NORWICH City Council

Scrutiny committee

Date: **Thursday, 19 March 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 Mancroft room before 16:30.

For further information please contact:

COMMITTEE MEMBERS:

Councillors:
Wright (chair)
Maxwell (vice chair)
Barker
Bogelein
Carlo
Galvin
Haynes
Herries
Howard
Manning
Packer
Ryan
Woollard

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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.

 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 recieve 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)

Purpose - To approve the accuracy of the minutes of the meeting held on 15 January 2015

Purpose - To approve the accuracy of the minutes of the meeting held on 26 February 2015

Purpose - To note the current forward agenda

Purpose - To present the findings of the task and ginish group to the scrutiny committee for adoption.

Date of publication**: Thursday, 12 March 2015**

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

16:35 to 18:00   **15 January 2015**

Present: Councillors Wright (chair); Maxwell (vice chair), Barker, Bogelein,
                  Button (substitute for Ryan), Carlo, Galvin, Haynes, Herries,
                  Howard, Manning, Packer and Woollard

Apologies: Councillor Ryan

1.   Declarations of interest

There were no declarations of interest.

2.   Review of challenges and responses to rough sleeping and homelessness in Norwich

(Councillor Waters, cabinet member for resources and Councillor Bremner, cabinet member for housing were present)

Dan Chadder, a student of the University of East Anglia presented a report to the committee on public perceptions of rough sleepers in Norwich. He took members through his findings and said that the individuals he had spoken to were generally positive about the work being carried out by charities but displayed less of an understanding of the work of the council in this regard. Perhaps this showed the need for a clearer dialogue between the council and those who are homeless. He said that the number of rough sleepers had risen from 6 in 2006 to 13 in 2014 but due to the nature of rough sleeping, these figures were only a snapshot. It was difficult to say whether these rough sleepers had come to Norwich from outlying areas to use services although anecdotal evidence suggested that this was the case for some rough sleepers.

Christine Spooner from Homeless Link gave the committee an overview of homelessness in the east of England and Norwich. She said that the public perception of what homeless people needed was very different from what they actually needed.
Rough sleeper numbers used to be recorded by central government with local authorities reporting an annual figure.
Issue surrounding homelessness and rough sleeping in Norwich were typical of those both in the Eastern region and nationally. Norwich had undertaken a lot of

preventative work such as reducing evictions, hostel move on services, and 'No second night out' which tried to meet needs of rough sleepers as soon as possible.

Agencies had become very adept at assessing needs and finding individual solutions, however, service users were presenting with increasingly complex needs which was a challenge.

In response to a member's question, Christine Spooner said that a lot of 'spend to save' work was being undertaken and that work on co-ordinating services would help to save money. The new Homeless Link manifesto had asked government to commit to five principles with a view to having a more strategic approach at a higher level.

She said that those with no recourse to public funds, including those with asylum status, were a very difficult group to help. Drug and alcohol services were open to everyone but language could be a barrier. Sometimes voluntary reconnection with an individual's home country was the best solution.

In response to a member's question, she said that hidden disabilities such as learning disabilities were sometimes a factor in homelessness and that the emphasis was on assessment of need on an individual basis, with the realisation that a hostel placement was not the best solution for all individuals.

A member commented that in the draft of the Greater Norwich Homeless Review, there seemed to be an increase in those who had been excluded from services. Christine Spooner said that complex needs, including behavioural issues, could be difficult to manage. A hostel was not the solution for everyone so a range of approaches were needed. A 'housing first' approach was being trialled in Norwich rather than a treatment first approach before being considered for housing.

The executive head of strategy, people and neighbourhoods presented the report and said that it was the culmination of many pieces of work undertaken by the scrutiny committee and officers in recent months.

Discussion ensued in which he responded to member's questions and comments. This included an explanation of 'Groundswell' which was an organisation that trained service users to have greater influence on services through a range of project work.

RESOLVED to:

1) commend the proactive approach of the council and its partners towards homelessness and that investment levels are maintained and increased where possible and that a specialist services continue to be available on the frontline

2) lobby against policies that detrimentally affect this client group who are suffering from mental health issues,

3) develop a report on the effect of cuts on mental health services on homeless people in Norwich and take this to the County Health Scrutiny Committee

4) further promote information on available services,

5) recommend the development of an accreditation scheme for services in Norwich,

6) support the proactive work to increase the percentage of people kept in their own homes,

7) continue to provide an individualised approach and ensure services to different groups are as accessible as possible,

8) explore with partners the plans for other solutions other than hostels, earning from the 'housing first', pilot

9) explore and develop with partners user opportunities to inform the work of the council's services for this client group,

10) ensure that an understanding of mental health issues underpins all work,

11) calculate the true value of preventative approaches to homelessness,

12) develop further protocols with other organisations on steps to take when dealing with the homeless and rough sleepers,

13) recommend that senior officers raise, through the Norfolk Chief Executives, the issue of cost sharing when Norwich works with homeless people from surrounding districts,

14) continue to treat people based on individual need,

15) continue to work with and assist partners in identifying additional support; and

16) For the scrutiny committee to carry out a review of the DWP sanctions with particular emphasis on the effects for the homeless and for officers to investigate who best to include in this scrutiny review, including inviting relevant politicians.

CHAIR

NORWICH
City Council

MINUTES

SCRUTINY COMMITTEE

16:30 to 18:07   **26 February 2015**

Present: Councillors Wright (chair) Maxwell (vice chair), Barker, Bogelein,
                  Carlo, Galvin, Haynes, Herries, Howard, Manning, Packer and Ryan

Apologies: Councillor Woollard

1. Public questions / petitions

A public question was asked by Mr MacMaster:

"In relation to paragraph 29 (A boards), the report does not look at issues of
obstruction and visual intrusion. Will the council in its future consultation put into
practice the recommendation of English heritage ("Streets for all: East of England")
and of its own streetscape design manual (2006) for an integrated and coordinated
approach by establishing a streetscape working group as promised in 2006?"

The highways manager gave the answer "The city and county councils are in the
process of investing considerable sums in the city over the coming years. A more
formal liaison approach is considered appropriate and is being reviewed."

Mr MacMaster then ask a supplementary question "Will there be opportunity for the
public discussion, as the proposals being drafted seem to oppose a ban on A
boards?"

The head of city development services responded "The proposals being drafted will
go to consultation so that any ideas can be explored fully with the public"

2. Declarations of interest

There were no declarations of interest.

3. Minutes

RESOLVED to:-

1) take the minutes of the 15 January 2015 meeting of the scrutiny committee at the next meeting on 19 March 2015; and

2) agree the accuracy of the minutes of the meeting held on 29 January 2015.

4. Scrutiny committee work programme

Members discussed the forward agenda and asked that the member representative who had attended the Norfolk county health overview and scrutiny committee on 26 February update this committee at the March meeting and that 5 minutes be set aside for this on the agenda. It was also agreed that this become a regular item on scrutiny committee agendas proceeding future meetings of the Norfolk county health overview and scrutiny committee.

RESOLVED to:

1) Note the work programme,

2) Ask that the representative on the Norfolk county health overview and scrutiny committee who had attended the meeting on 26 February update at the next scrutiny committee meeting and that this become a regular item on scrutiny committee agendas proceeding future meetings of the Norfolk county health overview and scrutiny committee; and

3) ask that the scrutiny committee has the opportunity to pre scrutinise and comment on any report on the future key decision – 'Establishing a local housing company prior to it going to cabinet.

5. Street scene safety – trips and falls

The head of city development services provided a brief overview of the subject and introduced Jon Barnard, Norwich Area Transportation Strategy and Norwich Northern Distributor Road manager (NATS / NDR manager), Norfolk County Council.

In response to a question received prior to the meeting, the highways manager provided a brief summary regarding the different highways functions between the county and city councils. The head of city development services agreed to circulate information to scrutiny members detailing the way in which the highways relationship between county and city council operated He also clarified that 'A boards' would be examined in more detail later in the year and that a report would be taken to the Norwich highways agency committee (NHAC).

Discussion ensued regarding snow and ice and the head of city development services explained that the number of grit bins across the city had increased to the

current limit of budgets available. However, the location of bins reflected the areas of greatest need meeting certain criteria.

In response to a members question, the NATS / NDR manager, Norfolk County Council explained that when it came to communities purchasing their own grit bins, the provision of grit by the county council would be assessed on a case by case basis. This assessment would take place against various criteria, not least of which would be the appropriateness of the location of the suggested grit bin.

Responding to a member's question, the head of city development services agreed that the city council should promote ways in which residents can carry out actions to help themselves and their community by using grit bins, clearing snow around their properties and clearing leaves. He added that although such messages had been given out previously, it would be very helpful to reinforce them via refreshed communication using citizen magazine etc.

The highways manager explained that the footway network survey was carried out by a contractor for the county council. The survey measured the length of footway in need of improving or replacing as it approached the end of its life. He added that those areas of damage considered to pose an immediate danger were dealt with straight away. A report regarding the issues raised by the footway network survey would be taken to NHAC later in the year.

In response to a members question regarding data gathering related to trips and falls, the head of city development services said that the city council could talk to the hospital, the clinical commission group and the county council. He emphasised the need to be sure that the information gathered would be useful, adding that he is not convinced that all data is captured - particularly regarding minor slips - but this could certainly be explored.

The highways manager explained that whilst snow and ice sometimes caused a danger and resulted in injury, no such evidence existed to suggest that 'A boards' posed a similar problem.

The executive head of strategy, people and neighbourhoods suggested that if members wished, issues surrounding 'A boards' could be added to the scrutiny work programme. The chair agreed, explaining that he felt the scrutiny committee could be used as a valuable part of any future consultation process around 'A boards'.

Further to issues raised by members on cycling and walking strategies, the NATS / NDR manager, Norfolk County Council explained that the county council was guided by the Department for transport guidance and strategies on cycling and walking. Considerable investment had taken place in cycling and walking infrastructure and schemes across the county. Members noted that it was the county council's intention to draw these projects together into a county-wide strategy for cycling and walking with Norwich at the heart of this work. It was further noted that the walking and cycling strategy was at an early stage, but that a report was being put together. Officers explained that consultation would take place via the joint highways committee and would identify the smartest ways in which limited funds could be put to best use.

Councillor Stonard, cabinet member for environment, development and transport explained that the Walk Norwich programme had given significant investment within the city, working closely with Living Streets. The scrutiny committee noted that various potential funding options had been examined. Walk Norwich was looking at carrying out street audits in addition to other work streams (dependent on funding). Such work would take a multi-agency approach, in particular encouraging the NHS to invest, given the knock-on effect of walking on the general health of citizens.

Discussion ensued around the subject of shared space, with the head of city development services explaining that work was carried out with the streetscape design manual being at the heart of work the city development department carried out. Within this work was an aim to reduce street furniture and continue to place pedestrians at the heart of the strategy.

RESOLVED to:

1) ensure that the highways team continues to work with all other relevant areas of the council on enforcement and implementation of policy and ensure that other areas of the council are consulted at the earliest possible opportunity;

2) ask the city council to collect further data around the pedestrian experience and work further with pedestrians in order to continue to pedestrians first when developing the street scene, striving to remain a city of best practice;

3) ask the city council to work with the Norfolk and Norwich hospital, the clinical commissioning group, public health and healthy Norwich to share and assess data on falls and slips (including when and where particular hotspots occur);

4) ask the communications team to promote actions that the public can take themselves to improve street safety through a range of communication methods; and

5) ask the highways team to explore ideas and gather more information on any ideas surrounding 'A boards', working with pedestrian and business interest groups to develop an 'A board' strategy and ensuring that this work is adequately resourced.

FORWARD AGENDA: CABINET, COUNCIL, SCRUTINY AND AUDIT COMMITTEES, and MEMBER BRIEFINGS 2014-2015

NORWICH City Council

Meeting	Report	Purpose	Portfolio holder Senior Officer	Report signed off by	Management Clearance	Cabinet Briefing / Portfolio Holder?	Exempt? If yes – which paragraph?
ALLOCATED ITEMS							
CABINET 11 MAR	Quarter 3 2014-15 performance report	To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 3 of 2014-15	Cllr Arthur Phil Shreeve Policy and performance manager EXT 2356 Roger Denton Performance and Research Officer EXT 2535	25 Feb	Russell O'Keefe	PH	No
CABINET 11 MAR	Affordable housing supplementary planning document (SPD)	To approve adoption of the revised affordable housing SPD.	Cllr Stonard Graham Nelson Head of planning services EXT 2530	25 Feb	Dave Moorcroft	CB	No
CABINET 11 MAR	Duty to Cooperate: options report.	To agree how Norwich City Council will meet the requirement to cooperate on strategic matters in local plan making.	Cllr Stonard Graham Nelson Head of planning services EXT 2530 Mike Burrell Policy team leader (planning) EXT 2525	25 Feb	Dave Moorcroft	PH	No
CABINET 11 MAR	Constitution review	To review appendices 4, 8 and 9 of the council's constitution.	Cllr Waters Andy Emms Democratic services	25 Feb	Anton Bull	PH	No

				ALLOCATED ITEMS			
Meeting	**Report**	**Purpose**	**Portfolio holder Senior Officer**	**Report signed off by**	**Management Clearance**	**Cabinet Briefing / Portfolio Holder?**	**Exempt? If yes – which paragraph?**
			manager EXT 2459 Jackie Rodger Senior committee officer EXT 2033				
CABINET 11 MAR	Safeguarding and safer communities	To report the activities the council is undertaking to meet its safeguarding duties and responsibilities and to seek approval for a number of proposed actions.	Cllr Harris Bob Cronk Head of local neighbourhood services EXT 2373	25 Feb	Russell O'Keefe	PH	No
CABINET 11 MAR	Revenue budget monitoring 2014-15 – period 10	To update cabinet on the financial position as at 31 January 2014, the forecast outturn for the year 2014/15, and the consequent forecast general fund and housing revenue account balances.	Justine Hartley Chief finance officer, LGSS EXT 2440 Neil Wright, Service accountant, LGSS 2498	25 Feb	Justine Hartley	PH	No
CABINET 11 MAR	Reducing inequalities action plan.	To agree a series of actions designed to target council activity at reducing key economic, social and other inequalities.	Cllr Harris Russell O'Keefe Executive head of service, strategy, people and neighbourhoods	25 Feb	Russell O'Keefe	PH	No

ALLOCATED ITEMS							
Meeting	**Report**	**Purpose**	**Portfolio holder Senior Officer**	**Report signed off by**	**Management Clearance**	**Cabinet Briefing / Portfolio Holder?**	**Exempt? If yes – which paragraph?**
			EXT 2908 Phil Shreeve, Policy, performance and partnerships manager EXT 2356				
CABINET 11 MAR	Business rates transitional relief for small and medium properties policy – **KEY DECISION**	To consider the implementation of the Business rates transitional relief for small and medium properties policy	Cllr Waters Tracy Woods Business relationship manager EXT 2140	25 Feb	Anton Bull	PH	No
CABINET 11 MAR	Antisocial Behaviour, Crime and Policing Act 2014 –Norwich City Council's response	To inform members of new legislation and the impacts it will have on current working practices, and to identify any issues, decisions and delegations the council is required to take.	Cllr Driver Bob Cronk Head of local neighbourhood services EXT 2373 Adrian Akester Head of citywide services EXT 2331 Tracy John Head of housing EXT 2939	25 Feb	Russell O'Keefe	PH	No
CABINET 11 MAR	Contract award – Housing Improvement Agency: framework of suppliers to provide housing improvement	To inform members of the procurement process resulting in the selection suppliers to deliver the works and to seek authority to award the contract of services	Cllr Bremner Andy Watt Head of city development	25 Feb	Dave Moorcroft	PH	No

			ALLOCATED ITEMS				
Meeting	**Report**	**Purpose**	**Portfolio holder Senior Officer**	**Report signed off by**	**Management Clearance**	**Cabinet Briefing / Portfolio Holder?**	**Exempt? If yes – which paragraph?**
	works – **KEY DECISION**	to the suppliers	EXT 2691 Robin Hare Strategic contracts manager EXT 2412				
CABINET 11 MAR	Contract award – Housing improvement works and services – **KEY DECISION**	To inform members of the procurement process resulting in the selection suppliers to deliver the works and services and to seek authority to award the contracts to the suppliers	Cllr Bremner Andy Watt Head of city development services EXT 2691 Robin Hare Strategic contracts manager EXT 2412	25 Feb	Dave Moorcroft	PH	No
CABINET 11 MAR	Review of partnerships, business relationships and grants – **KEY DECISION**	To consider the council's key external relationships for 2015-16 including partnerships, business relationships and grants.	Cllr Arthur Adam Clark, senior policy officer EXT 2273	25 Feb	Russell O'Keefe	PH	No
CABINET 11 MAR	Proposed write-off of bad debt	To consider the proposed write-off of debt believed to be irrecoverable.	Justine Hartley Chief finance officer, LGSS EXT 2440 Neil Wright, Service accountant, LGSS	25 Feb	Justine Hartley	PH	Yes (Para. 3)

ALLOCATED ITEMS							
Meeting	**Report**	**Purpose**	**Portfolio holder Senior Officer**	**Report signed off by**	**Management Clearance**	**Cabinet Briefing / Portfolio Holder?**	**Exempt? If yes – which paragraph?**
CABINET 11 MAR	Managing Assets (Housing) **– KEY DECISION**	To outline the options available for its future within the housing stock.	Cllr Bremner Chris Rayner operations director NPS Norwich TEL 227902 Jay Warnes property investment manager NPS Norwich TEL 227906	25 Feb	Dave Moorcroft	PH	Yes (Para 3)
CABINET 11 MAR	Managing Assets (Non housing) **– KEY DECISION**	To consider the disposal of a property and a strip of land as identified in this report.	Cllr Waters David Rogers, client property and parking manager EXT 2463	25 Feb	Dave Moorcroft	PH	Yes (Para 3)
CABINET 11 MAR	St Andrews Multi Storey Car Park remedial works **– KEY DECISION**	To inform members of the proposed procurement process to select a supplier for the works and to seek delegated authority to award the contract to the successful supplier.	Cllr Waters Andy Watt Head of city development services EXT 2691	25 Feb	Dave Moorcroft.	PH	No
CABINET 11 MAR	Pay policy statement 2015-16 **– KEY DECISION**	To consider the *Pay policy statement* for 2015-16	Cllr Waters Dawn Bradshaw Head of HR and learning EXT 2434	25 Feb	Russell O'Keefe	CB	No
CABINET	Home Energy	To consider the HECA report	Chris Stonard	25 Feb	Dave	PH	No

ALLOCATED ITEMS							
Meeting	**Report**	**Purpose**	**Portfolio holder Senior Officer**	**Report signed off by**	**Management Clearance**	**Cabinet Briefing / Portfolio Holder?**	**Exempt? If yes – which paragraph?**
11 MAR	Conservation Act HECA 2015 – 2017 - **KEY DECISION**	setting out the energy conservation measures that the authority considers practicable, cost-effective and likely to result in significant improvement in the energy efficiency of residential accommodation in its area in line with government requirements.	Richard Willson Environmental Strategy Manager EXT 2312		Moorcroft.		
CABINET 11 MAR	Collective solar auction - **KEY DECISION**	To consider the establishment of a collective solar auction scheme.	Cllr Stonard Richard Willson Environmental Strategy Manager EXT 2312	25 Feb	Dave Moorcroft.	PH	No
CABINET 11 MAR	Staff resource to deliver Cycle City Ambition Grant phase 2 - **KEY DECISION**	The purpose of this report is to seek approval for the delivery mechanism for the second tranche of cycle city ambition funding.	Cllr Waters and Cllr Stonard, Joanne Deverick Transportation and network manager EXT 2461	25 Feb	Dave Moorcroft.	PH	No
AUDIT 17 MAR							
COUNCIL 17 MAR	Pay policy statement 2015-16	To approve the *Pay policy statement* for 2015-16	Cllr Waters Dawn Bradshaw Head of HR and learning EXT 2434		Russell O'Keefe	CB	No

	ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder Senior Officer	Report signed off by	Management Clearance	Cabinet Briefing / Portfolio Holder?	Exempt? If yes – which paragraph?
COUNCIL 17 MAR	Constitution review	To consider changes to the council's constitution to revise Appendix 9, Statutory and proper officers to reflect changes within the organisation and current legislation; and Appendix 4, Terms of reference of committees, to clarify the terms of reference for the planning applications committee in relation to the confirmation and revocation of tree preservation orders.	Cllr Waters Andy Emms Democratic services manager EXT 2459 Jackie Rodger Senior committee officer EXT 2033		Anton Bull	PH	No
COUNCIL 17 MAR	Greater Norwich City Deal Key Achievements for 2014-15	To inform Council of the significant progress achieved via the City Deal for the Greater Norwich area in 2014-15.	Cllr Arthur Andy Watt Head of city development services EXT 2691 Ellen Tilney Economic development manager EXT 2501		Dave Moorcroft	PH	No
SCRUTINY 19 MAR	Annual review of scrutiny	To agree the annual review of the scrutiny committee's work 2014 to 2015 and recommend it for adoption of the council	Cllr Wright Steve Goddard	11 Mar	Steve Goddard	PH	No
SCRUTINY 19 MAR	Report of the task and finish group; self-	For the task and finish group finding to be presented to the	Cllr Galvin Russell O'Keefe		Russell O'Keefe		

ALLOCATED ITEMS							
Meeting	**Report**	**Purpose**	**Portfolio holder Senior Officer**	**Report signed off by**	**Management Clearance**	**Cabinet Briefing / Portfolio Holder?**	**Exempt? If yes – which paragraph?**
	esteem and aspiration in communities	scrutiny committee for adoption.					
COUNCIL 26 MAY							

Norwich City Council

SCRUTINY COMMITTEE

ITEM 7

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
01603 212908
Email: russello'keefe@norwich.gov.uk

<div align="center">**REPORT**</div>

<div align="center">'The council can't help everybody but everybody can help somebody.'</div>

<div align="center">Quote from a local charity.</div>

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:

  - 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)
  - Co-commissioning (organizations working together, often directly with citizens, using each other's knowledge and expertise, to determine how services should best be provided).
  - 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).
  - 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)
  - Asset analysis (looking at the assets already within a community) alongside needs analysis models (looking at the needs within a community).
  - 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:

  o Flexibility in working times to allow for volunteering
  o Appreciation of experience in volunteering
  o 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:

  o Consistency of funding-longer term as well as short term
  o Explore less formal approaches e.g funding with no strings attached
  o 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

Individuals survey

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?
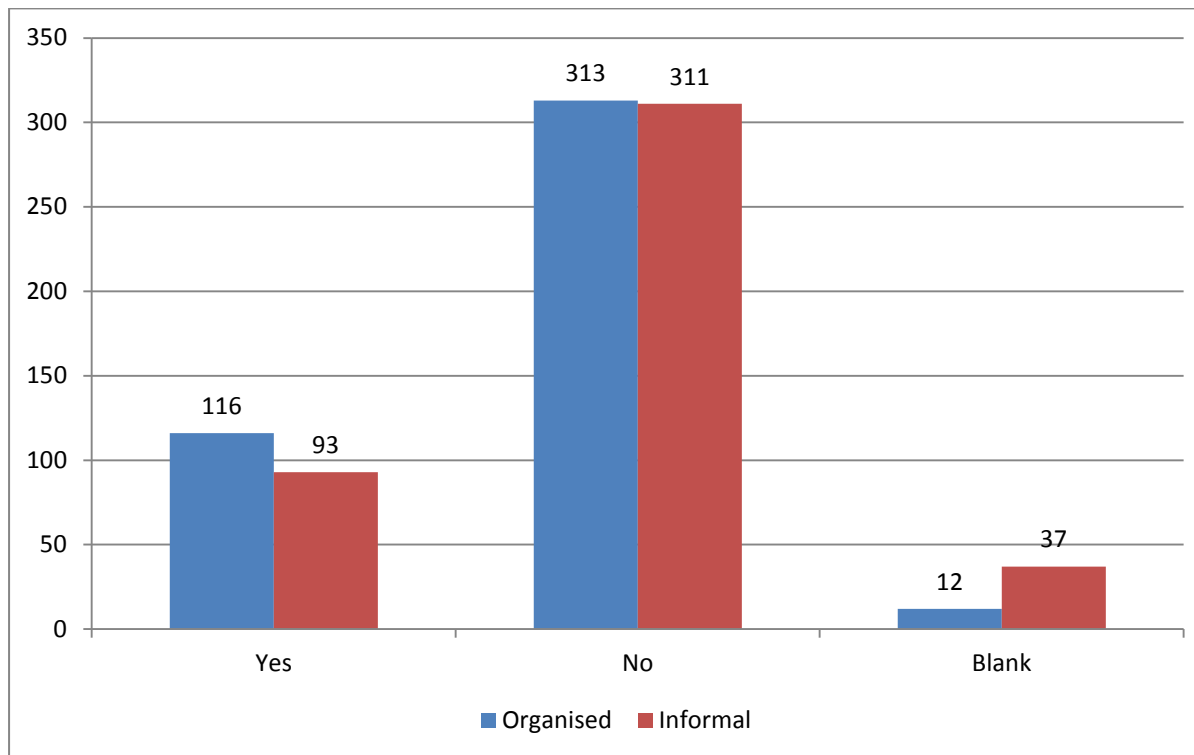
Of those who volunteered informally 53 had also volunteered on a more organised basis and 38 had not done so (with two blank responses)

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?
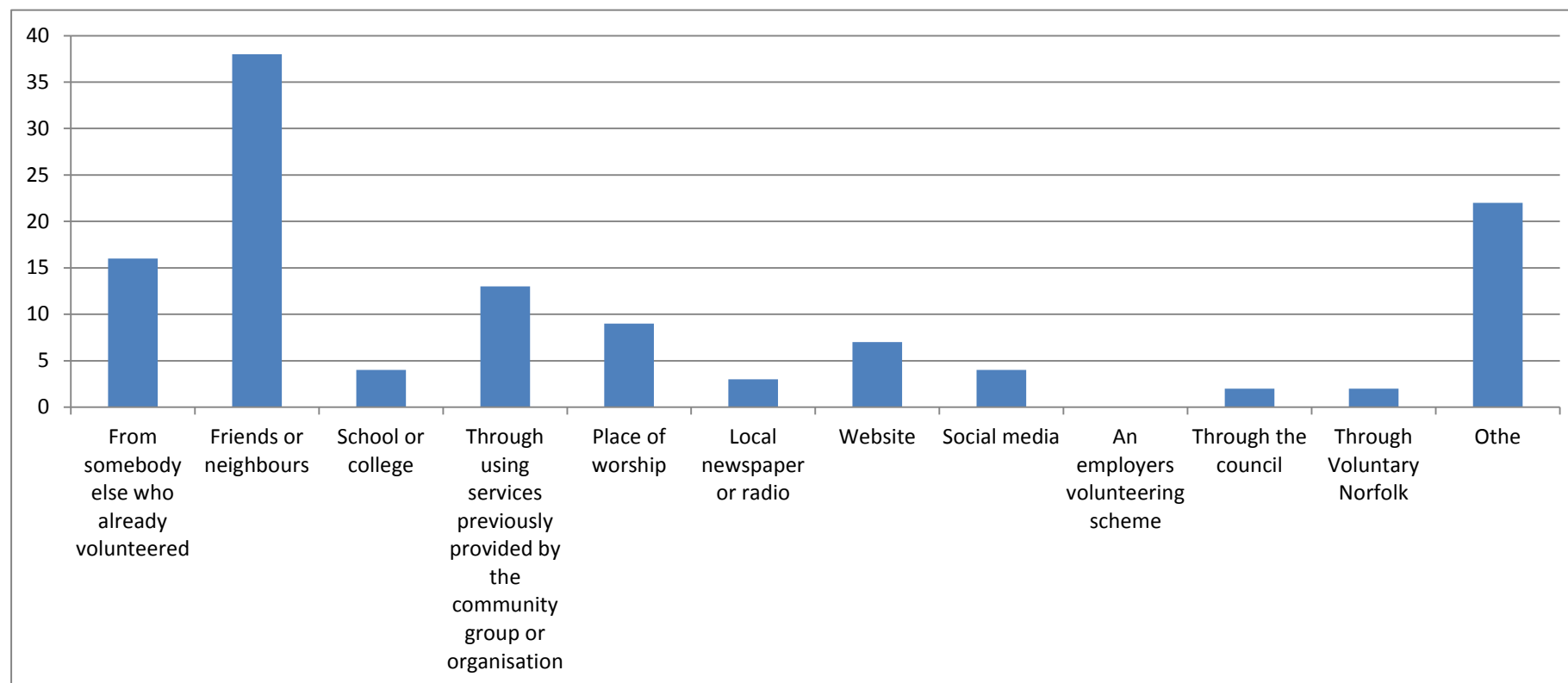
Respondents were given 31 different reasons for why they volunteered and asked to indicate on a scale of 1 to 7 with one being the least important and seven being the most important. By averaging these responses it is possible to gauge some of the most offered reasons for why people volunteer. Not all 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?
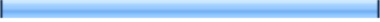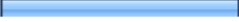
Reason	Count
No one asked you to volunteer	105
You didn't know how to get involved or where to begin	83
You were concerned about the time commitment	77
You didn't want a long-term obligation	48
Other – please write in the box below.	43
You were just not interested in volunteer work	37
You were uncomfortable 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 eg knowing who to contact	81.7%	49
Appropriate contact with the council eg regular, personal, positive and welcoming	65.0%	39
Financial support eg providing grants and help to apply for other funding	73.3%	44
Making things simple and flexible eg coming up with creative solutions and minimal red tape	71.7%	43
Good communication and signposting eg involving other organisations where appropriate	78.3%	47
Clear arrangements for support eg knowing what the role of the council is and what can be expected from officers	61.7%	37
Group lead led and collaborative decisions, eg 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

Norwich City Council
SCRUTINY COMMITTEE

Item No 8

REPORT for meeting to be held on 19 March 2015

Norfolk health overview and scrutiny committee update

26 February 2015

Summary: This report provides a brief summary of the issues considered at the meeting of the Norfolk Overview and Health Scrutiny Committee (NHOSC) that took place on Thursday 26 February 2015. Councillor Charmain Woollard is the Norwich city council representative on the county committee with Councillor Sandra Bogelein being the substitute member.

Conclusions: There are areas of the work carried out by the Norfolk health overview and scrutiny committee that relate to Norwich while others are more county specific.

The two members who have attended the NHOSC on behalf of the council are both appointed by this scrutiny committee and may wish to briefly update members.

Recommendation:
1) To note the attached paper; outcomes and actions of the Norfolk health overview and scrutiny committee 26 February 2015.

2) Agree that regular updates of the Norfolk health overview and scrutiny committee are received by the scrutiny committee

Contact Officer: Steve Goddard – Scrutiny officer

01603 212491
stevegoddard@norwich.gov.uk

Norfolk County Council
at your service

Outcomes and Actions
Norfolk Health Overview and Scrutiny Committee (NHOSC)
26 February 2015

Agenda Item Number	Report Title	Outcomes and Actions	Action By Whom
5.	Chairman's announcements	Norfolk Constabulary has offered another opportunity to visit the police control room for Members of NHOSC who were unable to attend previously. The visit is to observe the liaison between mental health staff and police in the control room. Potential dates:- Thursday 9 April 2015, 10.00am or 2.00pm Tuesday 14 April, 2.00pm Members who are interested should notify Maureen Orr of their availability on these dates. The one that suits most people will be chosen.	Members
6.	Diabetes care within primary care services in Norfolk	NHS England East Anglia Area Team (the current commissioners of GP services) to be invited to a future meeting to answer Members' questions. Representatives from the West Norfolk Clinical Commissioning Group area also to be invited to that meeting to discuss their performance in delivering care processes and treatment targets for diabetes in primary care. Great Yarmouth and Waveney CCG area's apparently poor results in the Diabetes UK 2012-13 audit of target care processes and treatments to be raised at Great Yarmouth and Waveney Joint Health Scrutiny Committee.	Maureen Orr Maureen Orr

		Information about links between drugs for mental health issues and diabetes to be circulated to Members.	Suzanne Meredith
7.	Ambulance response times	The commissioners and East of England Ambulance Service NHS Trust (EEAST) were asked to provide the following additional information:- 1. How much have EEAST and the acute hospitals in Norfolk paid in penalty fines for breach of contract in relation to ambulance response times and handover times? 2. Which commissioners have levied the contract penalty fines? 3. What have the commissioners done with the money that has been paid in fines by EEAST and the acute hospitals in this context? NHOSC agreed to return to the subject in 12 months time.	Mark Burgis / Matt Broad
8.	Forward work programme and appointment of substitute link members with NHS Trusts	NHOSC nominated Margaret Somerville as **substitute** link member with Norwich Clinical Commissioning Group. The proposed forward work programme was agreed with the following changes:- 'Diabetes care within primary care services in Norfolk' – to be added to the forward work programme for 28 May 2015. NHS England East Anglia Area Team and West Norfolk Clinical Commissioning Group to be invited to attend. 'Ambulance response times and turnaround times in hospitals in Norfolk' to be added to the agenda for February 2016 NHOSC	Maureen Orr

Copied to:-

Representatives attending the NHOSC meeting for NHS / other organisations
District Council Members of NHOSC
Member Support Officer - Christine Byles
CCG engagement contacts (x5)
Health and Wellbeing Board support officer – Linda Bainton
Healthwatch Norfolk – Chris MacDonald

Norwich City Council

SCRUTINY COMMITTEE

Item No 9

REPORT for meeting to be held on 19 March 2015

Annual scrutiny review

Norwich City Council 2014 – 2015

Summary:	This annual review reports on the work and progress that has been made by the scrutiny committee for the period 2014–2015.
	Article 6d of the council's constitution (overview and scrutiny committees); the scrutiny committee will report annually to the council on its workings and make recommendations for future work programmes and amended working methods if appropriate.
Conclusions:	This snapshot view of outcomes as a result of scrutiny activity helps to reinforce that successful scrutiny is collaboration between the scrutiny committee, the cabinet, residents, partners and the officers of the council.
	Scrutiny not only produces outcomes in terms of feeding into the decisions that are made but it can also play a valuable role to inform and develop knowledge for members.
Recommendation:	That the scrutiny committee recommends the annual scrutiny review for approval at the next available meeting of full council.
Contact Officer:	Steve Goddard – **scrutiny officer** stevegoddard@norwich.gov.uk 01603 212491

Annual review of the scrutiny committee 2014 - 2015

Introduction by **James Wright, the chair of the scrutiny committee**

This annual review of the scrutiny committee is aimed at assessing the effectiveness of the work done by the scrutiny committee at Norwich city council for the civic year 2014 – 2015.

NORWICH City Council

I would like to begin by thanking all those who have been involved with the scrutiny process this year, particularly those people from groups who would otherwise not engage with the council and whose input has been invaluable in a number of areas of scrutiny.

A major piece of work was carried out around rough sleeping and homelessness issues in Norwich. Members of the committee had a number of different opportunities to engage with those who had experienced rough sleeping and take evidence from those who support them. The session at City Hall involving Big Issue sellers gave committee members a unique insight into the particular issues that they face. The culmination of this work was a meeting held at St Martins Housing Trust and I would like to give particular thanks to them for hosting our committee.

As a committee I believe that we have benefited from this different approach to scrutiny and I would like to recommend that further items of work are carried out this way in the future where appropriate.

Another significant undertaking for some members of the committee was the 'task and finish' group around self-esteem and aspirations – what can the council do to empower its citizens. I would like to thank the members of this group who have given frequently of their time in order to complete this work.

Throughout the year the committee has had a number of opportunities to feed into the development of the corporate plan (2015 – 2020) and members have been able to shape it through a number of recommendations, prior to it going to cabinet and then ultimately adoption at council.

We have continued with the recently established pre-meetings before scrutiny meetings, and have undergone training to give members the necessary skills to fully scrutinise the workings of the council. As chair, I have taken the opportunity of visiting scrutiny being undertaken elsewhere in order to further inform how it works at the City Council.

Annual review page 1

We are pleased to see that councillors have engaged with the scrutiny process by completing the request forms and working with our scrutiny officer to move things forward. We are also pleased to see that members of the public are engaging through the scrutiny process in the form of questions.

I would like to see the work programme for next year in part informed by public request, and to that end would encourage members of the public to suggest topics for scrutiny ahead of our work setting meeting in June, and would also seek the support of the committee in improving our engagement with the public – learning from other neighbouring councils around the use of social media in this respect.

I commend this annual review and hope that members adopt it.

Councillor James Wright – Chair of the scrutiny committee

Annual review page 2

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

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The membership of the scrutiny committee 2014 – 2015

Councillors:

Wright (Chair)
Maxwell (Vice-Chair)

Barker
Bogelein
Carlo
Galvin
Haynes
Herries
Howard
Manning
Packer
Ryan
Woollard

Other non-executive members also took part as substitute members as and when required

The scrutiny committee is politically balanced and is made up of councillors from the political parties of the council. Only non – cabinet members can be on the committee and this allows those councillors to have an active role in the council's decision making process.

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What is scrutiny?

The Local Government Act 2000 introduced a structure within Local Government for decision-making and accountability and created a separation between the cabinet role and the non-executive member role.

Moving forward, subsequent acts of parliament have come in to extend the remit of scrutiny along with its statutory responsibilities. For example, local government scrutiny committees can now look at the work of partner organisations as well. The Local Government and Public Involvement in Health Act 2007 enabled local authorities to scrutinise other partners and agencies. This, along with other legislation relating to scrutiny powers has now been consolidated in the Localism Act 2011.

The cabinet proposes and implements policies and the non-executive members review policies and scrutinise decisions or pre scrutinise proposed decisions of the cabinet.

The Committee sets its own work programme via suggestions from councillors, the cabinet and council, or from other issues of public interest. Any scrutiny topic that is undertaken needs to add value, and in considering suggestions for scrutiny the committee will ascertain the reasons why the matter would benefit from scrutiny, and what outcomes might be generated from inclusion to the work programme or other scrutiny activity.

The scrutiny committee assists non-executive and cabinet members in accordance with the Act by:

- Acting as a critical friend by challenging performance and helping improve services
- Ensuring policies are working as intended and, where there are gaps help develop policy
- Bringing a wide perspective, from the city's residents and stakeholders and examining broader issues affecting local communities
- Acting as a consultative body

In carrying out its role, the scrutiny committee can request written information and ask questions of those who make decisions. The committee is also enabled to comment and make recommendations to decision makers. These decision makers include cabinet, partners and other statutory organisations. Successful scrutiny is collaboration between the scrutiny committee, the cabinet, residents, partners and the officers of the council.

Annual review page 6

The Centre for Public Scrutiny (www.cfps.org.uk) has produced a guide to effective public scrutiny, which provides **4 Principles of Effective Scrutiny:**

Critical friendship to decision-makers

Engaging the public and enabling the voice of the public and communities to be heard in the process

Owning the process and work programme with non-cabinet members driving the scrutiny process

Making an impact through continuously looking for improvements in public service delivery

For this to happen the scrutiny committee and the processes that support it must be independent, robust and challenging. This is because scrutiny works best when it is part of a positive culture that supports and promotes the scrutiny process. The way in which the scrutiny process has the ability to engage with and involve the council's residents and service users can be a way to ensure that reviews take on the views of local communities.

The effectiveness of scrutiny is balanced on the need to ensure that any purpose and benefits it can provide are clearly understood. The following questions for reviewing the effectiveness of a scrutiny function could ask:

- Is it effectively holding decision-makers to account?
- Is it helping to improve services?
- Is it building links between the Council, its partners and the community?
- Is it helping to improve the quality of life for local people?
- Is it adding value?

In addition to the above questions; there should be a continued recognition from both officers and members of the value of effective challenge in helping towards continuous improvement. As Norwich city council has continuously strived to achieve, the friendly challenge of the scrutiny committee to decision makers needs to not only be informed by ward members but also evidenced by the experiences encountered of service users and residents.

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The scrutiny committee's profile

The work of the scrutiny committee this year has raised the committee's profile with interest being shown by a range of people and organisations. This work was carried out in liaison with partners and service users.

Two major scrutiny reviews, in particular, engaged a range of people; **Rough sleeping and homelessness – challenges and response**, which was a review of the evidence around the challenges and response to rough sleeping and homelessness. The other was the **Self-esteem and aspirations task and finish group** which looked at what the council could do and its partner organisations do to build social inclusion and capital to empower its citizens to make Norwich 'a fine city for all'.

Moving forward, it is hoped that the work programme 2015 – 2016 will be of interest to the public and partner organisations once it has been agreed in the early summer.

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The scrutiny year

Setting the work for the year – work programme

At the July 2014 meeting of the scrutiny committee, members agreed the work programme that is covered by this review. The outcomes are detailed in this report and the table; **the work of the scrutiny committee and outcomes for 2014 – 2015.** This can be found on page 9 of this annual review and provides an overview of the work carried out by the scrutiny committee over the last 12 month period. From looking at this, it is apparent that scrutiny investigation can not only produce outcomes in terms of feeding into the decisions that are made but that it can also play a valuable role in informing and developing knowledge for members.

Performance monitoring reports are an agenda item every six months, with members continuing to receive performance data every quarter for overview purposes.

The agenda papers and minutes of the committee meetings can be found on the council's web-site:

https://cmis.city.norwich.gov.uk/cmis_live/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/4/Default.aspx

(The scrutiny committee will be setting its new work programme for 2015 – 2016 in June shortly after the local elections and annual meeting of the council are held)

Training

Early in the scrutiny year the scrutiny committee took part in a training event that was designed to assist scrutiny members to build on earlier training and development initiatives with the use of a mixture of group exercises, presentations and discussions.

The training looked at techniques for understanding prepared papers that enabled a confident approach to identifying areas for further probing and investigation; the use of a range of questioning and investigative techniques to enable members to get to the 'heart of an issue' under scrutiny. Also explored were techniques to enable the shaping of effective recommendations from scrutiny work, once adequate evidence had been gathered and understood.

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The work of the scrutiny committee and outcomes for 2014 – 2015

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
19 June 2014	**Norwich annual business plan 2014 - 2015**	Gwyn Jones	For members to be provided with a link to documents that sit behind the joint core strategy regarding environmental impact/green growth.	This link is to the evidence base that sits behind the Joint Core Strategy. It includes green infrastructure, transportation etc. http://www.greaternorwichgrowth.org.uk/document-search/
19 June 2014	**Norwich annual business plan 2014 - 2015**	Gwyn Jones	Circulate an explanation of the process that will determine how the 15% of non-pooled CIL will be spent on communities.	Cabinet agreed the process for decisions about the 15% neighbourhood funding in February 2014 https://cmis.city.norwich.gov.uk/cmis_live/Document.ashx
19 June 2014	**Norwich annual business plan 2014 – 2015**	Russell O'Keefe	Update on projects in the business plan as part of the six monthly performance data scrutiny.	The Quarter 2 performance report was considered at the December meeting of the scrutiny committee

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Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
19 June 2014	**Q4 perf; SCC1 – streets found clean on inspection**	Adrian Akester	Provide members with a street view to show hotspots.	The council is currently undertaking trials with how data is recorded from the surveys which may assist in putting the results into GIS and from there then being able to do some hot spotting. Having looked at the data, officers advise that there are normally only a handful of streets which come up as falling below standard. For example on the last survey we had one at Grade D and three at Grade C. It is suggested that with this low number of streets it would be easier to just list the streets on future performance reports.
19 June 2014	**Q4 perf; DHA4 – number of households prevented from becoming homeless**	Russell O'Keefe	To look at the % of those presenting as homeless that the council was unable to assist (Other than sign post and advise)	This is now covered by a performance measure within the new corporate plan.

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Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
30 Sep 2014t	**Private rented housing market**	Emma Smith	Ask the Private sector housing manager to consider development of tenant engagement with the council within the private rented sector.	We are in the process of reviewing an online rating system which will allow tenants to review their landlord as well as build up a rental history that shows they pay rent and look after their rental home. This is a commercial product and not one which we are developing in house. In addition to this we have been in contact with the National Private Tenants Organisation who may be able to support us with engagement at a local level. Following the launch of the property registration scheme, we will be in a position to directly target and engage with the tenants living in the properties registered in the scheme.
30 Sept 2014	**Draft corporate plan 2015 – 2020 (Consultation)**	Russell O'Keefe	Recommendations were: Provide a concise list of the council's main responsibilities with the document Provide a link to the draft corporate plan with the electronic version of the consultation document and to make paper copies available.	The consultation process was carried out which helped to further inform the council's policy and budget preparations. The scrutiny committee looked at preliminary findings in December and then pre scrutinised the draft corporate plan and the budget in January. The committee's recommendations were then considered at cabinet. The suggestions in the scrutiny request column were picked up in the process that was followed.

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Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
	Draft corporate plan 2015 – 2020 (Consultation)		Start the consultation with an open question designed to capture further ideas or suggestions for the corporate plan. Retain the ranking of the 5 corporate priorities as already proposed. For the electronic version use 'skip logic' so that people can jump over questions or sections they do not wish to fill in and make this explicitly clear that people can do this on the paper copy also. Include a question to ascertain people's views on how the council could make it easier for residents to access services via the website. At E6, include the question; "Do you work more than one job to make up your income?"	

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Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
	Draft corporate plan 2015 – 2020 (Consultation)		To ensure the final document is easy to access for all, especially in terms of language, layout and length. To place a member of staff in the customer contact centre to assist anyone who wishes to use a computer to take part in the consultation.	
16 Oct 2014	**Welfare reform**	Bob Cronk	To ask the council to consider the following in developing advice and commissioning work:	These suggestions were all picked up as part of the commissioning process that was followed. A copy of the commissioning documentation is available through the following link on the council's website. http://www.norwich.gov.uk/YourCouncil/KeyDocuments/CouncilPoliciesAndStrategies/commissioning/Pages/SocialWelfareAdvice.aspx As well as the commissioning of advice services being a developmental process informed by a needs assessment, some of the points raised by members have been integrated. An example is lot 4 which is targeted at young people at risk of or receiving unemployment benefit sanctions.

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Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
16 Oct 2014	**Welfare reform**	Bob Cronk	Develop one to one pathway assistance including peer to peer advice.	A peer to peer approach is one that could work well with the target group and has been included in the commissioning intentions.
			Develop relationships and links between the third sector and the private sector with the city council acting as a central hub for advice. Develop signposting with partners by working with communities and through outreach work.	A very broad range of organisations across the public, voluntary and private sector provide advice. Working collaboratively has always been a fundamental objective within the councils financial inclusion work and an expectation with advice providers. This is highlighted in the commissioning intentions and this year highlights the role that that the private sector such as lenders can play in mobilising additional resources. The city council acting as a hub highlights two roles for the council; firstly the leadership role in facilitating, brokering and co-ordinating activity and secondly as a service provider.
			Develop an understanding of the links between general and debt advice and use this to inform priority setting when looking at the needs assessment findings.	The commissioning decisions reported to Cabinet (11 March 2015) provide one opportunity to understand the relationship between the initial triaging and provision of advice and information, and the signposting and referral to other, at times more specialist advice and support services.

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Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
16 Oct 2015	**Welfare reform**	Bob Cronk		Understanding how the advice system works, will continue and will be an important area of work over the course of the next 12 months both at a city and county level given that many of the organisations concerned work beyond the city boundary and come together through the Norfolk Community Advice Network.
27 Nov 2014	**Street scene and road safety overview**	Andy Watt And Steve Goddard	To consider arrangements to establish a task and finish group to review grass verges and road safety. Ask the scrutiny officer to circulate a report on the current situation relating to progress on 20mph speed limits in residential areas.	The scrutiny committee has received a briefing on verge issues and will consider any future scrutiny activity on this as part of the setting of the new scrutiny committee work programme for the forthcoming year. Members received a briefing report in January on the progress and issues around 20 mph limits and implementation in residential areas.

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Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
27 Nov 2014	**Street scene and road safety overview**	Andy Watt and Steve Goddard	And that the scrutiny committee monitors the performance of progress against the delivery of 20mph speed limits in residential areas and street scene safety.	The scrutiny committee continues to monitor street scene issues.
18 Dec 2014	**Annual equality information report**	Russell O'Keefe	The Policy and performance manager to ensure that the draft equality information report is brought to the scrutiny committee on an annual basis before going to cabinet. Cabinet to consider including low socio-economic status as an addition to the protected characteristics in the next report. Cabinet to consider including a further breakdown of disability including protected characteristics and hidden disabilities ensuring that individuals are not identified.	This will now be programmed as a standing item for the new work programme 2015 – 2016. It was reported at cabinet that further information was being gathered and that further reports around this would be bought to cabinet at a later date. (See cabinet report 11 March)

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Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
18 Dec 2014	**Annual equality information report**	Russell O'Keefe	the Head of local neighbourhood services to prepare a report on best practice in other councils and organisations with regards to tackling transphobia and transphobic hate crime	As part of reporting on hate incidents and crimes, transphobic figures are included within those for homophobic incidents and crimes. Further enquiries may be required to understand any data that is available from advocacy groups and the Police so that an understanding of the scale of the issue can be gauged. It would also be useful to ascertain how Norwich compares with other similar places and where this sits in the context of all hate incidents. In the first instance Officers would need to ask the cabinet if it would like to give officer time to this piece of work and receive a report at a later date to make a decision as to whether the council should look at best practice in tackling transphobic hate crime.
			Council to take an integrated positive approach to further promoting diversity as a positive element within our city whilst building on the work undertaken with communities of interest.	The council embraces diversity within all relevant aspects of council work. However, the council would not want to duplicate the good work that is done by advocacy groups. The council very much sees its role in supporting as part of its holistic approach to diversity.

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Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
18 Dec 2014	**Draft corporate plan and transformation programme**	Russell O'Keefe	To consider the corporate plan again after the 2015 general election, to assess it against the new government's programme.	This will now be programmed for early on in the cycle of the new work programme, once it is set for 2015 – 2016.
			To ask cabinet to consider using:	
			The figure for HCHS as a percentage of total people threatened as homeless.	This has been built into the new corporate plan
			A suite of measures within the Environmental strategy relating to cycling within the city.	This will be covered in the wider performance information reported as part of the strategy's monitoring.
29 Jan 2015	**Corporate plan**	Russell O'Keefe	To make action plans available to members, once completed, so that members can review them for possible inclusion on the future scrutiny work programme.	Actions plans will be made available to members.
			To ask officers to investigate an appropriate performance measure regarding listed buildings	A performance measure on the delivery of the council's heritage investment strategy action plan has been built into the corporate plan which was approved by council on the 18 February.

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Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
29 Jan 2015	**Corporate plan**	Russell O'Keefe	To amend the performance measure for 'number of empty homes brought back into use' to a percentage of the total brought back into use.	It was decided at cabinet that to amend the performance measure for number of empty homes bought back into use to a percentage of the total bought back into use, could not be implemented as this was an intended measure of a targeted approach by the private sector housing team to bring long term empty homes into use and a percentage figure would not reflect that.
			To include the delivery of regeneration action plans as a performance measure under prosperous and vibrant city.	Cabinet agreed that delivery of the capital programme would be included as a performance measure under the prosperous and vibrant city priority as this includes all the key regeneration projects.
			To amend the performance measure for 'those who feel that the work of the home improvement agency has enabled them to maintain independent living' to a percentage of those who have been assisted.	This suggestion was also agreed so that those who feel the work of the home improvement agency has enabled them to maintain independent living will now be expressed as a percentage of those who have been assisted.
			Where the corporate plan refers to the high level of inward travel to Norwich, to acknowledge the positive effects on the city this has.	This positive outcome for the city of those who travel in as tourists or to work and study has been highlighted in the new corporate plan.

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Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
29 Jan 2015	**Pre-scrutiny of the draft environmental strategy**	Russell O'Keefe	To ask officers to investigate a suitable performance measure in relation to biodiversity in the built environment, relating to new developments.	Further work has shown that the building for life measure already included within the strategy would be the most appropriate measure.
			To ask the Public protection manager to produce a briefing note on the compliance with national air quality standards	Members received this information in early February.
			Ask group leaders to consider the inclusion of a member briefing on engaging the public in environmental issues by the Tyndall Centre, for inclusion on the member briefing programme.	An all members briefing has been arranged with the Tyndall Centre on approaches to engaging the public in environmental issues.
			Include ward members when drafting an engagement and communications plan for the environmental strategy	This will be taken forward as part of developing the plan.

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Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
29 Jan 2015	**Pre-scrutiny of the proposed budget 2015 – 2016**	Russell O'Keefe and Justine Hartley	Ask the head of communications, customers and culture to provide an explanation regarding the proposed £30,000 expenditure for City Hall external lighting.	The new lighting system will replace both our current 'white light' floodlighting system, which is 20 years old, and our colour change floodlights which are 15 years old; with one dual purpose energy efficient system. The current 'white light system is used all year round and is obsolete and is not repairable if certain parts fail and not energy efficient

The colour wash lights will be used for around 80 days this year. This takes into account all of our own events like Lord Mayors, Halloween, Fireworks, Festive Lights and other external festivals and charity events. We are increasingly being asked to light the building for charitable campaigns like World Aids day, World Diabetes Day, World Pancreatic Cancer Awareness Day and Remembrance Sunday. The system is obsolete, non-repairable and not energy efficient.

A new dual system will reduce our energy bill for the lights by 75% and energy usage by 75%.

We are also looking at how we might meet some of the replacement cost through environmental grants. |

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Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
29 Jan 2015	**Pre-scrutiny of the proposed budget 2015 – 2016**	Russell O'Keefe and Justine Hartley	Ask the head of citywide services to circulate a briefing note detailing the works on the Waterloo Park Pavilion.	Members received this information in early February.
			Ask in the future that wider consultation on the Housing Revenue Account budget is looked at and that the tenant involvement panels are asked to consider the potential for joint scrutiny.	This will be taken forward as part of the approach to developing the budget for 2016 – 2017.
			Ask officers to look at how the council will engage members in scrutinising and assessing future commercial arrangements between the council and the private sector.	The council's current practice is to work with members in the following ways in matters dealing with large capital investment projects; Some are informal such as at portfolio holder briefings and shadow portfolio briefings. Then moving through to the decision making process via cabinet/scrutiny and full council meetings.

At the council meeting of 17 February 2015, the council agreed to ask cabinet to set up a cross party working group to look at strategy and approach to capital investment. As part of this, the group will be looking into cross party member involvement at an early stage on |

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Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
29 Jan 2015	**Pre-scrutiny of the proposed budget 2015 – 2016**	Russell O'Keefe and Justine Hartley		developing an overall strategy for investment and major projects. Where possible, officers will also look to speak to all councillors informally in small groups to allow them a chance to ask questions informally on projects that have large significance to the council.
26 Feb 2015	**Street scene safety – trips and falls**	Andy Watt	Ensure that the highways team continues to work with all other relevant areas of the council on enforcement and implementation of policy and ensure that other areas of the council are consulted at the earliest possible opportunity. Norwich should seek to collect further data around the pedestrian experience and work further with pedestrians in order to continue to put pedestrians first when developing the street scene, striving to remain a city of best practice. Circulate a paper illustrating the functions and split between the county and city council's responsibilities.	The highways and transportation and network teams (as the latter is also involved) work collaboratively with other areas of the council to ensure any new initiatives are as effective and appropriate as possible. This in line with the council's standard working practices and PACE values, which there are no proposals to change. With the roll-out of further walking schemes, Push the Pedalways 2 and city centre proposals this is the council's intention. Tools such as the Living Streets Community Street Audits or advice on making streets into places, de-cluttered and making sure pedestrians have sufficient space will be applied. Paper to be circulated.

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Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
26 Feb 2015	**Street scene safety – trips and falls**		Norwich City Council should work with the Norfolk and Norwich hospital, the clinical commissioning group, public health and healthy Norwich to share and assess data on falls and slips (including when and where particular hotspots occur).	Work to be programmed. Will need to be undertaken in collaboration with Norfolk County Council (as highway authority and lead on strategic highway matters).
			Norwich City Council should promote - through a range of communication methods - actions that the public can take themselves to improve street safety.	Programme to be discussed with the communications team.
			Norwich City Council should look at exploring options and gathering more information on any ideas surrounding 'A boards', working with pedestrian and business interest groups to develop an 'A board' strategy, ensuring that this work is adequately resourced.	This is the intended approach to the A board review mentioned at Scrutiny Committee. The work is being prioritised on the basis that sufficient staff resources can be secured to deliver work programmes.

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Rough sleeping and homelessness – challenges and response

As part of the scrutiny committee's evidence gathering for reaching a conclusion to its investigation into rough sleeping and homelessness issues in Norwich a programme of engagement was undertook in the weeks up to the meeting date. This included; meeting with a small number of Big Issue sellers who had experienced rough sleeping to hear their views and ideas, meeting with the City Reach service user group to hear their views and ideas. (City Reach provides health services to rough sleepers in Norwich.)

Also, there was a visit to Bishop Bridge House (a direct access homeless hostel in Norwich run by St Martins Housing Trust). This provided an opportunity to talk to residents and hear their views and ideas. The visit also incorporated a talk with the St Martins CAPS Team which was currently funded by the council to work with rough sleepers in Norwich.

Some members of the scrutiny committee also visited the YMCA Norwich homeless hostel for young people. This was an opportunity to talk to residents and hear their views and ideas.

Once these engagement opportunities had taken place members attended a briefing on the council's current approach to rough sleeping and homelessness.

A special meeting of the scrutiny committee was then held at St Martins Housing Trust on 15 January 2015 with the attendance of Christine Spooner from the national charity Homelessness Link. She was able to provide an independent perspective and wider context and learning on the issue. Dan Chadder, a student of the University of East Anglia also presented a report to the committee on public perceptions of rough sleepers in Norwich.

The scrutiny committee noted that Dan had found that the individuals he had spoken to were generally positive about the work being carried out by charities but displayed less of an understanding of the work of the council in this regard. He felt that this perhaps highlighted a need for a clearer dialogue between the council and those who are homeless.

Christine Spooner from Homeless Link gave the committee an overview of homelessness in the east of England and Norwich. She said that the public perception of what homeless people needed was very different from what they were actually in need of. Rough sleeper numbers use to be recorded by central government with local authorities reporting an annual figure.

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Issues surrounding homelessness and rough sleeping in Norwich were typical of those both in the Eastern region and nationally. Norwich had undertaken a lot of preventative work such as reducing evictions, hostel move on services, and 'No second night out' which tried to meet needs of rough sleepers as soon as possible.

The committee noted that funding cuts for these kinds of services and the removal of ring-fenced funds meant that funding was shrinking and demand for the services was rising. The Eastern region had not experienced as deep cuts as some authorities but this was still a challenge. As a result, agencies had become very adept at assessing needs and finding individual solutions, however, service users were presenting with increasingly complex needs which was a challenge.

The following recommendations were made as a result of the evidence gathering that had been undertaken over the previous five weeks; that the council should:

- commend the proactive approach of the council and its partners towards homelessness and that investment levels are maintained and increased where possible,

- lobby against policies that detrimentally affect this client group who are suffering from mental health issues,

- develop a report on the effect of cuts on mental health services on homeless people in Norwich,

- further promote information on available services,

- recommend the development of an accreditation scheme for services in Norwich,

- support the proactive work to increase the percentage of people kept in their own homes,

- continue to provide an individualised approach and ensure services to different groups are as accessible as possible,

- explore with partners the plans for other solutions other than hostels,

- explore and develop with partners, user opportunities and to inform the work of the council's services

- ensure that an understanding of mental health issues underpins all work,

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- calculate the true value of preventative approaches to homelessness and the cost of not doing so, **(continued over)**

- develop further protocols with other organisations on steps to take when dealing with the homeless and rough sleepers,

- recommend that senior officers raise, through the Norfolk Chief Executives, the issue of cost sharing when Norwich works with rough sleepers from surrounding districts,

- continue to treat people based on individual need rather than just as someone who is homeless,

- continue to work with and assist partners in identifying additional support; and

- For the scrutiny committee to carry out a review of the DWP sanctions with particular emphasis on the effects for the homeless and for officers to investigate who best to include in this scrutiny review. **(This will now be put forward as a possible item on the new work programme that the committee will be setting in June 2015)**

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Joint scrutiny bodies

Norfolk county health overview and scrutiny committee; Norwich city council has a scrutiny member representative who sits on the Norfolk county health overview and scrutiny committee plus one substitute member. For the period 2014-2015 the member representative has been Councillor Charmain Woollard with Councillor Sandra Bogelein being the substitute member.

The role of the Norfolk county health overview and scrutiny committee is to look at the work of the clinical commissioning groups and National Health Service (NHS) trusts and the local area team of NHS England. It acts as a 'critical friend' by suggesting ways that health related services might be improved. It also looks at the way the health service interacts with social care services, the voluntary sector, independent providers and other county council services to jointly provide better health services to meet the diverse needs of Norfolk residents and improve their well-being.

Please follow the link to the Norfolk county council website for papers and minutes concerning the above:

http://www.norfolk.gov.uk/index.htm and click on council and democracy then committee meeting dates, minutes, agendas and reports.

Norfolk countywide community safety partnership scrutiny sub panel; Norwich city council has a scrutiny member representative who sits on the Norfolk countywide community safety partnership scrutiny sub panel plus one substitute member. For the period 2014 – 2015 the member representative has been Councillor Lucy Galvin with Councillor Denise Carlo being the substitute member.

The role of the Norfolk countywide community safety partnership scrutiny sub panel is to:

- Scrutinise the actions, decisions and priorities of the Norfolk Countywide Community Safety Crime and Disorder Partnership in respect of crime and disorder on behalf of the (County) community services overview and scrutiny panel
- Scrutinise the priorities as set out in the annual countywide community safety partnership plan
- Make any reports or recommendations to the countywide community safety partnership.

While the scrutiny sub panel has the duty of scrutinising the work of the CCSP the police and crime panel scrutinises the work of the police and crime commissioner. There is a protocol regarding the relationship of these two panels to encourage and exchange information and to co-operate towards the delivery of their respective responsibilities. The community safety partnership meets on a half yearly basis at county hall.

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Guidance for placing items onto the scrutiny committee work programme

The guidance takes the form of a **flow chart** which outlines the process by which members and officers can discuss the merits of producing a report to the committee. Once a request for scrutiny has been received by the scrutiny officer; the process begins with a meeting between the member making the request, the scrutiny officer and the relevant responsible officer to discuss whether a report to the committee is necessary and justified while taking account of the **TOPIC analysis**:
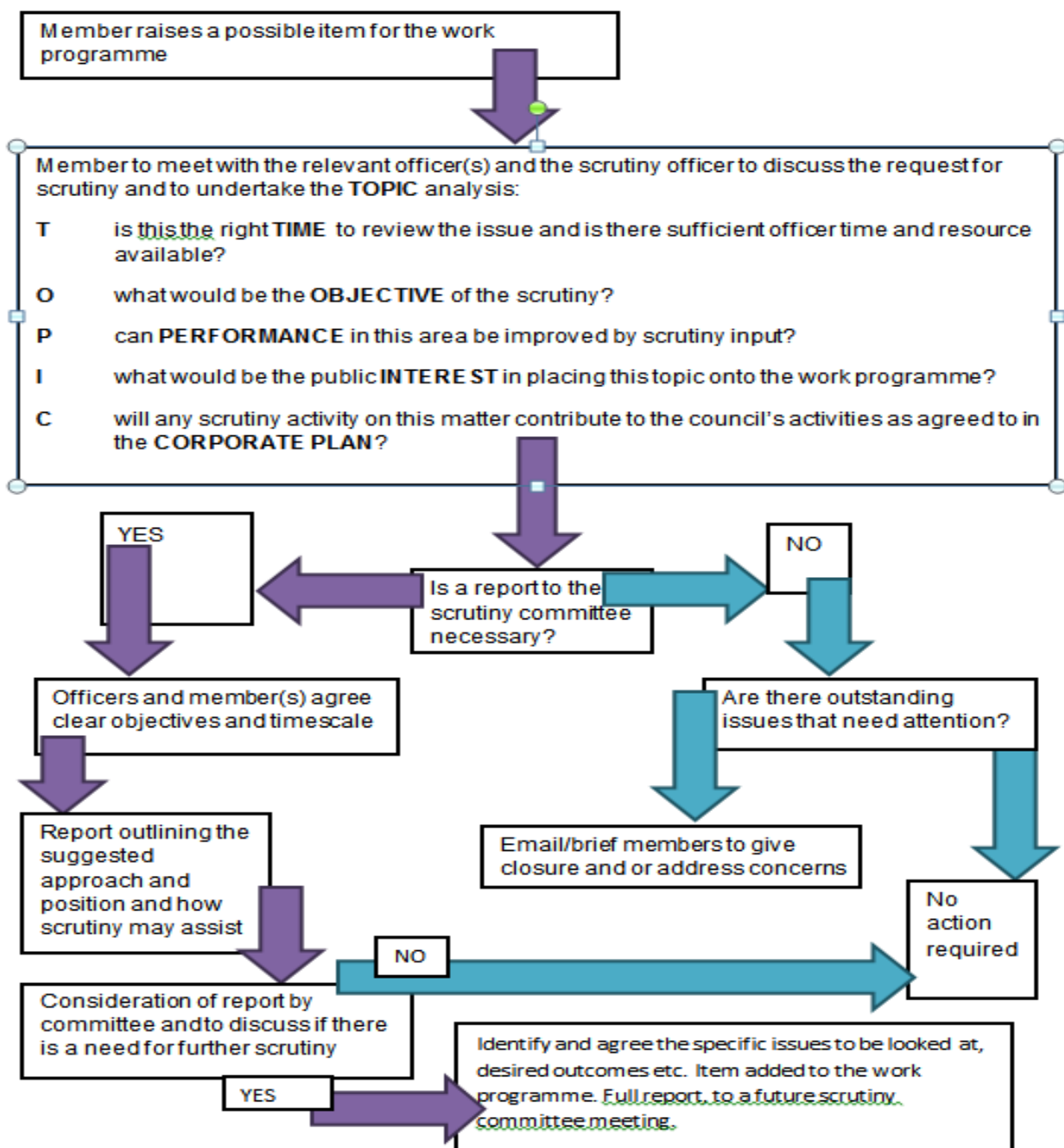
T   is this the right **TIME** to review the issue and is there sufficient officer time and resource available?

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**?

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 recommendations that are; **S**pecific, **M**easurable, **A**ttainable, **R**elevant and **T**ime-bound.

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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**?

YES

NO

Is a report to the scrutiny committee necessary?

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

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.

YES

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Public involvement and getting in touch with scrutiny

Meetings of the scrutiny committee are usually as informal as possible and as well as scrutiny members, are attended by cabinet portfolio members, officers, partners and anyone else who can assist with the work and provide evidence for reviews.
Members of the public are also welcome to attend the scrutiny committee meetings and can participate at the discretion of the committee's Chair. If you do wish to participate regarding an agenda item at a scrutiny meeting you are requested to contact the committee officer who will liaise with the Chair of the committee and the scrutiny officer. Any questions for the committee have to be received no later than 10.00 am on the day before the meeting but in order for you to obtain a thorough answer it would be helpful if you could contact us as early as possible.   To contact the committee officer please phone 01603 212416

Getting in touch with scrutiny

If you are a member of the public and wish to find out more about the scrutiny process and the committee or if you have any queries regarding this Annual Review, please feel free to contact the council's scrutiny officer; If you have any topic suggestions for scrutiny please use the form attached over this page and send it to the scrutiny officer or hand it in at the council's reception – for the attention of the scrutiny officer.

Steve Goddard
Scrutiny officer

Policy, performance & partnerships team
Strategy, People and Democracy
Norwich city council

01603 21**2491**
stevegoddard@norwich.gov.uk

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Request form to raise an item for Scrutiny Review

Councillors should be asked to carry out the following scrutiny review:

Please give your reasons (continue on a separate sheet if necessary)

Name:

Address:

Daytime Tel No

Email:

Date

Please return this form to Steve Goddard, Scrutiny Officer, Norwich City Council, City Hall, St Peters Street, Norwich NR2 1NH
Email: stevegoddard@norwich.gov.uk

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