NORWICH City Council

Scrutiny committee

Date: Thursday, 12 November 2015
Time: 16:30
Venue: Mancroft room, City Hall, St Peters Street, Norwich, NR2 1NH

All group pre-meeting briefing – 16:00 Mancroft Room

This is for members only and is not part of the formal scrutiny 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 scrutiny committee meeting. The public will not be given access to the committee room before 16:30.

Committee members:

Councillors:
Wright (chair)
Maxwell (vice chair)
Bogelein
Coleshill
Grahame
Haynes
Manning
Packer
Peek
Raby
Ryan
Sands (S)
Schmierer

For further information please contact:

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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

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communication for all

If you would like this agenda in an alternative format, such as a larger or smaller font, audio or Braille, or in a different language, please contact the committee officer above.

AGENDA

1   Apologies
To receive apologies for absence

2   Public questions/petitions

To receive questions / petitions from the public (notice to be given to committee officer in advance of the meeting in accordance with appendix 1 of the council's constutition)

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 15 October 2015   9 - 12
To approve the accuracy of the minutes of the meeting held on 15 October 2015

5   Scrutiny committee work programme 2015 - 2016   13 - 34
Purpose - To note the scrutiny work programme and agree any potential topic(s) that may be tested against the TOPIC analysis for future inclusion onto the programme. For the assistance of members, the cabinet forward agenda is also included.

6   Update of the rep for the Norfolk county health overview and scrutiny committee
Purpose - For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the representative to take back to the next meeting of NHOSC

7   Quarterly performance report   35 - 36
Purpose - To respond to any questions relating to the quarter 1 performance report.

8   Community space review   37 - 54
Purpose - To provide a progress report on the work undertaken to implement the recommendations agreed by cabinet in July 2013 from the review of community space undertaken by scrutiny committee in 2012-13.

9   Update on the recommendations from the scrutiny review of building social inclusion and capital in Norwich   55 - 104
Purpose - To consider the work done so far to address the recommendations from the review.

10   Exclusion of the public

Purpose - Consideration of exclusion of the public.

*11   Update on the recommendations from the scrutiny review of building social inclusion and capital in Norwich Appendix C

- This report is not for publication because it would disclose information relating to any individual as in para 1 of Schedule 12A to the Local Government Act 1972.

Date of publication**: Wednesday, 04 November 2015**

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**?
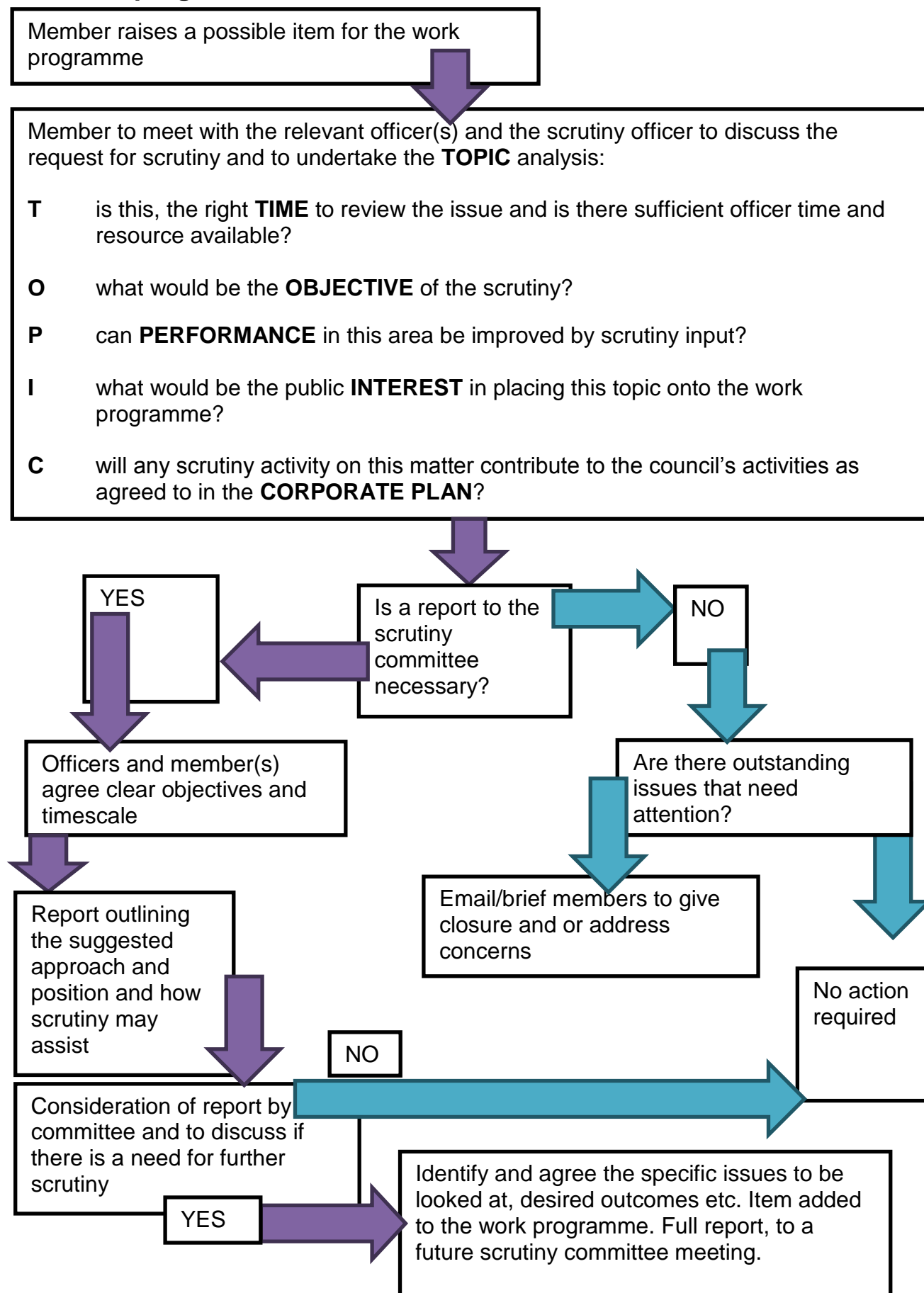
Once the TOPIC analysis has been undertaken, a joint decision should then be reached as to whether a report to the scrutiny committee is required. If it is decided that a report is not required, the issue will not be pursued any further. However, if there are outstanding issues, these could be picked 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, **M**easurable, **A**ttainable, **R**elevant and **T**ime-bound

Guidance flow chart for placing items onto the scrutiny committee work programme

Member raises a possible item for the work programme

Member to meet with the relevant officer(s) and the scrutiny officer to discuss the request for scrutiny and to undertake the **TOPIC** analysis:

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**?

Is a report to the scrutiny committee necessary?

YES

NO

Officers and member(s) agree clear objectives and timescale

Are there outstanding issues that need attention?

Report outlining the suggested approach and position and how scrutiny may assist

Email/brief members to give closure and or address concerns

No action required

Consideration of report by committee and to discuss if there is a need for further scrutiny

NO

YES

Identify and agree the specific issues to be looked at, desired outcomes etc. Item added to the work programme. Full report, to a future scrutiny committee meeting.

Working style of the Scrutiny committee and a protocol for those attending scrutiny

- 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

MINUTES

SCRUTINY COMMITTEE

16:30 to 18:15   **15 October 2015**

Present: Councillors Wright (chair), Maxwell (vice chair), Bogelein, Herries (substitute for Coleshill), Grahame, Haynes, Manning, Packer, Peek Raby, Ryan, Sands (S) and Schmierer

Also present: Councillor Waters
Apologies: Councillor Coleshill

1.   Declarations of interest

There were no declarations of interest.

2.   Minutes

RESOLVED to agree the accuracy of the minutes of the meeting held on 17 September 2015.

3.   Scrutiny committee work programme 2015 -2016

The chair updated the committee on the work programme. Discussion ensued, during which the following points were made:

- There would be a chance for the committee to have some input into the neighbourhood model as a part of the update on the recommendations from the scrutiny review of building social inclusion and capital in Norwich – which would be taken at the meeting on 12 November.

- Interest was expressed in setting up a task and finish group to examine creative ways to develop income streams for the city council. It was stressed that this would need to be member-led, but support would be received from the organisation.

- Discussion of income generation led to the suggestion of involving co-operatives in this work. The idea was to hold a half-day seminar for senior staff and officers to provide clarification around the way in which they work.

- It was agreed for a seminar to be arranged around cooperatives and that the chair and Councillor Bogelein would develop this.

- It was suggested that it may be worth inviting Lambeth, Oldham or Plymouth councils to the meeting to discuss their work around cooperatives.

- The government housing programme was also raised; in particular, concern was mentioned around a lack of detail regarding the ways in which it could affect local authorities.

RESOLVED to:-

a) note the scrutiny committee work programme 2015 – 2016

b) consider members convening a task and finish group to develop ideas around income generation

c) arrange a seminar around cooperatives, with Councilors James Wright and Sandra Bogelein taking the lead.

4. **Assessment of the corporate plan against the programme of the new government**

The leader of the council explained that he would be discussing the central government legislative programme with the MP for Norwich North. He added that anything the scrutiny committee could tease out for examination at this meeting would be welcomed. The aim would be to provide an understanding of the fluid situation in which local government currently found itself.

Russell O'Keefe said that the picture of local government was changing all the time and that whilst central government had committed to their model of deficit reduction, many policy changes were still in development.

He added that the 1% annual decrease across four years regarding the housing revenue account would have a huge impact, changing the programme within the corporate plan. He added that full options would be available in the coming weeks.

Members raised concern regarding future funding of council housing and maintenance schedules. It was felt that any assistance to lessen the effect of any reductions would be very welcome.

Suggestions were then made by members regarding ways in which to deal with the potential for cuts affecting the availability and quality of council and housing association housing:

- The potential of giving social housing tenants the option to buy further services at an additional cost

- Extend the timescales over which improvement work would take place, thus spreading the cost

- Invite individuals impacted by any changes to attend the scrutiny committee meeting to gain some understanding of the effect that this may have upon their lives

He went on to add detail to proposed government plans for local devolution, explaining that an entirely different funding model had been structured around business rates. He added that the Treasury would, however, ensure that this would be cost neutral.

One member suggested that to mitigate concerns regarding a possible housing bubble, proper warnings would need to be given to those considering using the right to buy scheme.

Concern was raised regarding the localisation of business rates insofar as the introduction of local discretion could lead to a race to the bottom – as authorities may see reducing business rates as a prime political opportunity to attract new businesses. It was felt that as a national agreement via the LGA was highly unlikely, it would be vital for local authorities to work closely together around this issue. A member suggested that local partnership working was more likely to succeed.

The vice-chair said that given the scale of concern around the housing issue, it clearly required further work. She suggested this work would be best informed if it followed the spring budget announcement when further information from government would be available.

All members agreed that it would be useful to convene a briefing session for all councillors when further information became available.

RESOLVED to

a) Invite constituents of Norwich to attend a future meeting of the scrutiny committee to explain the impact on their lives of the changes to housing funding

b) Convene a briefing session (after the spring 2016 budget) for all councillors regarding the issue of housing funding cuts

5. Exclusion of the public

RESOLVED to exclude the public from the meeting during consideration of item *6 (below) on the grounds contained in the relevant paragraphs of Schedule 12A of the Local Government Act 1972 (as amended).

*6.   Draft new blueprint (operating model) and transformation programme

A member suggested that it was important to engage the public to reach possible solutions in relation to the transformation programme. It was felt vital to encourage participation in public consultation and it was also suggested that the scrutiny committee have a view of the consultation document prior to its release.

The leader of the council said that the consultation represents an opportunity to widen the debate and allows individuals to suggest potentially better alternatives.

Russell O'Keefe explained that the consultation document was in the process of being finalised by the communications team and was due to go live in the week following the meeting. As such, he stressed that it was unlikely that the scrutiny committee could have sight of it prior to its release.

In response to a member's question Russell O'Keefe explained that the consultation was the start of a discussion with the people of the city regarding the role of the city council. He added that it was an initial gathering of views and that further engagement opportunities for public response would be examined beyond this single consultation.

Members agreed that it was important that all councillors engage in the conversation with their constituents and encourage them to look at specific reports, attend meetings, and engage at every level. It was felt essential that councillors clearly communicate all opportunities available to members of the public to attend meetings and potentially shape policy.

It was suggested that Citizen Magazine be used to explain tough choices facing the city council to allow the people of the city to understand what is happening in the face of cuts from central government.

RESOLVED to ask the city council's communications team to publish articles in citizen magazine which highlight and explain the many tough choices the council faces in light of continued cuts.

CHAIR

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET PORTFOLIO COUNCILLOR or ORGANISATION	SCOPE - REASON FOR TOPIC REQUEST AND OUTCOME SOUGHT
6 July 2015	**Quarter 4 performance monitoring (14/15)**	Cllr Alan Waters, Russell O'Keefe and Phil Shreeve	Identification of any causes for concern and note successes arising from this 6 monthly review of performance monitoring data
6 July 2015	**Establishing a local housing company**	Cllr Bert Bremner and David Moorcroft	Pre-scrutiny of the report going to cabinet that outlines arrangements for the council towards establishing a local housing company to allow the council to take forward housing development in Norwich.
6 July 2015	**Update from May meeting of the Norfolk county health overview and scrutiny committee**	Steve Goddard	For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the rep to take back to the next NHOSC meeting.
16 July 2015	**Update of the rep for the Norfolk county health overview and scrutiny committee**	Cllr Sandra Bogelein	A brief Oral update of the meeting of NHOSC that was held earlier in the day at county hall. (A written update will be available at the September meeting along with the September update)
16 July 2015	**Overview of DWP sanctions**	Phil Shreeve	To look at how the council can work with partners to help those who may be affected with a particular focus on young people and the homeless.

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE ORGANISATION OFFICER CABINET PORTFOLIO COUNCILLOR	SCOPE - REASON FOR TOPIC REQUEST AND OUTCOME SOUGHT
16 July 2015	**Benefits processing times**	Anton Bull, LGSS and Cllr Alan Waters	To address the performance levels towards improving the average processing time for new housing benefit and council tax reduction scheme claims.
17 September 2015	**Update of the rep for the Norfolk county health overview and scrutiny committee (July & Sept report)**	Cllr rep and Steve Goddard	For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the rep to take back to the next meeting of NHOSC
17 September 2015	**Looking at the co-operative agenda in local government**	Cllr Alan Waters, Russell O'Keefe and Phil Shreeve	Looking at co-operative innovations and solutions and suggestions for how Norwich might benefit. (Subject to final agreement over scope)
15 October 2015	**Assessment of the corporate plan against the programme of the new government**	Cllr Alan Waters, Russell O'Keefe and Phil Shreeve	To gain an overview of the new governments programme and any implications this may have for the council's corporate plan
15 October 2015	**Transformation programme for the Council**	Cllr Alan Waters and Russell O'Keefe	For the scrutiny committee to comment on and make suggestions towards the development of the council's programme for transformation

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE ORGANISATION OFFICER CABINET PORTFOLIO COUNCILLOR	SCOPE - REASON FOR TOPIC REQUEST AND OUTCOME SOUGHT
12 November 2015	**Quarter 2 performance monitoring (15/16)**	Cllr Alan waters, Russell O'Keefe and Phil Shreeve	Identification of any causes for concern and note successes arising from this 6 monthly review of performance monitoring data
12 November 2015	**Review of community space - update on progress**	Cllr Keith Driver, Russell O'Keefe and Bob Cronk	A report back to the scrutiny committee on how work has progressed since the task and finish group.
12 November 2015	**Update of the rep for the Norfolk county health overview and scrutiny committee (Oct report)**	Councillor rep and Steve Goddard	For the committee to note the work of the HOSC and comment on any implications for Norwich residents for the residents for the rep to take back to NHOSC
12 November 2015	**Update on the delivery of the work plan for the building social inclusion and capital in Norwich project**	Cllr Keith Driver and Russell O'Keefe	For the committee to receive and note a briefing paper as an update on progress at this early stage in the work.
17 December 2015	**Transformation programme for the Council**	Cllr Alan Waters and Russell O'Keefe	Ongoing scrutiny to consider the development of the transformation programme.
17 December 2015	**Annual equality information report**	Cllr Vaughan Thomas and Phil Shreeve	Pre scrutiny of the report before it goes to cabinet

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE ORGANISATION OFFICER CABINET PORTFOLIO COUNCILLOR	SCOPE - REASON FOR TOPIC REQUEST AND OUTCOME SOUGHT
17 December 2015	**Update of the rep for the Norfolk county health overview and scrutiny committee (Dec report)**	Councillor rep and Steve Goddard	For the committee to note the work of the NHOSC and comment on any implications for Norwich residents for the rep to take back to NHOSC
28 January 2016	**Pre-scrutiny of the proposed policy and budget frame work**	Cllr Alan Waters, Russell O'Keefe and Justine Hartley	To make suggestions to cabinet regarding the proposed budget's ability to deliver the council's overarching policy and look into how tenants can use communal areas
28 January 2016	**(Environmental strategy) Yearly update on the progress statement**	Cllr Bert Bremner, Richard Willson and David Moorcroft	Identification of any issues to consider and note successes and progress reported in the progress statement
25 February 2016	**Verge and pavement issues**	Cllr Bert Bremner, David Moorcroft and Andy Ellis	Pre- scrutiny of the cabinet report on a review of verge and pavement issues
25 February 2016	**Update of the rep for the Norfolk county health overview and scrutiny committee**	Councillor rep and Steve Goddard	For the committee to note the work of the NHOSC and comment on any implications for Norwich residents for the rep to take back to NHOSC

17 March 2016	**Annual review of scrutiny**	Cllr James Wright and Steve Goddard	To agree the annual review of the scrutiny committee's work 2015 to 2016 and recommend it for adoption of the council
17 March 2015	**Academies**		(Subject to final agreement over scope)

Scrutiny committee tracker   **2015 – 2016**

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
11 June 2015	**Verge and pavement issues**	Andy Watt	For the scrutiny committee members to receive an update on progress regarding verge and pavement issues raised at earlier meetings.	Members received an email update from the head of city development services on 12 June reporting on the current position. The scrutiny committee will also be pre scrutinising a report that will cover the review of verge and pavement issues at the 25 February 2016 meeting.
11 June 2015	**Best practice in tackling transphobic hate crimes**	Bob Cronk	For the head of neighbourhood services to provide an update and information as an email briefing to the scrutiny committee	Ongoing
11 June 2015	**The council's consultation process**	Nikki Rotsos	For a briefing paper to be circulated, for scrutiny members to gain an overview and understanding of the council's current work in this area.	Ongoing

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
11 June 2015	**The communications approach of the scrutiny committee**	Chair of scrutiny and Nikki Rotsos	To make this an ongoing piece of work with a view to make suggestions on how members advertise and publicise their work.	Ongoing
6 July 2015	**Self-esteem and aspirations task and finish group; annual update**	Russell O'Keefe	Future updates on the progress being made with the work programme, as a result of the self-esteem and aspirations task and finish group.	Expected to be in spring 2016.
6 July 2015	**Quarter 4 performance monitoring (14/15)**	Tracy John and Chris Haystead	HCH5 states that our target is to prevent 50% of people who contact us to become homeless: Could it be clarified why this target is so low?	We needed to factor in the challenging environment for homelessness and prevention. While current performance is good, we are working at our optimum within existing resources. As such, shifting external factors (further welfare reform, effect of cuts to services by partner organisations etc) will potentially limit our effectiveness and performance. Therefore, the 50% target is both realistic and challenging. In addition, this would be very good performance compared to most local authorities.

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
6 July 2015	**Quarter 4 performance monitoring (14/15)**	Chris Haystead	HCH8 the target has reduced from 87% to 77% why is that? Has satisfaction with the housing service gone down?	Satisfaction with the housing service has actually improved considerably. It has increased by over 11% between our survey in 2013 and the one carried out this year, taking overall satisfaction to 81%. This puts us the 3rd best in the country in terms of large local authority landlords. However, the previous target of 87% was unrealistic and we need to ensure targets strike the right balance between being realistic and challenging. As you will be aware, targets are then reviewed each year.
		Russell O'Keefe	VFM3 – the target has reduced why is that?	As set out above we need, to ensure targets strike the right balance between being realistic and challenging and 85% had gone beyond challenging to unrealistic.
		Anton Bull	VFM6: how has this measure been revised?	This is a composite of the 4 main elements of council income collected - council tax, NNDR, housing rent and sundry income. Prior to 2012 we had "in-year" collection targets for council tax and NNDR of 96.5% and 98.2%. In measuring the "% of income owed to the council collected" for the 2012-15 corporate plan the amount of council tax

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
6 July 2015	**Quarter 4 performance monitoring (14/15)**		VFM6: how has this measure been revised? (continued)	and NNDR we had actually collected was taken as a percentage of the amount we expected to collect. In that regard it was actually a percentage of the target percentage not a percentage of the "total amount". For the new corporate plan we have aimed to simplify this. So now, the % of council tax and NNDR collected are as a percentage of the total amount not the expected amount. (N.B. In year the monthly "amount due" still has to be estimated as there isn't an actual monthly amount due. This is modelled based on typical collection rates from previous years. However, this builds towards a percentage of the total amount due for the year).The target for this has therefore been reduced from 96% to 95% as the change has resulted in the denominator (amount due) getting bigger.

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
6 July 2015	**Quarter 4 performance monitoring (14/15)**	Adrian Akester	With regards to the effect of the waste officers door knocking: has there been a pre/post comparison with regards to uptake of recycling, general waste reduction and use of food waste, thus a comparison of numbers before the door knocking and afterwards?	Door knocking was one small part of a much wider and concerted strategy to increase recycling etc. However, pre – implementation of this overall strategy recycling rates were 18% and are obviously now 36%.

ALLOCATED ITEMS							
Meeting	**Report**	**Purpose**	**Portfolio holder + Senior Officer + Report author**	**Date report signed off by**	**Management clearance**	**Cabinet or portfolio holder briefing?**	**Exempt?**
CABINET 4 NOV 2015	Revenue budget monitoring 2015/16 period 6	To provide an update on the current financial position, the forecast outturn for the year 2015-16, and the consequent forecast of the general fund and housing revenue account balances	Cllr Stonard Justine Hartley, chief finance officer EXT 2440 Neil Wright, Service accountant EXT 2498		Justine Hartley	PH	NO
CABINET 4 NOV 2015	Capital budget monitoring 2015/16 quarter 2	To update cabinet on the financial position of the capital programmes	Cllr Stonard Justine Hartley chief finance officer EXT 2440 Shaun Flaxman group accountant EXT 2805		Justine Hartley	PH	NO
CABINET 4 NOV 2015	Adoption of the greater Norwich homelessness strategy 2015-20 – **KEY DECISION**	To consider adoption of a homelessness strategy for greater Norwich, following public consultation	Cllr Harris Chris Hancock Housing strategy officer EXT 2852 Andy Watt Head of city development services		Dave Moorcroft	PH	NO

**ALLOCATED ITEMS**
Meeting	**Report**	**Purpose**	**Portfolio holder + Senior Officer + Report author**	**Date report signed off by**	**Management clearance**	**Cabinet or portfolio holder briefing?**	**Exempt?**
			EXT 2691				
CABINET 4 NOV 2015	Reducing Inequalities Action Plan	To consider the updated Reducing Inequalities Action Plan.	Cllr Thomas Russell O'Keefe Executive head of strategy, people and neighbourhoods EXT 2908		Russell O'Keefe		NO
CABINET 4 NOV 2015	Healthy Norwich action plan – **KEY DECISION**	To consider the Healthy Norwich action plan	Cllr Harris Russell O'Keefe Executive head of strategy, people and neighbourhoods EXT 2908		Russell O'Keefe		No
CABINET 4 NOV 2015	Housing Development Company- Business plan.	To consider the business plan of the housing development company.	Cllr Stonard Gwyn Jones City Growth and Development Manager EXT 2364 Andy Watt, Head of City Development Services EXT 2691		Dave Moorcroft		NO
CABINET 4 NOV 2015	Housing Development Company- Business plan. APPENDIX	To consider the business plan of the housing development company.	Cllr Stonard Gwyn Jones City Growth and		Dave Moorcroft		YES

Document up to date as at 10:27 Tuesday, 03 November 2015 – please note that this is a live document. *Always* consult the electronic original for the latest

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ALLOCATED ITEMS							
Meeting	**Report**	**Purpose**	**Portfolio holder + Senior Officer + Report author**	**Date report signed off by**	**Management clearance**	**Cabinet or portfolio holder briefing?**	**Exempt?**
			Development Manager EXT 2364 Andy Watt, Head of City Development Services EXT 2691				
CABINET 4 NOV 2015	Award of contract for the development at Riley Close - **KEY DECISION**	To consider the award of a contract relating to the design and construction of two dwellings at Riley Close.	Cllr Bremner, Andy Watt Head of city development services EXT 2691 Andrew Turnbull Senior development officer (enabling) EXT 2778		Dave Moorcroft		YES
SCRUTINY 12 NOV 2015	Quarter 2 performance monitoring (15/16)	Identification of any causes for concern and note successes arising from this 6 monthly review of performance monitoring data	Cllr Alan waters, Russell O'Keefe and Phil Shreeve		Russell O'Keefe		
SCRUTINY 12 NOV 2015	Review of community space - update on progress	A report back to the scrutiny committee on how work has progressed since the task and finish group.	Cllr Keith Driver, Russell O'Keefe and Bob Cronk		Russell O'Keefe		
SCRUTINY 12 NOV	Update of the rep for the Norfolk county	For the committee to note the work of the HOSC and comment on any	Councillor rep and Steve		Russell O'Keefe		

Document up to date as at 10:27 Tuesday, 03 November 2015 – please note that this is a live document. *Always* consult the electronic original for the latest

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						Cabinet	

ALLOCATED ITEMS							
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Cabinet or portfolio holder briefing?	Exempt?
2015	health overview and scrutiny committee (Oct report)	implications for Norwich residents for the residents for the rep to take back to NHOSC	Goddard				
SCRUTINY 12 NOV 2015	Update on the delivery of the work plan for the building social inclusion and capital in Norwich project	For the committee to receive and note a briefing paper as an update on progress at this early stage in the work.	Cllr Keith Driver and Russell O'Keefe		Russell O'Keefe		
COUNCIL 24 NOV 2015	Housing Development Company- finance for Three Score Phase 2	To agree additional funding in the council's capital programme for Three Score phase 2.	Cllr Stonard Gwyn Jones City Growth and Development Manager EXT 2364		Dave Moorcroft	PH	NO
COUNCIL 24 NOV 2015	Greater Norwich Growth Programme 2016-7.	To approve the Greater Norwich Growth Programme for 2016-7.	Cllr Waters Gwyn Jones City growth and development manager EXT: 2364.				
CABINET 9 DEC 2015	Heritage interpretation supplementary planning document - Adoption	To consider adopting the Heritage interpretation supplementary planning document to support policies in the statutory development plan for Norwich	Cllr Bremner Graham Nelson Head of planning services		Dave Moorcroft		NO
CABINET 9 DEC 2015	Revenue budget monitoring 2015-16	To provide an update on the current financial position, the forecast outturn	Cllr Stonard Justine Hartley		Justine Hartley	PH	NO

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				Cabinet		
			Date report signed off by	**Management clearance**	**Cabinet or portfolio holder briefing?**	

ALLOCATED ITEMS

Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Cabinet or portfolio holder briefing?	Exempt?
	period 7	for the year 2015-16, and the consequent forecast of the general fund and housing revenue account balances.	chief finance officer EXT 2440 Neil Wright Service accountant EXT 2498				
CABINET 9 DEC 2015	Treasury Management Mid-Year Review 2015-16	To advise of the treasury management performance for the first six months of the financial year to 30 September 2015.	Cllr Stonard Justine Hartley chief finance officer EXT 2440 Philippa Dransfield chief accountant EXT 2562		Justine Hartley	PH	NO
CABINET 9 DEC 2015	Mountergate West phase 2 – **KEY DECISION**	To approve the entering into collaboration agreement with the Great Hospital to take forwards the development of housing on the Mountergate West site.	Cllr Harris Andy Watt Head of city development services EXT 2691 Gwyn Jones City growth and development manager EXT 2364		Dave Moorcroft	PH	YES (Paragraph 3)
CABINET 9 DEC 2015	Managing Assets (Housing) – KEY	To outline the options available for its future within the housing stock.	Cllr Harris Gary Atkins Operations				YES

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| | | | | Cabinet | | | |

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Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Cabinet or portfolio holder briefing?	Exempt?
	DECISION		Director NPS Norwich Ltd Jay Warnes Property Investment Manager NPS Norwich Ltd.				
CABINET 9 DEC 2015	Managing Assets - **KEY DECISION**	To consider the disposal of individual property assets currently held by the council.	Cllr Stonard Andy Watt Head of city development services EXT 2691 David Rogers Client property and parking manager EXT 2463		Dave Moorcroft	PH	YES
CABINET 9 DEC 2015	Push the Pedalways – appropriation of council-owned land for adoption as highway	To consider the appropriation of several sections of pathway and associated infrastructure on City Council-owned land for adoption as public highway to form part of the pink pedalway	Cllr Bremner Cllr Stonard Andy Watt Head of city development services EXT: 2691 Ben Webster Design, Conservation and Landscape Manager		Dave Moorcroft	PH	NO

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ALLOCATED ITEMS							
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Cabinet or portfolio holder briefing?	Exempt?
			EXT: 2518				
SCRUTINY 17 DEC 2015	Transformation programme for the Council	Ongoing scrutiny to consider the development of the transformation programme.	Cllr Alan Waters and Russell O'Keefe		Russell O'Keefe		
SCRUTINY 17 DEC 2015	Annual equality information report	Pre scrutiny of the report before it goes to cabinet	Cllr Vaughan Thomas and Phil Shreeve		Russell O'Keefe		
SCRUTINY 17 DEC 2015	Update of the rep for the Norfolk county health overview and scrutiny committee	For the committee to note the work of the NHOSC and comment on any implications for Norwich residents for the rep to take back to NHOSC	Councillor rep and Steve Goddard				
CABINET 13 JAN 2016	Revenue budget monitoring 2015/16 period 8	To provide an update on the current financial position, the forecast outturn for the year 2015-16, and the consequent forecast of the general fund and housing revenue account balances.	Cllr Stonard Justine Hartley chief finance officer EXT 2440 Neil Wright Service accountant EXT 2498		Justine Hartley	PH	NO
CABINET 13 JAN 2015	Managing Assets - **KEY DECISION**	To consider the disposal of individual property assets currently held by the council.	Cllr Stonard Andy Watt Head of city development services EXT 2691 David Rogers Client property		Dave Moorcroft	PH	YES

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				ALLOCATED ITEMS			
Meeting	**Report**	**Purpose**	**Portfolio holder + Senior Officer + Report author**	**Date report signed off by**	**Management clearance**	**Cabinet or portfolio holder briefing?**	**Exempt?**
			and parking manager EXT 2463				
COUNCIL 26 JAN 2016							
SCRUTINY 28 JAN 2016	Pre-scrutiny of the proposed policy and budget frame work	To make suggestions to cabinet regarding the proposed budget's ability to deliver the council's overarching policy and look into how tenants can use communal areas	Cllr Alan Waters, Justine Hartley		Russell O'Keefe		
SCRUTINY 28 JAN 2016	(Environmental strategy) Yearly update on the progress statement	Identification of any issues to consider and note successes and progress reported in the progress statement	Cllr Bert Bremner, Richard Willson		David Moorcroft		
CABINET 3 FEB 2016	Revenue budget monitoring 2015/16 period 9	To provide an update on the current financial position, the forecast outturn for the year 2015-16, and the consequent forecast of the general fund and housing revenue account balances.	Cllr Stonard Justine Hartley chief finance officer EXT 2440 Neil Wright Service accountant EXT 2498		Justine Hartley	PH	NO
CABINET 3 FEB 2016	Capital budget monitoring 2015/16 quarter 3	To update cabinet on the financial position of the capital programmes	Cllr Stonard Justine Hartley chief finance		Justine Hartley	PH	NO

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| | | | | Date | | Cabinet | |
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	report signed off by	Management clearance	or portfolio holder briefing?	Exempt?
			officer EXT 2440 Shaun Flaxman group accountant EXT 2805				
CABINET 3 FEB 2016	General Fund revenue budget 2016-17 and capital programme 2016-17 to 2020-21	To set a budgetary requirement, council tax requirement and level of council tax for the financial year 2015/16and to approve the capital programme 2016-17 to 2020-21.	Cllr Stonard Justine Hartley chief finance officer EXT 2440		Justine Hartley	PH	NO
CABINET 3 FEB 2016	Housing rents and budgets 2016-17	To consider the housing revenue account budget for 2016-17, council housing rents for 2016-17, the prudent minimum level of HRA reserves 2016-17, the housing capital plan 2016-17 to 2020-21; and the housing capital programme 2016-17.	Cllr Stonard Justine Hartley chief finance officer EXT 2440 Shaun Flaxman group accountant EXT 2805		Justine Hartley	PH	NO
CABINET 3 FEB 2016	Treasury Management Strategy 2016-17	To consider the council's prudential indicators for 2016-17 through to 2018-19 and set out the expected treasury operations for this period.	Cllr Stonard Justine Hartley chief finance officer EXT 2440 Philippa Dransfield chief accountant EXT 2562		Justine Hartley	PH	NO
CABINET 3 FEB 2016	Managing Assets - **KEY DECISION**	To consider the disposal of individual property assets currently held by the council.	Cllr Stonard Andy Watt Head of city		Dave Moorcroft	PH	YES

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		ALLOCATED ITEMS					
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Cabinet or portfolio holder briefing?	Exempt?
			development services EXT 2691 David Rogers Client property and parking manager EXT 2463				
COUNCIL 16 FEB 2016	General Fund revenue budget 2016/17 and capital programme 2016/17 to 2020/21	To propose for approval the budget and budgetary requirement, council tax requirement, level of council tax, and non-housing capital programme, for the financial year 2015-16 and the non-housing capital plan 2015-16 to 2019-20	Cllr Stonard Justine Hartley chief finance officer EXT 2440		Justine Hartley	PH	NO
COUNCIL 16 FEB 2016	Housing rents and budgets 2016-17	To propose for approval the Housing Revenue Account (HRA) budget for 2016-17, council housing rents for 2016-17, the prudent minimum level of HRA reserves 2016-17, the housing capital plan 2016-17 to 2020-21; and the capital programme 2016-17	Cllr Stonard Justine Hartley chief finance officer EXT 2440		Justine Hartley	PH	NO
COUNCIL 16 FEB 2016	Treasury Management Strategy 2016-17	To outline the council's prudential indicators for 2015-16 through to 2017-18 and set out the expected treasury operations for this period.	Cllr Stonard Justine Hartley chief finance officer EXT 2440		Justine Hartley	PH	NO

		ALLOCATED ITEMS					
Meeting	**Report**	**Purpose**	**Portfolio holder + Senior Officer + Report author**	**Date report signed off by**	**Management clearance**	**Cabinet or portfolio holder briefing?**	**Exempt?**
			Philippa Dransfield chief accountant EXT 2562				
SCRUTINY 25 FEB 2016	Verge and pavement issues	Pre- scrutiny of the cabinet report on a review of verge and pavement issues	Cllr Bert Bremner, and Andy Ellis		David Moorcroft		
SCRUTINY 25 FEB 2016	Update of the rep for the Norfolk county health overview and scrutiny committee	For the committee to note the work of the NHOSC and comment on any implications for Norwich residents for the rep to take back to NHOSC	Councillor rep and Steve Goddard				
CABINET 9 MAR 2016	Revenue budget monitoring 2015-16 period 10	To provide an update on the current financial position, the forecast outturn for the year 2015-16, and the consequent forecast of the general fund and housing revenue account balances.	Cllr Stonard Justine Hartley chief finance officer EXT 2440 Neil Wright Service accountant EXT 2498		Justine Hartley	PH	NO
CABINET 9 MAR 2016	Proposed write off of bad debt	To provide an update regarding the write off of non- recoverable debt.	Cllr Stonard Justine Hartley chief finance officer EXT 2440 Carole Jowett revenues and benefits		Justine Hartley	PH	NO

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			ALLOCATED ITEMS					
Meeting	**Report**	**Purpose**	**Portfolio holder + Senior Officer + Report author**	**Date report signed off by**	**Management clearance**	**Cabinet or portfolio holder briefing?**	**Exempt?**
			operations manager EXT 2684				
CABINET 9 MAR 2016	Managing Assets - **KEY DECISION**	To consider the disposal of individual property assets currently held by the council.	Cllr Stonard Andy Watt Head of city development services EXT 2691 David Rogers Client property and parking manager EXT 2463		Dave Moorcroft	PH	YES
SCRUTINY 17 MAR 2016	Annual review of scrutiny	To agree the annual review of the scrutiny committee's work 2015 to 2016 and recommend it for adoption by the council	Cllr James Wright and Steve Goddard				
COUNCIL 22 MAR 2016							

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Norwich City Council

SCRUTINY COMMITTEE
ITEM 7

REPORT for meeting to be held on 12 November 2015

Quarterly performance report

Summary:	To respond to any questions relating to the quarter 1 performance report pending submission of quarter 2 at December's meeting.
Conclusions:	Subject to any follow up work required after the receipt of the quarter 2 report the committee is asked to make any suggestions to cabinet.
Recommendation:	Anything which may be better answered after the receipt of quarter 2 to be held over until that meeting. Any other suggestions to cabinet in terms of performance and resource allocation to be made at this meeting.
Contact Officer:	Phil Shreeve, strategy manager Phone: 01603 212356 Email: philshreeve@norwich.gov.uk

1. Background

1.1 The quarter 2 performance report was due to be circulated at this meeting, however, given the proximity to the end of that quarter data is not yet available.

1.2 Consequently members of the scrutiny committee have been asked to comment upon any particular items of note from the quarter 1 report sent to cabinet in September where quarter 2 information is unlikely to affect any such comments.

1.3 The plan will be to look at the quarter 2 report due at cabinet in December to be considered prior to the scrutiny meeting on 17 December 2015.

Norwich City Council

SCRUTINY COMMITTEE
ITEM 8

REPORT for meeting to be held on 12 November 2015

Review of community space - update on progress

Summary: This report provides a progress report on the work undertaken to implement the recommendations agreed by Cabinet in July 2013 from the review of community space undertaken by scrutiny committee in 2012-13.

Recommendation: Members are requested to comment on progress.

Contact Officer: Bob Cronk, Head of local neighbourhood services
Phone: 01603 212373
Email: Bobcronk@Norwich.gov.uk

Background

1.	This report provides a progress report of the work undertaken to implement the recommendations agreed by cabinet in July 2013 from the review of community space undertaken by scrutiny committee in 2012-13.

2.	The scope of the work of the review was to examine the distribution, social benefit and the council's role in the provision of community space, and to consult community centre management committees in order to formulate and implement centre assessment criteria.

3.	Cabinet resolved at their meeting in July 2013 to:
- thank the many volunteers that run the council's community centres;
- endorse in principle the recommendations from scrutiny committee;
- allocate council officer time (subject to the detailed assessments and resource implications of each recommendation highlighted in the report) to explore in more detail and in conjunction with community space volunteers, partners and other agencies, how the recommendations might be implemented; and,
- report progress to the scrutiny committee in due course.

4.	The terms of reference from the scrutiny committee task and finish are enclosed at appendix 1; the recommendations reported to cabinet are at appendix 2 and a table covering progress against each recommendation can be found at appendix 6.

5.	The report completes the main focus of activity and makes recommendations for future work in each of the themes with the community associations.

Methodology

6.	The work carried out to take forward the recommendations have been summarised into three areas of work:
- Increased network and collaboration
- Accountability and management
- Training and mentoring.

7.	The tables below provide a summary of the recommendation and how the work has been taken forward as actions.

Evaluation Tables

9. Increased networking and collaboration

Objective	Actions
Improve networking between centres	Thirteen networking events have been held. The majority of community centres have been represented at most events. The feedback from those who have attended these sessions has been positive and resulted in some centres networking outside of these events and undertaking joint events.
Improving collaboration	Success criteria have been developed that are a part of

	performance framework (see 4. below). A new community centre manual has been produced in conjunction with the centre management committees. The manual provides a common framework for centres to be able to communicate strengths and deficiencies with each other and acts as an A-Z guide to running a community facility. Centres are now able to share strengths and skills without recourse to city council resources. There are now some examples of this e.g. sharing accounting experience and resolving insurance issues.
Develop a more sustainable business model	A new community centre management guidance manual has been developed in conjunction with the centre management committees. This provides a guide to operating a community centre. All aspects of management have been included – health and safety, safeguarding, equalities and accessibility, planning and finance, governance, legalities and regulations, activities and improving use by the community. Management committees are also being encouraged to view their centres as community hubs from which public sector and other local services can be run. Examples of this are: Marlpit community centre hosts Sustainable Living Initiative who rent part of the building and pay hire charges for training and other events; West Earlham hosts Reach that provides a family outreach service; Clover Hill hosts a Norfolk and Norwich hospital community cardiac service; Chapel Break provides a base for pre-school and out of school services. All of these services provide the associations with independent funding.
Improved communication with the community and marketing	Establish a better web presence: A new independent community centre website has been developed in conjunction with centre management committee representatives that went live in October 2015. The new website address is: www.norwichcommunitycentres.org.uk The website will be established and remain for centres to self-administer. Funding for the website has been secured for two years, and training has been given to interested committee members. After this time the cost to maintain the site will be minimal and can be shared among centre committees.

Continuing work	The community centre website contains a secure section that community association volunteers can use as an online forum for centres to share best practice and information. A new centre management manual has been issued to all centre committees and has been designed to allow easy updating when required. Electronic copies and appendices are available within the secure section of the website and is available to be downloaded by all the management committees. Linking up centres with other projects such as 'digital inclusion.'

10. Accountability and management

Objective	Actions
Establish a performance management framework: The new 'management tool'	A new performance management framework has been established: Each centre is now able to assess how well they operate the centre by using the new self-assessment questionnaire known as the 'management tool'. The self-assessment tool reviews the current status of centre management and governance. By highlighting areas that could be improved the centre committees are able to identify training, refer to the centre manual for better practice or to ask other centres for help and advice as described in 2. above.
Develop a means for centres to monitor and review their service provision	Community centre 'star awards' have been developed in conjunction with community centre management committees as a mechanism for centre management committees to self-assess how well they are operating against the performance framework. The star awards programme has been implemented and each centre received a star award certificate from the Lord Mayor at a celebratory event in June 2015. All centres achieved the minimum standards in the performance framework with many achieving 4 or 5 stars.
Opportunities to increase centre income will be maximised and be encouraged where possible	Opportunities to enhance financial management and increase income were incorporated into the recent training programme. In addition, use of the star awards will provide evidence of the effectiveness of the centre and can be used to support funding bids. See also 3 above.
Continuing work	Each centre management committee has been invited to be re-assessed for their star awards in autumn 2015 after they have made improvements with supported by their engagement officer.

	Maintaining the 'star awards' will be much simpler as centres are now familiar with how to undertake a self-assessment review of their services.

By undertaking a review, there are potential savings, reduction of management risks and better service offered to the community by ensuring that the centre is being managed in line with the centre manual and property licence. |

11.0 Training and mentoring

Objective	Actions
To develop and deliver directly or indirectly, a learning and development programme	There has been regular training offered at networking events. This training has reflected the guidance offered by new centre management manual and has been linked to the needs of each centre.

Overall, the training sessions were well attended and the feedback that has been received was very positive.

Examples of training include safeguarding, financial management and health and safety. A summary of the training programme can be seen in the appendix to this report. |
| Continuing work | The current training programme is planned to be continued on a rolling basis until the New Year. The management tool will help centre management committees identify future training needs. This can be met either independently or in collaboration with other centres. |

Further details of the learning and development programme are at appendix 5.

Conclusions - what difference has the programme achieved so far?

11. The community centre improvement programme resulted in the following changes:
- Community Centre Manual – a comprehensive guide to community centre management that has been circulated to members through e-councillor – a summary can be found at appendix 3 and full version available is available on the new community centre website under the resources section www.norwichcommunitycentres.org.uk

  - Self-assessment management tool – centres can find out how well they are managing a centre and identify management skills that can be improved. A quality standard scheme 'Star Awards' was introduced in order to celebrate and highlight their achievements – a summary can be found at appendix 4

- Training and mentoring programme – skills training was established to improve centre management based on information contained within the community centre manual – see appendix 5 for details of the programme

- Community centre website: This will be established before Christmas 2015 and will be used to help market centres and to act as a virtual forum to help provide resources such as training and mentoring between centres

- Overall, the activity has resulted in the community association management committees having a greater understanding of what is required to operate a community centre and the tasks that need to be undertaken in order to achieve a high standard of service and management.

Examples of community centre management improvements:

Between October 2014 and May 2015:

- In general, improvements to the operational management of the centres have been identified independently by centre volunteers who, in turn, have been assisted by the new management tool (see appendix 2). In addition, help and advice is being offered by community engagement officers to help implement these operational improvements

- Eight additional centres have produced an induction process for new committee members (total is now 93%)

- Four additional centres have completed their annual return to the charity commission (total is now 100%)

- Increased equality awareness: Three additional centres have adopted a formal equality policy (total is now 79%) and nine additional centres now encourage user groups to formally consider equality issues at the point of booking (total is now 86%)

- Three additional centres have adopted formal safeguarding policies (total is now 79%)

- Five additional centres now check what safeguarding measures user groups put in place (total is now 86%)

Feedback from community centre management committees

- The feedback from those who have attended network and training events has been very positive, useful and informative. The training sessions have been well attended especially considering that volunteers have used their own time and resources and may have not found it possible to attend every single event.

Appendix 3 shows a summary of the training events that have taken place since June 2014.

- Throughout this programme a number of steering groups comprising centre volunteers helped to guide and inform the project. Although there was a great deal of informal consultation between community engagement officers and community volunteers, there was also more formal involvement by community associations, for example:

  - **Star awards development steering group:** The steering group reviewed the indicators, the clarity of the guidance, using the tool and putting it into practice

  - **Website development**: The steering group outlined basic requirements, assessed and scored website tenders – including awarding the work to their chosen supplier

  - All the community centres were invited to comment on the draft website at the June 2015 celebration event. Feedback from all centres who attended was collected and passed onto the web designer

  - **Centre manual development:** this piece of work was dealt with slightly differently will draft versions of the manual given to each centre for comments to ensure the language was correct, the context was logical and it covered all their key requirements.

Appendix 1

Terms of reference from scrutiny committee review of community space

- For an area of work to be included in the scrutiny committee work programme, topics are assessed using the PICC analysis.

- PICC stands for **P**ublic interest, **I**mpact, **C**ouncil performance, and keeping in **C**ontext and in order for a topic to be placed onto the scrutiny committee work programme all four of the criteria need to be satisfied.

- The review of community space was assessed and it was agreed by scrutiny committee that the proposal met all four criteria.

- Terms of reference were agreed by the task and finish group which included:
  - the scope of the task
  - the summary of overall anticipated benefits
  - intended outcomes and
  - indicators of success

- These are detailed below:

- **Scope –** to set up a scrutiny task & finish group to report its recommendations to the scrutiny committee regarding the distribution, social benefit and the council's role in the provision of community space, and assist in the drawing up of assessment criteria. Excluded from the scope were open spaces and commercial businesses.

Summary of overall anticipated benefits and intended outcomes:

- Foundations for provision of performance criteria as an aid through the identification of the pre requisites of success to the provision of socially beneficial community space
- Effective and good value provision
- Improved links between the council and other providers
- Rationalization and improved integration of provision for usage of a range/diversity of groups
- To assess the most appropriate body to provide community space
- Map and register of geographical distribution of council centres, church halls, school halls, facilities for older people and facilities for younger people

- In agreeing the terms of reference and scope of the review, the task and finish group set some measures of success from which the anticipated benefits and intended outcomes could be measured.

Indicators of success:
- The embedding and implementation of best practice for community space providers that is measured against and linked to the council's key performance measures and a suite of performance criteria
  - Level of positive feedback from public surveys

- Level of footfall

Appendix 2

Recommendations from scrutiny committee to cabinet
The task and finish group make the following recommendations:

- The council celebrates and continues to provide support to the volunteers who run the council's community centres.

- **Increased networking and collaboration:** the council works with the community associations and other community space providers to encourage closer working and collaboration. Working with the community associations and providers, the council sets out a clear purpose for community space and develops a more sustainable business model and performance management framework for council owned centres and associated guidance for other centres with which it works. Community feedback should be gathered and used to develop the use of these centres. Closer working may lead to the development of a community space forum which could explore how additional external grants could be accessed that the centres may otherwise not have access to (as long as this does not conflict with centres themselves).

- **Accountability and management:** in line with all other council services or assets, performance of council owned community centres should be monitored and reviewed on a regular basis to ensure that they offer value for money and are sustainable. However, this should reflect that the centres are operated on a day to day basis by volunteers. For this to be effective, the council works with the community centres (and forum if it comes to fruition) to draw up criteria that can be used to indicate the effectiveness of each centre including best value, how the centre delivers against the council's priorities and incorporate best practice. Centres will be supported as resources allow, to deliver to high standards. The Council will develop a viability and decommissioning process identifying the occasions it might be used. Opportunities to increase centre income will be maximised and be encouraged where possible, but not to the detriment of community use.

- **Training and mentoring:** the council will work with community centres, other community space providers (and forum if it comes to fruition) to develop and deliver directly or indirectly, a learning and shadowing programme encompassing both its own centres and other provision. This should incorporate an accreditation scheme where possible.

- **The council's role:** the council recognises that effective community centres can deliver against number council priorities including social inclusion, learning, diversity and equality at a local level. The council should explore how the role of community spaces can be developed further, whilst at the same time ensuring its own community centres are prepared to be more resilient in times of financial constraints including signposting to more sustainable funding sources. The council explores how councillors as community leaders and champions can contribute to the development of these centres. The council continues to recognise that it may not be the only

or best provider for community space in a given area of the city and the distribution of space needs to be monitored and reviewed to ensure that:

- Residents have access to a community space from which they can develop, run or access activities and services
- That the spaces are aspirational
- The views of residents around community centres are captured

- The council should also develop investment criteria for its own centres that should reflect a range of quantitative and qualitative information including usage, location and local needs.

- **Strategic development:** the council develops an approach to mapping the distribution and use of community provision across the city which is informed by levels of deprivation, crime and disorder, health and wellbeing, to identify priority areas, levels of oversupply. The council should seek to use and promote the use of the centres more widely to deliver other services, e.g. housing advice sessions, other public sector provision local consultations etc, so that they become important hubs within the community. The council should also work collaboratively with partner organisations to use the centres.

- **Environmental audit;** the council develops a cost effective maintenance scheme including a full environmental audit of all its centres and goes on to retro fit them to the highest energy saving standards, and explores partnership with the local Norfolk County Council Energy Services Company (ESCO) to deliver this.

- **Communication;** the council explores the development and hosting of an on-line 'open data' directory of provision, giving groups access to update and input into it. This would allow residents to find out the types of provision where they live. This could involve for example developing an interactive GIS community space map covering provision from the council and other providers. The council should in conjunction with community associations, actively promote the community centres through all its communication channels, to convey what is available in terms of space and activities, and to encourage local residents to get involved in using and running the buildings.

- **Monitoring of recommendations –** the implementation of these recommendations should be reported to scrutiny when appropriate; the development of performance, assessment or funding criteria should be reported to scrutiny committee for comment

Appendix 3

The community centre manual 2015 - Summary

Community Centre Manual 2015

- The table below gives the contents of the new community centre management guidance manual. All management committees have been presented with a hard copy as well as access to download versions.

Community Centre Guidance Manual – Overview table

Section	Topic
Governance	Constitution Association structure The committee's role Officer roles and responsibilities Legal responsibilities of trustees
Legalities	Governing documents Charity Commission Licences Other legal aspects Insurance Social clubs and the sale of alcohol
Equalities and accessibility	Equality and diversity
Safeguarding	Safeguarding children and vulnerable adults
Health and Safety	Health and safety policy Health and hygiene Everyday hazards Building and maintenance Personal security Control and disposal of sharps First aid Accident reporting Emergencies Fire safety and maintenance Food safety and food hygiene Graffiti Legionella Risk assessments
Planning and financial management	Financial procedures and planning Budget planning Business planning Emergency planning Reserves
Activities and usage	Hire agreements / booking forms Conditions of hire Knowing your community's needs

Appendix 4

The self-assessment management tool

- The 'management tool' is a series of questions that ask centre management committees how they govern the association and manage the building. It identifies and distinguishes between the minimum legal requirements, the expected standards, and any recommended 'value added' standards.

- The star award summary of results (see table below) shows that all the community centres are managed to an acceptable standard. A minimum standard is for a centre to have scored 1 star. A good centre would achieve a 3 star, and an exceptional centre would achieve a 5 star rating. All centres have succeeded in achieving at least a minimum standard. The table below shows a summary of the star award results

Star award summary May 2015

% Community centre achievement
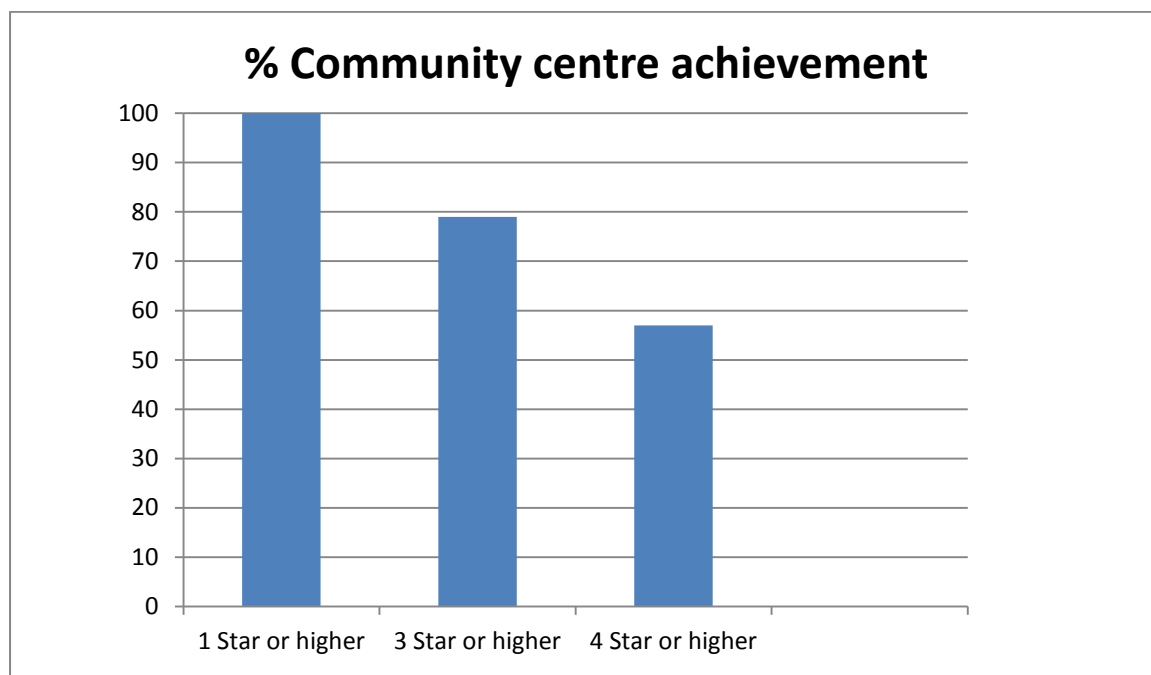
Community Centre management tool summary - analysis May 2015

- Below is a chart that shows the main areas of improvements for community associations which have been identified through the self-assessment tool. Community engagement officers are currently offering centres help and advice to implement these improvements

Management tool: Summary of main recommendations for policy and practice improvements for centre management

Criteria	Number (centres) requiring improvement
Fire evacuations are practiced every 6 months	6
Has a copy of the management license	3
Has a copy of the premises license	3
Have an equality policy	3
There is a safeguarding vulnerable adults policy	3
There is a safeguarding children policy	3
The safeguarding vulnerable adults policy has the minimum requirements	5
The safeguarding children policy has the minimum requirements	5

Appendix 5 Community Centre network and training programme

- Below is a table showing the centre management committees volunteers network and training programme. Each network event contained a training focus – with the exception of two introductory and celebratory events (April 2014, June 2015). This was intended to provide centre committees a chance not only to attend some training, but also to have space to informally meet each other.

- It should be noted that some centres already have their own arrangements for training and therefore would not need or want to attend a particular event. For some centres this programme only represented a supplement to their own training courses. A better picture of community centre training *needs* can be offered by the management tool and the star awards results.

- Each of the courses corresponds to a part of the 'management tool' assessment and a section in centre management manual. Further training courses are being planned to include:
    - Recruiting and keeping volunteers and Mapping community needs
    - Equality and Diversity and Event Planning
    - First Aid and Food Hygiene to be arranged when numbers are established

Table of centre volunteer training courses

Date	Network event & course	Attendees	No. centres represented
2014 April	Introduction to the network & training programme	35	9
June	Fire Safety	8	5
August	Funding 1	9	5
August	Funding 2	8	5
September	Social Media	10	8
September	Risk Assessments	6	8
November	Safeguarding Vulnerable Adults	4	6
November	Safeguarding Children	9	4
2015 January	Marketing and publicity	9	7
January	Finance 1	7	7
February	Health and Safety	11	3
March	Committee skills	5	5
March	Finance 2	7	7
June	Fire Safety	26	6
June celebration	Network event	40	11
October	First Aid*	9	5
October	Website Development	11	8

*Includes some voluntary community groups

Appendix 6

Check of progress against recommendations from scrutiny committee

Theme	Recommendation	Progress
Increased networking and collaboration	The council works with the community associations and other community space providers to encourage closer working and collaboration.	Work to date has been focussed on networking with council owned community centres. Work with other community facilities will be progressed as opportunities arise. Some already exists through the existing neighbourhood network meetings and these will continue.
	The council sets out a clear purpose for community space and develops a more sustainable business model and performance management framework for council owned centres and associated guidance for other	This has been re-iterated in the community centre manual. Community centres have been provided with guidance and information about

	centres with which it works.	achieving greater financial sustainability – see table at paragraph 9.
	Community feedback should be gathered and used to develop the use of these centres.	Continues to be progressed through day to day working. Community associations are encouraged to request feedback on the running of their centres to make improvements.
	Closer working may lead to the development of a community space forum which could explore how additional external grants could be accessed that the centres may otherwise not have access to (as long as this does not conflict with centres themselves).	The development of a forum has not as yet been progressed as there was little support from the associations when proposed.
Accountability and management	In line with all other council services or assets, performance of council owned community centres should be monitored and reviewed on a regular basis to ensure that they offer value for money and are sustainable.	Information on how centres are used is captured to provide a degree of assessment on the performance in terms of providing local activities. Guidance on how a centre should be managed on a day to day basis has been issued through the community centre manual. The management tool provides a mechanism to assess performance in this area.
	For this to be effective, the council works with the community centres (and forum if it comes to fruition) to draw up criteria that can be used to indicate the effectiveness of each centre including best value, how the centre delivers against the council's priorities and incorporate best practice.	Partially completed through the performance framework now in place. Developing criteria for softer community outcomes is difficult, but not impossible to develop. It is recommended that these are developed.
	Centres will be supported as resources allow, to deliver to high standards.	Achieved through the performance framework and star awards.
	The Council will develop a viability and decommissioning	

	process identifying the occasions it might be used.	
	Opportunities to increase centre income will be maximised and be encouraged where possible, but not to the detriment of community use.	Some good progress – see table at paragraph 9.
Training and mentoring	The council will work with community centres, other community space providers (and forum if it comes to fruition) to develop and deliver directly or indirectly, a learning and shadowing programme encompassing both its own centres and other provision. This should incorporate an accreditation scheme where possible.	Main programme completed which will now be provided on an as needs basis.
The council's role	The council recognises that effective community centres can deliver against number council priorities including social inclusion, learning, diversity and equality at a local level.	Ongoing work which can be developed across all community assets.
	The council should explore how the role of community spaces can be developed further, whilst at the same time ensuring its own community centres are prepared to be more resilient in times of financial constraints including signposting to more sustainable funding sources.	Ongoing work but progress made – see paragraph 9.
	The council explores how councillors as community leaders and champions can contribute to the development of these centres.	Information distributed to members at the time the community centre manual was made available. This could form an element of the future role of ward councillors in the neighbourhood model.
	The council continues to recognise that it may not be the	This will be considered as the council moves forward with

	only or best provider for community space in a given area of the city and the distribution of space needs to be monitored and reviewed to ensure that: Residents have access to a community space from which they can develop, run or access activities and services That the spaces are aspirational The views of residents around community centres are captured	reduced resources.
	The council should also develop investment criteria for its own centres that should reflect a range of quantitative and qualitative information including usage, location and local needs.	This will be developed through the asset management strategy.
Strategic development	The council develops an approach to mapping the distribution and use of community provision across the city which is informed by levels of deprivation, crime and disorder, health and wellbeing, to identify priority areas, levels of oversupply.	The role out of "My Norwich" on the council's website has provided an opportunity to map the council's community centres (and other assets). Going forward it will be explored how other information related to centres can be added or linked to the community centre website – see paragraph 9.
	The council should seek to use and promote the use of the centres more widely to deliver other services, e.g. housing advice sessions, other public sector provision local consultations etc, so that they become important hubs within the community.	Community centres are highlighted as venues that can be used by the council for events and activities and assets that could play a role through the roll out of early help arrangements.
	The council should also work collaboratively with partner organisations to use the centres	See above.
Environmental audit	The council develops a cost effective maintenance scheme including a full environmental audit of all its centres and goes	The council is in progress of undertaking stock condition surveys of each centre to guide future investment. As

	on to retro fit them to the highest energy saving standards, and explores partnership with the local Norfolk County Council Energy Services Company (ESCO) to deliver this.	funding become available or though external funds that can be sourced by the community associations, these can be progressed.
Communication	The council explores the development and hosting of an on-line 'open data' directory of provision, giving groups access to update and input into it. This would allow residents to find out the types of provision where they live. This could involve for example developing an interactive GIS community space map covering provision from the council and other providers.	This is not progressed as yet. The report to cabinet suggested that this may not be core business for the council to implement and the hosting of such a tool might best be developed through the voluntary sector with the council providing support and guidance. This approach will be progressed as opportunists arise.
	The council should in conjunction with community associations, actively promote the community centres through all its communication channels, to convey what is available in terms of space and activities, and to encourage local residents to get involved in using and running the buildings.	Work progressed through My Norfolk and the Community centre website.

Norwich City Council
SCRUTINY COMMITTEE

Item No 9

REPORT for meeting to be held on 12 November 2015

Update on the recommendations from the scrutiny review of building social inclusion and capital in Norwich

Summary:

This report considers the work done so far to address the recommendations from the review.

Conclusions:

The review has informed a range of changes which will be implemented over the next two years.

Recommendation:

Scrutiny is asked to consider the work done so far and make any recommendations.

Contact Officer:

Russell O'Keefe, Executive head of strategy, people and neighbourhoods, 01603 212908

Report

Background

1. In 2014/15 scrutiny committee carried out a review of how to build social inclusion and capital in Norwich. The review and recommendations were agreed by the scrutiny committee in March 2015. A copy of the report can be found at appendix A.

Council blueprint

2. This work has been used to help to inform the work to reshape the council's blueprint (operating model) which guides how he council designs approaches, services and structures to achieve its priorities within its financial envelop. As such, it guides the council's transformation programme through which all major change is managed. A copy of the revised draft blueprint can be found at appendix B.

Neighbourhood review

3. The scrutiny work has also been used to help to inform a review of the council's neighbourhood model and services which makes up the majority of the council's spending on frontline activities with the public. A copy of the review can be found in appendix C in the exempt part of the agenda. This work will be implemented through a two year programme of change.

Assessment against the scrutiny recommendations.

4. In the table below the work carried out so far on the blueprint and neighbourhood review have been assessed against the scrutiny recommendations. As you can see work is well underway on all the recommendations.

Scrutiny committee recommendation	Action
Recommendation 1: Ensure city council policies and service delivery and those of other public bodies in the city build social capital	This would be covered by the new draft council blueprint and recommendations 3, 4, 7, 10 and 11 of the neighbourhood review.
Recommendation 2: Adopt an outcome focused approach - addressing issues in an holistic (addressing issues in the round) way - which may not always be to deliver a service or a project	The new performance management framework flowing from the new corporate plan is more outcomes focused. This is also core to the new draft vision and blueprint and the supporting people plan.

	This would also encompass recommendation 10 and 11 of the neighbourhood review.
Recommendation 3: Encourage an appreciative approach across the city	This would predominantly be covered by the new draft council blueprint and recommendation 3, 5, 6, 7, 10 and 11 of the neighbourhood review.
Recommendation 4: Recognise the diverse nature and needs of voluntary organisations and community groups	This is core to the neighbourhood approach and will be facilitated by recommendation 3 of the neighbourhood review.
Recommendation 5: Encourage more trial and error approach	This would be covered by the new draft council blueprint and neighbourhood review recommendation 3
Recommendation 6: Seek input from voluntary organisations and community groups into policy making process	Neighbourhood review recommendation 3 through the 6 monthly forums.
Recommendation 7: Provide essential information to encourage volunteering	Neighbourhood review recommendations 3 and 6
Recommendation 8: Encourage the Department of Work and Pensions (DWP) and employers to have policies and cultures to support volunteering	Letter to be sent to DWP and neighbourhood review recommendations 3 and 6, particularly the love where you live campaign and website will encourage businesses through group volunteering etc. The council is also developing a new volunteering policy.
Recommendation 9: Increase the effectiveness of volunteer recruitment and management	Neighbourhood review recommendation 3 and 6
Recommendation 10: Facilitate greater partnering and knowledge sharing between voluntary organisations and community groups	Neighbourhood review recommendation 3 particularly the 6 monthly forum and website.
Recommendation 11: Encourage and help voluntary organisations and community groups to work together	As above
Recommendation 12: Value and support frontline officers	This is core to the council's approach.
Recommendation 13: Review policy and process by the council and other public bodies	Neighbourhood review recommendations 3 and 5
Recommendation 14: Increase the responsiveness of the council and other public bodies to voluntary organisations and community	Neighbourhood review recommendations 3

groups	
Recommendation 15: Improve referral process between the council and other public bodies, voluntary organisations and community groups	Neighbourhood review recommendation 3
Recommendation 17: Review funding options	As above particularly the review of the grant processes.
Recommendation 18: Provide tools and advice for voluntary organisations and community groups	Neighbourhood review recommendation 3 particularly the forum and website.
Recommendation 19: Better use of existing assets and empty spaces	Neighbourhood review recommendations 3, 5 and 6.
Recommendation 20 - Integrate information – a specific co-produced communication strategy to take forward these recommendations and for volunteering and voluntary organisations and community groups more widely.	Neighbourhood review recommendation 3

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Norwich City Council

SCRUTINY COMMITTEE

ITEM 7

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REPORT for meeting to be held on 19 March 2015

Building social inclusion and capital in Norwich

Summary

This report sets out the scrutiny task and finish group's review focused on the key question:

'What could the council and its partner organisations do to build social inclusion and capital to empower its citizens to make Norwich a fine city for all?'

Conclusions

The members of the task & finish group now wish to present the scrutiny committee with the findings and recommendations of the review.

Recommendation

Scrutiny committee is requested to:

1) Consider and comment on the review.
2) Agree recommendations to present to Cabinet.

Contact officer

Russell O'Keefe
Executive head of strategy, people and neighbourhoods
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REPORT

'The council can't help everybody but everybody can help somebody.'

Quote from a local charity.

The task and finish group

In June 2014 the Scrutiny Committee established a task and finish group with an overall remit to look at self esteem and aspirations in Norwich.

> **What is a task and finish group?**
>
> *A task and finish group is simply a small group of members from a committee which is asked to carry out a piece of work and report back within a given timescale.*

The task and finish group was made up of Cllrs Galvin (chair), Bogelein, Herries and Woollard. Senior officer advice and coordination of the review was provided by the Executive head of strategy, people and neighbourhoods with general support provided by the Scrutiny officer. A range of other officers also carried out work on the review both from strategic and operational services.

From self-esteem to social capital and inclusion – developing the key question

The task and finish group initially developed key areas for the review and supporting project and communications plans with a focus on self-esteem and aspirations as central concepts.

Following this early work, it became clear that the overall remit of building self esteem and aspirations in communities was a very large subject area and an element of focusing would be essential for the group to develop practical recommendations within the required timescales.

Early research identified that a fundamental enabler to positively raising self esteem and aspirations is the building of social inclusion and social capital, with the two elements intrinsically linked. Therefore, a sharper focus for the review was agreed by the group. The following key question was developed:

'What could the council and its partner organisations do to build social inclusion and capital to empower its citizens to make Norwich a fine city for all?'

This revised approach was communicated to the chair of scrutiny and then the wider committee as part of an update on the overall review at the November meeting.

What is social capital and why is it important?

Social capital focuses on the social networks that exist between us (literally who knows whom) and the character of those networks, the strength of the ties, and the extent to which those networks foster trust and reciprocity. It is a powerful predictor of many social goods, including people's health and happiness, levels of economic development, well-working schools, safe neighbourhoods, and responsive governments.

What is social inclusion and why is it important?

*A **socially inclusive society** is defined as one where all people feel valued, their differences are respected, and their basic needs are met so they can live in dignity.*

Social capital and inclusion are logically built when people come together through for example shared interests and activities or common causes or issues they care about. Thus prominent toolkits to build social capital thus see community groups, community events and working for a common cause as viable ways of building social capital and inclusion.

Methodology

The approach of the task and finish group was strictly evidence based. The members of the group together with officers gathered evidence from a wide range of sources (described below) on how to build social capital and inclusion, which formed the basis for the recommendations made in this report.

In the course of eight months the members of the task and finish group as well as officers gathered evidence through desktop research, face to face and phone interviews, focus groups and questionnaires. The following list summarises the sources of evidence:

- Best practice models of building social capital:

  o A phone conference with the Rochdale Champions Project which uses a peer to peer approach to tackle a range of related challenges.

  o A visit to Great Yarmouth Borough Council's Family Connectors Project which uses an asset based community development

approach to addressing social inclusion and developing social capital in deprived communities.

- o Considerations of documents introducing social capital building tools from Australia and Oxford.

- Views from researchers working on building social capital and community groups:

  - o Interview with Gill Seyfang, 3S Research Group, University of East Anglia.

  - o Interview with Penny Sorensen, University of East Anglia.

- Views from local voluntary organisations (this includes charities with paid staff) and community groups:

  - o Visit to the People's Picnic, a voluntary group providing meals to homeless people and others in Norwich.

  - o Two focus groups with a range of local voluntary organisations and community groups. The theme of the focus groups was to understand the challenges and opportunities and potential areas for improvement in working with communities. These focus groups (as well as a staff focus group) further informed a questionnaire for voluntary organisations and community groups.

  - o A link to an electronic questionnaire on the council's website for voluntary organisations and community groups was sent to a large range of local organisations and groups and publicised through press releases, the council's website, texting and the Voluntary Norfolk newsletter. The questionnaire received 85 responses (A copy of the questionnaire and detailed results can be found in Appendices A and B).

Views from selected councillors and staff:

  - o A staff focus group was held with a representative sample of 8 members of staff working in the community. The theme of the focus group was to understand the challenges and opportunities and potential areas for improvement in working with communities.

  - o Discussions with the relevant cabinet member and the chair of scrutiny were held on the process and early findings.

A **focus group** is a form of qualitative research in which a group of people are asked about their perceptions, opinions, beliefs and attitudes towards a topic. Questions are asked in an interactive group setting where participants are free to talk with other group members. The discussion is loosely structured and the free flow of ideas is encouraged.

- Views from individuals

    o An electronic questionnaire on the council's website for individuals was publicised through press releases, the council's website, texting and through voluntary organisations and community groups. The questionnaire sought views from individuals who do and do not currently volunteer. It was aimed at exploring reasons behind voluntary action and inaction as well as improvements that could be made to encourage more people to voluntarily help in their community. The questionnaire was based on scales developed and tested by researchers in the field. 441 responses were received. A copy of the questionnaire and detailed results can be found in Appendices A and B.

    o A discussion was also held with the current Sheriff of Norwich, William Armstrong, on his views on these issues.

Through careful evaluation of this evidence members of the task and finish group developed a set of wide ranging draft recommendations. The process followed involved identifying key areas raised from evidence and then testing them against further evidence. The recommendations are for ease of understanding clustered into seven themes: strategy and culture; volunteering; partnership; the council and other bodies; funding; tools and infrastructure; and communication.

It was important to the group to have an additional feedback loop and ensure the development of recommendations through testing them with internal and external stakeholders, to provide additional exploration and consultation on the recommendations. Thus the draft recommendations were the subject of two further focus groups, one with staff members and the other with community groups and voluntary organisations who had attended the original focus group.

The recommendations, if subsequently approved, could be used to inform a range of plans and work by the council, such as:

- The updating of the council's blueprint (operating model) which guides how the council designs future approaches, services and structures to deliver the corporate plan outcomes (the corporate plan is the 'what' the council will do for the city the blueprint is the 'how') within its significantly reducing resources. The blueprint will shape all the council's change moving forward (its transformation programme), its workforce plan (setting out how it recruits, develops, supports and manages its employees) and how it works on a day to day basis.
- The review of council's neighbourhood model encompassing the council's approach to engaging and working in communities on an area basis to deliver positive outcomes.

- A future review of the council's commissioning framework examining how it delivers outcomes through external arrangements including grant giving to voluntary organisations and community groups.
- Looking at wider strategies and approaches such as future approach to performance management, the way the council consults and communicates with voluntary organisations and community groups, the way the council chooses a Sheriff etc.

Taking the recommendations forward needs to be carried out in a measured and coordinated way, recognising and building upon what already exists.

The final set of 20 recommendations, broken down into seven themes, are set out below, as well as a further recommendation for evaluation through a future task and finish group.

Recommendations

One regular issue that came out the review was the importance of voluntary organisations and community groups effectively engaging with the local community as part of their work. This is, therefore, considered to be an underlying principle for many of the recommendations

Index of recommendations

Theme A - Strategy and culture

- **Recommendation 1: Ensure city council policies and service delivery and those of other public bodies in the city build social capital.**

- **Recommendation 2: Adopt an outcome focused approach -addressing issues in an holistic (addressing issues in the round) way - which may not always be to deliver a service or a project.**

- **Recommendation 3: Encourage an appreciative approach across the city.**

- **Recommendation 4: Recognise the diverse nature and needs of voluntary organisations and community groups.**

- **Recommendation 5: Encourage more trial and error approach.**

Theme B – Volunteering

- **Recommendation 6: Seek input from voluntary organisations and community groups into policy making process.**

- **Recommendation 7: Provide essential information to encourage volunteering.**

- **Recommendation 8: Encourage the Department of Work and Pensions (DWP) and employers to have policies and cultures to support volunteering.**

- **Recommendation 9: Increase the effectiveness of volunteer recruitment and management.**

Theme C – Partnership

- **Recommendation 10: Facilitate greater partnering and knowledge sharing between voluntary organisations and community groups.**

- **Recommendation 11: Encourage and help voluntary organisations and community groups to work together.**

Theme D – The council and other public bodies

- **Recommendation 12: Value and support frontline officers.**

- **Recommendation 13: Review policy and process by the council and other public bodies.**

- **Recommendation 14: Increase the responsiveness of the council and other public bodies to voluntary organisations and community groups.**

- **Recommendation 15: Improve referral process between the council and other public bodies, voluntary organisations and community groups.**

- **Recommendation 16: Review the council's consultation process.**

Theme E – Funding

- **Recommendation 17: Review funding options.**

Theme F – Tools and infrastructure

- **Recommendation 18: Provide tools and advice for voluntary organisations and community groups.**

- **Recommendation 19: Better use of existing assets and empty spaces.**

Theme G – Communications

- **Recommendation 20: Integrate information – a specific co-produced communication strategy to take forward these recommendations and for volunteering and voluntary organisations and community groups more widely.**

Detailed Recommendations

Theme A - Strategy and culture

Recommendation 1: Ensure city council policies and service delivery and those of other public bodies in the city build social capital

- Social capital is an essential part of Norwich society and the council and other organisations working the City should more formally recognise the value of further building social capital, this includes:
  - o Acknowledging the essential contribution of voluntary organisations and community groups. This includes recognising that voluntary organisations and community groups establish themselves due to a perceived need and that the council and other public bodies benefit from them to achieve their aims.*
  - o Recognising the commitment of individuals in voluntary organisations and community groups (and as individuals helping others) - this could be done through awards and in built new policies, such as choosing the next Sheriff from people that have won the award etc.*
  - o Including a commitment to build social capital in the council's blueprint and the performance review system - practically this should result in ensuring there are approaches to build social capital in staff learning and development.
  - o Recognising that this is a different form of interaction and relationship between the City and the Council, individuals and groups and it may require different approaches and a change of culture.
  - o Recognising that volunteering is not the solution to everything and there are some communities where social capital will be harder to build.
  - o The council's leadership team to provide overall strategic leadership for this work externally and internally .

Example quote from the review:
"The Council need to have greater awareness of the impact that voluntary groups have on the community (that in turn saves the Council money) and how this can be enhanced by utilising its under used assets that may bring in income to the Council i.e. look at the long term impact rather that the short term financial gain."

Recommendation 2: Adopt an outcome focused approach -addressing issues in an holistic (addressing issues in the round) way - which may not always be to deliver a service or a project

- This includes a more flexible view on performance targets:
  - o More holistic targets (e.g. wellbeing etc.)
  - o More soft targets / outcomes.

- Officers taking a more flexible approach to finding solutions

Example quote from the review:

"The council needs to recognise that it can't do everything. This is about more than volunteering – it's about people taking responsibility – and the council allowing them to do that."

Recommendation 3: Encourage an appreciative approach across the city

- This includes taking forward the following approaches:

  o Asset based development (this approach builds on the assets that are already found in the community and mobilizes individuals, associations, and institutions to come together to build on their assets-- not concentrate on their needs)
  o Co-commissioning (organizations working together, often directly with citizens, using each other's knowledge and expertise, to determine how services should best be provided).
  o Co-producing (a way of working whereby citizens and decision makers, or people who use services and service providers work together to create a decision or service which works for them all. The approach is value driven and built on the principle that those who use a service are best placed to help design it).
  o Peer to peer as an intervention model (this is where support or advice is provided by someone in a similar situation rather than a professional)
  o Asset analysis (looking at the assets already within a community) alongside needs analysis models (looking at the needs within a community).
  o Looking at the opportunities provided by community based economic development including enabling the creation of social enterprises and co-operatives.

- As above, to foster these approaches within the council and in partner organisations they need to be part of the council's strategy as well as staff development and learning.

Example quote from the review:
"The development of co-commissioning, recognising that the voluntary sector brings resources and legitimate strategic priorities of its own and is not merely a supplier."

Recommendation 4: Recognise the diverse nature and needs of voluntary organisations and community groups

- Voluntary organisations and community groups come in different sizes and shapes. They cannot be treated as generic as they have varying forms of structures, resources etc. Neither can they be treated as businesses and cannot always deliver the requirements for funding etc.
- Community group members are frequently the people that are or have been helped by a group, thus they often have vulnerable members.

- All these complexities have to be recognised, welcomed and taken into account.

Recommendation 5: Encourage more trial and error approach

- Successful social capital builds on resilient, small scale interactions which need to be allowed to fail as well as succeed.
- The principle for the council, other public bodies and voluntary organisations and community groups should be to be risk aware (understanding risks in a particular situation and proactively taking action to prevent or reduce them) but not risk averse (avoiding situations with risk)
- Piloting new approaches and utilising the learning that provides would be beneficial

Example quote from the review:
"Council being flexible on regulations such as for organising events and recognising that community groups do not have all the resources of a commercial organisation to plan and fund arrangements. Adopt a common sense approach to enabling such events whilst ensuring that the organisation is aware of the risks involved and has proposals to deal with these."

Recommendation 6: Seek input from voluntary organisations and community groups into policy making process

- To look at a more a formal pathway to seek this input.

Example quote from the review:
"Developing strategies integrated with voluntary sector organisations."

Theme B – Volunteering

Recommendation 7: Provide essential information to encourage volunteering

7.1 Information on needs - where volunteers are needed and where new volunteer groups are needed

This includes *
- information about the importance of volunteer work and different issues that voluntary organisations and community groups address
- the need for volunteer work, the differences it makes to individuals and societies and its value
- information on how to get started

Example data from the review:

In the survey carried out, individuals who already volunteer rated 'I'm genuinely concerned about the particular group I'm helping' as the second most important reason as to why they volunteer.

Example quote from the review:

"Full media support/coverage highlighting the cause and the need to be addressed is in my opinion essential. In our experience volunteers need to know what support they will receive, the gain to them as well as what they need to give."

7.2 Information on volunteering opportunities

- People need more information on where volunteer opportunities are, ideally opportunities that fit their skills*
- People are more likely to volunteer if they are asked. The fact that no one asked them was the most important reason why people had not volunteered* - therefore help voluntary organisations and community groups to ask;
- Potential for try outs or promotion days that would make it easier to get involved
- A buddy system to encourage trying out volunteering.

Example data from the review:

In the survey carried out, individuals who don't already volunteer rated 'No one asked you to volunteer' and 'You didn't know how to get involved or where to begin' as the two most important reasons as to why they haven't.

Example quote from the review:

"Research shows that people will get involved if they are asked: they don't because they are not asked. They will get involved more eagerly of they can see real benefit from their effort and if they believe in the intended outcomes. Not being asked for a long term commitment or a large amount of time may be helpful: people need to offer what they are comfortable to give, however small. Being asked in the right way or by the right person may be key, paying expenses to help with travel will ensure open access for all; the right support and encouragement will keep people coming back."

7.3 Information on the benefits of volunteering

- Sharing positive stories and pointing out benefits (personal, CV, for society) of volunteer work (e.g. being part of a volunteer group creates wellbeing).*
- Time banks (this is a reciprocity-based work trading system in which hours are the currency. With time banking, a person with one skill set can bank and trade hours of work for equal hours of work in another skill set instead of paying or being paid for services) as a way to create benefits*

Example quote from the review:

"For them to appreciate the feeling of well-being that being part of a community group brings."

7.4 Openly invite people to tell the council and other public bodies how they could and would like to help

- The council and other public bodies routinely encourages people to report their issues, it could routinely invite people to offer their help and skills.*

Recommendation 8: Encourage the Department of Work and Pensions (DWP) and employers to have policies and cultures to support volunteering

- The council could provide leadership and influence in this area.

- Lobbying of the DWP to recognise the value of volunteering for those seeking a job and remove any restrictions and penalties for this.

- Employers can play a big role in encouraging volunteering by:

  - Flexibility in working times to allow for volunteering
  - Appreciation of experience in volunteering
  - Championing volunteers.

- Organisations to provide different options such as group volunteering e.g for a whole team etc.

- Organisations to provide business mentoring support to local voluntary organisations and community groups as part of corporate social responsibility policies.

Recommendation 9: Increase the effectiveness of volunteer recruitment and management

- Help build a common cause through effective leadership and training
- Different and new approaches to recruitment - the council and other public bodies could facilitate recruitment (e.g. a page in the citizen etc).*
- Explore the different requirements of involvement (more flexible volunteering, some can only spare a few hours or a one off involvement).
- Ease access for new volunteers into groups (sometimes seen as closed off) - someone to facilitate access, 'try out' opportunities, buddying schemes.
- Promote the wide value of volunteering.*
- Make clear the benefits of volunteering for society and individuals
- Align volunteering with work of paid staff (in the council or other organisations)
- Maintain good relationships amongst volunteers through how the group is coordinated and run and through approaches like training
- Assist two-way communication with volunteers (between voluntary organisations and community groups and volunteers and between the council, other public bodies and volunteers).
- Create benefits for volunteering (degrees, recognition, time banks etc).
- Explore the potential availability of transport to volunteering opportunities.

Example data from the review:

In the survey carried out, voluntary organisations and community groups rated 'Recruiting, empowering and supporting volunteers' as the second most important thing to the success of a voluntary organisation or community group and 'Having a common cause that builds commitment' as the third most important.

Example quote from the review:

"Meeting a need / providing a service that they can see is working and having an obvious positive impact on or in their community; something that's simple to get involved with and flexible in terms of their commitment / skills; something they enjoy doing and not just the odd jobs others don't want to or don't have time to do."

Theme C – Partnership

Recommendation 10: Facilitate greater partnering and knowledge sharing between voluntary organisations and community groups

- The council or another organisation could facilitate a, sector led, mentoring scheme, workshops and events for greater knowledge sharing.
- Some voluntary organisations and community groups specifically recommended having a very open, interactive space such as a workshop where they could share experiences (as opposed to an event where every group has a stall).

Example quote from the review:

"Helping facilitate some form of networking for groups/organisations along the lines of Norwich Learning City model. This was a great mechanism for everyone keeping in touch and awareness of what others were doing. This knowledge and personal contact also really useful for developing strong partnerships that may be more successful in obtaining grant funding (each playing to their own strengths to make a more robust bid)."

Recommendation 11: Encourage and help voluntary organisations and community groups to work together

- It is important to recognise that most voluntary organisations and community groups have organically developed and built a unique identity. They should be able to keep this identity and independence, while still supporting each other and working together on things such as:
  - Bidding for bigger pots of funding
  - Licenses
  - Insurance etc.

Example quote from the review:

"Voluntary organisations (small ones not big) working together to get hold of bigger pots of money."

Theme D – The council and other public bodies

The council and other public bodies are crucial partners for voluntary organisations and community groups.

Recommendation 12: Value and support frontline officers

- Voluntary organisations and community groups were very clear that they appreciate officers who can be flexible, come up with creative solutions and find new ways to approach problems.
- This approach and the recommendations around building social capital mean that officers need to be supported to be confident with a new approach.
- The work of frontline officers is essential and they should be highly valued for this work.

Recommendation 13: Review policy and process by the council and other public bodies

- Make policies and processes simpler and more accessible.
- Less red tape for voluntary organisations and community groups.
- This review should be co-designed by voluntary organisations and community groups.

Example quote from the review:

"Less red tape. Clear lines of communication. Speedier decisions enabling faster implementation."

Recommendation 14: Increase the responsiveness of the council and other public bodies to voluntary organisations and community groups

- The communication between the council, other public bodies and voluntary organisations and community group was viewed as an essential factor for them to be successful. The following could improve this communication:
  - Named contact (s)
  - Clear access routes
  - Managing expectations (what will happen, when will I get a reply)
  - Being reliable
  - Person to person contact - potentially a voluntary organisations and community group officer who is the first point of contact and also runs a potential website (despite attempts for channel shift it is important to acknowledge that face to face contact is preferred by some)
  - Accessibility, understandable language*
  - Two way communication including a can-do approach.

- Look at the best approaches for geographic accessibility of council support and advice e.g utilising existing assets in the community such as community centre and exploring mobile options.

Example data from the review:

In the survey carried out, voluntary organisations and community groups rated 'The council being accessible e.g knowing who to contact' as the top thing the council can do to support them.

Example quotes from the review:

"Having a named section/person that we can contact directly at the council, if they can't help with any particular thing, they can find someone who can."

Recommendation 15: Improve referral process between the council and other public bodies, voluntary organisations and community groups

- Improve signposting
- Improve awareness of existence of voluntary organisations and community groups
- Interlinkage between council, other public bodies and voluntary organisations and community groups integral in strategic documents (e.g. corporate plan, blueprint).

Recommendation 16: Review the council's consultation process

- Including community engagement performance measures, targets and monitoring of success.

Example quote from the review:

"Review of the consultation processes."

Theme E – Funding

Recommendation 17: Review funding options

- The biggest challenge for many voluntary organisations and community groups is applying for and securing appropriate funding.
- A co-designed review of the council's commissioning strategy and those of other public bodies could look at the following issues, raised by voluntary organisations and community groups:

  - Consistency of funding-longer term as well as short term
  - Explore less formal approaches e.g funding with no strings attached
  - Funding options more tailored to voluntary organisations and community groups - they often have to chase funding and bend their aims around funding options. It should be acknowledged that groups have emerged out of a need and have merit to be supported. The

council and other public bodies should utilise a combination of needs and asset based assessment.
- o Formalities and policies that groups are required to have in order to apply for funding are often seen as too complicated
- o More advice on how and where to apply for funding.

- Lobbying government for increased financial support for the voluntary and community sector.

Example data from the review:

In the survey carried out, voluntary organisations and community groups rated 'Financial support e.g providing grants and help to apply for other funding' as the third most important thing the council can do to support them.

Example quote from the review:

"It would be good if something to be done to ensure some continuity in community groups. If the group is doing good work that benefits the community it should not be struggling for funds and not knowing if it can continue from one year to the next.

Theme F – Tools and infrastructure

Recommendation 18: Provide tools and advice for voluntary organisatons and community groups

- Some voluntary organisations and community groups expressed the need for more tools and advice on:
  - o Banking
  - o Funding
  - o Support and training for volunteers (this was also mentioned as an important factor for people to start volunteering, it ensures that they feel confident)
  - o Potential for union representation for volunteers
  - o Managing and resolving conflicts
  - o Succession planning

- The council to look at making spare places available on relevant council training to voluntary organisations and community groups.

- The council to discuss with Voluntary Norfolk the potential for a standard induction scheme for volunteers.

Example quote from the review:

"Practical help and advice on how to set up a community organisation that has a chance to endure (legal, financial and structural)."

Recommendation 19: Better use of existing assets and empty spaces

- Use of website, potentially live mapping of voluntary organisations and community groups.
- More visible real world spaces, e.g. notice boards. in customer centre, office space or places in community centre. Potentially live booking of rooms.
- Use existing links and motivations E.g. many parents get involved in volunteering through their children.
- Use of vacant shops on short term, low cost arrangements.

Example quote from the review:

"One thing that would really help our group is having a place to meet. We need a room to hire outside of working hours so that we can include people who work - this is really hard to find. We can pay a small amount but not commercial / business rates."

Theme G – Communications

Recommendation 20 - Integrate information – a specific co-produced communication strategy to take forward these recommendations and for volunteering and voluntary organisations and community groups more widely.

- Key messages for this communication strategy are spread throughout the document and marked with a. *
- Strategy to focus on building social capital including volunteering, voluntary organisations and community groups
- Key audiences need to be identified (segmentation).
- There should be a focus on individuals and inspiring them to get involved.
- There should be a balance between digital and traditional methods
- The communication about voluntary organisations and community groups should be integrated with other communications channels.
- Project to inform and be informed by digital inclusion strategy.

Example quote from the review:

"Having a range of groups advertised. People seem to get involved with volunteering at different points in their lives when it has a personal link/interest."

Example data from the review:

In the survey carried out, voluntary organisations and community groups rated 'Good communication and signposting e.g involving other organisations where appropriate' as the second most important thing the council can do to support them.

Further suggestion from the task and finish group

- To consider establishing a follow up task and finish group or standing item at scrutiny over the time frame of the delivery work plan for this project to monitor and evaluate the impact of the results of increasing social capital on

social inclusion in Norwich, including further analysis of the barriers faced due to race, gender, sexuality and mental health, poverty and unemployment.

Appendix A - Questionnaire

Introduction

Norwich City Council's Scrutiny Committee (a panel of councillors from the three different political parties) is carrying out a review of how to build social capital in Norwich to help people improve their local communities.

Social capital has been defined as the 'links, shared values and understandings in society that enable individuals and groups to trust each other and so work together.' Greater social capital has been shown to result in greater community spirit and improved wellbeing for people.

The council's Scrutiny Committee are really keen to hear the views and ideas of individuals, organisations and community groups in Norwich.

They have developed some questions that they would be very grateful if you could please take the time to answer.

The results will be used to inform the committee's report and recommendations, which will be published in March 2015. This could lead to suggested changes in the way the council or other organisations in the City support community groups and voluntary organisations and encourage people to get involved in improving their local areas.

If you are responding as an individual please click **here** to start the survey

If you are responding on behalf of an organisation or community group please click **here** to start the survey

<u>Individuals survey</u>

1. In the past 12 months have you volunteered for a non-profit organisation such as a community group or voluntary organisation?

    - Yes

    - No *(if no would skip to question 3)*

2. If yes, what is the name of the group and what did it do?

    - Free text box

3. Aside from an organised group, in the past 12 months, have you volunteered your time to help someone in your local community who wasn't a family member?

    - Yes

    - No *(if no would skip to question 7)*

4. If yes, what did you do?

   - Free text box

5. How did you get involved in volunteering?

   - From somebody else who already volunteered

   - Friends or neighbours

   - School or college

   - Through using services previously provided by the community group or organisation

   - Place of worship

   - Local newspaper or radio

   - Website

   - Social media

   - An employers volunteering scheme

   - Through the council

   - Through Voluntary Norfolk

   - Other – please write in the box provided

6. What were your reasons for volunteering? (please indicate how important each statement is on a scale of 1 – 7 with 7 being very important and 1 not very important)

   - Volunteering can help me get a job 1,2,3,4,5,6,7

   - My friends volunteer 1,2,3,4,5,6,7

   - I'm concerned about those less fortunate than myself: 1,2,3,4,5,6,7

   - People I'm close to want me to volunteer: 1,2,3,4,5,6,7

   - Volunteering makes me feel important 1,2,3,4,5,6,7

   - People I know share an interest in community service 1,2,3,4,5,6,7

   - No matter how bad I'm feeling, volunteering helps me to forget about it 1,2,3,4,5,6,7

   - I'm genuinely concerned about the particular group I'm helping: 1,2,3,4,5,6,7

   - Volunteering makes me feel less lonely 1,2,3,4,5,6,7

   - I can make contacts through volunteering that help my job or business 1,2,3,4,5,6,7

- Volunteering relieves me of some of the guilt about being more fortunate than others 1,2,3,4,5,6,7

- I can learn about the cause I'm working for 1,2,3,4,5,6,7

- Volunteering increases my self esteem 1,2,3,4,5,6,7

- Volunteering helps me to gain a new perspective on things 1,2,3,4,5,6,7

- Volunteering allows me to explore different career options 1,2,3,4,5,6,7

- I feel compassion to people in need 1,2,3,4,5,6,7

- Others with who I'm close place a high value on community service 1,2,3,4,5,6,7

- Volunteering lets me learn things through direct, hands on experience 1,2,3,4,5,6,7

- I feel it is important to help others 1,2,3,4,5,6,7

- Volunteering helps me to work through my own personal problems 1,2,3,4,5,6,7

- Volunteering will help me to succeed in my chosen career 1,2,3,4,5,6,7

- I can do something for a cause that is important to me 1,2,3,4,5,6,7

- Volunteering is an important activity to the people I know best 1,2,3,4,5,6,7

- Volunteering is a good escape from my own troubles 1,2,3,4,5,6,7

- I can learn how to deal with a variety of people 1,2,3,4,5,6,7

- Volunteering makes me feel needed 1,2,3,4,5,6,7

- Volunteering me feel better about myself 1,2,3,4,5,6,7

- Volunteering experience will look good on my CV 1,2,3,4,5,6,7

- Volunteering is a way to make new friends 1,2,3,4,5,6,7

- I can explore my own strengths 1,2,3,4,5,6,7

- Other – please write in the box provided

(Would then skip to question 8)

7. If you haven't already volunteered, what are the reasons? (please tick all that apply).

- You were concerned about the time commitment
- You didn't want a long term obligation
- You didn't know how to get involved or where to begin

- You have health or physical limitations
- You were uncomfortable about volunteering with people you didn't know
- There was a lack of good transport options to get there
- No-one asked you to volunteer
- You were just not interested in volunteer work
- Other – please write in the box

(Would then skip to question 9)

8. If you already volunteer, what do you think could help others to start volunteering for your or any other organisation as well?
    - Free text box

9. If you don't already volunteer, what do you think would help or encourage you to start volunteering?
    - Free text box

Organisations and community groups survey

1. What is the name of your voluntary organisation or community group?

    - Free text box

2. What are the overall aims of your voluntary organisation or community group, why does it exist?

    - Free text box

3. What do you believe to have been the biggest success of your voluntary organisation or community group?

    - Free text box

4. What has been the biggest challenge your voluntary organisation or community group has faced?

    - Free text box

5. What do you think are the key things that the council can do now and in the future to support voluntary organisations and community groups? This could include things the council is already doing and things you would like to see in the future (please select all that apply). For any additional suggestions, please use the other box.

    - The council being accessible e.g. knowing who to contact

    - Appropriate contact with the council e.g. regular, personal, positive and welcoming

    - Financial support e.g. providing grants and help to apply for other funding

- Making things simple and flexible e.g. coming up with creative solutions and minimal red tape

- Good communication and signposting e.g. involving other organisations where appropriate

- Clear arrangements for support e.g. knowing what the role of the council is and what can be expected from officers and

- Group lead led and collaborative decisions, e.g. including the group and if appropriate other organisations in discussions and decisions about support

- Being willing to make mistakes

- Delivering on promises

- Reducing the complexity of services delivered by contractors

- Other –please write in the box provided

6. Please rate how important you think the following things are for the success of a voluntary organisation or community group (please indicate how important each statement is on a scale of 1 – 7 with 7 being very important and 1 not very important).

The group/ organisation…

- Being confident 1,2,3,4,5,6,7

- Engaging the community 1,2,3,4,5,6,7

- Having a common cause that builds commitment 1,2,3,4,5,6,7

- Recruiting, empowering and supporting volunteers 1,2,3,4,5,6,7

- Using the right communication channels 1,2,3,4,5,6,7

- Having paid staff 1,2,3,4,5,6,7

- Working together well by harnessing existing skills (including those of other groups or organisations) 1,2,3,4,5,6,7

- Using existing structures and assets, e.g. existing meetings or formed groups etc. 1,2,3,4,5,6,7

- Fundraising and securing ongoing funding 1,2,3,4,5,6,7

- Being willing to make mistakes 1,2,3,4,5,6,7

- Ensuring good relationships between volunteers 1,2,3,4,5,6,7

- Dealing with practical challenges 1,2,3,4,5,6,7

- Dealing with legal challenges 1,2,3,4,5,6,7

- Ensuring time and energy commitment 1,2,3,4,5,6,7

- Other –please write in the box provided

7. What things would you like to see change to make it easier for your voluntary organisation or community group to achieve its aims? This can be changes to do with the council or any other changes you think would help.

- Free text box

8. What do you think would make it easier for new voluntary organisations and community groups to start?

- Free text box

9. What would encourage and help people to get involved with voluntary organisations and community groups to improve their local community?

- Free text box

Appendix B – Results of the questionnaires

Individual's survey

Of the 441 responses to the survey from individuals, 116 people had taken part in organised volunteering within the last 12 months and 93 in "informal" volunteering (not for a family member).

Question: In the past 12 months have you volunteered for a non-profit organisation such as a community group or voluntary organisation?
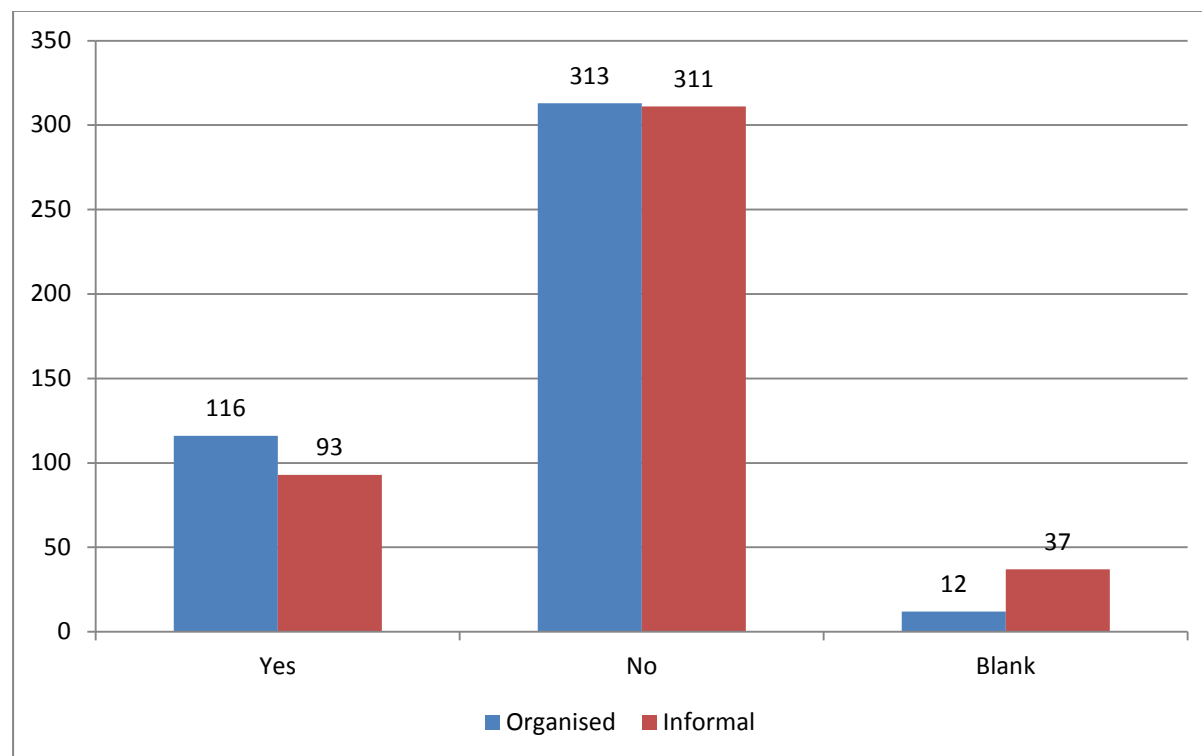
Of those who volunteered informally 53 had also volunteered on a more organised basis and 38 had not done so (with two blank responses)

The ways in which individuals got involved in volunteering were diverse:

Question: Aside from an organised group, in the past 12 months, have you volunteered your time to help someone in your local community who wasn't a family member?
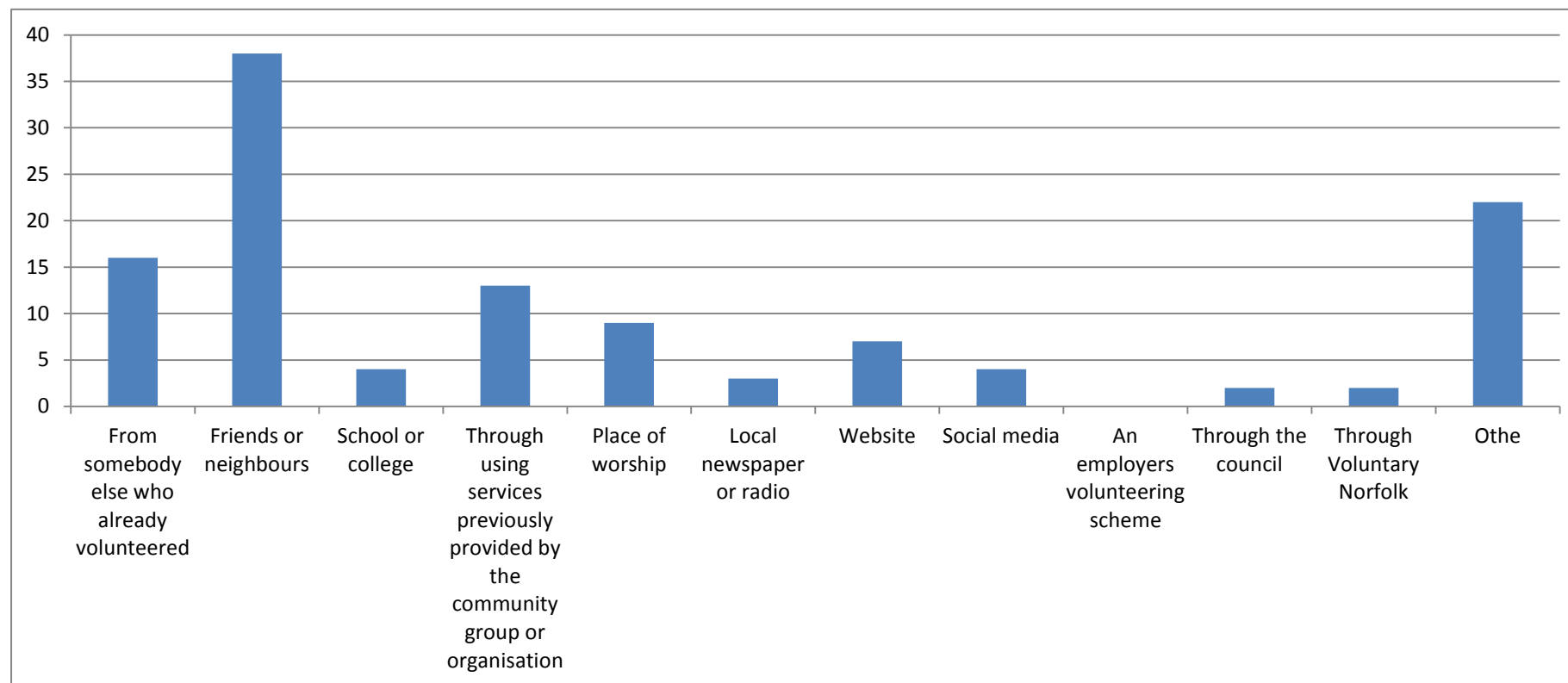
Respondents were given 31 different reasons for why they volunteered and asked to indicate on a scale of 1 to 7 with one being the least important and seven being the most important. By averaging these responses it is possible to gauge some of the most offered reasons for why people volunteer. Not all respondents answered this question. All those with an average score of greater than four are listed below (excluding "Other"):

Question: What were your reasons for volunteering? (please indicate how important each statement is on a scale of 1 – 7 with 7 being very important and 1 not very important)

Reason	Avg Rank
I feel it is important to help others	5.87
I'm concerned about those less fortunate than myself	5.62
I'm genuinely concerned about the particular group I'm helping	5.35
I feel compassion to people in need	5.29
I can do something for a cause that is important to me	5.01
Volunteering helps me to gain a new perspective on things	4.55
Volunteering lets me learn things through direct, hands on experience	4.41
I can learn about the cause I'm working for	4.06

The two most important motivational factors were value followed by understanding.

Finally people, who didn't volunteer, were asked why they hadn't volunteered:

Question: If you haven't already volunteered, what are the reasons?

Reason	Count
No one asked you to volunteer	105
You didn't know how to get involved or where to begin	83
You were concerned about the time commitment	77
You didn't want a long-term obligation	48
Other – please write in the box below.	43
You were just not interested in volunteer work	37
You were uncomfortable about volunteering with people you didn't know	30
You have health or physical limitations	29
There was a lack of good transport options to get there	17

Organisations survey

Eighty-five organisations responded to a survey about their role and the future. They were asked to select any number of options they thought the council could do. There were 60 responses:

5.	What do you think are the key things that the council can do now and in the future to support voluntary organisations and community groups? This could include things the council is already doing and things you would like to see in the future (please select all that apply). For any additional suggestions, please use the 'Other' box.		
		Response percent	**Response count**
The council being accessible e.g. knowing who to contact		81.7%	49
Appropriate contact with the council e.g. regular, personal positive and welcoming		65.0%	39
Financial support e.g. providing grants and help to apply for other funding		73.3%	44
Making things simple and flexible e.g. coming up with creative solutions and minimal red tape		71.7%	43
Good communication and signposting e.g. involving other organisations where appropriate		78.3%	47
Clear arrangements for support e.g. knowing what the role of the council is and what can be expected from officers		61.7%	37
Group led and collaborative decisions e.g. including the group and if appropriate other organisations in discussions and decisions about support		48.3%	29
Being willing to make mistakes		38.3%	23
Delivering on promises		50.0%	30
Reducing the complexity of services delivered by contractors		35.0%	21
Other – please write in the box provided		21.7%	13
		Other	30
		Answered question	**60**

They were also asked about what they thought made a successful organisation. Responses were requested 1 to 7. Generally responses fell into the top scores with for example many responses all showing 5 to 6:

Question: Please rate how important you think the following things are for the success of a voluntary organisation or community group (please indicate how important each statement is on a scale of 1 – 7 with 7 being very important and 1 not very important).

Factor	Avg Rank
Engaging the community	6.47
Ensuring time and energy commitment	6.27
Recruiting, empowering and supporting volunteers	6.19
Ensuring good relationships between volunteers	6.19
Dealing with practical challenges	6.03
Working together well by harnessing existing skills (including those of other groups or organisations)	5.95
Having a common cause that builds commitment	5.93
Other	5.91
Using the right communication channels	5.84
Fundraising and securing ongoing funding	5.71

Being confident	5.6
Being willing to make mistakes	5.38
Using existing structures and assets, e.g. existing meetings or formed groups etc.	5.24
Dealing with legal challenges	5.16
Having paid staff (this was particularly important for some organisations)	3.7

<u>Appendix C - Findings</u>

Norwich is very fortunate to benefit from a vibrant and impressive voluntary and community sector. This is made up hundreds of different groups and huge numbers of committed volunteers and staff, carrying out amazing work every day to improve the lives of people in Norwich, demonstrating the existence of significant social capital in the City.

There is also a range of support in place for this sector provided by the council and a number of other organisations and many examples of effective joint working.

However, there is the potential for the voluntary and community sector to be developed more, better supported and utilised and joint working strengthened to increase social capital and enable the achievement of further positive outcomes for the citizens and communities of Norwich.

Set out below are specific findings broken down into different themes.

Overall position and strategy

- There is currently a perception of a lack of social capital in society.
- Developing social capital requires a long term investment but can be preventative and cost effective.
- There should be a focus on people's lives not specific services.
- Easier access to information on where the needs and gaps are would be useful to voluntary and community groups.
- It's important to value what people can do for themselves and encourage that, including supporting them to overcome challenges.
- Taking an appreciative approach and utilising techniques such asset based community development, where you build on the assets already within the community, can lead to significant benefits.
- Co-producing and co-commissioning arrangements with the voluntary and community sector can improve outcomes.
- It's important to appreciate the nature and value of voluntary and community groups and their ability to meet need and change people's lives. More recognition of this would be appreciated e.g awards etc.
- Engaging the community was seen as the most important thing for the success of a voluntary and community group.
- There is a need to recognise more that voluntary and community groups have very different goals, are complex and diverse, can be run by people experiencing need themselves and that there is value in all different sized groups.
- There is currently increased demand for certain services and there needs to be recognition by the government and others that they are needed e.g food banks.
- There is the potential for greater partnering to avoid duplication, knowledge exchange and sharing learning between voluntary and community groups and councils e.g through a mentoring scheme where established groups help new groups starting up.

- The potential for small voluntary and community groups to work better together was also highlighted.
- The regulatory environment and an expectation that voluntary and community groups have to be run like businesses was seen as challenging.
- Succession planning is very important for voluntary and community groups and the work they do.
- The importance of voluntary and community groups being confident was raised.
- There can be value in learning by doing, taking a more trial and error approach, running pilot schemes and recognising that even failures can provide good learning opportunities.
- Employment policies and culture of all organisations can assist building social capital e.g giving time off for community work, time flexibility etc.

The approach and culture of the council and other public bodies

- The council being accessible, carrying out good communication and signposting and providing financial support were considered the three most important things to support voluntary organisations and community groups.
- The work of frontline officers of the council and other public bodies should be respected and valued.
- The policy and processes of the council and other public bodies can be difficult to understand, negotiate and restrictive at times for voluntary and community groups e.g running a community event. This was sometimes referred to as 'red tape'.
- The overall responsiveness e.g returning calls, speed of decision making and action, enforcement of regulations and delivering on promises by the council and other public bodies is seen by some voluntary and community groups as having the potential for being improved
- The linkages and early referral processes between the council and other public bodies and voluntary and community organisations has the potential for improvement.
- Political constraints are seen as a restriction at times.
- The council and other public bodes are seen by some voluntary and community groups as risk averse and resistant to change at times.
- No performance targets or self-set targets can work better for some specific types of projects.
- A review of the council's approach to consultation was seen as having the potential to improve things. A community engagement target in the council's corporate plan was also though to be beneficial.
- There is the potential at times for officers of the council and those of other public bodies to take a more flexible approach focused on the overall outcomes rather than following strict processes.
- Voluntary and community groups would welcome a named officer(s) within the council and other public bodies to specifically contact and work with on all their issues.
- Frontline staff of the council and other public bodies could be further encouraged to see building social capital as part of their everyday roles and

provided with further skills development on the tools and techniques to support this e.g co-design skills etc.

Resources and facilities for voluntary and community groups

- Overall scarcity of funding, the effects of the recession, demand pressures and wider public sector funding reductions is a significant challenge.
- More consistency of funding would be welcomed by voluntary and community sector organisations e.g multi-year grants.
- There would be benefits to greater co-operation between voluntary and community groups in accessing funding e.g consortium bids etc.
- There is the danger that voluntary and community groups chase the funding rather than focusing on their values and what they are trying to achieve.
- A larger range of different types of funding would be valued by voluntary and community sector groups e.g specific short term funding to get an initiative started.
- The grants process used by the council and other public bodies is seen by some as onerous for certain groups e.g requirement to provide certain policies.
- Voluntary and community groups could benefit from greater access to assistance and advice in applying for external grants.
- There is a significant time commitment required in accessing funding opportunities.
- Opening and maintaining bank accounts can be challenging for some groups.
- There are significant challenges for the voluntary and community sector in leasing premises and accessing spaces for meetings, events or activities at a reasonable cost.
- There is an opportunity to make better use of existing assets such as schools, community centres and market stalls and more promotion of information on low cost or free spaces would be advantageous.
- Legal matters can be difficult for voluntary and community groups and clearer access to toolkits and advice options would be welcomed.
- There is value in more outcome focused meetings by voluntary and community organisations.

Volunteers and staffing of voluntary and community groups

- Recruiting, empowering and supporting volunteers and ensuring good relationships between them was seen as the second and third most important things for the success of a voluntary and community group.
- Volunteering supports active citizenship.
- There are significant challenges in recruiting and maintaining volunteers. Different proactive approaches are needed to do this successfully.
- A common cause builds commitment amongst volunteers.
- People may only want to volunteer for a little bit of time or occasionally.
- People who use services can become volunteers themselves.
- Volunteering can support people in their chosen careers.
- The work of volunteers adds further value when effectively aligned with the work of the paid staff e.g within the council and other organisations etc.

- The work of volunteers is often more focused on meeting specific needs rather than delivering specific targets.
- Maintaining good relationships between volunteers is an important issue and some volunteers may not fit easily into a group and it is important to be honest about this and try and find them somewhere that would work better for them.
- Two way feedback is important to volunteers, both on their work and the success of the projects they are involved in and also the ability to influence the policies, processes and actions of the council and other public bodies, based on their experiences.
- Volunteers need appropriate support and resources e.g advice, appropriate training, access to policies and tools.
- Some volunteers would welcome the opportunity for union representation.
- Commitment of individuals is essential to the success of voluntary and community groups and can make maintaining a work/home life balance difficult for those concerned.
- Paid staff can be very valuable to those voluntary and community groups that are able to afford this.

Peer to peer support approach

- Peer to peer support can make a real difference to people lives and provide help when things get tough.
- Targeted, intensive peer lead interventions can works well in certain areas. However, it is important to ensure that there is ongoing support for individuals.
- People can have multiple needs and need expert help but at the same time, low level needs that peer volunteers can help with, working in parallel with expert support. This type of approach can be preventative.
- Interventions can be about applying goals generated through more expert work through an iterative, supportive approach.
- It's important to be clear with people what can and can't be done
- Networks are vital and based on live interactions, speaking and listening to people. The networked social capital approach can create a flow of information about success and need which can be useful to other organisations.
- People in need may not want to come to community bases.
- It is important to recognise that some people may not want to take up peer to peer support, advice and learning.
- Peer to peer events can work well where people share stories, successes and failures.

Communications

Key aims of communication
1. Recruiting active volunteers (mentioned 6 times)
2. Gaining support
3. Promotion of funding opportunities
4. Cross-sector communication
5. Managing/resolving conflict

Key messages to share
- Being in a group creates wellbeing
- Council supports volunteering – wants people to ask themselves what they can do to help the city
- Council needs people and groups to help with specific problems

Key audiences to reach
- Council itself internally – officers and councillors
- Community groups existing
- Individuals (those in need and those with skills to offer)

Key principles

Overarching - effective communication is a priority, and could be delivered by the following improvements:

1. **Less red tape -** 'easier' 'common sense approach' 'simple and short' 'clear guidelines'(mentioned 10 times)
2. **More audience awareness – '**Improved/innovative/effective' 'use all forms of communication and innovate' 'targeted' 'using right communications channels' 'engaging' 'small and large scale' 'recognising disparate groups' 'disparate audiences' (mentioned 9 times)
3. **Two way/shared** – listening as well as telling; 'based on person to person empowered relationships; sharing learning and expertise across groups; linked to council's priorities and other actions and service areas (mentioned 6 times)
4. **Reliable** – expectations managed; accurate; timely; delivered when promised; more regular, 'the council could respond more quickly when asked questions' 'transparency re services and charges' (6 times)
5. **Increased accessibility –** different languages; In Tran 'encourage a culture of multilingualism in community centres' 'plain English'

Suggested tools

1. **Person to person clear access/liaison into the council** for voluntary organisations and community groups or those wanting to start for advice, signposting, taking decisions, (mentioned 9 times)
2. **One online place to access information** – online area/start up guide/website/live booking app/live map to book space (mentioned 5 times)
3. **Creating more visible real world space for community groups** – citizens, stalls, celebrations, noticeboards, leaflets, fliers in council run places; real signposts on public highways (mentioned 5 times)
4. **Network to share between groups** – e.g voluntary organisations and community organisations forum; well established friendships; place/network to share expertise and equipment
5. **Celebration** – community awards to promote success, using volunteers as celebrities, e.g getting to switch on Christmas lights
6. **Integrate with other council communications channels** – Advertisements; Promotion of events; Link to digital inclusion strategy; Integrate with other council strategies

Appendix D – List of organisations and groups that have directly contributed to the review

- Elm Grove Lane Allotment Society
- Norwich Food bank
- Eaton Rise Residents' Association
- Norwich Cohousing group
- Gambian Muslim Cultural Association
- Polish community Norwich
- Norfolk African Gender Organization
- Workforce pt ltd
- Madder market Theatre
- The Peoples Picnic
- Norwich Philharmonic Society
- King Street Neighbours
- The Guild Social Economy Services CIC
- Co-operatives East
- Clover Hill Community Association
- Friends of Earlham Cemetery
- Norwich Playhouse
- Orwell Housing Association Limited
- King's Money Advice
- Coltishall & Horstead Youth Forum
- Friends of Norwich in Bloom
- Wensum Sports Centre
- Norwich HEART
- Norwich Theatre Royal
- Eaton Village Residents' Association
- Norwich Puppet Theatre
- Not About the Bike
- Templemere Residents' Association Ltd
- Silver Road Community Group
- People Shaped Solutions CIC
- Age UK Norwich
- LIONS of Norwich North Alpha
- Oak Grove Community Church
- People Shaped Solutions
- Norwich Pride
- Love Norwich
- Forum Trust
- Catch22
- Norwich City Community Sports Foundation
- Dance Camp East
- The Norwich Out and About Club
- The Geoffrey Watling Charity
- Voluntary Norfolk
- 25th Norwich Rainbows

- Girl Guiding Mile Cross
- Norwich Woodcraft Folk
- The Parishes of Eaton comprising two registered charities, one for St Andrew's and one for Christ Church, Eaton
- Clover Hill Community Association
- The Common Room
- The Norwich Society
- Norwich Oxfam
- Upper St Giles Residents and Traders Association
- St Augustine Afternoon Club
- Sing Your Heart Out
- City Saints in Action
- Cheeky Monkeys Toddler Group
- Friends of Thorpe St Andrew Parks
- DPAC Norfolk
- The Norwich Society
- King Street Neighbours
- Sue Lambert Trust
- Norwich Shop mobility
- Norwich Access Group
- Care for Carers
- St Augustine's Community Together Residents' Association
- The Christian Fellowship, Norwich
- Plantation Garden
- Writers' Centre Norwich
- The NR5 project (Trading as Future Projects)
- Henderson Trust
- Baseline Centre
- LTC Green Spaces
- Sustainable Living Initiative
- University of East Anglia
- 3s Research Group (University of East Anglia)
- Great Yarmouth Borough Council
- Rochdale Borough Council
- Norfolk Constabulary Norwich Policing Command

The Norwich Blueprint –

Influence, Collaboration and Innovation

An operating model to guide how we organise ourselves to deliver our vision and priorities

Purpose of the Blueprint

The blueprint 2020, our target operating model, sets out how Norwich City Council will organise itself over the next five years to deliver its corporate plan. This document will guide us in how we can proactively meet the significant financial pressures and the constantly changing environment that we face.

The principles within this blueprint provide a detailed framework for redesigning the council over the next five years. This document sets out to

- illustrate the Norwich City Council operating model.
- Outline the design principles for the transformation programme, through which we manage change and deliver the challenging savings targets set out in the council's medium term financial strategy.

We will review the council's corporate plan and this operating model regularly over the next five years

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FOREWARD BY CHIEF EXECUTIVE, Laura McGillivray

 When the banking crisis hit five years ago and we lost £6m in income in as many months it was a big crisis, but we kept calm and planned our way out, drawing on our financial reserves in the short term to allow space to rebalance our spending. Since then we have continued to face huge financial challenges, again using reserves to smooth out the bumps in our income and expenditure. We have also drawn on a much more important resource – ourselves. We have re-framed how we do things and our attitudes to our business. Our values have shaped our approach. The next five years will be even more challenging, we will again need to draw on our reserves of creativity and imagination. This blueprint will guide how we move forwards. Thank you for playing your part.

Overall Operating Model: - influence, collaboration and innovation

The diagram below summarises our overall operating model for the future. We will be a 'council of influence, collaboration and innovation.' We will nurture and develop relationships locally and nationally, enable the community and focus on a core service offer. This will be supported by innovative approaches and income generation, so that we can maximise the benefit of our reducing resources to enable the delivery of our vision and priority outcomes for the city.

INFLUENCING

COLLABORATION AND COMMUNITY ENABLING

INNOVATION AND INCOME GENERATION

CORE SERVICE OFFER

All based on the principles of prevention, early intervention and designed through co-production with citizens and partners where possible and delivered through the most effective route e.g direct delivery, shared service, third sector, private contractor
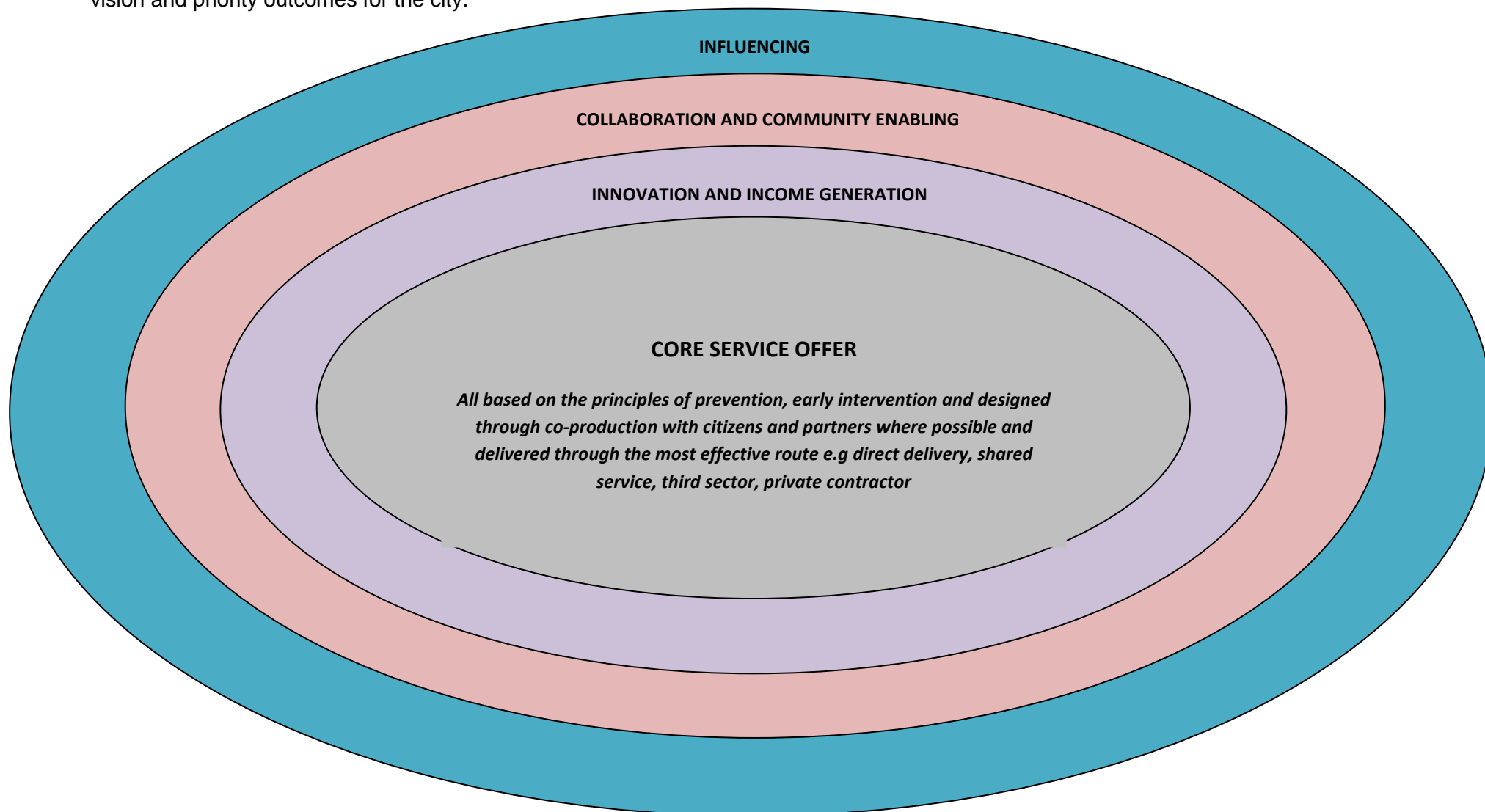
Defining the operating model layers

The operating model has been defined through establishing key design principles across four key layers.

Operating Model Layers
CITIZENS - **Citizen engagement and use of data** - **Working with different communities** - **Communications and expectation management** - **Customers channels and interaction**
ORGANISATION DESIGN - **Delivery of outcomes** - **Service models and design** - **Organisational structures**
PEOPLE - **Values and behaviours** - **Ways of working** - **Performance management**
ENABLERS - **Technology and accommodation supporting achieving outcomes**

We need to utilise data creatively, engage and target effectively, set clear expectations and enable the building of social capital, self-sufficiency and self-service for those who are able within our communities. So we can focus our reduced resources on our priority outcomes and those who most need our help.

We need to re-design the organisation so we can deliver our priority outcomes with reduced resources. We need to influence effectively national and locally, embrace appreciative and collaborative approaches including community enabling and co-production to look to reduce service dependency by building social capital and resilience, whilst always striving for greater innovation.

We recognise we will only be able to deliver our vision and priority outcomes for the City if our councillors and employees have the skills and approaches needed for the future.

We know we must make the best use of digital technology to engage, communicate and achieve priority outcomes for our citizens. We must also reduce our accommodation overheads so we can focus our remaining resources most effectively. To do this we will need to embrace mobile and remote working.

Design Principles – 'Citizens'

This provides guiding design principles around how the council will interact, determine need and enable the delivery of priority outcomes and services with and to its communities and citizens.

Guiding Design Principles

We will:

- use digital and other citizen engagement methods and data to guide the delivery of priority outcomes including service planning and prioritisation, targeting and design, through a smart, evidence based approach.
- engage citizens in how best to deliver priority outcomes through utilising approaches such as co-production and co-commissioning where it is practical to do so.
- encourage the building of social capital, self-sufficiency and self-service, through a community enabling approach, wherever possible so we can focus our resources supporting those citizens who need the most help or have special requirements.
- communicate clearly with our communities and citizens about what we will and will not provide for our citizens through clear standards, co-produced where possible, to manage expectations and reduce demand. Where possible we will signpost to others if we can't help. We will proactively communicate where we would like the help of our citizens.
- ensure our business processes are simple across the council based on the core council processes:
  - request it
  - renew it
  - tell us about it
  - pay for it
  - apply for it
  - offer it
- be flexible and not apply business processes at the expense of a focus on the priority outcomes we want to achieve and will give our staff, partners and contractors the flexibility to act creatively to realise benefits.
- endeavour to get it "right first time" so that we don't waste the citizen's time or our own in them having to contact us unnecessarily.
- ensure an open, honest and transparent culture of customer service across all council services and our partners and contractors, with clear and transparent decision making.

Design Principles – 'Organisation Design'

This provides guiding principles around how priority outcomes will be realised, services designed and how the organisation should be structured.

Guiding Design Principles

We will:

- maximise our influence over the strategy, resourcing and actions of others nationally and locally for the good of the city through a targeted approach to influencing and relationship mgt with key stakeholders. This will be supported by small, proactive strategy and influencing and marketing and communications teams at the centre of the organisation.
- focus on our core service offer, informed by our statutory duties, and ensure they are delivered in the most efficient way that maximises their positive impact on the priorities in the corporate plan.
- take an entrepreneurial approach, routinely looking for ethical ways to increase council income, including through investments and utilising any surplus above that needed to fund our core service offer to fund discretionary activities that best meet wider priority outcomes for the city.
- use appreciative and collaborative approaches to help decide the best way to realise priority outcomes. We will use a community enabling approach, drawing on techniques like asset based community development, co-producing and co-commissioning approaches. Working with our citizens and partner organisations, where it makes sense to do so, to maximise their effect.
- design our approaches and services based first on a preventative model and then an early help model with the aim to reduce the future need for dependency on the council and encourage the building of social capital, self-sufficiency and self-service wherever possible.
- consider a full range of service delivery models including direct delivery, shared services, partnerships, joint ventures and commissioning. We will select final service arrangements on merit.
- manage our collaborative service delivery arrangements effectively, utilising an intelligent client side model with effective performance management, but recognising the need for variations in approaches for different arrangements e.g partnerships, shared services, joint ventures and contracts.
- ensure organisational structures are aligned with service design and will not always follow traditional hierarchies. Best practice layers (5-6) and spans of control (1 manager to 4-8 employees) will be considered wherever appropriate but will recognise that different approaches may be required.

Design Principles – 'People'

This provides the guiding principles for the culture and way of working the authority is aiming to establish across councillors, employees and people working on our behalf.

Guiding Design Principles

We will:

- ensure that this operating model guides the council's people plan (for our staff) and member development programme (for our councillors) to ensure we have the right skills and capabilities for the future e.g influencing, community enabling and entrepreneurial skills to assist us in developing new income streams.
- embed a shared culture across all our people, acting and behaving as a single organisation based on the council's core values of:

  P Pride - We will believe in what we do and demonstrate integrity in how we do things
  A Accountability - We will take responsibility, do what we say we will and see things through
  C Collaboration - We will work with others and help others to succeed
  E Excellence- We will strive to do things well and look for ways to innovate and improve.
- expect our people to routinely work collaboratively with communities, citizens, other organisations and other teams to jointly deliver the best outcomes we can with our reducing resources.
- expect our people to encourage the building of social capital, self-sufficiency and self-service amongst citizens, whilst providing the help that is needed to those who most need it. We will provide people with the training and tools needed for this.
- expect our people to act creatively, flexibly and with a 'can do' attitude within the council's frameworks to find the best solutions to delivering priority outcomes.
- balance corporate action and decision making, with the need for local discretion, empowerment and creativity by providing clarity of roles, responsibilities and decision making powers.
- ensure a consistent and proactive people and performance management framework supported by effective learning and development to ensure we are all achieving as much as we can.
- actively recruit, retain and encourage talented people to develop and progress within the organisation providing learning, development and promotional opportunities where we can.
- encourage all our people to look outside the organisation for innovation and best practice and promote and share our own success and learning both inside and outside the organisation.
- conform to the highest standards of performance, ethical and professional behaviour, respecting equality and diversity at all times.

Design Principles – 'Enablers'

The 'provides guiding principles about how digital approaches, technology and office accommodation will support new ways of working.

Guiding Design Principles

We will

- develop and deliver an innovative digital strategy to support this operating model encompassing information management, technology and web-based communication. And make sure we have the right skills to support its achievement.
- use City Hall as the council's primary office accommodation. The building will be reshaped in line within resource and legal constraints to fit with our approach to customers and to maximise space utilisation and opportunities for income generation and sharing.
- rationalise satellite offices as much as is practicable and transfer staff to City Hall to reduce overall accommodation costs.
- implement new ways of working so we can move to a significantly reduced accommodation base. This will be supported by appropriate technology, including mobile working and home working and the use of touch down points in the communities, drawing on existing assets and those of partners, to ensure appropriate access to the community (where required).
- continue to bring other council partners in to City Hall to generate income and provide opportunities for greater service integration and partnership working with the community, public and private sectors.

Realising the change

Our new operating model will be delivered through our ongoing transformation programme through which we manage all major change. The diagram below shows the key work streams that will help to realise the new ways of operating and deliver the challenging savings targets within our medium term financial strategy.

Engagement and communications

SERVICE
REVIEW
WORKSTREAM

COMMERCIAL/
INCOME
GENERATION
WORKSTREAM

NEW
OPERATING
MODEL

COMMUNITY
ENABLING
WORKSTREAM

ORGANISATIONAL

ENABLERS

WORKSTREAM

PEOPLE
DEVELOPMENT
WORKSTREAM

Brand and Identity