

Report to Cabinet
8 June 2016
Report of Interim executive head of neighbourhoods
Subject Review of the neighbourhood model and services

Item

6

Purpose

To consider the review of the council's neighbourhood model and services

Recommendation

To:

- 1) Note progress to deliver the changes to the Council's neighbourhood model agreed by Cabinet on 7 October 2015; and
- 2) Grant a lease for Russell Street Community Centre to St Thomas's Church through the community asset transfer policy for a term of 5 years with the option of a further 5 years at a peppercorn rent.

Corporate and service priorities

The report helps to meet the corporate priorities of safe and clean city; a prosperous city; a fair city and value for money services.

Financial implications

The council's general fund account is expected to reduce by £9.3m over the next four years medium term financial strategy and the housing revenue account also faces severe constraints over its 30 year business plan.

The actions being delivered will achieve savings to the General Fund of £251,000 in 2016-17 much of which is delivered and contribute to mitigating financial risks to the council.

Ward/s: All wards

Cabinet member: Cllr Kendrick – Portfolio holder for neighbourhoods and community safety

Contact officers

Bob Cronk Interim executive head of neighbourhoods.

01603 212373

Background documents

None

Report

Background

1. Cabinet received a report in October 2015, containing a number of recommendations following a review of the Council's neighbourhood model and services.
2. This review was carried out, in line with the development of a new operating model and transformation programme for the council and covered the services and approaches delivered through its neighbourhood model including:
 - Waste collection.
 - Street scene.
 - Community safety.
 - Community engagement.
 - Community assets.
 - Neighbourhood management.
 - Housing management.
3. This found that the neighbourhood model and services work well, provide a high quality of service and achieve strong performance and customer satisfaction levels.
4. However, the review also found some elements were quite traditional in approach and given the council's very significant financial challenges in the general fund and housing revenue account and the wider direction of travel, there are areas where the model and services will need to be evolved and changed.

Progress of implementing changes to the model

5. Since October, the implementation of the recommendations endorsed by Cabinet has been progressed and the following have been completed.
6. The closure of office accommodation in neighbourhoods transferring all neighbourhood based teams into City Hall to achieve better co-location in City Hall and increased collaboration between front line teams.
7. The establishment of early help arrangements in Norwich including an early help hub for partners in City Hall. This provides space for council officers and partners to collaborate, consult with one another and share information to make sure families and individuals receive the most appropriate and effective support as soon as possible. Providing early help in this way will reduce delay and duplication and focus work on locally identified priorities and help reduce the need for higher cost interventions.
8. The development of a community enabling programme methodology that will encourage and support local residents and communities to be more self-sufficient and get more involved in their local areas has been developed. This will be tested through the recruitment of a street champion/street champions in one

area in each neighbourhood based on a problem location for flytipping and other street scene issues.

9. The champion format will also be tested focussing on recycling with recycling champions recruited in each neighbourhood.
10. To further develop resident self-sufficiency and demand management, the Council is exploring with the University of East Anglia how it can support this work through large scale data analysis, to fully understand service demands and costs to shape and evidence the community enabling programme.
11. The community engagement team has been re-shaped to support and develop this approach and a community enabling manager has been recruited to drive this work and approach across the council.
12. The Council's core grant for community capacity building has been awarded to Voluntary Norfolk, to support increased volunteering in the city and in particular to recruit volunteers who can mentor and support community groups undertaking activities through the Council's reducing inequalities programme and the enabling programme. This may include helping to build confidence; providing advice and guidance around specific activities or completing grant application forms.
13. The piloting of the community asset transfer policy with Russell Street community centre has been completed. From the organisations that submitted expressions of interest, one group were invited to submit a business plan that has now been thoroughly assessed.
14. The Sports Factory, which is an outreach project run through St Thomas Church, propose to develop a wide variety of activities in the Russell Street area for children and adults, including meals, health and fitness sessions, community entertainment as well as support services for local residents. The group also indicate that the community centre will be open and available to hire by local residents, which was a requirement of the community asset transfer policy.
15. It is recommended that the Council grants a full repairing lease to St Thomas's Church through the community asset transfer policy, for a term of 5 years with the option of a further 5 years at a peppercorn rent. This arrangement will help mitigate financial risks to the council
16. The views of ward councillors have been sought on this recommendation and will be reported at the meeting.
17. Changes to the management and organisational structures in Citywide and Local Neighbourhood Services have been implemented that will start to develop more integrated working across the Council.
18. The report also indicated that further reviews of services would be carried out and details of one of these are contained in the exempt report on the cabinet agenda.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	8 June 2016
Head of service:	Bob Cronk
Report subject:	Review of the neighbourhood model and services – phase 2
Date assessed:	May 2016 2015
Description:	To consider the review of the neighbourhood model and services – phase 2.

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The proposals will make a significant saving to the revenue budget.
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	This should support financial inclusion.
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	This should support the council's community safety actions.
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	This should support health and wellbeing.
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The work should support equality and diversity.

	Impact			
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	See above
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	See above
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	This should support better integrated investment in neighbourhoods including the natural and built environment.
Waste minimisation & resource use	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	This should support waste minimisation and recycling
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	This should help to lower the council's carbon footprint through the rationalising of neighbourhood office accommodation.
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment
Positive
To progress the proposals
Negative
none
Neutral
none
Issues
none