North Norfolk District Council Community Engagement Strategy 2022- 2024

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Introduction

Background

The Council's Corporate Plan sets out the Council's priorities. Customer Focus is one of the Council's six priorities. The Council recognises that key to putting residents and customers at the heart of all it does and to improve access to services is through stronger community engagement.

The Council wants to ensure that people feel well informed about local issues, have opportunities to get involved, influence local decision making, shape their area and allow us to continue to improve services they receive.

Community engagement is a powerful tool that can provide invaluable information and help to build confidence within communities but only if conducted in a meaningful manner; engagement must always have a purpose and we must be able to demonstrate the impact the responses have had on our decision making.

The Purpose of the Community Engagement Strategy

This Community Engagement Strategy sets out what we mean by engagement, why we are committed to engaging and provides a consistent, corporate and agreed approach to how we engage and use the outcomes to inform our policies, strategies, procedures, service delivery and work with partner organisations.

This strategy seeks to build on the good practices that already exist within the Council; we have provided examples of how we have started to go about this – look out for the boxes throughout the strategy.

Community Engagement helps the Council to understand different views within our communities. Ensuring that the needs of groups or areas that are harder to reach or do not traditionally engage with us are not overlooked is really important; identifying and understanding the barriers that might be stopping certain voices being heard and ultimately increase the number and diversity of people who engage with the Council.

We also need to use the most appropriate engagement techniques, so we get meaningful and appropriate responses. This will help the Council to make better decisions and meet the needs of our communities and is essential for the effective delivery of our corporate priorities.

Services will be expected to consider and apply this strategy when undertaking service-specific consultation and engagement exercises and apply the principles when they work with residents, communities and customers.

Links to Other Strategies and Policies

The Community Engagement Strategy has or will link to the majority of other Council strategies and policies; it will provide a consistent, corporate and agreed approach to how we engage and use the outcomes to inform our policy and strategy development and reviews.

Context of the Community Engagement Strategy

The Local Government and Public Involvement in Health Act 2007 introduced a duty on local authorities to involve, inform and consult representatives of local persons where it is appropriate and lawful to do so. The duty came into effect from April 2009.

The "Localism" agenda (The Localism Act 2011) set out in national government policy placed new and greater emphasis on the importance of effective community engagement and the role of local people in decision-making and neighbourhood planning.

The strategy does not replace any statutory or formal consultation processes that we currently undertake, for example in relation to planning, licensing or any appeals processes.

The council is also committed to working with partners where it benefits local communities because 'joined up' engagement can help both the public and the council to address local problems that cut across agencies.

Developing the Community Engagement Strategy

We have developed the Community Engagement Strategy from:

1. The Council's Corporate Plan Objectives, which provide a 'framework' of priority areas.
2. Analysis of Community Engagement Strategies from around the UK to identify examples of best practice.
3. Consultation with a wide range of stakeholders.

The Council already undertakes a wide range of engagement activity. This 'business as usual' activity and existing projects do not form part of the strategy. However, we provide examples relevant to each level of engagement of this activity in this report to:

- Reassure stakeholders that Community Engagement is widely used within the Council
- Provide opportunity for those good examples to be sources of good practice for other Services who are undertaking new engagement activities.

The Corporate Plan

Community Engagement is clearly identified, as a priority for the Council, under the Customer Service theme within the Corporate Plan, however, other community engagement activities are identified under most of the Corporate Plan priorities.

nndc-corporate-plan-2019-to-2023.pdf (north-norfolk.gov.uk)

The Corporate Plan provides the framework for the Community Engagement Strategy. The actions identified within the Delivery Plan, which relate to community engagement, are identified within the Community Engagement Action Plan.

Consultation with Stakeholders

Key elements of the Community Engagement Strategy is divided into four themes and these formed the basis of engagement with stakeholders:

- What we define as Community

- The five-element model that we have chosen

- The approach to each of those five elements

- How we will ensure transparency in our engagement activities.

In March 2022 we shared these themes at a Town and Parish Forum followed by further engagement on the proposed strategy.

Overview and Scrutiny Committee pre- scrutiny in May 2022

Consultation with key internal and external stakeholders in Autumn 2022

The Benefits of Community Engagement

Local and national evidence demonstrate there are benefits to both the Council and the community when engagement activities are delivered well.

Community engagement helps the Council to:

- better understand and respond to the needs of our communities
- hear the voices of as many communities as possible
- be more accountable to our communities
- plan and deliver better services
- make more efficient use of public resources
- take transparent decisions based on strong evidence
- build strong and positive relationships within and between local communities
- test out ideas and explore emerging issues
- measure the performance of the Council in delivering services

The local community will:

- have a greater say and choice in the design and delivery of local services
- develop new skills and expertise
- become better informed about the Council's work

Engagement should occur in a systematic way that is integral to everyday working practices.

Improved engagement with our communities and with individuals has been shown to increase involvement with the local democratic process and is likely to result in a higher level of turnout in local elections.

What do we mean by Community?

Communities can mean different things to different people and there are many different groups that make up a living 'community'. Communities may define themselves and definitions do change, people can belong to more than one community and communities themselves are often very diverse. Understanding how the community is defined is key to planning and delivering effective engagement.

Community of place or neighbourhood: A community linked to a particular geographical location such as a ward, village, market town or a location within a town. This location will usually have physical boundaries although they are not always obvious to people who do not live there. These communities may have similar concerns about issues that affect their local area.

> The North Walsham Heritage Action Zone development has been supported by a local Board, which has included a wide range of stakeholders.

Community of interest: A group of people with a shared interest or experience. A community of interest includes service users (e.g., car park users) as well as people interested in a particular issue (e.g.. climate change). Each of these communities of interest may require a different way to engage or be engaged.

> We run an Environment Forum to understand the views of those who with a particular interest in Climate Change issues and net carbon zero.

Community of identity: A community that is defined by how people identify themselves or how they are identified by society, usually by demographic characteristics (e.g., young people, older people, disabled people, faith groups, black and minority ethnic people, lesbian, gay, bisexual and transgender people).

> We are setting up a Youth Council so that the views of young people are fully heard when planning our services.

It is important to link this strategy with the Council's Equality, Diversity and Inclusion Policy.

Generally, people do not associate themselves to just one community, but to several different communities at any one time. This can relate to where they live, work and their interests. It is important to let people define for themselves which communities they wish to be identified with.

The Council recognises that each community will have different needs and wants that need to be balanced and prioritised in the delivery of services and initiatives.

The Council also recognises the growth in on-line communities.

How we will undertake Community Engagement

General Principles

When we undertake community engagement we will:

- consider the most appropriate type of engagement for each circumstance, the type and scale of engagement will be appropriate to the potential impacts of the proposal
- ensure that the consultation captures the full range of stakeholders affected
- take into account particular needs and work to overcome barriers to participation so that everyone that wants to can participate in the engagement activity
- where possible we will use the technology to support and enable the engagement process to be as effective as possible
- be open and transparent about the aims of community engagement activity and what stage of development the policy or proposal has reached
- coordinate community engagement activities internally and with partners where required, to avoid duplication and consultation fatigue
- ensure that community engagement activities are realistic and that expectations are not raised unnecessarily or unrealistically
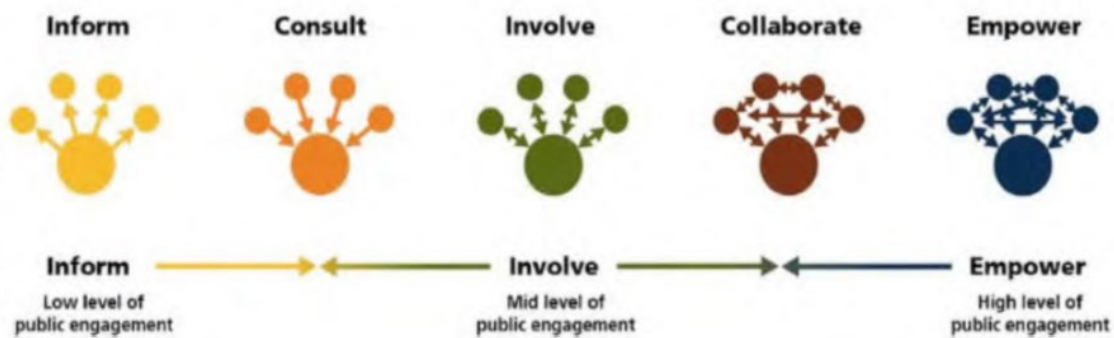
Levels of Engagement

Community engagement is about giving people the confidence that the services the Council provide are well thought through and balance the needs of local communities. It should provide the skills and power so they can get involved, shape and influence the planning, development and delivery of services.

Delivering engagement activities can take many different forms and the level of involvement can vary greatly. Every type of involvement is important in the community engagement process and different methods will be used depending on the activity and circumstances.

We have chosen to use a model for communtiy engagemenmt that has five elements as shown below.

Community Engagement is a spectrum from communication and providing information to empowering communities to do things for themselves. Which level of engagement the Council chooses will be based on a range of factors and needs to be appropriate to the issue or activity, considers the needs of those being engaged and takes account of local circumstances.

We want communities to have confidence in the community engagement process so they can see their contribution is valuable.

Whilst we want to make sure we involve our communities as much as possible we need to make sure that we choose the right level for the particular circumstances or activity.

What does each element of our model mean in practice?

Inform

Where there is no ability to influence the decision then we will say so and make sure we fully inform our communities of this.

Goal	Approach
To provide balanced and objective information to assist understanding about something that is going to happen or has happened.	We will keep you informed about a decision or direction.

When we engage through the **inform** route we will:
- provide information in an easily understandable format, using plain language and clarifying the key issues
- provide this in a variety of ways that are easily accessible to everyone in the community
- highlight where to find further information (e.g., websites, helpline numbers, leaflets) so you can decide what and how much information you wish to acquire
- be honest where decisions are non-negotiable.

Our website (www.north-norfolk.gov.uk) is our primary source of outward facing information but we supplement this with a range of other information sources such as social media, information signs etc

Consult

Goal	Approach
Two-way interactions to obtain feedback on ideas, alternatives and proposals to inform our decision making.	We will explore options and opportunities and seek to understand your concerns or preferences.

When we consult we will;
- only use consultation processes when there is a real opportunity for people to influence and change decisions and services

- ensure that the objectives of any consultation are clear e.g., to gather new ideas or test options
- begin consultation early in policy development when the policy is still under consideration and views can genuinely be taken into account
- make sure that timeframes for consultation are appropriate to the nature and impact of the proposal
- be clear about what aspects of the policy or proposal being consulted on are open to change and what decisions have already been taken
- make sufficient information available to stakeholders to enable them to make informed comments.

> The Council consults residents on an annual basis in advance of setting the Council Tax and budget for the year ahead. The Council for 2023/24 sought the views of residents on whether the district element of Council Tax should be frozen or increased by £5 per year and whether any additional income should be used to support residents with the cost of living crisis and hardship.

Involve

Goal	Approach
Participatory process to ensure people's concerns and aspirations are consistently understood and considered.	We will involve you in the process so your ideas, concerns and aspirations are directly reflected in the alternatives or final decisions.

When we involve you we will:
- give genuine influence over decision-making and service delivery
- say how the results will be used, so that everyone understands how their involvement will influence the final decision.

> The Council has pledged to plant 110,000 trees in response to having declared a climate emergency. All residents, businesses, charities, organisations and community groups are being given the opportunity to plant trees on their own land with trees being provided directly or through tree giveaway events.

Collaborate

Goal	Approach
Working together to develop a shared understanding of all issues and to work out alternatives and a preferred solution for joint decision making.	We will collaborate with you, so your advice, innovation and recommendations are included in the final decision that we make together.

When we collaborate we will:
- encourage direct participation in decision-making
- work with you to co-design or commission services.

> The Council is working with affected communities to develop adaptive responses to coastal change through the Coastal Transition Accelerator Programme. The pilot programme is seeking to develop an approach which has embedded community engagement and empowerment approaches which can be held up as good practice nationally.

Empower

Goal	Approach
Working together to identify and agree solutions which the community are able to deliver for themselves.	We will empower you to develop solutions for your communities and deliver these for yourselves.

When we empower we will:
- encourage aspects of services to be delivered directly by the users of those services
- work with you to identify clearly what can be delivered by the community themselves
- identify the support needed to enable the successful delivery of the solutions.

> Flood Warden Teams – there are 17 local flood warden teams serving the communities at risk of flooding along our coastline and around the rivers and broads. These teams are empowered to develop warning and informing plans for their own area.

Ensuring transparency

During community engagement activity we will:
- ensure that information obtained from community engagement activities is honestly interpreted, and enable participants to be part of the analysis process if relevant and they wish to
- have clear processes to feedback on community engagement activity and outcomes and give reasons if unable to deliver on expectations in a timely and appropriate manner
- publish consultation responses, including number of responses, and how they have been used within 12 weeks of the end of the consultation. If this is not possible, we will explain why
- use the information from our engagement activities, alongside other evidence, to inform the design and delivery of effective and efficient services, within our current financial constraints.

Measuring our Engagement

It is important to understand how we are doing when it comes to evaluating the success of this strategy. We will use a variety of methods to measure this including:
- perceptions of residents who feel that the Council involves local residents in its decision making
- use data to assess whether engagement with the Council has increased i.e., website
- publishing a summary of feedback received and our response to it
- show evidence of how the results have been used to influence final decisions
- report performance on consultation and engagement activities regularly to members

List of Appendices:

Appendix 1.

Community Engagement Strategy Action Plan

1. Inform					
Action	**Reasoning**	**Responsibility**	**Resources**	**Timescale**	**Outcomes/measures**
1.1 Publication of key Corporate Documents/ Strategies and Policies which detail the Council's priorities and key actions to be taken over the short to medium term with clear review dates and processes to remove documents that are no longer relevant and latest date of review/version control	to keep residents and communities informed and up to date on the priorities and work of the Council	Council Leadership Team, Management Team and Service Managers, Web Team	officer time	review website content by Jan 2023

update and review on a monthly basis - ongoing | increased engagement and feedback and increased satisfaction with the Council, fewer complaints and participation in local democracy |
| **1.2 Publication of key information in accessible formats relating to the delivery of the Council's services including opening times, access out of** | to keep residents and communities informed on the work of the Council and its services | Council Leadership Team, Management Team and Service Managers, Web Team | officer time | review website content by Jan 2023

update and review on a | increased engagement and feedback and increased satisfaction with the Council, fewer complaints |

office hours, complaints processes and service standards with clear review dates and processes to remove documents that are no longer relevant and latest date of review/version control				monthly basis - ongoing	
Action	**Reasoning**	**Responsibility**	**Resources**	**Timescale**	**Outcomes/measures**
1.3 Development of a range of ways of providing relevant updates/news to residents including the Council's website, social media channels and written format to those who do not have access to the internet or prefer news to be in more traditional format	to keep residents and communities informed on the work of the Council and its services	Council Leadership Team, Management Team and Service Managers, Web Team	officer time	Outlook editions Jun 2022 and Nov 2022 review website content by Jan 2023 update and review on a monthly basis - ongoing	increased engagement and feedback and increased satisfaction with the Council, fewer complaints, increased following on social media platforms, reduced distribution of written format material but targeted at those that want it

Action	Reasoning	Responsibility	Resources	Timescale	Outcomes/measures
1.4 Use targeted and engaging campaigns to inform and influence residents and communities to support and help to deliver against the priorities of the Council including behaviour change, building of community resilience and developing social capital	to keep residents and communities informed on the work of the Council and its services and to influence actions and behaviours of residents and communities	Service Managers, Web Team	officer time	ongoing and part of annual review of engagement activity	increased engagement and feedback, evaluation of the effectiveness of campaigns
1.5 Develop positive relationships with key external media and community influencers to increase the flow of balanced and positive messages to residents and communities	to keep residents and communities informed on the work of the Council and its services and to influence actions and behaviours of residents and communities	Council Leadership Team, Management Team, Communications Team	officer time	ongoing and part of annual review of engagement activity	improved relationship with key external media, evidence of balanced and positive media coverage
1.6 Develop real time updates on outcomes of Council meetings and key decisions to increase engagement	to keep residents and communities informed and up to date on the priorities and work of the Council	Council Leadership Team, Communications Team	officer time	review opportunities to promote messages after key	increased engagement and feedback and increased satisfaction with the Council,

Action	Reasoning	Responsibility	Resources	Timescale	Outcomes/measures
in the democratic process				Council meetings – ongoing	fewer complaints and participation in local democracy
2. Consult					
Action	**Reasoning**	**Responsibility**	**Resources**	**Timescale**	**Outcomes/measures**
2.1 Development of consistent customer satisfaction/feedback surveys across all customer contact channels	Improving the customer experience in line with the Customer Service Strategy, tailored to the service area and customer contact/transaction type. C3 will enable the capture of data which can be used to shape our services	Customer Services	supported by Service Managers and supported by C3 (customer relationship management system)	software development commences Sep 22 and due to be completed by Oct 2022	Measurement of levels of customer satisfaction pre and post service developments and in relation to other factors including increase in demand/cost of living/recession to track changes in levels of satisfaction and enable changes to positively improve levels of satisfaction
2.2 Undertake a residents survey based on the six key themes contained in the Local Government Association approach to resident satisfaction 'are you being served?	to help drive service delivery improvements and compare performance against other Councils against these measures	Management Team, Communications Team, IT and Web Team, Peoples Services to engage with harder to reach residents and communities	officer time, Outlook content, supported by online consultation/feedback portal	survey Nov/Dec 2022 collation of results Jan 2023	Measurement of • Satisfaction with the local area • Satisfaction with the way the Council runs things • Trust in the Council • Responsiveness of the Council • How informed residents feel • Perception of the value of money the Council provides Ability to compare performance against other Councils and

Action	Reasoning	Responsibility	Resources	Timescale	Outcomes/measures
					provide a benchmark for future surveys
2.3 Undertake a Quality of Life Survey	to understand the issues people face and to identify ways in which the Council and its partners can help those in all communities to access the things that they need to inform the future development of the Quality of Life Strategy and Action Plan	Management Team, Communications Team, IT and Web Team, Peoples Services to engage with harder to reach residents and communities	officer time, Outlook content, supported by online consultation/feedback portal	survey Nov/Dec 2022 collation of results Jan 2023	Measurement of quality of life indicators Ability to compare performance against other Councils and provide a benchmark for future surveys
2.4 Continue to support the Town and Parish Council Forum	to strengthen relationships between the tiers of councils to support local democracy, share information and community views and perspectives on local issues and inform policy development	Democratic Services	officer time and supported by Council Leadership Team, Management Team, and Service Managers	May 2021 - ongoing	number of forum meetings held per year, level of attendance from Town and Parish Councils, the breadth of the issues discussed and the feedback from all parties on the value of the meetings as evidence of the strengthened relationship

3. Involve					
Action	**Reasoning**	**Responsibility**	**Resources**	**Timescale**	**Outcomes/measures**
3.1 To establish a district Youth Council	To facilitate collaboration between young residents of the District and the Council, enabling them to share their views on key issues and feed into the Council's decision making processes – as well as working in collaboration with other Community Forums and local partnerships with support from the Council	Democratic Services	The Youth Council will be supported by the Democratic Services team with input and guidance from the British Youth Council (BYC)	approval from Cabinet to establish a Youth Council in Mar 2022 steering group to be established September 2022 and the main Youth Council commencing November 2022 - ongoing	Number of reports and updates by the Youth Council to NNDC committees Decisions taken by NNDC members to in response to recommendations from the YC Attendance by YC members at YC meetings and NNDC meetings
3.2 To engage with residents and communities to build an audience for the content shared on the Council's social media platforms	to keep residents and communities informed on the work of the Council and its services, to encourage dialogue and exchange of ideas and to influence actions and behaviours of residents and communities	Communications Team	officer time	ongoing	increase in hits to content on the Council's shared media platforms and evidence that this is positively influencing our residents and communities

Action	Reasoning	Responsibility	Resources	Timescale	Outcomes/measures
3.3 To engage with the residents and communities of North Norfolk at a grass roots level through the Community Connector Service	to support residents to engage in positive activities to improve their health and wellbeing, build individual and community resilience and develop social capital	Community Connector Service	officer time, partnership resources (including Covid Recovery Grant and COMF), Supporting Communities Fund	Jun 2022 – whilst funding is in place for the service (currently Mar 2023)	mapping of services and identification in gaps, increase in engagement activity, feedback from residents and communities, feedback from partners and VCSE, increase in volunteering
3.4 Continued support to community Flood Wardens	To enable communities to provide an immediate and on the ground response to severe weather incidents and flooding and mitigate the impact of such events protecting life and property	Civil Contingencies and Community Resilience	officer time	ongoing	liaison with Town and Parish Councils to ensure that Flood Wardens are in place and that replacement Flood Wardens can be recruited as necessary, involvement of Flood Wardens in training to respond to severe weather incidents, establishment of effective communication networks in vulnerable communities
3.5 To continue to deliver the successful annual Greenbuild event	Increase awareness of residents and communities of ways to adopt sustainable living practices Greenbuild has developed a reputation as a landmark event in the Council's engagement calendar	Climate and Environmental Policy Team	officer time and Greenbuild budget, sponsorship	Sep 2022	engagement linked to the event, including attendance at Greenbuild and the linked programme of events hosted via the Council's social media platforms, feedback from participants

Action	Reasoning	Responsibility	Resources	Timescale	Outcomes/measures
3.6 To continue to work with local community groups to deliver against the Council's pledge to plant 110,000 trees	increased engagement with local community groups, schools and town and parish councils to increase awareness of the Climate Emergency and supporting local action to mitigate the impact of Carbon emissions	Climate and Environmental Policy Team	officer time, partner resources, community effort, sponsorship	tree planting season 2022/23	number of trees planted against the Council target, number of residents/community groups involved in supporting the project, value of carbon offsetting and contribution to net zero target
3.7 To continue to deliver the North Walsham Heritage Action Zone project	Supporting residents and businesses in North Walsham to celebrate the cultural and historic significance of the town with the aim of enhancing its economic and cultural vitality, including town centre public realm improvement works and restoration of a listed building for community use. North Walsham Visioning Report to support the town to capitalise on the regeneration activity being delivered within the town.	Economic Growth	officer time, North Walsham Cultural Consortium partnership resources including schools and colleges and funding, Building Improvement Grants from Historic England	ongoing to Mar 2024 Visioning Report Jan 2023	evaluation of the impact of the project on community engagement and involvement in the town and an estimate of the added social capital delivery of events celebrating local pride in the town

4. Collaboration					
Action	**Reasoning**	**Responsibility**	**Resources**	**Timescale**	**Outcomes/measures**
4.1 Continue to support and develop the North Norfolk Domestic Abuse Forum	to provide support to survivor victims of domestic abuse (DA) and an engagement opportunity for victims to influence service provision to bring together partner agencies to improve service provision	Domestic Abuse Member Champion	officer support from Democratic Services and People Services	ongoing	development of the forum, feedback from members, recognition that services for those at risk of DA and victim survivors is improving and tolerance of DA and violence against women and girls is reducing
4.2 Develop co-production approaches to the development of services for vulnerable and harder to reach groups and then roll out to all	to develop personalised approaches to service delivery to resolve complex issues to improve outcomes for service users	Housing Options	officer support, partnership resources linked to the No Homelessness in Norfolk partnership strategy, training for officers, partners and participating service users	Jul 2022 ongoing	training undertaken, evidence of collaboration engagement activity, evidence of changes made to how services are delivered, feedback from service users
4.3 Deliver the Coastal Transition Accelerator Programme (CTAP)	work with affected communities to develop adaptive responses to coastal change and resilience, develop and deliver Coastal Transition Plans and associated	Coast Team	officer support, Norfolk Coastal Forum, National Regional Flood and Coast Committees, Environment Agency Flood and Coast Resilient Innovation Programme, community	Jul 2022 to Mar 2027	stakeholder mapping undertaken, engagement strategy developed, outline business case submitted to DEFRA for second phase funding, stakeholder collaboration activity undertaken and evaluated, evidence of

Action	Reasoning	Responsibility	Resources	Timescale	Outcomes/measures
	projects and embed into wider individual, community and partnership activities and operations		effort, support from DEFRA, funding from the Coastal Transition Accelerator Programme, East Riding of Yorkshire Council		embedded community engagement and empowerment approaches which can be held up as good practice nationally, development of resources which can be reused and shared
5. Empower					
Action	**Reasoning**	**Responsibility**	**Resources**	**Timescale**	**Outcomes/measures**
5.1 Support communities to develop Community Emergency Plans	to increase resilience of communities and preparation for emergencies, to increase ownership of outcomes and to take responsibility for mitigating the impact of incidents	Civil Contingencies and Community Resilience	officer time, community effort, shared learning	ongoing	support offered to communities, Community Emergency Plans developed, evaluation of the plans as appropriate after incidents
5.2 Support to communities to develop Neighbourhood Plans	to support residents to influence the physical development of their community, to support sustainable development and growth, maintain and enhance the built environment and related wellbeing	Planning	officer time, community effort	ongoing	support offered to communities, the development of Neighbourhood Plans, measure impact through Quality of Life indicators
5.3 Support to communities to set up and develop	to support residents to deliver housing with a particular emphasis on	Housing Strategy Team	officer time, grant funding to support the formation of groups and for affordable	ongoing to Mar 2025	evidence of support being offered to residents and community groups and town and

Community Led Housing Organisations	delivering local housing for local need and the development of affordable housing		housing, partnership resources including support and expertise of Registered (Housing) Providers		parish councils, new groups being formed and groups maturing, affordable housing be actively promoted and planned
Action	**Reasoning**	**Responsibility**	**Resources**	**Timescale**	**Outcomes/measures**
5.4 Support communities to develop solutions to deliver against Council priorities e.g., development of community fridges to support local people who might experience food poverty whilst reducing food waste	supporting residents to take ownership of issues and to develop solutions for the benefit of residents within their communities	Management Team and Service Managers	officer time, service budget, Sustainable Communities Fund, signposting to funding opportunities	ongoing	evidence of communities taking the initiative to develop solutions to issues within their communities, measure impact through Quality of Life indicators
6. General					
Action	**Reasoning**	**Responsibility**	**Resources**	**Timescale**	**Outcomes/measures**
6.1 Further development of a culture of customer and resident engagement alongside evidence of appropriate use of stakeholder	To determine who we should be engaging with, when, how and what we want to achieve	Council Leadership Team, Management Team and Service Managers	Officer time, investment in training and development, small budgets to enable the most appropriate form of engagement and to incentivise customer and resident involvement	Jan 2023 – ongoing	Evidence of different forms of engagement taking place with incremental development of engagement methods moving over time towards greater collaboration and empowerment. Evidence of where data and feedback from customers,

management principles					residents and communities has resulted in changes in practice and decisions. Consider strategies for areas of deprivation and monitor engagement considering equality, diversity and inclusion principles
Action	**Reasoning**	**Responsibility**	**Resources**	**Timescale**	**Outcomes/measures**
6.2 Increased promotion of engagement opportunities on the Council's website	To demonstrate a strong culture of customer and resident engagement and to increase transparency	Council Leadership Team , Management Team and Service Managers, Communications and Web Team	Officer time	Jan 2023 – ongoing	Evidence of engagement opportunities promoted on the website and more up to date content. Increased hits and increased involvement of customers and residents. Consider other forms of promotion in addition to the website.
6.3 Develop online consultation/feedback portals for key Corporate projects/workstreams	to improve management of consultation and feedback and to make the provision of feedback for those who have access to the internet easier and more accessible	IT service/Web Team	supported by those responsible for the engagement activity, officer time	Dec 2021 – ongoing	evidence of increased engagement and useful feedback in the development of strategic direction/policy initiatives/community investment decisions and service development
6.4 Forward plan engagement activity for the year ahead	Use project planning principles for the development of key strategies/policies/	Corporate Delivery Unit, Service Managers	supported by those responsible for the	Jan 2023 and annually thereafter	an annual forward plan of engagement activity

Action	Reasoning	Responsibility	Resources	Timescale	Outcomes/measures
	management of major service changes to ensure that adequate time is given to undertake meaningful consultation with stakeholders		engagement activity, officer time		
6.5 Development of an engagement register	to enable engagement activity to be co-ordinated between Council services and partner organisations who are actively engaging with residents to reduce duplication and engagement/consultation fatigue	developed and owned by the Corporate Delivery Unit	officer time	Jan 2023 - ongoing	Evidence of engagement activity being undertaken and co-ordinated. Reduction in duplication and increased engagement in future activity
6.6 Develop positive relationships with statutory partners and community organisations and provide mutual support in the dissemination of information to residents and	to work more effectively in supporting our communities and to reduce duplication of effort	Council Leadership Team, Management Team and Service Managers	officer time, partnership resources	ongoing	evidence of collaboration with partners, identification of efficiency gains and improved outcomes

communities including signposting and referral arrangements and warm handoffs					
7. Partnership led engagement activity					
Action	**Reasoning**	**Responsibility**	**Resources**	**Timescale**	**Outcomes/measures**
7.1 Norfolk Warm Homes Targeted promotion (residents/ through landlords/ landlord's associations/ via town and parish councils) of energy efficiency measures and the availability of financial assistance for eligible households	To support residents in reducing energy costs and reducing carbon footprint utilising Government sponsored assistance.	Energy Officer – Housing Strategy	Energy Officer, Norfolk Warm Homes	Commenced July 2021 – ongoing whilst resources available	number and value of energy efficiency measures installed, number of households supported to reduce their energy costs, utilisation of Warm Homes funding
7.2 North Norfolk Health and Wellbeing Partnership Community Engagement	To involve residents and communities in influencing the provision and methods of delivery of health and care services under the newly introduced Integrated Care System. To focus on	North Norfolk Health and Wellbeing Partnership	resources of partner organisations, Integrated Care System and Community Connector Service (currently up to 31 March 2023)	Jan 2023 – ongoing	A programme of community engagement activity as detailed in the North Norfolk Health and Wellbeing Partnership Strategy and action plan. Evaluation of the effectiveness of the engagement activity. Co-ordination of and

	population health management addressing health inequalities and prevention of ill health				joint communications and engagement activity with partners.
Action	**Reasoning**	**Responsibility**	**Resources**	**Timescale**	**Outcomes/measures**
7.3 Norfolk County Community Safety Partnership Community Engagement	To involve residents and communities in influencing the priorities of the partnership with regard to community safety and to promote community cohesion and to reduce the fear of crime	Norfolk County Community Safety Partnership	resources of partner organisations, officer involvement and a small financial contribution from the district council to support the work of the partnership	ongoing	Co-ordinated and proportionate community engagement activity. Evaluation of the effectiveness of the engagement activity. Monitoring of indicators relating to community cohesion and fear of crime.
7.4 Develop an annual programme of engagement activity with local employers, Department for Work and Pensions, schools and colleges	Positively promote the work of the Council and the Council as an employer of choice through supporting Job Fairs and Careers Events at schools and colleges, work experience and volunteering to support recruitment and retention	Human Resources, Service Managers	officer time, small budget for refreshments and promotional material, resources of partners	August 2022	number of events supported, engagement from partners and employers, attendance and engagement at events, number of applications resulting from attendance/promotion activity, number of people supported through work experience and volunteering

Appendix 2.

Consultation Responses

Question posed	Norfolk and Waveney ICS	Norfolk and Norwich University Hospital	Norfolk Office of the Police and Crime Commissioner	Parish Councillor and District Councillor	Internal consultation
What we define as Community? **Are the definitions used in the Strategy appropriate?**	The definitions used are appropriate (place, interest and identity). Recognise the growth of online communities since COVID – Accepted minor amendment – amendment before finalising strategy.	Broadly the three definitions of community are appropriate. Community of Place/Neighbourhood: from an ICS partner perspective does this align to the requirement for NHS, local government and other local partners to agree the configuration, size and boundaries of ICS places, or is this more general? Comment - community engagement related to the role of the District Council as the lead organisation for the North Norfolk Health and Wellbeing Partnership is one area of engagement activity. This strategy encompasses community engagement activity across also areas of the Council's responsibility hence the need for flexible definitions of community and place.	Agree with the approach of place/neighbourhood, identity and interest as it recognises the wider context of communities and great that it is acknowledged that people can associate themselves with more than one community.	Fine but too much emphasis on definitions of community, and too little on actual engagement. Comment - the action plan demonstrates the range of engagement activity undertaken by the Council and this level of detail will be considered in each engagement activity. NNDC is attempting to engage with residents and that's what's discussed later in the strategy under models of engagement, so are definitions of community relevant? Comment - the strategy outlines a framework and principles which will support officers to ensure that any engagement activity is properly considered and planned in advance.	

		Community of identity: Could you refer to the 9 <u>protected characteristics</u> in this definition? Comment or link to the Council's Equality Diversity and Inclusion Policy - minor amendment – amendment before finalising strategy. Also, socio-economic communities are not identified, specifically communities living within areas of deprivation. Accepted – to be considered in each engagement activity – minor amendment – amendment before finalising strategy.			
Question posed	**Norfolk and Waveney ICS**	**Norfolk and Norwich University Hospital**	**Norfolk Office of the Police and Crime Commissioner**	**Parish Councillor and District Councillor**	**Internal consultation**
The five-element model that we have chosen?	Appropriate and in line with TLAP (<u>Think Local Act Personal</u>). Spectrum of Engagement diagram (reproduced from draft guidance produced by NHS England and NHS Improvement) shared – showing the different ways of working with people and communities and promotes the idea that all feedback has	This is a recognisable model of engagement and one we support. While very much aware that this is a DC programme, we offer a link to some NHSE guidance '<u>Working in partnership with people and communities: statutory guidance</u>' as a potentially helpful reference point and in the hope of aligning our	Seems very sensible and the approach to each is well structured and clearly articulated with the Goal, Approach and further statements.	The simplicity of this model is good but feels very mechanical. The spectrum from providing information to collaboration is linear, top down not bottom up.	

	value. Preferred to the TLAP ladder which feels more like a hierarchy. Any engagement process can involve and move through all the different levels within the spectrum - Comment - alternative models, good practice and guidance have been shared in response to this consultation and further consideration will be given to these as we hone our approach to community engagement – it is not considered beneficial at this point to make significant changes to this strategy which would potentially delay delivery against the action plan.	respective engagement approaches together. Comment - alternative models, good practice and guidance have been shared in response to this consultation and further consideration will be given to these as we hone our approach to community engagement – it is not considered beneficial at this point to make significant changes to this strategy which would potentially delay delivery against the action plan.			
Question posed	**Norfolk and Waveney ICS**	**Norfolk and Norwich University Hospital**	**Norfolk Office of the Police and Crime Commissioner**	**Parish Councillor and District Councillor**	**Internal consultation**
The approach to each of those five elements around goal, approach taken and then further statements/pledges.	Good – 'empower' is equivalent to our intentions when we use proper co-production and should include equal power in decision-making as well as 'end to end' involvement. Accepted – no change required Don't know enough about the examples given – do the flood wardens have the ability to	Could you include terminology around 'co-production' as a goal in terms of service/policy development within collaborate/empower levels (NB note on action plan, collaboration section 4.2)? Accepted – this is an area of work that needs specific development and would benefit from a specific action in the action plan – minor		Informing is not engaging. There doesn't seem much difference between consult and involve. Collaborate is clear. I accept Flood Wardens are a good example of empowerment but are there other examples? Empowerment requires community support.	

directly influence decision-making?	amendment – amendment before finalising strategy.		Comment - this is the first time in recent years that the Council has attempted to detail its engagement activity in this way. The Council's approach will be honed and developed over time. It is expected that there will be increased engagement at all points on the spectrum with a general shift towards collaboration and empowerment as trust builds with our communities.	
Question posed	**Norfolk and Waveney ICS**	**Norfolk and Norwich University Hospital**	**Norfolk Office of the Police and Crime Commissioner**	**Parish Councillor and District Councillor**	**Internal consultation**
Ensure transparency on our engagement activities; is this adequate and appropriate?	Consider providing more detail about how data/feedback is included in and influences decision-making in the democratic structure of elected members and where it influences outside these structures. Accepted the use of data and feedback will be considered in each engagement activity – minor amendment – amendment before finalising strategy. Not clear on who will hold you to account for whether the engagement has been appropriate/ proportionate/listened	Yes, this is adequate and appropriate.	Suggest consideration of additional statement to be included regarding information provided prior to the community engagement i.e. a statement about how opportunities will be promoted, the information provided about the engagement opportunity etc. Accepted – to be considered in each engagement activity – minor amendment – amendment before finalising strategy.	Transparency is important but less necessary if the engagement methodology is flawless. This the crux of engagement. The fourth bullet 'use the information from our engagement activities' doesn't seem to relate to transparency, but rather the action plan.	

	to. Maybe use diagrams to illustrate. Accepted – to be considered in each engagement activity – minor amendment – amendment before finalising strategy.				
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Views on the use of the blue boxes to provide examples relevant to the section they appear in and examples that could be considered for inclusion.	Really good and will help bring the examples to life.	The blue box examples are very helpful to give context. They look good and should be included.			
The contents of the Action Plan and any other items which you would like to see included in the Action Plan.	Really comprehensive and it was good to see the partnership elements working with system partners were included.	Inform – supported without comment Consult – supported without comment Involve – supported without comment Collaboration – 4.2 why is the development of co-production approaches only around services for vulnerable and harder to reach groups, should this approach be expanded as a more general approach to all service/policy development?	In relation to the **'measuring our engagement'** section – consider an additional evaluation measure regarding equality, diversity and inclusion and engagement activity. Accepted – to be considered in each engagement activity – minor amendment – amendment before finalising strategy.	The Action Plan is empty. It's difficult to judge the strategy without it. There is one action which could be moved from Transparency, above.	

		Accepted – this is an area of work that needs specific development and would benefit from a specific action in the action plan – minor amendment – amendment before finalising strategy. Empower – supported without comment General - supported without comment Partnership led engagement – 7.2 Please note that the NNUH is very keen to be an active stakeholder in addressing Health Inequalities and access to our services and seeks to support any associated work. Noted			
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Additional comment	No direction mention in the strategy of undertaking comms and engagement work in partnership with system/Place partners where possible including accessing their networks/contacts (but it is mentioned in the action plan). Accepted – to be considered in each	**Background** It would be helpful to have a diagram of the council's corporate framework and the 6 priority areas in the corporate plan for context. It would be helpful to understand the component stakeholder groups that make up who the 'Customer' is.		NSfCE+online_October.pdf (squarespace.com) link to document National Standards for Community Engagement (Scotland) These are excellent and are good practice principles designed to improve and guide the process of community	New Conversations Guide refresh_11.pdf (local.gov.uk) LGA Guide to Engagement including Tool Evaluation and Social Return on Investment, The Cost Benefit Calculator, Useful Guidance on

	engagement activity – minor amendment – amendment before finalising strategy.	Accepted – alternative suggestion link to Corporate Plan – minor amendment – amendment before finalising strategy. **Purpose** Glossary containing a list of 'services' would be helpful This will be given further consideration and if possible provide link to existing source. **Links to other Strategies and Policies** What are the other strategies that this will link to – perhaps a general diagram? This will be given further consideration and if possible provide link to existing source.		engagement. The seven standards are inclusion, support, planning, working together, methods, communication and impact. There is much that could be woven into this strategy. Comment - alternative models, good practice and guidance have been shared in response to this consultation and further consideration will be given to these as we hone our approach to community engagement – it is not considered beneficial at this point to make significant changes to this strategy which would potentially delay delivery against the action plan. The strategy could be more explicit in terms of explaining process, outcomes and standards.	Evaluation and The Consultation Institute Charter Comment - alternative models, good practice and guidance have been shared in response to this consultation and further consideration will be given to these as we hone our approach to community engagement – it is not considered beneficial at this point to make significant changes to this strategy which would potentially delay delivery against the action plan.