

Scrutiny committee

Date: Thursday, 18 November 2021

Time: 16:30

Venue: Council chamber, City Hall, St Peters Street, Norwich, NR2 1NH

All group pre-meeting briefing – 16:00 Council Chamber

This is for members only and is not part of the formal scrutiny committee meeting which will follow at 16:30. The pre-meeting is an opportunity for the committee to make final preparations before the start of the formal meeting. The public will not be given access to the Council Chamber before 16:30.

Committee members:

Councillors:

Wright (Chair)
Fulton-McAlister (M) (Vice-chair)
Carlo
Driver
Everett
Galvin
Giles
Huntley
Manning
Osborn
Stutely
Thomas (Va)
Thomas (Vi)

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Information for members of the public

Members of the public and the media have the right to attend meetings of full council, the cabinet and committees except where confidential information or exempt information is likely to be disclosed, and the meeting is therefore held in private.

For information about attending or speaking at meetings, please contact the committee officer above or refer to the council's website

Agenda

Page nos

1 Apologies

To receive apologies for absence

2 Public questions/petitions

To receive questions / petitions from the public submitted in line with the council's constitution.

3 Declarations of interest

(Please note that it is the responsibility of individual members to declare an interest prior to the item if they arrive late for the meeting)

4 Minutes of scrutiny committee 21 October 2021

7 - 10

Purpose - To approve the accuracy of the minutes of the scrutiny committee meeting held on 21 October 2021.

5 Update from the Norfolk Health Overview and Scrutiny committee meeting

Purpose - To receive a verbal update from the council's representative on the Norfolk Health Overview and Scrutiny committee meeting held on 4 November 2021.

6 The emerging new social inclusion agenda following COVID-19

11 - 42

Purpose - To provide an update to inform the scrutiny committee's work to review key learning from the council's approach to reducing inequalities over the current corporate plan period (2019-22) and to recommend how this learning can be applied or embedded within the council going forward.

7 Scrutiny work programme report

43 - 48

Purpose - To assist scrutiny committee members in setting the scrutiny committee work programme for 2021/22.

Date of publication: **Wednesday, 10 November 2021**

- T** is this, the right **TIME** to review the issue and is there sufficient officer time and resource available?
- O** what would be the **OBJECTIVE** of the scrutiny?
- P** can **PERFORMANCE** in this area be improved by scrutiny input?
- I** what would be the public **INTEREST** in placing this topic onto the work programme?
- C** will any scrutiny activity on this matter contribute to the council's activities as agreed to in the **CORPORATE PLAN**?

Once the TOPIC analysis has been undertaken, a joint decision should then be reached as to whether a report to the scrutiny committee is required. If it is decided that a report is not required, the issue will not be pursued any further. However, if there are outstanding issues, these could be picked up by agreeing that a briefing email to members be sent, or other appropriate action by the relevant officer.

If it is agreed that the scrutiny request topic should be explored further by the scrutiny committee a short report should be written for a future meeting of the scrutiny committee, to be taken under the standing work programme item, so that members are able to consider if they should place the item on to the work programme. This report should outline a suggested approach if the committee was minded to take on the topic and outline the purpose using the outcome of the consideration of the topic via the TOPIC analysis. Also the report should provide an overview of the current position with regard to the topic under consideration.

By using the flowchart, it is hoped that members and officers will be aided when giving consideration to whether or not the item should be added to the scrutiny committee work programme. This should help to ensure that the scope and purpose will be covered by any future report. The outcome of this should further assist the committee and the officers working with the committee to be able to produce informed outcomes that are credible, influential with SMART recommendations.

Specific, Measurable, Attainable, Relevant and Time-bound

Scrutiny committee and a protocol for those attending meetings of the scrutiny committee

- All scrutiny committee meetings will be carried out in a spirit of mutual trust and respect
- Members of the scrutiny committee will not be subject to whipping arrangements by party groups
- Scrutiny committee members will work together and will attempt to achieve evidence based consensus and recommendations
- Members of the committee will take the lead in the selection of topics for scrutiny
- The scrutiny committee operates as a critical friend and offers constructive challenge to decision makers to support improved outcomes
- Invited attendees will be advised of the time, date and location of the meeting to which they are invited to give evidence
- The invited attendee will be made aware of the reasons for the invitation and of any documents and information that the committee wish them to provide
- Reasonable notice will be given to the invited attendee of **all** of the committees requirements so that these can be provided for in full at the earliest opportunity (there should be no nasty surprises at committee)
- Whenever possible it is expected that members of the scrutiny committee will share and plan questioning with the rest of the committee in advance of the meeting
- The invited attendee will be provided with copies of **all relevant** reports, papers and background information
- Practical arrangements, such as facilities for presentations will be in place. The layout of the meeting room will be appropriate
- The chair of the committee will introduce themselves to the invited attendee before evidence is given and; all those attending will be treated with courtesy and respect. The chair of the committee will make sure that all questions put to the witness are made in a clear and orderly manner



Scrutiny Committee

16:30 to 18:45

21 October 2021

Present: Councillors Wright (chair), Fulton-McAllister (M) (vice-chair), Carlo, Driver, Galvin, Giles,, Stutely, Osborn, Thomas (Va) and Thomas (Vi)

1. Public questions/petitions

There were no public questions or petitions.

2. Declarations of interest

There were no declarations of interest.

3. Minutes

RESOLVED to approve:-

(1) the minutes of the meeting held on 9 September subject to an amendment to resolution (3) to state “work with the Public Health Team at Norfolk County Council regarding health education on respiratory problems”

(2) the minutes of the meeting held on 16 September 2021

4. Urgent report to cabinet

The Chair reported that he had agreed to an urgent report on Carrow House to be considered at cabinet meeting held on 13 October 2021

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RESOLVED to note the report.

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5. Review of the environmental strategy following Covid 19

The strategy manager presented the report.

Councillor Hampton, cabinet member for climate change and digital inclusion, commented on the progress made on the environmental strategy as detailed in the report.

During discussion members welcomed the direction that the council was taking on environmental matters and raised a number of issues concerning the council's climate commission, invitation to UK100 to attend the committee, revisions to the council's economic strategy and working with other organisations on these issues on these issues which they considered should be prioritised in the future development of the strategy. They referred, in particular, to the progress made by other councils on renewable energy. Councillor Hampton said that the administration was considering how these priorities could be developed. The council had initiated a number of pilot projects including Riverside swimming pool and St Andrews and Blackfriars Halls. The limitation of resources was a significant factor with the estimate cost of the Halls project of £1.5 million pounds. It was important for the council to identify possible sources of funding to enable these and other projects to be developed.

The fuel poverty and energy officer referred to the report taken to CEEEP on retrofitting efficient energy appliances in council properties and the initiatives being taken by the council in to said that that there would be a review of the Housing HRA business plan to with an objective for the council's housing stock to be become carbon neutral. She said that a report on the financial aspects of these initiatives from the executive director of corporate and commercial services would be brought back to the committee in due course.

A member referred to the plans for Norwich Airport to increase its capacity which he considered unacceptable in light of the council's environmental strategy. The chair said that the airport's plans were to be reviewed in light of the impact of the Covid pandemic on capacity. The flights to Amsterdam had reduced to 3 per week.

A member asked whether more information could be provided on carbon emissions per capita in various areas in the city. She also suggested that more effort should be made to introduce green spaces in corridors in adaptations to the city and whether the council could be more proactive in its influencing role on environmental standards in new housing and challenging the need for new road schemes. Councillor Hampton said that the administration would consider these suggestions in its discussion on the future development of the environmental strategy.

In response to a question, the strategy officer outlined the process for the review of the economic strategy.

RESOLVED, to –

- (1) ask for the standing items of the Scrutiny committee to include updates from the Norwich Climate Change Commission;

- (2) invite UK100 to attend a meeting of this committee to update on what work we are going to do with them.
- (3) hold a member briefing on the environmental impact of any investments to form part of the investment matrix that is used
- (4) request that the review of the Economic strategy include businesses plans for net zero carbon emissions.
- (5) review commercial investment strategy to see how it can support environmental strategy
- (6) recommend that when the BEIS per capita figures are reported in council reports that it is stated that the BEIS data set is not comprehensive.
- (7) ask cabinet to actively look at partnering with academia to get the tools needed to ensure we can work out what we can and can't influence.

6. Scrutiny work programme

The chair introduced the report and members considered the current position on the Scrutiny committee work programme.

Councillor Giles said that he had prepared a detailed report on the community safety strategy and that he would be happy to send it to members and answer any questions.

Councillor Stutely updated the committee on work on flytipping and communal bins. Progress has been delayed by 3 months due to the need to consider the data. A full report would be provided and consultation with the public and it was hoped that this committee could consider the detailed report in December. He recognised that there were significant problems in some areas of the city and said that this work would be completed as soon as possible.

Members agreed the scope for the substantive item on the emerging social agenda following Covid 19 to be considered at the November meeting of the committee. In response to a suggestion from Councillor Giles, the strategy manager said that non-domestic commercial debt could be included in the discussion in November.

Councillor Carlo questioned whether Norfolk County Council's review of children and family services was meeting the needs of residents in view of the impact of the Covid pandemic. The executive director of community services said that it the topic for November was already considerable but that it was possible for the council to approach the County Council on this matter.

The Chair reported that an additional meeting of this committee would be required to consider the issues which had arisen on health safety and compliance in council housing following the special cabinet meeting. The executive director of community services explained the arrangements for these meetings and members would be informed of dates in due course.

RESOLVED to

- (1) note the current position on the work programme for 2021/22;
- (2) note that an additional meeting on housing compliance issues would be arranged in due course

CHAIR



Committee Name: Scrutiny

Committee Date: 18/11/2021

Report Title:

Portfolio: Councillor Davis, Cabinet member for social inclusion

Report from: Executive director of community services

Wards: All Wards, with more targeted work in Mancroft, Crome, Mile Cross, Catton Grove, Wensum and Lakenham.

OPEN PUBLIC ITEM

Purpose

This report provides an update to inform the Committee's work to review key learning from the council's approach to reducing inequalities over the current corporate plan period (2019-22) and to recommend how this learning can be applied or embedded within the council going forward. The scrutiny will:

- Cover activity delivered under the reducing inequalities element of the People Living Well corporate priority, with a focus on the council's partnership work in targeted neighbourhoods, around key issues such as food poverty and non-commercial debt, and to increase access to available advice and support.
- Examine how the council's approach supported its ability to respond to Covid 19 and the key lessons from this response.
- Identify key learning which should be embedded in the council's approach going forward, particularly in light of the increased disadvantage many residents are facing as a result of Covid-19.

Recommendation:

It is recommended that the Committee notes the update and makes any recommendations it considers appropriate

Policy Framework

The Council has three corporate priorities, which are:

- People living well
- Great neighbourhoods, housing and environment
- Inclusive economy

This report meets all three core corporate priorities.

This report addresses multiple strategic actions in the Corporate Plan including

- % people feeling safe
- Value of external funding leveraged to support council development and place-shaping priorities (£)

It also addresses multiple service level priorities not directly captured within the corporate plan and all the Norwich 2040 Vision priorities.

This report helps to meet multiple objectives of the COVID-19 Recovery Plan:

- Modernising the council; reimagining local services
- Supporting the most vulnerable
- Harnessing social capital

Background

1. In 2015 the city council updated its longstanding approach to reducing the significant inequalities that exist in Norwich. The approach agreed by cabinet in March 2015 recognised that in order to reduce inequalities, more focus and resource would be targeted at those residents of the city who face the highest levels of deprivation.
2. The approach established in 2015 followed the underlying principle that 'wherever possible this should build upon existing work and service plans and tweak or draw into sharper focus particular activity that:
 - a) Coordinates and maximises advice and support for residents hardest hit by welfare changes.
 - b) Maximises opportunities for residents to access apprenticeships and jobs.
 - c) Ensures the council's services, procurement and assets have maximum impact in reducing inequality.
 - d) Trials locality-based solutions to improving wellbeing amongst disadvantaged groups.'
3. The importance of reducing inequality is reflected in the council's current corporate priorities and performance framework, as well as the Norwich 2040 vision theme of 'A Fair City'. National and local data suggests that the Covid-19 pandemic has exacerbated existing inequalities at the same time as increasing living costs, making action even more vital than before.

Activity delivered under the reducing inequalities element of the People Living Well corporate priority

4. Key activity to date includes:

Piloting the locality approach to reducing inequalities.

5. The initial phase piloted a way of working at the local 'place' level, to develop a further evidence base. The core of this was the establishment of a collaborative and action-focused set of projects in Lakenham and Tuckswold. Learning from this (Appendix A) has led to a way of working and a co-produced framework that the council and others are using to steer community activity and investment.
6. This framework was used to identify (using internal and external data) those areas of the city with a range of sub-optimal outcomes and opportunities to influence these outcomes (Appendix B). This led to the development with partners of a set of seven Reducing Inequality Target Areas (RITAs) and a shared set of outcomes. It also provided a platform to identify the role of the city council in terms of service delivery, enabling others and influencing the wider system.
7. The city council's role as a convener and catalyst can clearly be seen to be key in the success of this approach, which is also ensuring wider impact; research undertaken as part of a project commissioned by the UEA around one of our locality projects indicates that the presence of a well-connected partnership of Voluntary, Community and Social Enterprise sector agencies supported by the

council makes for an environment where other interventions land more successfully.

8. By using the framework and partnerships developed through the RITA steering group, the council has been successful in encouraging partners to align resource and funding to these areas to build on the Lakenham pilot principles. This includes:
 - a. Funding secured from Norwich CCG (£70,000) to initiate a participatory budgeting project for a healthy lives programme (Heartsease Healthy Living) which has brought a range of local stakeholders together to co-design the project based on asset-based development principles. Local groups developed creative ways to get people active and healthy which were voted on by the residents to ensure that what was funded would be actively used. These projects were then reinvigorated with “springboard” funding in a Covid-safe way after the initial lockdowns. They included activities such as men’s yoga, table tennis, healthy eating classes, youth provision and bowls. This has been externally evaluated and shown positive results: participants stated they had accessed activity they would not normally have done and reported improved time spend exercising; local organisations reported being able to widen their reach to new audiences and improved connections with other organisations making partnership working more productive. The general uptake of funded places has been high and some residents have gone on to volunteer and even train as coaches themselves. These projects are now being supported to continue by accessing external Sport England inequalities funding and the total of this incoming funding to the area will be measured as part of the project legacy.
 - b. Funding secured from Norwich Opportunity Area (£24,000) to work on networking schools into the wider community, link to local VCSEs and begin a platform to connect them around delivering local reducing inequalities priorities in a more joined up way. This allowed schools to access Norfolk Community Advice Network (NCAN)’s referral system and also provided a new way of VCSEs accessing grant funding through a more collaborative project design process based on a theory of change model. This model proved very successful in supporting smaller groups to evidence their impact and has been adopted into the council’s approach to allocating Neighbourhood Community Infrastructure Levy (N’CIL) funding to increase outcomes.
 - c. Principles being developed further as part of the council’s Community Conversations model, which connects the ambitions of citizen participation from the Covid recovery plan with reducing inequalities. Funded through N’CIL and HRA, the pilot work is taking shape in Mile Cross. Local VCSEs are driving community activity and creating more time and space for conversation with residents, with information captured and analyzed to provide evidence of local priorities to inform the work and funding from RITA partner organisations. The pilot work is giving a platform to this type of connected working and allowing officers to encourage partners to pool smaller pots of money under the same banner to allow this to expand to

new RITA areas and have external evaluation scrutiny to evidence the change.

9. Lessons learnt from the locality approach have informed ongoing community enabling, digital and financial inclusion work, the safer neighbourhoods programme, external partnerships such as the Norwich Good Economy Commission and led to the development of several other strands of work that relate to the corporate priorities.

Economic inclusion

10. The City Vision partnership identified the need to consider our local economy in more detail and in 2019 Norwich City Council, University of East Anglia and other organisations in the local economy collaborated to form the [Norwich Good Economy Commission](#). This is a unique forum for our community to come together and address some of the problems in our city's economy, by creating a space for sustainable, innovative projects, backed by consistent research and evidence.
11. The Commission has been researching, testing initiatives and evaluating existing approaches, whilst learning from best practice across the UK, to leave a lasting impact on people's lives. The experience will drive a change in Norwich by altering the delivery of existing services and programmes, changing anchor institution practices and building new collaborations. This will help attract additional funding and coordinate existing resources to tackle key problems in our city and improve our lives. The Commission will report in June 2022 and commissioners are already starting to think about how to shape its final products to ensure a lasting legacy, so work continues across the city to keep improving our economy for the benefit of all residents.

Financial inclusion

12. In 2015 the council commissioned a consortium of advice providers to provide social welfare advice across the city. The desired outcomes are as important today as they were then – reduced debt, increased income, and improved financial resilience. The Covid-19 pandemic has had a substantial impact on personal finances across the UK. Research by StepChange and many others shows that a large number of households are facing growing levels of personal debt or find themselves at risk of financial difficulty. The council is now re-commissioning this service, with the new grant to be awarded in April 2022.
13. In parallel, the council updated its non-commercial debt policy in September 2020, with the aim of treating non-commercial debtors in as holistic and supportive a manner as possible. Officers across service areas are working together to implement the policy:
 - Officers now hold weekly vulnerability meetings across multiple service areas to share information and ensure that any customers requiring additional support are identified as early as possible and are receiving the same level of support across services.

- A new debt management flag is now being used so officers can work across service areas to ensure that customers are given full support in terms of debt recovery.
- IT are currently looking at possible solutions to enable a single view of debt across service areas and IT systems. Meanwhile, the council has signed up to and embedded the Standard Financial Statement across service areas, ensuring customers should only have to give the council relevant information once rather than providing information in a variety of different formats.
- Breathing space (the Debt Respite Scheme) has also supported a single view of debt. Notifications are received direct from the Insolvency Service when someone enters breathing space. Officers have worked together to create new processes and procedures for breathing space ensuring a joined up one council approach, so the customer receives the same level of service across different areas. Once notifications are received, all systems are updated and recovery action is placed on hold. Decisions are made collaboratively when someone leaves breathing space as to how we can provide further support for the customer.
- The next steps are to look at mapping processes to fully understand recovery approaches across multiple service areas and how we can align/adjust these where possible and identify early intervention points. We have now started conversations with our CIPFA nearest neighbours to understand how recovery and support of vulnerable customers is managed at other local authorities, and how we can share knowledge and best practice.

Council Tax Reduction Scheme

14. Since 1 April 2013 the council has been required to operate a working age council tax reduction scheme (CTRS), which replaced statutory council tax benefit. Since 2013, the government has been reducing its financial support to Local Authorities for the cost of the scheme; therefore changes to the council tax discounts and exemptions have been made to try and address any shortfall.
15. Each year the council must review and approve its scheme, electing to continue with the existing scheme or conducting a consultation when amendments are proposed. Norwich City Council has retained a “full scheme”, with the maximum household capital limit of £16,000 and no band restrictions. This means that those in most need continue to be entitled to a 100% reduction in their council tax liability.
16. For the financial year 2020/21, the government provided a hardship fund, to provide additional assistance of £150 to all working age customers in receipt of council tax reduction, where there was still a shortfall between their award and liability. The council took the decision to increase the assistance to cover the total amount of shortfall. It also extended the scope to include any pension age customers in receipt of council tax reduction, where there was a shortfall.

Food poverty

17. This work was initiated after the council's scrutiny committee had considered the issue in 2016/17 in response to increasingly apparent food poverty in the city. The council supported the development of a Food Poverty Action Plan (Appendix C), led and produced by a consortium of local food focused organisations who have collaborated and shared assets, resources and approaches to develop a set of actions that a wider network can deliver. The council has also channeled funding, where available, into delivery of the actions in the plan. The Norwich Food Network regularly reviews progress against the plan, uses it to identify opportunities to secure additional funding and adjusts it to new scenarios as needed. It will be meeting on 24th November to update the plan. The council adopted a motion on the right to food in June 2021 and another on the Glasgow food and climate declaration in September 2021; officers will take note of these motions in all future work on food poverty.

Fuel poverty

18. The reduction of fuel poverty is a vital way to reduce inequality by improving health, enhancing prosperity and improving housing stock for disadvantaged people. Cold homes can exacerbate underlying health conditions such as respiratory and cardiovascular problems. Children who are living in cold homes are significantly more likely to suffer from chest problems, asthma and bronchitis. Cold homes can slow down recovery following discharge from hospital, when people are already at risk, and can lead to repeat admissions due to unsuitable housing. It has been estimated that housing-related ill health costs the NHS £2.5bn per year.
19. The council has a number of services in place to help residents reduce their fuel bills and reduce the environmental impacts of heating their homes:
- The collective switching service, the Norfolk Energy Switch, helps residents access affordable tariffs and consistently delivers average savings of £150+, as well as offering 100% renewable electricity as standard. This scheme has saved residents over £770,000 over the lifetime of the scheme and avoided 410 tonnes of carbon by switching to renewable energy tariffs.
 - The Cosy City scheme helps residents access ECO funding to install loft and cavity wall insulation in their homes to improve energy efficiency. Over 1,200 measures have been delivered through this scheme.
 - The Affordable Warmth Officer advises residents on how to save energy within the home and maximise their income through benefit advice, help with fuel debts and supporting residents in supplier disputes. They also work with teams within the council, including specialist support and private sector housing, to provide 1:1 support where appropriate. The Affordable Warmth Programme also emphasises working with external agencies, local authorities and charities to provide support across the city.

Digital inclusion

20. Norwich City Council has been leading on a Digital Inclusion Project for the city for the past six years. It is a partnership project with one main funded partner (Voluntary Norfolk) and many other local partners working together

to support residents to overcome the barriers they face to going online.

21. The service offers to the community digital inclusion skills support sessions, a digital equipment loaning scheme called Norwich Digital Stuff Hub, and a referral route through to specialist organisations and learning opportunities. See Appendix D for details of the number of people helped this year.
22. In addition this year, the service distributed 29 new smartphones and SIMs to people who needed them (funded by Good Things Foundation) and provided telephone based support (funded by Good Things Foundation and ONS) to people who could not fill in the census online.
23. Through partnership with the Norwich Good Economy Commission this year, the project has also coordinated an Emergency Data Bank, facilitated a workshop with social housing providers and grant funded five projects which will provide learning, data and support to reduce digital inequalities in the city.

Equality, Diversity and Inclusion

24. The council is committed to equality for all residents of Norwich. This is through the delivery of accessible, fair services, as an employer, contractor of services and a community leader. The council celebrates diversity, and the contribution different groups make to the vibrant city of Norwich. This means that we and the services that we deliver, and contract out do not discriminate against someone because of perceived difference. It also means that we take an active role as a leader in the community and remove barriers to participation and access for all members of the community.
25. This commitment is reflected in the Equality, Diversity and Inclusion policy, which sets out the council's ambitions as an organisation, and for the city. It articulates equality objectives which are aligned to the council's wider approach to reducing inequalities. Some specific actions linked to these objectives include:
 - a. Good Economy Commission funded work on hearing unheard voices through a commissioned game with key communities
 - b. Neighbourhood Community Infrastructure Levy and HRA funded work on Community Conversations in Mile Cross to pilot ways of working for all RITA areas
 - c. Development of the council-owned Impact Evaluation tool to help VCSEs evidence their successes within communities
 - d. Bringing together the key disability access organisations to plan for a more accessible city and make capital funding applications to address identified issues.

How the council's approach supported its ability to respond to Covid 19 and the key lessons from this response

26. The council's Community Response Hub was set up within weeks of the start of the pandemic in March 2020. It supported over 19,000 people over the following 19 months. This continues with around 100 people contacted a day through contact tracing work. Services within the council pivoted quickly into new roles, building on the strong and trusting relationships with

VCSEs and communities built up through our reducing inequalities work over the years. This was key to the success of the work, with community enabling officers ensuring that all the activity was done in partnership with our VCSEs and mutual aid groups, so the council always empowered them rather than seeking to exert control. The pre-existing relationships with VCSE partners allowed the council to work very quickly to identify a robust network of support options, meaning the council was not the only point of support but it was well integrated within the wider environment to allow for best use of resources.

27. For example, officers' long-established relationships with food-focused local organisations supported the success of the Food Hub at St Andrews Hall. Norwich Foodbank shared contacts and spare food, churches and community centres provided additional delivery services, and Voluntary Norfolk provided extra volunteering capacity. Having the Food Poverty Action Plan in place also meant that when Covid funding for food became available, the council was easily able to identify the elements of the action plan which could be funded and which partners were best placed to deliver, meaning the best use was made of short notice funding for local residents.
28. Throughout this period, the council has continued its work on citizen participation, with good progress towards developing a Citizen Participation Blueprint (as set out in paragraph 8c, above). The Blueprint will take an asset based community development approach, empowering residents and supporting two-way conversations to inform council decision-making. Phase one (research) is complete with phase two (pilots) underway. Using the research, officers have been able to gain external funding to pilot the learning to see what impact this can have and will be able to review this before phase three (wider implementation) in order to disseminate best practice throughout the council.
29. The key lesson from this period, from a reducing inequalities perspective, is the importance of strong and trusting relationships with VCSE organisations and communities, which enabled the council to work in partnership to successfully support people through the challenges of the pandemic. These relationships take time to establish and require ongoing resource to maintain. Listening to residents and seeking to empower rather than control enabled the council and its partners to adapt to continual changes over this period.
30. In addition, Covid has increased understanding of inequality within the city. Data shows that most people who came forward for additional support (having no support network to aid them) came from the existing identified RITAs, with some additional smaller areas also heavily represented. Areas which were already well connected and where residents were more active had much more resident-led support activity and mutual aid groups, whereas RITAs tended to have community groups from other areas coming into the area to deliver services to those residents. See Appendices E, F and G, showing that disadvantage relating to food, hardship funding and debt was still largely concentrated in RITAs as of December 2020.
31. In terms of working practices, officers reported that they felt empowered by

being given flexibility in how to solve customer issues and felt a sense of pride through reaching out to residents. Officers reported feedback from stakeholders showing that this approach also had a positive impact on the council's reputation.

Key learning for the council's approach going forward

32. Reducing inequalities remains a key priority for the council, recognizing that Covid and cost of living increases are presenting even greater challenges for the most disadvantaged people and communities in the city.
33. Officers will continue to work on specific themes (such as food poverty and financial inclusion) as well as taking focused action in the RITA locations. We will regularly monitor data to ensure that we are targeting resource to the locations that need it most.
34. In the RITAs, officers continue to seek external funding for projects that support residents to develop their social capital through strengthening their social connections, and that capture evidence to prove the benefit of this approach. We are developing a bank of ideas for community-led projects, enabling us to react quickly when funding is available at short notice. We are also investing time in listening to the community, both through standalone projects and through ongoing interactions with statutory and VCSE partners; themes from these conversations are fed back into the council's work.
35. Officers will update the Reducing Inequalities Action Plan, to ensure all the council's work to support the city's most vulnerable residents is joined up. Officers will meet regularly to assess progress against the plan, to ensure that learning from our reducing inequalities approach and our work in response to Covid is reflected in all relevant service areas, and to identify opportunities to do more.
36. More broadly, Future Shape Norwich will continue to embed reducing inequalities as a principle across all the council's work, building on learning from the range of work done to date. For example, the decision has already been made that all future restructures will include apprentice posts. Service reviews are now underway for all the council's assets and contracts, including a requirement to consider social value. Longer-term, opportunities to improve our approach to early intervention and prevention will also be considered through Future Shape Norwich.

Implications

Financial and Resources

37. Any proposals in this report that would reduce or increase resources will be considered as part of the project management process for each specific project.

Legal

38. Not applicable.

Statutory Considerations

Consideration	Details of any implications and proposed measures to address:
Equality and Diversity	Equality impact assessments are carried out on a project specific basis where appropriate
Health, Social and Economic Impact	There are positive impacts associated with a number of projects as detailed throughout the report.
Crime and Disorder	There are positive impacts associated with a number of projects as detailed throughout the report.
Children and Adults Safeguarding	There are positive impacts associated with a number of projects as detailed throughout the report.
Environmental Impact	There are positive impacts associated with a number of projects as detailed throughout the report.

Risk Management

Risk	Consequence	Controls Required
Include operational, financial, compliance, security, legal, political or reputational risks to the council	Risks are considered on a project specific basis.	

Appendices:

Appendix A – Lakenham and Tuckswood pilot case study
Appendix B – Reducing Inequalities Target Areas (RITA) summary
Appendix C – Food Poverty Action Plan
Appendix D – Digital inclusion: number of people helped this year
Appendix E – Food disadvantage hotspots
Appendix F – Hardship fund hotspots
Appendix G – Multiple debt hotspots

Contact Officer:

Name: Ramona Herdman, Strategy Manager

Email address: ramonaherdman@norwich.gov.uk

The council is committed to reducing inequalities. In March 2015, we adopted an action plan with a focus on:

- **maximising:**
 - support for residents hardest hit by welfare changes
 - opportunities to access apprenticeships and jobs

- ensuring our services, procurement and assets have impact in reducing inequality
- trialling locality-based solutions to reducing inequalities, with an initial focus on Lakenham.

Main objectives

- To trial an area-based, preventative approach to improving wellbeing in a target area.
- To evaluate new ways of working with partners and the community to join up local services and tackle local issues.



What we learned

- Co-producing shared local priorities and pooling resources to deliver these is key
- Strengthening community capacity, especially in deprived areas, is vital in enabling communities to address local issues themselves
- The council can help coordinate and target resource and services within an area, and work with partners to draw in funding and other support
- Improved outcomes locally must be supported by change at a city-wide level to address bigger picture issues like jobs and mental health, which local networks can then help deliver
- Partnership working in a local area is effective and should be rolled out as a long-term approach to other deprived neighbourhoods



What next?

We have taken the key learning and, working with partners, have developed a reducing inequalities target area (RITA) framework which we are now rolling out to other areas within the city. These areas were identified by analysing a range of data, including indices of multiple deprivation, physical and mental health, ASB, education, skills and employment and crime and combining this with knowledge from frontline officers. From this analysis seven priority areas were identified:

**Pilling Park
Castle
Lakenham
Bullard Road**

**Heartsease
Mile Cross
North Earlham**



We are using this data and our work with partners and communities to develop local priorities for each RITA area

and to identify opportunities to address these. As well as developing specific projects in the RITAs, such as Heartsease Healthy Living, we are looking for ways to use our own services, assets and resources to support delivery of these priorities, while supporting partners to do the same.

Click [here](#) to see more.

Projects

Key achievements: drew in £250,000 of external funding, as well as a huge amount of in kind resource.

£250,000

A holiday hunger club – Food and Fun



Working with: the foodbank, Norse, a local church group, and Lakenham Primary.

To provide free hot meals, activities and advice for families in the summer holidays. Volunteers have continued to run the club each summer since the initial project.

Click [here](#) to see more.

Physical activity programme – Energise



Working with: Active Norfolk and Community Action Norfolk.

To deliver a programme of activities including health walks, dance classes, swimming sessions, walking football and forest school experiences.

Click [here](#) to see more.

Example of success: Participants reported a 60 per cent increase in the use of local green spaces three months after the project and an increase in physical activity and wellbeing.

Developing a services and activities finder section in the digital sharing platform (now called LUMi)

Working with: Community Action Norfolk and local groups and organisations.

To develop a section on the LUMi web platform which would help community organisations understand and provide advice to residents about available local support.

Social prescribing pilot at Tuckswood GP surgery



Working with: Norwich CCG and Castle Partnership (GP practice).

For GPs to refer patients to services, advice, activities and support to help address social needs linked to poor health.

Click [here](#) to see more.

Example of success: Participating patients found it improved their wellbeing – reducing the number of GP appointments they needed over the following 12 months by 44 per cent.

Tuckswood Food Growing Project

Working with: TCV, housing, planning and Healthy Norwich
To trial using developer (Section 106) contributions differently, working with the voluntary sector and the community to bring a green space into better use.

Securing pupil premium and free school meals funding



Working with: Lakenham Primary.

To increase uptake of pupil premium and free school meal benefits in Lakenham.

Example of success: £125,000 additional funding for Lakenham Primary School and £6,000 in free school meal benefit for families. The campaign was subsequently rolled out across Norwich with funding from Norfolk County Council.

Social prescribing

"I feel supported in a situation that made me feel very disempowered."
"He restored my faith in people – there are nice and caring people out there."
"I feel less isolated."

Energise

"Meeting people in the community has made [the area] seem friendlier."
"[We are making] green spaces more accessible to the local community."

Reducing Inequalities Target Areas

Background

Norwich City Council agreed an approach to reducing inequalities in March 2015 which included a proposal to trial locality-based solutions to reducing inequalities in a disadvantaged neighbourhood. As a result, a pilot project was set up in Lakenham with the aim of working with partners (including Active Norfolk, Norwich CCG and a range of VCSE organisations) as well as the community themselves to reduce health, financial and economic inequality.

The Lakenham pilot (and other similar projects) have demonstrated the benefits of working with the community and other partners to review our collective evidence, develop local priorities, focus and coordinate resources and draw in additional funding to deliver these. Based on the success of the Lakenham project and a desire amongst partners to continue working more closely together in localities, we have now expanded this approach to a number of other neighbourhoods, or Reducing Inequalities Target Areas (RITAs).

What does the RITA approach involve?

Rolling out a targeted locality model to other priority areas, based on learning from the Lakenham pilot and other locality working, involves:

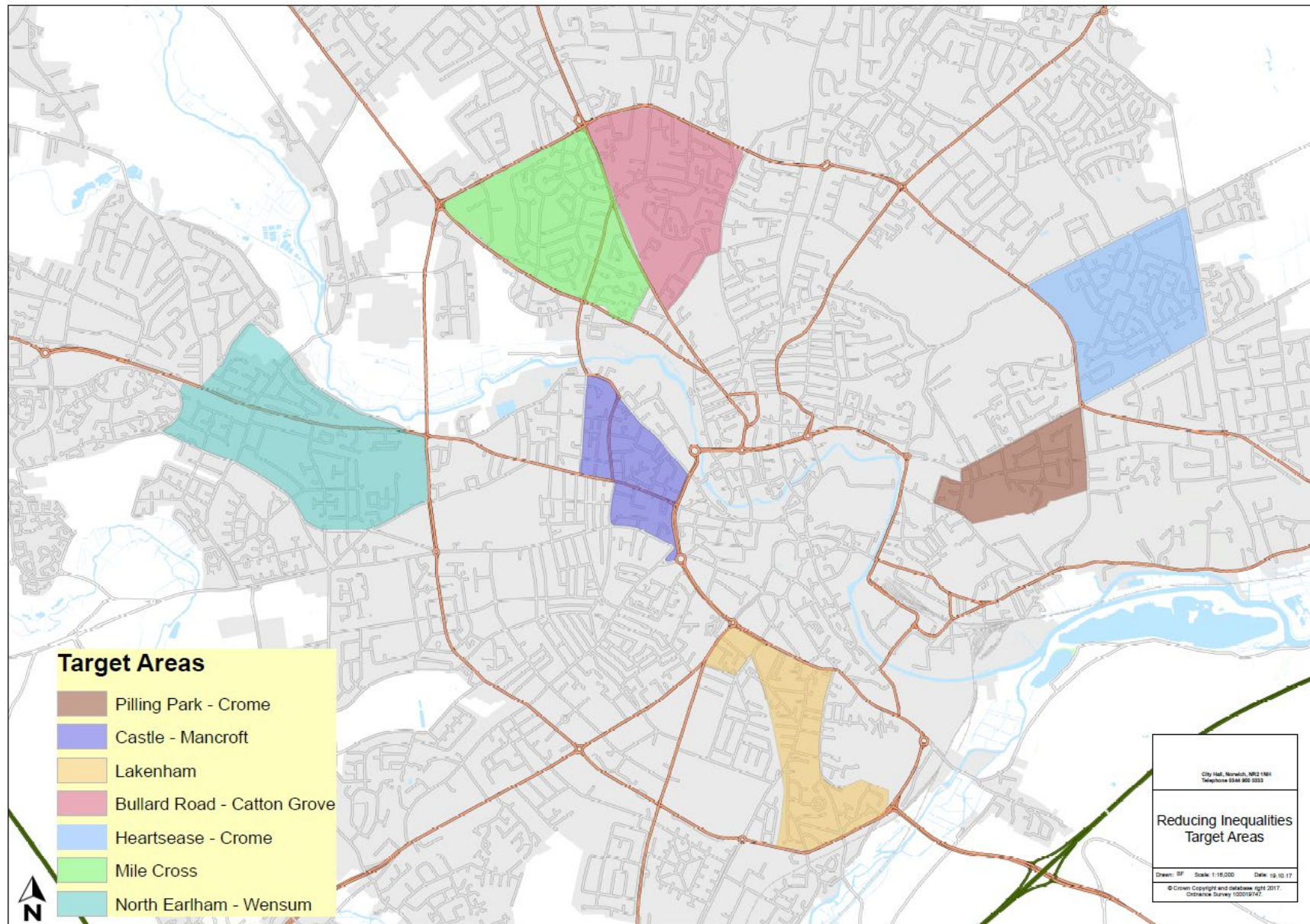
- working with the local community through a community enabling approach to share intelligence, develop local priorities, build on assets and increase community capacity to address issues
- supporting improved coordination of council and partner services to address local priorities, ensure local services are joined up and accessible, and trial new approaches to tackle local issues
- channelling available resource and investment within the council, and wherever possible partner organisations, into these areas in a coordinated way
- seeking additional funding where opportunities exist, including by supporting partners to apply for this funding

How have the target areas been identified?

In conjunction with Active Norfolk, who have incorporated the RITA approach with their locality plan development, we have analysed a significant amount of data relating to reducing inequalities to identify wards with the highest levels of need. Data analysed covered indices of multiple deprivation, physical and mental health, ASB, education, skills and employment, and crime. From this analysis, six priority wards were identified.

Using additional sub-ward level data, including that held by our housing team, and intelligence from patch-based and community enabling officers, seven RITA neighbourhoods within these wards were identified. These are based on street level information as to the highest priority areas within the target ward which conform to more 'natural neighbourhoods' rather than electoral divisions. These areas are shown in the RITA map in figure 1 below.

Figure 1: Reducing Inequalities target areas



Food Poverty Action Plan



NORWICH
FOOD
ALLIANCE



About the Norwich Food Alliance

We are a group of organisations working together to reduce food poverty in Norwich. This document is the Food Poverty Action Plan, designed to find out ways of tackling food poverty in our local area. Feedback from the Workshop in April 2019 has helped shape the actions that we can take under each of the aims. We have also sought input from people experiencing food poverty in Norwich, to make sure that the kind of actions we felt were important would be practical and useful to the people it would affect.

We have sought to highlight opportunities to create new projects and support current projects, ones which offer solutions to enable all Norwich residents to have access to nutritious and tasty food. A collaborative and networked approach is at the core of these 4 aims: Norwich is lucky to have a wealth of services and projects, but even within the city not everyone is aware of what is available.

Our plan tries to address both long-term outcomes and crisis provision. Increasing Healthy Start and free school meals uptake along with food education for younger people should lead to better long term outcomes for the next generation. Increasing access to healthy food at affordable prices and cultivating interest in home grown food is a long term solution, however, ensuring there is sufficient crisis provision through access to support services is intended to help in the more immediate term.

Using input and pledges from the previous workshop, we have identified potential solutions: now we need action! The Alliance is confident that the actions we are presenting in this document would make a positive difference on the ground to those in need. But we cannot do it alone! We hope that groups can share resources to make these actions come to fruition and make Norwich a place where all residents can access support to lead lives that are free from hunger.

WE HAVE FOUR WORK STRANDS

1. Increasing skills and knowledge around preparing nutritious meals
2. Reducing and making better use of food waste
3. Increasing access to support services
4. Filling gaps in food provision



Food Poverty in Norwich

WHAT IS FOOD POVERTY?

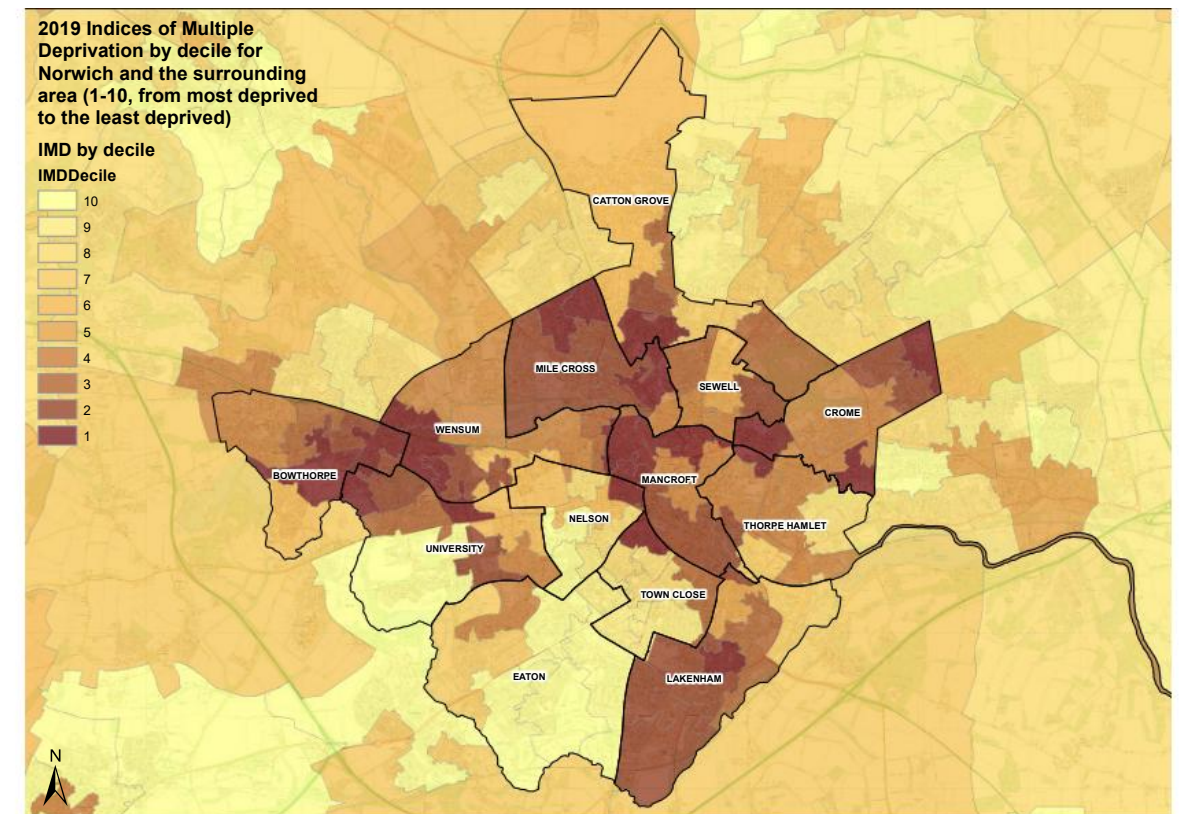
Food poverty is when an individual or family struggle to have enough to eat. This can be triggered by a crisis, or be the result of long term lack of access to a healthy, affordable diet. Food poverty can affect people in different ways: children who no longer have access to free school meals in holiday time, those giving up their own food to allow their families to eat, those who struggle to afford to buy healthy food or those who require support to prepare their meals.

Food poverty tends not to be directly measured by the government. However, food poverty coincides with other types of poverty: if you don't have enough money for food you are unlikely to have enough money for other basic necessities either. Norwich has more children living in low income families than the England average, with 22.2% compared to the average of 17% (HMRC, 2016). Fuel Poverty also helps predict food poverty: Norwich has 13% of households living in fuel poverty, in contrast to 11% nationally (Department for Business, Energy and Industrial Strategy, 2017). The recent Index of Multiple Deprivation (IMD) 2019, has shown that Norwich has a disproportionate number of areas which are in the 'most deprived' decile in the UK (21%). From these statistics, and the lived experiences of those in our community, it is clear that Norwich needs to support those vulnerable to food poverty.

As part of our needs evaluation we conducted a FIES (Food Insecurity Experience Survey) to try to get a snapshot of the level of food insecurity seen by those accessing food provision services in Norwich. Of those surveyed, 42% were renting from the council, and 31% were in accommodation owned by the Housing Association. This highlights what we already know about food insecurity - that it affects those on low incomes and those who are already known to the council. The largest age demographic surveyed was between 45-54, but ages ranged from 16-24 to 65-74. 63% of our sample were single individuals, 21% families and the rest couples or sharing. The sample was balanced for gender. The sample was predominantly white British, 89%. We cannot say for sure that the sample was entirely representative of food insecurity in Norwich due to a limited sample size of 19, but we feel it does give some insight into those who were surveyed at FoodBanks, FoodCycle and The Feed. The FIES we conducted had 8 questions - each is an indicator of food insecurity in the last 90 days. 78% of respondents answered "yes" to 5 or more of the 8 questions.

A vast majority reported being worried about not having enough food to eat due to a lack of money or resources (95%) - these concerns are clearly based on stark realities as within the previous 90 days almost the same number of people had experienced a time when they had to skip a meal. In terms of quality, 74% had experienced a time when they were unable to eat healthy and nutritious food, and 83% had experienced a time when they ate only a few kinds of food. In terms of quantity 83% reported having eaten less than they thought they should, and 61% reported not eating when they were hungry. The extreme end of this is running out of food, which 83% had experienced, and not eating for a whole day, which 41% had

experienced in the last 3 months. From these results it appears that both quantity and quality of food are important aspects of food insecurity in Norwich, and that both are lacking for a majority of people who answered the survey. It appears that there needs to be more food available overall, and that there should be a greater variety of offerings. This was echoed in our April Workshop, and in our subsequent Service User Survey.



WHAT DO WE ALREADY HAVE?

Norwich has a thriving array of charities and community groups who are working to relieve the pressure on those in or in danger of food poverty. Overleaf is the list of groups who are on the Feed's website - if you're missing please get in touch!

Many of the groups in the list overleaf address crisis provision in the city centre, however those experiencing food poverty are in a wide array of situations, including families and individuals who may be securely in housing or not. Travel into the city centre to receive food assistance is not always possible, and we have identified that there is the potential for more community based meals outside of the city centre which could appeal to a wider demographic in a more localised area.

Current Food Poverty Provisions in Norwich

	Morning	Afternoon	Evening
MONDAY	Salvation Army, Pottergate Arc Hot breakfast £1.20/free toast (8-10.45am)		
	St Stephen's Church Café Pay what you can afford, minimum charge £1 (10am to 4pm)		
			Norwich Soup Movement, Haymarket (8pm)
			Salvation Army Soup Run, Haymarket (8.30pm)
TUESDAY	Salvation Army, Pottergate Arc Hot breakfast £1.20/free toast (8-10.45am)		
	Norwich Elim Church, Trory Street Free breakfast and dinner (9.30am - 12.30pm)		
	St Stephen's Church Café Pay what you can, minimum £1 (10am to 4pm)		
			Oak Grove Chapel, 70 Catton Grove Road - Free hot meal (6-7.30pm)
			People's Picnic, Haymarket (8pm)
			Salvation Army Soup Run, Haymarket (8.30pm)
WEDNESDAY	Salvation Army, Pottergate Arc Hot breakfast £1.20/free toast (8-10.45am)		
	Russell Street Community Centre - Noah's Boat - Toddler group on Wednesday's term time, 10 - 11:30. Includes tea and cake for parents and kids snack too.		
	St Stephen's Church Café Pay what you can, minimum £1. (10am to 4pm)		
	New Hope Christian Centre, 2 Martineau Lane Light lunch (10am-2pm)		
		Harford Community Centre mostly cakes and bread rolls available to any local residents of Lakenham and Tuckswood who need them. (2.15-3.15pm)	
			Norwich Soup Movement, Haymarket (8pm)
			Salvation Army Soup Run, Haymarket (8.30pm) - 1 st and 3rd Wednesday in conjunction with Soul Church.
THURSDAY	Salvation Army, Pottergate Arc Hot breakfast £1.20/free toast (8-10.45am)		
	St Stephen's Church Café Pay what you can, minimum £1 (10am to 4pm)		
			Norwich Soup Movement, Haymarket (8pm)

	Morning	Afternoon	Evening	
FRIDAY	Salvation Army, Pottergate Arc Hot breakfast £1.20/free toast (8-10.45am)			
	Gateway Vineyard/Alive! Church, Nelson Street (10.30am – 11.45am)			
	St Stephen’s Church Café, Pay what you can, minimum £1 (10am to 4pm)			
				Hot breakfast 50p Trinity United Reform Church, 1 Unthank Rd (City end) Soup/bread (12.30pm – 1.30pm)
		Soul Church, Café Soul, 4 Mason Road, NR6 6RF Minibus service with 3 pickups; <ul style="list-style-type: none">• 12noon City Reach/Highwater House, opposite Toys R Us• 12:15 from YMCA Central on All Saints Green• 12:30 from Bishops Bridge House on Gas Hill Free two course lunch. Shower and laundry facilities.		
		Society Alive Community café still runs every 1st and 3rd Fridays of every month (12.30-2.30) Clover Hill Village Hall, Humbleyard, Norwich, NR5 9BN		
				Food Cycle, Quaker Meeting House, Upper Goat Lane, NR2 1EW Hot meal (7pm)
	Salvation Army, Pottergate Arc (7.30pm – 9.30pm)			
Free hot meal for rough sleepers only Norwich Soup Movement, Haymarket (8pm)				
Salvation Army Soup Run, Haymarket (8.30pm)				
SATURDAY	The Welcome Wagon, breakfast food and drinks City Centre 6am			
	Russell Street Community Centre - Breakfast Club - every saturday 10-11:30			
	St Stephen’s Church Café, (10am-4pm) Pay what you can, minimum £1			
		Society Alive Soup evening (4.30-6.30) Clover Hill Village Hall, Humbleyard, Norwich, NR5 9BN		
				City Saints in Action, St Augustine’s Church Hall, St Augustine’s Street – jacket potato with filling, £donation (4pm – 7pm)
				Salvation Army Soup Run, Haymarket (8.30pm)
SUNDAY	The Welcome Wagon, breakfast food and drinks City Centre 6am			
	People’s Palace Café Vauxhall Street, 26 Suffolk Square NR2 2AA (11am-2pm)			
		The Kings Centre, Kings St, NR1 1PH (2pm – 4pm) Free hot meal, laundry and shower facilities		
			Hot food Salvation Army Soup Run, Haymarket (8.30pm)	
		Hebron Chapel, Haymarket - every other Sunday (8.30pm)		

Plan Development Activities

Developing a plan involved gathering data on deprivation in Norwich, this included our FIES data and also information on the uptake of Healthy Start vouchers and free school meals. A map was created showing these data for Norwich and used in the development of the plan in the April Workshop.

To create the plan we asked for contribution from local groups and charities to the Workshop in April. There were 4 main aims under which suggestions and offers were made. Upon reviewing these we have taken the most achievable goals and incorporated them into the plan. To make sure that these plans were going to be practical for those experiencing food poverty, we took these ideas to potential service users through a survey.

Surveys were taken at the following places: New Hope Christian Centre (FoodBank), FoodCycle, Oak Grove Community Church (FoodBank), Gateway Alive (FoodBank centre), Trinity United Reformed Church (community meal) Harford Community Centre (independent foodbank) and The Feed.

The first question on the survey asked respondents to evaluate how important each “aim” was on a scale of 1 to 5. All 4 aims received an average response of at least 4 out of 5, which lends evidence that there is general support for the 4 aims that the Food Alliance have chosen, from the people that might benefit from such actions.

**Formation of Norwich Food Alliance
2018**

Assessment of Need

**Workshop with Local Groups
April 2019**

**Development of
Action Plan**

**Evaluation of Plan by Service Users
August 2019**

**Launch of Food Poverty Action Plan
November 2019**



Further Recommendations from Research

FOOD EDUCATION

Around 43% of the sample had children. Most were not aware of their children receiving information about food and nutrition in school. Less than half of parents thought their children had a good understanding of what a healthy meal consists of. Of those parents who responded 'Yes', that their children do receive food and nutrition education, 75% responded that their children do pass on what they have learned. It therefore seems that when food and nutrition education is available children wish to share their new knowledge with their families. The vast majority of people (93%) thought they themselves did have a good idea of what constitutes a healthy meal. 62% of all those surveyed said they would be interested in receiving recipes for cooking on a budget. This shows that it is likely that the barrier to preparing such meals were financial constraints. We have taken this as evidence that projects around food and nutrition for young people and children could be particularly beneficial, and that healthy, low-cost recipes should be made accessible. In fact, 81% did not know where to go to learn about cooking healthy food on a budget. This makes it clear that more could be done to promote those courses which are already available. This could be achieved through making information more accessible between different skills and food provision organisations so that those who want to can access what is available. The results from the survey also indicate that there is equal demand for online and paper copies of recipes and highlight the diversity of accessibility required when planning to distribute these types of information.

HEALTHY START

Healthy Start is a means-tested government scheme which provides vouchers for expecting mothers or those with young children. The vouchers can be used towards healthy foods such as milk, vitamins, fresh and frozen fruit and vegetables, and infant formula milk. As of 2018, Norwich had 1294 eligible people. However, only 63% of those eligible had claimed them. It also appears that in most postcodes, fewer eligible people are claiming healthy start vouchers than last year. Just 17% of the surveyed parents were in receipt of Healthy start vouchers. 48% believed they were ineligible. 20% of parents did not know about them and 10% were yet to apply. It could be the case that some of those who believed they were ineligible are in fact eligible, however the age of their children was not asked for in this survey. There are at least 10% who appear to be eligible but have not applied, and another 20% who did not know about the vouchers, some of whom may be eligible. From this it appears that there is opportunity to increase uptake through increasing awareness, making eligibility criteria clearer and removing barriers to application.

FREE SCHOOL MEALS

38% of parents responded that their children receive free school meals. 38% responded that they were ineligible. Only 7% did not know about them, and another 7% were yet to apply. It could be the case that those who have identified themselves as ineligible are potentially eligible. However it appears that there is good knowledge about free school meals among those surveyed.

GROW YOUR OWN

For those who do not already grow their own food (81%) the most frequently selected response was a lack of space, with over 2/3 citing this as a reason. This implies that more could be done to highlight affordable, available spaces for growing your own food such as allotments or community gardens.

FOOD SURPLUS

The survey asked for views on the use of food surplus. Almost all of the responses to this question were positive, which perhaps means the stigma of using food surplus has lessened as environmental consciousness has increased among the population. There is also evidence of a lack of clarity over what food surplus is. However, a majority said they would be interested in receiving food surplus to use at home.

COMMUNITY FRIDGES

The responses to this question highlighted a general lack of awareness of the existence of community fridges. Many people did not know about them, or how they operate. For many people, the distance would still be too great to travel to and from the fridge. From this, we feel that supporting the community fridges to be more visible, as well as supporting the setting up of new fridges around the city would help people access fresh food locally. The survey also asked if the respondents would be willing to access support and advice at the location of the fridge (like a community hub - as is in effect in some community fridges) and 61% said that they would. This would be beneficial in increasing access to support services.

SOCIAL SUPERMARKET

There was some confusion with this question over what a social supermarket is, as Norwich does not have one locally. Caveats were also mentioned on the surveys, such as depending on the price and types of products offered. When asked if they would be willing to pay a small membership fee to access a social supermarket (this is one way of structuring a community supermarket) 59% responded yes to this question, 14% responded No and 27% responded don't know.

ACCESS AND AWARENESS OF SERVICES

The foodbank is well represented in this survey: 52% of respondents had used a foodbank (however many of the people surveyed were asked at foodbanks) of those who were not surveyed at a foodbank, 1/3 had used one in the past. There was a roughly equal split between people who did know about the many free meals available in Norwich and those who did not. This indicated that more could be done to highlight food provision around the city through sharing information between food providers. Of those who attended the free meals in Norwich, they were asked to say which was the most important thing about the meals were. The findings show that although free food is important to most respondents, that there is an equally important aspect of social connection. It appears that Norwich must be doing quite well in this area for so many people to have selected it as an important reason to attend meals.

01

Increasing Skills and Knowledge around Preparing Nutritious Meals

Norwich becomes a place where community groups and services work together to signpost those in need to resources and information on preparing nutritious meals on a budget. Groups and services help remove barriers to growing food, through sharing knowledge and resources.



FIRST PRIORITY



FUTURE PROJECT

ACTION	SUGGESTION	WHO	RESOURCES REQUIRED
1. PUBLICISING Increase awareness about services in Norwich that provide education and training in food preparation and healthy meals	a) Use LUMi, the Feed directory and other available resources to promote local services supporting people to learn how to cook affordable healthy meals, including through development of paper materials which could be distributed via food banks and other outlets.	<ul style="list-style-type: none">• Fareshare• CGL• Soul Foundation• NCAN• DWP/Job Centre• LTC Green Spaces• NW Mind• Norwich City Council• Age UK• Voluntary Norfolk via Better Together Norfolk and Carers Matter• FoodHub• Gateway Vineyard	<ul style="list-style-type: none">• Time: someone to collate all information• Printing: printing the information• Distribution: distributing the paper format and publicising the online version on various platforms• Ongoing: updating regularly
	b) Encourage the incorporation of cooking skills training into community meals.	<ul style="list-style-type: none">• Joy of Food• Norwich City Council	<ul style="list-style-type: none">• Funding for Training
2. RECIPES Promote recipes for nutritious meals on a budget	a) Identify suitable recipe resources and promote them online and, where possible, via paper copies in appropriate outlets such as foodbanks	<ul style="list-style-type: none">• Trussell Trust• LTC Green Spaces• CFO- NCC• NW Mind• Norwich foodhub• St Francis Community Fridge• NCAN• LTC Green Spaces• CFO- NCC• NW Mind• Age Uk Norwich• Norwich foodhub• CGL	<ul style="list-style-type: none">• Time: gathering recipes that are suitable• Printing: having the recipes printed in sufficient numbers• Distributing to various outlets• Publicising online

01

Increasing Skills and Knowledge around Preparing Nutritious Meals

Norwich becomes a place where community groups and services work together to signpost those in need to resources and information on preparing nutritious meals on a budget. Groups and services help remove barriers to growing food, through sharing knowledge and resources.



FIRST PRIORITY



FUTURE PROJECT

ACTION	SUGGESTION	WHO	RESOURCES REQUIRED
3. GROW YOUR OWN Promote available services to support people who want to grow their own food	a) Promote use and availability of existing growing spaces, such as allotments	<ul style="list-style-type: none"> Norwich City Council Enabling Team Outdoor Projects Network Soul Foundation St Francis Community Fridge LTC Green Spaces 	<ul style="list-style-type: none"> Social Networks: publicising the availability of allotments Time: find out what is already on offer and how it can be expanded Space: where to grow and store seedlings Distribution: how to distribute seedlings to wider community
	a) Support and promote wider projects to help people to grow their own food b) Setting up of community project teaching people the knowledge of how to grow their own food in small spaces and provide free seedlings or seeds)	<ul style="list-style-type: none"> Tuckswood Library garden NW Mind CGL NCAN CFO- NCC Grapes Hill Community Garden Age UK Norwich FoodHub 	
4. COOKING SKILLS FOR YOUNG PEOPLE Develop new projects promoting cooking skills for children and young people	a) Work with partners to support funding proposals for new projects, particularly aimed at children and young people	<ul style="list-style-type: none"> Joy of Food/adult learning Adult learning Gateway Vineyard Fareshare Joy of Food/adult learning Voluntary Norfolk CFO- NCC Norwich foodhub Soul Foundation Gateway Vineyard NCAN Age Uk Norwich 	<ul style="list-style-type: none"> Space: spaces where training could take place Time: to work on a funding proposal Publicising: making sure young people and those with children can find out about the training

02

Reducing and Making Better Use of Food Waste

Norwich becomes a place where partnerships with food suppliers enable food surplus to be successfully distributed to those at risk of food poverty, through charities and to households. This would allow fresh and healthy foods to be accessible to those at all wealth levels.



FIRST PRIORITY



FUTURE PROJECT

ACTION	SUGGESTION	WHO	RESOURCES REQUIRED
1. VOLUNTEERS Raise awareness of volunteering opportunities to support the collection of food surplus and its distribution to charities, the FoodHub, and community fridges	<div>a) Deliver a campaign to increase awareness about opportunities to volunteer</div> <div>b) Encourage collaboration between groups with similar aims to share their volunteers when possible</div> <div>c) Creation of a Volunteer Coordinator role, to recruit and manage volunteers across the network where required</div>	<div>• Norwich City Council</div> <div>• Adult Learning</div> <div>• LTC Green Spaces</div> <div>• NCAN</div> <div>• CFO NCC</div> <div>• NW Mind</div> <div>• FoodHub</div> <div>• Voluntary Norfolk</div> <div>• Fareshare</div>	<div>• Social Networks: publicity</div> <div>• Advertising in local papers</div> <div>• Funding for 12 months part-time Volunteer Coordinator role</div>
2. COMMUNITY FRIDGES Promote and support existing and new community fridges to enable more people to be able to access fresh surplus food for their households	<div>a) Promote and support existing community fridges as part of the wider food network, for example by publicising their offer in local food banks, sharing information and resources</div> <div>b) Support new community fridges, for example by:<div><div>• Identifying suitable spaces for more community fridges</div><div>• Develop a toolkit of setup guidelines for community fridges</div><div>• Encourage existing community fridges to share their learning</div></div></div>	<div>• Community Fridges</div> <div>• LTC Green Spaces</div> <div>• NCAN</div> <div>• Trussell Trust</div> <div>• NCC</div> <div>• Fareshare</div> <div>• NW Mind</div> <div>• Soul Foundation</div> <div>• Fareshare</div>	<div>• Money: funding for fridges</div> <div>• Time: committing to getting the Fridge set up in line with food safety regulations</div> <div>• Volunteering: collecting more surplus food and delivering it to the community fridges</div> <div>• Volunteers to man the fridge if appropriate</div> <div>• Space: community spaces with room for a fridge</div>

02

Reducing and Making Better Use of Food Waste

Norwich becomes a place where partnerships with food suppliers enable food surplus to be successfully distributed to those at risk of food poverty, through charities and to households. This would allow fresh and healthy foods to be accessible to those at all wealth levels.



FIRST PRIORITY



FUTURE PROJECT

ACTION	SUGGESTION	WHO	RESOURCES REQUIRED
3. COMMUNITY SUPERMARKET Develop a proposal for a community supermarket using food surplus	a) Making a place where people can get surplus food for use in their own homes b) Integrating a community café for free to access food, combined with access to social support services c) Hosting cooking courses on-site	<ul style="list-style-type: none">FoodHubNorwich City CouncilGateway VineyardNorwich FoodHubSoul ChurchJoy of FoodWCAWCFO - NCCLTC Green SpacesNorwich City CouncilCGLFareshare	<ul style="list-style-type: none">Funding: funding a staff member for a community supermarket/café to take the initiative forwardTime: working on funding proposals and strategiesPublicity – sharing the initiative so people get to know about it

03 Increasing Access to Support Services

Increasing access to existing support services through raising awareness of current provision, information sharing and improved accessibility. Groups and services work together to maintain an up to date list of food provision in Norwich, as well as other relevant support services, so wherever support is first sought the same information can be passed on.



FIRST PRIORITY



ACTION	SUGGESTION	WHO	RESOURCES REQUIRED
<p>1. HEALTHY START AND FREE SCHOOL MEALS</p> <p>Promote Healthy Start and Free School Meal benefits to encourage and increase in take up by eligible families</p>	<p>a) Promote uptake of Healthy Start and FSM benefits through partner communication channels, including Citizen Magazine and health services</p> <p>b) Streamlining the process of applying for vouchers – having applications ready to access at key venues</p>	<ul style="list-style-type: none"> Norwich City Council FoodBanks GP Surgeries Trussell Trust Gateway Vineyard CFO – NCC NCAN FareShare Norwich Food Hub LTC Green Spaces Norfolk Older People’s Strategic Partnership (NOPSP) 	<ul style="list-style-type: none"> Time: writing the copy for inclusion in Citizen Printing costs: funding the printing of application forms
<p>2. SUPPORTING SIGNPOSTING</p> <p>Increasing access to wider advice and support</p>	<p>a) Find opportunities to support those in food poverty to access wider advice and support</p> <p>b) Develop training for frontline workers and volunteers to support them to encourage people to access this support</p>	<ul style="list-style-type: none"> Norwich City Council Mind St. Francis Community Fridge Norwich Food Hub FareShare <p>THESE PEOPLE DO SIGNPOSTING</p> <ul style="list-style-type: none"> Age UK Norwich LTC Green Services St. Francis Community Fridge <p>THESE PEOPLE CAN HELP WITH SIGNPOSTING TRAINING/ INFORMATION:</p> <ul style="list-style-type: none"> CGL D.W.P NCAN Trussell Trust 	<ul style="list-style-type: none"> Time: ensuring that service information is up to date Time: planning and organising training Funding: for trainers to help develop signposting skills Volunteering: willingness to participate in such a scheme

04 Filling Gaps in Food Provision

Norwich already has a wealth of food provision throughout the week. However, there is considerable overlap and the latest information is not always easy to access.



FIRST PRIORITY



FUTURE PROJECT

ACTION	SUGGESTION	WHO	RESOURCES REQUIRED
1. PUBLICISING Better publication of foodbank and food provision in Norwich	a) Coordinated by The Feed, ensure the details of the free meals are kept up to date b) Include community fridges and allotment and gardens in the above list and keep up to date c) Ensure agencies, groups and individuals in need of the above are kept informed of updates and new things	<ul style="list-style-type: none"> • The Feed • Norfolk county council • CGL • Fareshare • NCAN • MW mind • Tuckswood Library • Age UK Norwich • Fareshare • Norfolk county council • NCAN • DWP/Jobcentre 	<ul style="list-style-type: none"> • Time: ensuring details of services and groups are kept up to date • Publicity: sharing the list with groups and organisations, and on social media • Printing: printing out the list for display at community centres and churches etc.
2. INCREASING PROVISION Identifying areas/groups that could be better served with food provision. Supporting new community food projects.	a) Creation a map of provision and identify gaps in provision through mapping provision against need b) Work with partners in these areas, or other interested partners to explore new opportunities (community meals, community supermarkets or other)	<ul style="list-style-type: none"> • Norwich City Council • The Feed • FoodHub • Henderson Trust • Gateway Vineyard • LTC Green Services • CGL • Soul Foundation • Norwich foodhub • MIND • fareshare • NCAN 	<ul style="list-style-type: none"> • Time: creating and maintaining a map • Funding: for supporting new community projects (rent, capital, staff) • Space: places where new projects could be launched from, or current projects extended • Volunteers: support extended service of community meals through increased volunteering

HOW WE WILL MEASURE SUCCESS

Measuring outcomes tend not to be everyone’s favourite way to spend their time, however in order to be successful in securing funding for current and future projects so that we can support and expand on the work that is already being done, these things do need to be mentioned. These aren’t just for show – they can also help you see how the work you are doing is making a difference and potential ways of improvement – meaning that your effort makes the biggest impact – which is what we all want for Norwich.



Acknowledgements

**WE WOULD LIKE TO THANK THE ORGANISATIONS REPRESENTED
AT THE FOOD ALLIANCE WORKSHOP IN APRIL:**

**VOLUNTARY NORFOLK DWP SHELTER ORMISTON FAMILIES AGE UK
NORWICH MIND NHS DIABETES PREVENTION NORWICH CENTRAL BAPTIST CHURCH
HENDERSON TRUST HOMEGROUP SOUL FOUNDATION SOCIETY ALIVE FARESHARE
NORFOLK POLICE NORWICH CITY COUNCIL ST FRANCIS CHURCH/THE HIVE
TUCKSWOOD LIBRARY NORFOLK COUNTY COUNCIL GATEWAY ALIVE CHURCH
JOY OF FOOD TRUSSELL TRUST CLARION HOUSING SALVATION ARMY ENYP**

**THANKS TO THOSE GROUPS WHO
ALLOWED US TO CARRY OUT OUR SURVEY AND RESPONDED
TO OUR SERVICE PROVIDERS' SURVEY.**

**A SPECIAL THANKS TO
NORWICH CITY COUNCIL PROJECT SUPPORT WORKERS
LOUISE CURTIS AND RUTH NEWTON.**

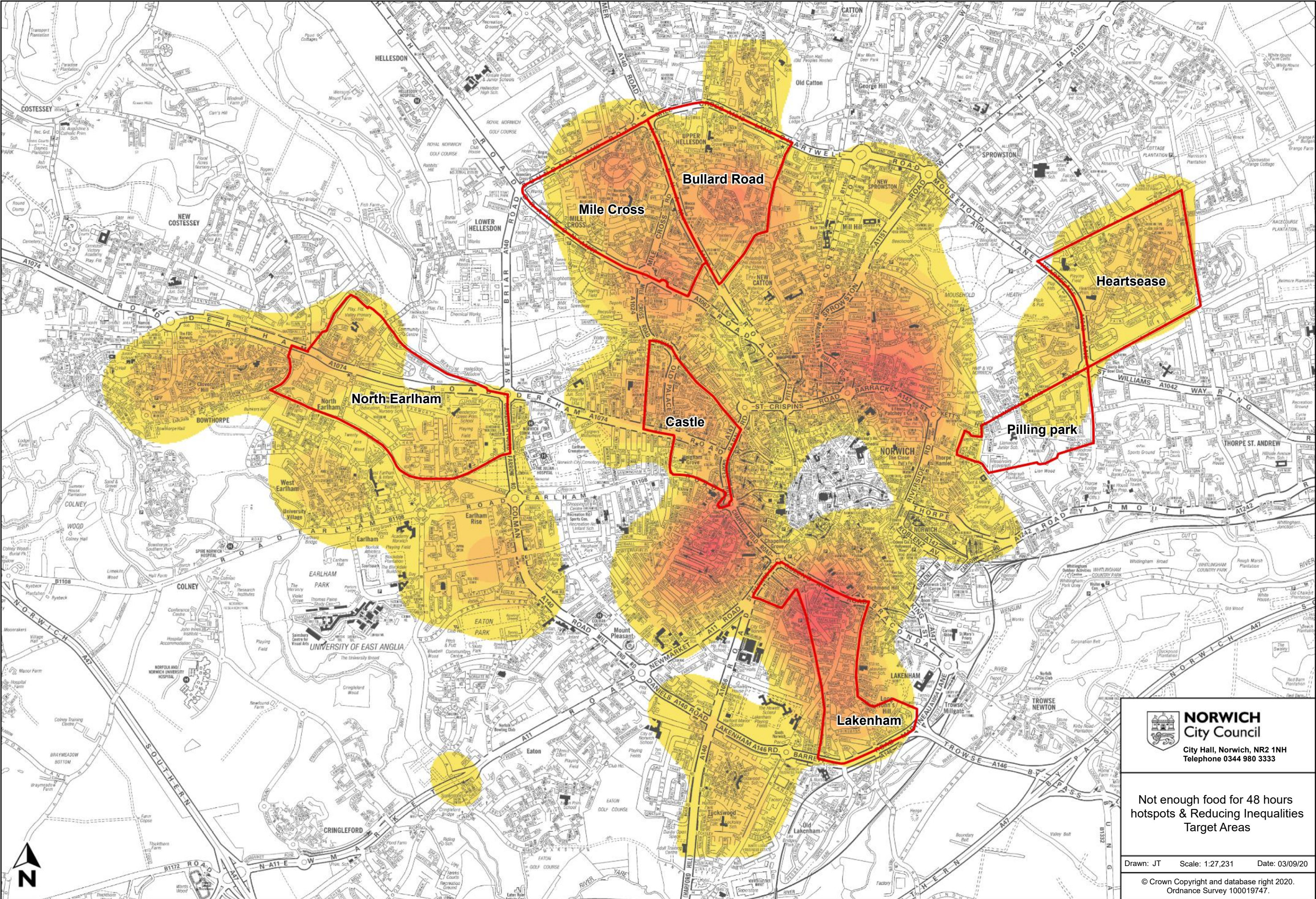
**THIS RESEARCH WAS MADE POSSIBLE BY FUNDING FROM
SUSTAIN FOOD POWER - THE NATIONAL
NETWORK OF FOOD POVERTY ALLIANCES.**

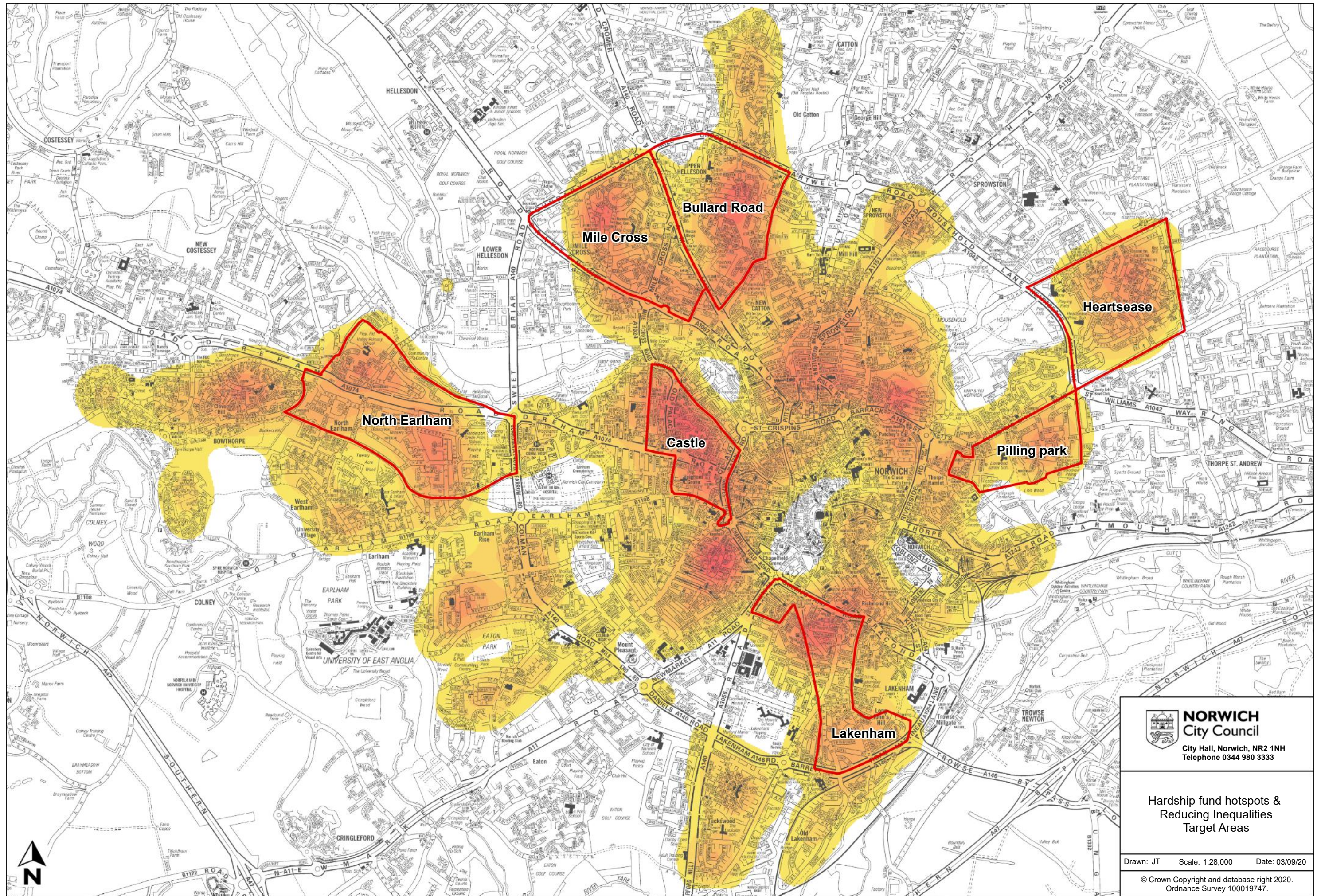
**COULD YOUR ORGANISATION SUPPORT
THE PLAN WITH ANY OF THE FOLLOWING:**

**FUNDING, VOLUNTEERS, TIME, SPACE,
PUBLICITY OR DISTRIBUTION?**

APPENDIX D – Digital Inclusion

1. Norwich City Council has been leading on a Digital Inclusion Project for the city for the past six years. It is a partnership project with one main funded partner (Voluntary Norfolk) and many other local partners working together to support residents to overcome the barriers they face to going online.
2. The service offers to the community digital inclusion skills support sessions, a digital equipment loaning scheme called Norwich Digital Stuff Hub, and a referral route through to specialist organisations and learning opportunities.
3. 61 new learners were supported this year, alongside ongoing support to people already connected to the scheme. Of the new learners, over half came from the three wards of Wensum, Mile Cross and Mancroft. 87% of all learners reported that their digital skills and confidence increased due to the sessions. The top three categories of support needed were:
 - staying connected with others with video chatting and meetings;
 - interacting with services online (particularly health and government services);
 - general basic support and advice to use own device.
4. 38 loans were facilitated over the year (people loaned the equipment for longer than usual due to lockdowns). The top three uses for the equipment were:
 - staying connected with others with video chatting and meetings;
 - using emails;
 - job searching and applying.







NORWICH
City Council
City Hall, Norwich, NR2 1NH
Telephone 0344 980 3333

Multiple debt hotspots &
Reducing Inequalities
Target Areas

Drawn: JT Scale: 1:27,127 Date: 03/09/20

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Ordnance Survey 100019747.



Committee Name: Scrutiny

Committee Date: 18/11/2021

Report Title: Scrutiny work programme

Portfolio: Councillor Kendrick, cabinet member for resources

Report from: Executive director of community services

Wards: All Wards

OPEN PUBLIC ITEM

Purpose:

The purpose of this report is to assist scrutiny committee members in setting the scrutiny committee work programme for 2021/22.

Recommendation:

It is recommended that members agree a realistic and deliverable scrutiny committee work programme for 2021/22.

Policy Framework:

The Council has three corporate priorities, which are:

- People living well
- Great neighbourhoods, housing and environment
- Inclusive economy

This report meets the people living well and great neighbourhoods, housing and environment corporate priorities.

This report addresses the strategic actions in the Corporate Plan, in particular the healthy organisation.

This report helps to meet the adopted policies of the council.

This report helps to meet the objectives of the COVID-19 Recovery Plan.

Report Details

Developing a work programme for the scrutiny committee

1. When the scrutiny committee considers which items to include on the work programme, it is useful to do so in the context of what the focus is for the council over the coming year and to look at how activity aligns to the council's corporate plan, policies and the COVID-19 recovery plan.
2. At scrutiny committee on 21 October 2021 the work programme was updated for the rest of the civic year 2021/2. The updated work programme is attached at Appendix A.
3. Since the previous meeting of the Committee, it has been requested to move pre-scrutiny of the corporate plan and performance framework to the January meeting of the Scrutiny Committee. The corporate plan was previously scheduled to be considered in December, in line with the previous year's review period. However, as the current Corporate Plan expires, a more substantive review is required and it would not be feasible to produce this for a December Scrutiny Meeting.
4. At its next meeting, the Scrutiny Committee will be asked to scrutinise the business plans of Norwich Regeneration Limited and Norwich City Services Limited. As this is a narrow scope, Scrutiny Members are not being asked at this stage to identify areas of focus within the review.

Recurring items

5. There are certain areas of work identified for the scrutiny committee that are of a recurring nature. Presently, these are the scrutiny committee work programme (each meeting), Equality Information Report (December), pre-scrutiny of the proposed budget (February) and the annual review of the scrutiny committee (March). At the committee meeting on 21 October 2021 it was agreed to add updates from the councils climate commission as a recurring item.
6. Updates are received from the council's representative on the Norfolk County Health and Overview Committee (NHOSC).
7. Updates are also received from the council's representative on the Norfolk Countywide Community Safety Partnership Scrutiny sub panel (NCCSPSSP).

Scope for scheduling items onto the work programme.

8. It has been previously agreed that the committee should agree as few as possible substantive topics per meeting. The main reason for this is to ensure that there is enough time for the committee to effectively consider the issues and has a fair chance of reaching sound, evidence based outcomes. Ideally, one main item per meeting would be the aim.

9. Members will still have the opportunity on a monthly basis to revise the programme if and when required or due to changing events. This is done via the work programme standing item on the scrutiny committee agendas and members may wish to consider keeping some space on the work programme to facilitate this.

Consultation

10. Ward councillors, the public or other stakeholders have not been consulted (statutorily or otherwise). However the public are encouraged to submit topics for scrutiny via an interactive form on the council's website. The portfolio holder will be briefed as part of the regular portfolio holder briefing process.

Implications

Financial and Resources

11. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan 2019-22 and Budget.
12. Any impact on resources resulting from this report will be accommodated within existing budgets or the relevant approvals will be sought if additional budget is required.

Legal

13. No specific legal advice has been sought or provided.

Statutory Considerations

Consideration	Details of any implications and proposed measures to address:
Equality and Diversity	None at this stage
Health, Social and Economic Impact	None at this stage
Crime and Disorder	None at this stage
Children and Adults Safeguarding	None at this stage
Environmental Impact	None at this stage

Risk Management

Risk	Consequence	Controls Required
None at this stage		

Other Options Considered

14. There have been no other options considered for this report.

Reasons for the decision/recommendation

15. This report will allow scrutiny to set and review the work programme for scrutiny for 2021/22.

Background papers: none

Appendices: none

Contact Officer: scrutiny liaison officer

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APPENDIX A

Annual work programme planning grid 2021-22

Date of meeting	Item
Thursday at 16.30	
2021	
27 May	Work programme. Appointment to Norfolk Health Overview and Scrutiny committee (NHOSC). Appointment to Norfolk Countywide Community Safety Partnership Scrutiny sub panel (NCCSPSSP).
24 June	Work programme. Bins on pavements, communal bins and fly-tipping - Andy Summers.
1 July	Scrutiny training – via zoom
15 July	Work programme. Verbal update from the NHOSC meeting held on 15 July (am). Air pollution from woodburning – Lesley Oldfield.
9 September Online via zoom	Air pollution from woodburning – continuation.
16 September	Ratification of resolutions made on 9 September. Appointment to Norfolk Health Overview and Scrutiny committee (NHOSC). Appointment to Norfolk Countywide Community Safety Partnership Scrutiny sub panel (NCCSPSSP). Second work programme setting meeting.
21 October	Work programme. (Including verbal update on the work of the select committee regarding communal bins). Review of the environmental strategy following Covid-19 (Portfolio Holder: Cllr Emma Hampton; Officers: Helen Chamberlin and Lou Rawsthorne).
Friday 12 November at 12.30	Extraordinary meeting. Health, safety and compliance in council homes. (Portfolio Holder: Cllr Gail Harris; Officers: Lou Rawsthorne)
18 November	Work programme. Update from the NHOSC meeting held on 4 November. The emerging new social inclusion agenda following COVID-19 (Portfolio Holder: Cllr Karen Davies; Officers: Helen Chamberlin and Ramona Herdman).

2 December (moved from 4 November)	Additional meeting. Scrutiny of the business plans for Norwich City Services Limited and Norwich Regeneration Limited. (Portfolio Holders: Cllrs Cate Oliver and Mike Stonard; Officers Hannah Leys and Dave Shaw).
16 December	Work programme. Pre-scrutiny of the corporate plan and performance framework. Equality information report. (Portfolio Holder: Cllrs Alan Waters; Officers: Helen Chamberlin, Ramona Herdman, Ruth Newton, Emma Smith) Verbal update from the NCCSPSSP meeting held on 16 December (am).
2022	
20 January	Work programme. Update from the NHOSC meeting held on 20 January (am). A sustainable, inclusive Norwich economy following COVID-19 (Portfolio Holder and officers tbc depending on Scrutiny Committee's confirmed areas of focus for the review).
3 February	Work programme. To consider the 2022-23 budgets, medium term financial strategy and capital programme, along with capital strategy and treasury management strategy. (Portfolio Holder: Cllrs Alan Waters and Paul Kendrick; Officers: Annabel Scholes and Hannah Simpson)
17 March	Work programme. Annual review of scrutiny committee. Update from the NCCSPSSP meeting held on 24 February. Update from the NHOSC meeting held on 10 March.

