and residents, based on a respect for the democratic process and a belief that the main role of a Councillor is to represent the views of the electorate in his or her ward. There is a need to build on this relationship.

The Council has a strong tradition of public consultation. Since the year 2000, it has undertaken an annual residents' survey using a random sample of approximately 3,500 homes in the Borough. The average response rate is just over 25%.

These surveys have consistently demonstrated high levels of satisfaction with Council services. The annual residents' survey is supported by targeted consultation exercises on neighbourhood initiatives such as new play areas, skate parks, landscaping and traffic schemes. The Council has also established a 'Community COMPACT' to provide a framework for consultation with the local voluntary sector.

'Fareham Today', the Council's newsletter, remains the most popular source of information for local residents. The Council's website www.fareham.gov.uk also continues to attract a large and growing number of visitors. The most recent initiative to improve communication with our customers has been the introduction of a new Customer Service Centre, with the ultimate aim of dealing with 80% of customer enquiries at the first point of contact.

Despite this success, there is still room for improvement. The purpose of the attached draft Community Engagement Strategy is to set out some priorities for improvement over the next three years. It describes the current arrangements that the Council has in place to communicate with its customers, identifies what the Council would like to achieve in the future and explains what improvements will be made. This includes the introduction of a new structure for the Local Strategic Partnership; a new 'e-survey network'; a new approach to neighbourhood working; focusing more on 'hard to reach' groups such as young people; responding to the Government's new 'Community Call for Action' initiative; improving communication with the Business Community; and developing a 'menu of services' to enable customers to see the costs of individual services provided by the Borough Council.

This matter will be considered by the Scrutiny Board, at the Board's meeting on 27 September 2007 and any comments from the Board will be reported at the meeting of the Executive.

Recommendation:

That the draft Community Engagement Strategy, appended to this report, be approved.

Reason:

To help the Council to respond to people's increasing expectations of public services, strengthen the power of local Councillors to act as advocates and leaders of the communities that they represent and improve opportunities for communities, where they wish, to influence decision makers.

Cost of proposals:

The proposals can be contained within existing budgets.

Appendices A: Draft Community Engagement Strategy

B: Risk Assessment

Background papers: None

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Executive Briefing Paper

Date: 8 October 2007

Subject: Community Engagement Strategy

Briefing by: Director of Corporate Policy and Performance

Portfolio: Policy, Strategy and Finance

INTRODUCTION

1. The Government has been developing the concept of 'double devolution'. This refers to the Government's commitment to devolve to local government, on the understanding that Councils will seek to devolve to, and engage with, neighbourhoods and communities. This is a cornerstone of the Local Government White Paper – Strong and Prosperous Communities (October 2006).
2. In response to this proposal and at the request of the Executive, officers have developed the attached draft Community Engagement Strategy.

FAREHAM'S CURRENT POSITION

3. Fareham has always been a Council committed to providing good quality services to the local community and is proud of its achievements. This success has been built on a good relationship between elected members and the local community, based on a respect for the democratic process and a belief that the main role of a Councillor is to represent the views of the electorate in his or her ward.
4. The aim of the strategy is to build on the relationships, initiatives and structures that have already been put in place.

COMMUNITY ACTION TEAMS

5. At its meeting on 2 April 2007, the Executive agreed to the creation of Community Action Teams (CATs) in Fareham Town, Portchester, Crofton, Titchfield and the Western Wards for a two year pilot period. Initial meetings with agencies have been taking place in June/July and the CATs will be fully functioning from September 2007.

6. The main purpose of developing Community Action Teams is for local people to be more actively engaged in shaping the future of their communities, with more influence over local services and action and a greater capacity to tackle local issues for themselves.

THE STRATEGY

7. The creation of Community Action Teams is seen as being part of the wider Community Engagement Strategy. The attached draft strategy sets out current and potential methods of community engagement. This includes the introduction of a new structure for the Local Strategic Partnership; a new 'e-survey network'; a new approach to neighbourhood working; focusing more on 'hard to reach' groups such as young people; responding to the Government's new 'Community Call for Action' initiative; improving communication with the Business Community; and developing a 'menu of services' to enable customers to see the costs of individual services provided by the Borough Council.

FINANCIAL IMPLICATIONS

8. The Council has agreed to set up a central budget of £100,000 from capital resources to support neighbourhood initiatives. The revenue cost of developing CATs (£265,000 over two years) has also been approved.
9. No further additional expenditure is suggested in the draft strategy, at this stage.

RISK ASSESSMENT

10. A risk assessment is attached to this report as Appendix B.

CONCLUSION

11. Attached to this report is a draft Community Engagement Strategy for Fareham. The Executive is requested to consider and approve the strategy.

Reference papers: "Strong and Prosperous Communities" – The Local Government White Paper 26 October 2006.

APPENDIX A



FAREHAM BOROUGH
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COMMUNITY ENGAGEMENT STRATEGY

SEPTEMBER 2007

INTRODUCTION

We need to improve communication with the local community, providing more opportunities for residents to be actively engaged in shaping the future of their neighbourhoods, with more influence over local services and a greater capacity to tackle local issues for themselves.

Fareham has always been a Council committed to providing good quality services to the local community and is proud of its achievements. This success has been built on a good relationship between elected members and residents, based on a respect for the democratic process and a belief that the main role of a Councillor is to represent the views of the electorate in his or her ward. There is a need to build on this relationship. Customer expectations of public services continue to rise and there is a drive to improve engagement with residents at a neighbourhood level.

The Council has a strong tradition of public consultation. Since the year 2000 we have undertaken an annual residents' survey using a random sample of approximately 3,500 homes in the Borough. The average response rate is just over 25%.

These surveys have consistently demonstrated high levels of satisfaction with Council services. The annual residents' survey is supported by targeted consultation exercises on neighbourhood initiatives such as new play areas, skate parks, landscaping and traffic schemes. The Council has also established a 'Community COMPACT' to provide a framework for consultation with the local voluntary sector.

'Fareham Today', the Council's newsletter, remains the most popular source of information for local residents. The Council's website www.fareham.gov.uk also continues to attract a large and growing number of visitors. The most recent initiative to improve communication with our customers has been the introduction of a new Customer Service Centre, with the ultimate aim of dealing with 80% of customer enquiries at the first point of contact.

Despite this success there is still room for improvement. It should be noted that, as part of the annual residents' survey, the percentage of people who "feel able to influence Council decisions" is relatively low at approximately 19%. This matches a national trend and supports the Government's drive to improve levels of community engagement.

We are committed to further improving the level of engagement between the Council and the local community. We will achieve this by reviewing our methods of communicating with our customers, understanding their needs and providing them with up to date information on our performance. In particular, we will seek to engage with them at a more local level.

The purpose of this Strategy is to set out some priorities for improvement. It describes the current arrangements that we have in place to communicate with our customers; identifies what we would like to achieve in the future and explains how we will develop our approach over the next three years.

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1. WHERE ARE WE NOW?

1.1 Current Performance – Customer Satisfaction

For a number of years Fareham Borough Council has carried out an annual residents' survey with the main objective of establishing levels of satisfaction with Council services. In 2007, 4,000 randomly selected residents were invited to take part in the survey and 928 (23%) responded.

Results showed that 95% of respondents were satisfied that Fareham is a prosperous, safe and attractive place to live and work; 89% were satisfied with the way that the Council runs things and the overall service provided; 90% felt that they were able to contact the Council in a timely way, when they had to; 89% considered the Council to be welcoming; and 87% were satisfied with the way in which the Council dealt with their enquiries, the telephone being the preferred method of contact. These responses were consistent with the results of previous surveys and demonstrate strong levels of customer satisfaction.

However, there is room for improvement. The 2007 survey also showed that 35% of respondents felt that they did not have the opportunity to express their views on the development of facilities and services within the Borough; 40% stated that they did not feel well informed about local affairs; whilst only 21% felt that they were able to influence the Council in its decision making. This matches a national trend and indicates a need for the Council to further improve its approach to community engagement.

1.2 Current Performance – Access Channel Usage

The Council communicates with its customers in a number of different ways, and for many different reasons. We deal with an average of 550,000 enquiries a year; 10,500 a week. In 2005 we published an Access Channel Strategy which included an analysis of communication methods:-

Method	% of enquiries
Telephone	52%
Letter	26%
Face to face	21%
Web	1%

The Access Channel Strategy highlighted the need to move customers away from higher cost transactions (e.g. face to face meetings) to lower cost transactions (e.g. web based enquiries).

1.3 Customer Profile

The current population of the Borough is 108,500. The spread across age ranges is as follows:

0-4	5-14	15-29	30-44	45-64	65-74	75-84	85+
5.2%	12.2%	15.6%	21.3%	27.3%	9.9%	6.6%	2.2%

Compared to Hampshire as a whole, Fareham has a slightly older population than average. The ethnic origin of the population is mainly white (98.3%). The population has more than doubled over the last 50 years and will increase again if the proposed Strategic Development Area to the North of Fareham is approved.

The Borough covers approximately 74 square kilometres giving it a population density of 1,466 people per square kilometre (or 682 sq m per person). The average for Hampshire as a whole is 2,956 sq m per person.

In 2001 there were 43,577 households in the Borough, with an average of 2.4 people per household. 86% of households were owner-occupiers. Fareham has a high proportion of families, with 21.5% of households consisting of married couples with children. 4.6% of households are single parent families.

At any one time there are 5,000 households in receipt of Housing Benefit. The official unemployment rate is normally around 1%.

1.4 Democratic Structures

The Borough operates under a 'two tier' system of Local Government, with Hampshire County Council responsible for services such as education, social services and highways, whilst Fareham Borough Council concentrates on local services such as refuse collection, grass cutting, environmental health, leisure facilities and planning development control.

There are currently no Parish Councils in the Borough, nor has the Council pursued the model of area based committees. However, there are a number of established community and residents' associations.

1.5 Current Communication Methods

In addition to the annual household survey and the quarterly Fareham Today (already mentioned in the introduction to this Strategy) we currently use a number of other methods of communicating and engaging with our customers.

When we wish to draw attention to a new policy or initiative, media releases are prepared and sent as appropriate to local newspapers, radio and television.

From time to time we have made use of road shows and exhibitions to communicate and obtain feedback (e.g. prior to the launch of the Local Strategic Partnership). Displays have also been used in local libraries and shopping centres to draw attention to specific issues (e.g. plans for the regeneration of West Street).

When the Council has needed to consider a discretionary proposal, upon which public opinion is needed prior to implementation (e.g. the creation or removal of a children's play area) then it is normal practice to carry out various forms of local consultation on the specific issue. This has been achieved through postal or face to face questionnaires or public meetings.

All planning and licence applications are subject to public consultation. We also provide forty two Community Notice Boards throughout the Borough and these are used for public notices, advertising events and meetings or specific proposals of special interest.

The Council's website is comprehensive and up to date and is increasingly used as a means of obtaining information about Council services and for publicising events and opportunities.

We also employ Community Development Officers and an Economic Development Officer to promote and maintain engagement with local community groups and the business community.

1.6 Hard to Reach Groups

Certain groups of people within the community are sometimes considered to be 'hard to reach'. We would define such groups within the Borough of Fareham as black and ethnic minorities, disabled and young people. Fareham has developed a Community Inclusion Policy in order to make progress in terms of taking practical steps to engage more effectively with such groups.

Within Fareham Borough, less than 2% of the population are from black and ethnic minority communities. However this still represents a significant number of individuals (approx 2000), with whom it may be difficult to engage.

Disabled people are currently consulted with through organisations to which they belong. However, we recognise that we need to engage with a wider range of disabled people in the future if we wish to design our services to meet their needs.

In order to engage with young people, we have established the Fareham Youth Council.

1.7 Role of Councillors

Our Councillors are important in all elements of community engagement. They help to highlight local concerns and priorities and provide a 'bridge' between the community and the Council.

As well as being the Council's main ambassadors in terms of day to day community engagement, many Councillors are also active in their wards, attending Residents' and Community Association meetings, holding local surgeries and responding to residents' concerns by telephone, letter and e-mail. They also produce local newsletters.

1.8 Partnerships

We have developed some good examples of partnership working over the past five years, particularly in areas such as Community Safety and Health Promotion. Fareham's Local Strategic Partnership (networkfareham) - has also brought together the public, private, community and voluntary sectors in Fareham in order to jointly improve Fareham's economic, social and environmental conditions.

We are also committed to the Hampshire COMPACT. This is a partnership agreement between the voluntary, community and public sectors in Hampshire. It is a jointly agreed framework of principles to guide future consultation exercises between the sectors.

1.9 Local Development Framework (LDF)

Fareham Borough Council is responsible for turning its vision for the Borough into the Local Development Framework - a series of local development documents or plans, to guide and shape development over the next 15-20 years. The LDF is made up of a number of different documents which will set out the vision, objectives and policies that will encourage and control development and protect land within the Borough.

As part of the LDF the Council has developed a Statement of Community Involvement which sets out how it can effectively involve residents, groups, organisations, businesses and other representatives and individuals within the community in the preparation of the various different documents that make up the LDF.

1.10 Local Government White Paper

On 26 October 2006, the Secretary of State for Communities and Local Government presented a White Paper to Parliament, entitled 'Strong and Prosperous Communities'. The paper stated that people no longer accept the 'one size fits all' service model. They want choice over the services they receive from their local Council, influence over those who provide them, and higher service standards.

Local authorities therefore need to involve and consult service users more fully and provide better information about standards in their local area. People will soon be able to turn to their local Councillor to demand an answer to their questions through a new Community Call for Action initiative.

The White Paper sees Councillors as champions for the local community, able to speak out on all issues affecting their local area and able to resolve issues on the ground or demand a formal response through the scrutiny process.

The White Paper envisages stronger local leadership, greater resident participation in decisions and an enhanced role for community groups.

2. WHERE DO WE WANT TO BE?

2.1 Customer Satisfaction

Over the next three years we will seek to improve levels of customer satisfaction in the following areas:-

- The opportunity to express views on the development of facilities and services in the Borough – target 68% by 2009
- The ability to influence Council decisions – target 25% by 2009
- Feeling well informed about local affairs – target 70% by 2009

Performance will be measured through questions in the annual residents' survey.

2.2 Access Channels

We will also seek to move customers to lower cost transactions. The following table shows the targets that are considered to be achievable by 2010.

Access Channel	% of enquiries	
	2005	2010
Telephone	52	52
Letter	26	21
Face to face	21	17
Web (and e-mail)	1	10

2.3 Informed Decision Making

We will seek to demonstrate more community input at a neighbourhood level and when taking major decisions – particularly in helping to identify future spending priorities.

2.4 Hard to Reach Groups

We will improve our approach, and target consultation at hard to reach groups, with the objective of ensuring that the views from all parts of the local community are sought and obtained.

2.5 Partnership

We will seek to avoid 'consultation fatigue' by planning initiatives with our key partners on the Local Strategic Partnership, and sharing existing and new communication initiatives. By avoiding duplication, the Council can demonstrate to its residents that the public sector is working together for the good of the Borough.

HOW ARE WE GOING TO GET THERE?

3.1 Develop Existing Methods of Communication

It is not proposed to stop any of the current methods of communication/consultation but to continue to refine and develop them over the next three years:-

- The current response rate on the annual residents' survey is approximately 25% and we should seek to increase this to 30% by 2010.
- The Council's website will continue to evolve to meet our customers' needs and we will aim to be awarded T (transactional) status by 2008. We have recently purchased software which will enable e-consultation exercises via the website.
- The four editions of Fareham Today are very popular and we will investigate the feasibility of increasing this to six editions per year.

3.2 Improved Partnership Working

Fareham's Local Strategic Partnership (LSP) is currently being reconfigured to comprise an Executive Board with representatives drawn from the Borough Council, the County Council and a number of key thematic partnerships. The partnerships will cover the following areas - Community Safety, Health and Well-being, Planning and Environment, Community Engagement, Children and Young People and Economic Development.

The purpose of the Community Engagement Partnership will be to engage with the local community, voluntary and hard to reach groups ensuring that a consistent approach is taken by all agencies involved in the LSP. It will seek to avoid duplication and 'consultation fatigue' and will aim to empower local people to have a greater voice and influence over decision making and the delivery of services. The main focus of the Partnership will be to develop a joint approach to consultation and communication.

3.3 E Survey Network

It is proposed that the Community Engagement Partnership establishes and maintains an 'e survey network' for the Borough, to be used by all members of the LSP.

The e network would consist of a large group of local residents who are surveyed on a regular basis on a range of issues. Membership of the network would be refreshed periodically (about a third of the network should be replaced each year), to ensure that a wide range of residents are provided with the opportunity to contribute their views.

Local residents would be selected at random from the electoral register and would be sent a recruitment questionnaire, inviting them to take part. In Fareham's case, it would be appropriate to recruit approximately 1,000 people. The network would need to include residents from all backgrounds and aim to reflect the diversity of the area in terms of age, gender, ethnicity and disability.

Access to a computer, and the internet, would be an essential requirement for all participants. It is recognised that this would exclude some people but the e survey network would be one of a number of consultation tools available and those without a computer would have alternative options for putting forward their views. It should be noted that the 2006 Annual Residents' Survey demonstrated that 74% of respondents had access to the internet.

Members of the e survey network would normally be asked to answer approximately four electronic questionnaires per year. In Fareham's case this would include a variety of topics put forward by the Local Strategic Partnership. The Borough Council's Communications Team has the capacity to manage and maintain such a network on behalf of the LSP – on the assumption that all surveys are handled electronically.

3.4 Neighbourhood Working

The Council has decided to create five neighbourhood fora, based on the areas listed below, on a two year trial basis, commencing in September 2007. The fora will be known as Community Action Teams (CATs):-

Fareham Borough Council (Wards)	Proposed Neighbourhoods
Portchester East	Portchester
Portchester West	
Stubbington	Crofton
Hill Head	
Titchfield	Titchfield
Titchfield Common	
Warsash	Western Wards
Locks Heath	
Sarisbury	
Park Gate	
Fareham East	Fareham Town
Fareham North	
Fareham North-West	
Fareham West	
Fareham South	

The main purpose of the CATs initiative is for local people to be more actively engaged in shaping the future of their communities, with more influence over local services and action and a greater capacity to tackle local issues for themselves.

They should also encourage local people to talk to each other, discuss shared issues and differences and find solutions. By doing so, it is hoped that a greater sense of belonging, respect and social responsibility will be encouraged.

In particular, the creation of CATs will offer the opportunity to:-

- strengthen the power of local Councillors to act as advocates and leaders of the communities that they represent;
- provide information of interest, relevance and importance to local communities, hear residents' views and provide feedback on issues raised at previous meetings;
- permit local communities to bid for extra funding to be used on specific projects in their area;
- enable specific issues of local concern to be raised with the appropriate people; and
- develop the communication channels between the Local Strategic Partnership (LSP), the Council and each Community Action Team.

CAT meetings will take place at least once a quarter. They will be coordinated by a Community Engagement Team employed by the Borough Council but will be attended by other LSP partners such as the Police and the Primary Care Trust. The meetings will be held in local community venues e.g. community centres, village halls, schools or church halls.

3.5 Customer Access Channels

The Council's aim is to move residents from reliance on face to face enquiries and letter writing to greater use of the telephone and ultimately to a higher volume usage of the Council's website.

In order to achieve this, we will undertake a marketing campaign targeted at those customers visiting the Civic Offices suggesting that we could have dealt with their enquiry over the telephone and that they could have avoided the journey.

We will measure the success of this campaign and, at a later date, will initiate a further exercise targeted at those customers contacting us by telephone. Depending on the nature of their enquiry, we will encourage them to visit the Council's website in the future.

3.6 Hard to Reach Groups

The Fareham Youth Council has already achieved some success in engaging with, supporting and developing local young people. However, more could be done to develop the role of the Youth Council and draw in more young people.

The Youth Council is supported jointly by FBC and Hampshire County Youth Service. With the support of Officers from both organisations, the Youth Council members are organising the Fareham Youth Conference in October 2007. One of the purposes of the conference is to recruit more members from Fareham's younger population, to strengthen the Youth Council and promote its purpose across Fareham.

The aim of the Youth Council is to encourage young people to become confident and active young citizens, through playing a full and important part in their local community. By investigating options for improving services or issues of concern, or actively promoting matters which affect them, they make a very valued and important contribution to the communities across Fareham.

The Community Inclusion Strategy has identified the need to develop and implement a new communication and consultation strategy to ensure that the council uses effective methods to inform, engage and consult all sections of the community.

This will include the creation of steering groups for each of the main equality strands, including race, disability and gender. The role of the groups will be to help shape the Council's services and policies with specific reference to the needs of the community, by acting as a reference group to consult and seek feedback when designing a new service or changing existing services.

3.7 “Community Call for Action”

The Government is currently developing the concept of a “Community Call for Action” which would empower residents, through their ward Councillors, to demand action on local issues. Where a Councillor, as a result of information received from residents, becomes aware of an issue which is causing concern to the neighbourhood, they should be able to trigger a response from the service providers within the Council. Service providers will be obliged to consider the matter raised and state what action they will take, or explain their reasons for non action if they decide not to act.

We await guidance from the Government on this scheme and, when implemented, would anticipate that this initiative would link closely with the CATs scheme. It is likely that any ‘Community Call for Action’ from a ward Councillor would first be examined by the Scrutiny Board before the request, and suggested response, is presented to Executive members. This has the potential to strengthen the role of the Scrutiny Board, as its work would increasingly be focused on issues of concern raised by the residents of Fareham.

3.8 Business Community

One of the new partnerships reporting to the reconfigured LSP will be an Economic Development Partnership. Its purpose will be to engage with the Fareham business community and ensure that its interests, concerns and needs are represented across the LSP, contributing to the Sustainable Community Strategy and influencing other relevant economic strategies for the area. This new Partnership offers a real opportunity for improved dialogue with the local business community.

Other methods of developing engagement with the business community will be considered. Support for business forums is being actively pursued and the model of the recently formed Segensworth Business Forum (SBF), whereby the SBF has co-opted Council officers onto its steering group, may uncover methods that can be applied elsewhere.

3.9 A Menu of Services

The White Paper, entitled 'Strong and Prosperous Communities', states that local authorities will need to involve and consult service users more fully and provide better information about standards in their local area.

With this in mind, it is proposed to produce a 'menu of services' provided by the Borough Council with an indication of how much each service costs as a proportion of the Council Tax. The menu would also include details on the standards of service that customers should receive.

Hopefully this exercise will help customers to appreciate the relatively low cost of our services. Such a menu will also enable us to ask customers if we have the balance right and help us to identify high and low priority spending areas.

3.9 Resources

The Executive has agreed a major new funding stream of £265,000 over two years to expand the Community Development Team by 2.5 officers to establish and maintain the Community Action Team initiative. In addition, it has set aside a fund of £100,000 to be spent on neighbourhood initiatives, which will be topped up as necessary.

All other initiatives identified above can be funded from existing budgets.

END

Footnote:-This Community Engagement Strategy supersedes the former Communications Strategy, the Customer Access Channel Strategy and the Consultation Strategy

APPENDIX B**RISK ASSESSMENT**

Impact	Description	Potential Risks	Comments	Potential Opportunities	Comments
CORPORATE OBJECTIVES	Implications in relation to: <ul style="list-style-type: none"> • achieving Corporate Objectives and Priorities • Corporate Governance Responsibilities 	No significant risks		To provide further opportunities for community engagement in line with corporate objectives and Government guidelines.	
PARTNERSHIPS	Implications for any existing partnership arrangements Risks or opportunities for new partnerships	No significant risks		Further opportunities for inter agency working.	
FINANCIAL	Implications in relation to: <ul style="list-style-type: none"> • Budget Constraints • Funding • Contractual Obligations or Penalties • Use of Land or Assets 	This proposal can be met within existing budget limits.		No significant opportunities	
LEGAL	Implications in relation to: <ul style="list-style-type: none"> • Statutory or discretionary powers • National Legislation (e.g. Human Rights, Equal Opportunities, Race equality etc) • Failing to comply with legislative requirements of service • Potential litigation action 	No significant risks		No significant opportunities	
PERSONNEL	Implications in relation to: <ul style="list-style-type: none"> • Organisational change • Employee policies and conditions • Skill availability • Training and Development 	No significant risks.		Opportunity to develop skills and experience in relation to community working.	

Impact	Description	Potential Risks	Comments	Potential Opportunities	Comments
SERVICE	Implications in relation to: <ul style="list-style-type: none"> • performance targets • the operation of the service • the need for Change Management • Competitive advantage of the service • Technological impacts • Innovation • The needs of residents, businesses or visitors to the Borough • Social inclusion 	Potential risk of disappointment through aspirations that cannot be quickly or realistically achieved.		Development of Service Plans with the benefit of increased neighbourhood input.	
HEALTH & SAFETY	Implications for the Health & Safety of the Public, Employees or Members	No significant risks.		No significant opportunities.	
CRIME & DISORDER	Implications in relation to: <ul style="list-style-type: none"> • Council's Section 17 Obligations • Community Safety 	No significant risks.		Opportunity to liaise with the Police and engage with local people on community safety issues and concerns.	
ENVIRONMENTAL	Implications in relation to: <ul style="list-style-type: none"> • Sustainability • Public Health • Physical risks 	No significant risks.		Opportunity to improve the appearance of local areas through the neighbourhood fund.	