

## Report for Information

**Report to** Executive  
26 November 2008

**Report of** Director of Transformation

**Subject** Update on the use of the 'Norwich Needs' Gap Analysis

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### Purpose

The purpose of this report is to provide the Executive with an update on how findings of the Norwich Needs Gap Analysis have been progressed by council and within the City of Norwich Partnership (CoNP). An update was requested at the Executive meeting of 25 June 2008.

### Recommendations

Executive is asked to:

- (1) approve progress to date on progressing the results of the Norwich Needs research;
- (2) approve a response by 28 November to the Greater Norwich Development Partnership (GNDP) on a new economic strategy for greater Norwich seeking prioritisation of the issues raised in the Norwich Needs study.
- (3) agree that all ten key challenges (see paragraph 3 of the report) have some relevance, in particular the first six (see below). Challenges 3, 4 and 5 require significant intervention in relation to the economic strategy. Aspects of other challenges, e.g. 2 and 6 will also need to be addressed as part of the strategy:
  1. Improving outcomes for children in low income and out of work households
  2. Strengthening transition pathways from school into education or employment
  3. Linking those with low skills to the labour market
  4. Tackling wider worklessness
  5. Addressing 'in work' low income
  6. Tackling the additional barriers faced by people with mental health issues.

### Financial Consequences

There are no anticipated financial consequences of this report.

### Risk Assessment

There may be a risk to the council's reputation if certain key challenges of the Norwich Needs Gap Analysis are not addressed in the new economic strategy for Norwich currently being developed and/or by local activity to contribute to the related LAA targets.

## **Strategic Priority and Outcome/Service Priorities**

The report helps to meet the strategic priority “Strong and prosperous city – working to improve quality of life for residents, visitors and those who work in the city now and in the future” and the following service plan priorities:

- Coordination of the work of people-oriented regeneration schemes
- oversight of Norwich element of the Norfolk LAA
- ensuring appropriate linkages between CoNP and other key partnerships

**Executive Member:** Councillor Waters - Corporate Resources and Governance

**Ward:** all wards

### **Contact Officers**

Rachael Metson

01603 212926

Sabine Virani

01603 212371

### **Background Documents**

Appendix A: Mapping ‘Norwich Needs’ key priorities onto the Norwich City Council corporate plan

# Report

## Background

1. Norwich Needs research was undertaken jointly by Holden McAllister and the Oxford Consultants for Social Inclusion earlier this year. The study was jointly funded by Investing in Communities (iC) and Neighbourhood Renewal Funding (NRF), to help ensure greater connectivity between various funding streams focussed on people-based regeneration locally. The purpose of the research was to:
  - Ensure that funding programmes such as NRF, iC and Local Enterprise Growth Initiative (LEGI) were properly aligned, helping to ensure that overlaps are avoided and gaps are identified and addressed;
  - Provide a strong evidence base to help ensure appropriate funds are directed into Norwich. This might be future applications for regeneration funding schemes or to emphasise the specific needs of the city within county-wide delivery of the local area agreement.
2. The research was completed in three phases:
  - Phase 1: Identifying the Challenge – Deprivation in Norwich (identifies 10 key challenges)
  - Phase 2: Mapping and Reviewing Existing Activity (reviews of people-based regeneration schemes in Norwich, including NRF, iC, NELM, LEGI, etc.)
  - Phase 3: Bringing it Together (proposes 34 recommendations to address gaps).
3. The 10 key challenges identified in Phase 1 are:
  - (1) Improving outcomes for children in low income and out of work households;
  - (2) Strengthening transition pathways from school into education or employment;
  - (3) Linking those with low skills to the labour market;
  - (4) Tackling wider worklessness;
  - (5) Addressing 'in work' low income;
  - (6) Tackling the additional barriers faced by people with mental health issues;
  - (7) Reducing health inequalities across the city;
  - (8) Reducing substance misuse levels;
  - (9) Lowering violent crime levels across the city;
  - (10) Making best use of migration and population change.
4. This report identifies the various ways in which the above research has been disseminated and is being used.

## **Disseminating the Norwich Needs Gap Analysis**

5. The partnerships team has ensured that the Norwich Needs research has been widely disseminated within the council, the City of Norwich Partnership (CoNP) and wider stakeholders. The team has also provided opportunities to comment, review and prioritise follow-up action.
6. Throughout this process, it has been important to recognise that the consultants worked to a tightly drawn specification which might exclude specific areas of work, e.g. environmental issues. Furthermore, in sharing the research findings, the process of engaging with a wider audience at both strategic and operational levels has identified that many of the consultants' recommendations are in fact already in place or being progressed. This in itself is reassuring.
7. The internal dissemination of the Norwich Needs research was initiated by key officers coming together to review and agree the recommendations at a well-attended meeting on 8 July.
8. A similar exercise was undertaken at the CoNP Delivery Board on 15 July. At this meeting, partners made a number of observations regarding the recommendations:
  - There is a gap in the research in terms of the prisoner resettlement population, which has a key impact in Norwich
  - There is a need to address the issue of fuel poverty for the elderly
  - Recommendation 5 needs to be expanded to address the issue of chronic mental health in its own right, not just in relation to employment.
9. Comments from other CoNP members was limited, but included the following point:
  - The potential role of the natural environment to make an enhanced contribution to the quality of life in Norwich has not been recognised, where there is evidence to show that access to nature can help improve a number of key elements of deprivation (mental health, crime, community cohesion, etc.)
10. In addition, the research was sent to Third Sector Forum members, accompanied by a tailored response form to encourage feedback. In response to the question "are there any critical issues missing from the 10 key challenges?", responses included:
  - older people;
  - life-long learning for people of all ages, not just as a way into work but also for the benefits it offers in its own right;
  - young carers.
11. On 4 July, a member of the partnership team presented the findings of the

Norwich Needs reports to the AGM of the Norwich Learning City Group.

## **Resulting action**

12. Much of the feedback during the above process highlighted existing or planned activity which meets the consultants' recommendations; for example, through the newly developed Older People's Commission in Norwich and the council's financial inclusion strategy. However, where this is not the case, the following actions have been taken or are planned:

- Comments were incorporated into plans to shape the content of the CoNP annual conference, e.g. there were inputs from Move On East and probation regarding prisoner resettlement.
- The performance management framework for the 53 priorities of the corporate plan has been developed to allow monitoring of progress against the 10 key challenges.
- Other comments have highlighted that there are wider local issues and these will need to be mapped as the CoNP moves forward in developing its new strategy.

## **Norwich Needs as basis for the CoNP annual conference**

13. Both the council and the partnership have recognised the significance of the Norwich Needs research in shaping future priorities. The council and the partnership wanted to use the research as the platform for discussion at the CoNP annual conference held on 15 October. Dr Tom Smith – director of the Oxford Consultants for Social Inclusion – presented the research findings, specifically the ten key challenges for Norwich that it identified. This presentation was supported by two others which provided a national context to social exclusion and worklessness. These speakers – Naomi Eisenstadt, director of the Social Exclusion Task Force from the Cabinet Office and Pamela Meadows, from the Joseph Rowntree Foundation – joined Dr Smith as part of a panel for debate.

14. A programme of eight workshops was developed to concentrate on some of those key challenges identified by the Norwich Needs research, to understand the local issues in greater depth and develop practical local action. Linkages between the workshops and the Norfolk LAA were also identified. (See Appendix A.)

15. The workshops addressed the following topics:

- NEET and the need for partnership working;
- Getting people from welfare to sustainable employment;
- Supporting ex-offenders into work;
- Neighbourhood working;
- Norwich Alcohol Board;
- An opportunity to feed into the new economic strategy for Norwich (2009-2015);
- A local picture of the causes and consequences of teenage pregnancy;
- Local look at financial inclusion and the credit crunch (including a discussion

of credit unions and a fair wage).

16. The workshops sought to produce tangible outcomes from the day. For example, in the workshop on welfare to sustainable employment, delegates were asked to help develop a map of the client journey from welfare into work, in order to help identify ways to improve current provision locally.
17. Results from the conference are being compiled. Early feedback will be provided to CoNP members and stakeholders in the form of a special edition e-newsletter. At the next Delivery Board meeting on 27 November, board members will have a more detailed paper on outcomes from the forum and further actions required.

### **Norwich Needs: links to Corporate Plan and LAA**

18. Norwich City Council is moving forward in embracing an improved performance management framework which demonstrates clear linkages to the LAA and its contribution to it. In conjunction with this, the council is also ensuring appropriate linkages between the key challenges identified in the Norwich Needs research with the corporate plan and the LAA. This is being fulfilled in the following ways:

- Partnerships Manager, in conjunction with the Policy & Performance Manager, is tracking the delivery against the LAA targets both from a corporate perspective and within a partnership setting through the City of Norwich Partnership.
- Like the LAA indicators, the 10 key challenges identified in the Norwich Needs research have been mapped where relevant to the key 53 strategic priorities within the corporate plan and will be tracked via the detailed information sheets which will sit behind each of these 53 priorities on the Performance Management System that has been created. For each corporate priority, the detailed project plan completed will list the key performance measures. This should demonstrate contribution to both the LAA and the Norwich Needs key challenges where the performance measures are the same as those national indicators included in the LAA. In addition this detailed project plan will now include a drop down box similar to that currently headed "Corporate Dependencies" which will further evidence the linkages to the Norwich Needs key challenges.
- The table in Appendix A shows which corporate strategic priority projects and other ongoing initiatives contribute towards the 10 key challenges identified in the Norwich Needs research. It is proposed that the project sponsors, also listed in the table, include reference to progress towards these challenges in their scheduled project reports and updates.

### **Additional ways of progressing Norwich Needs results**

19. The findings of the research are also being addressed through a number of other initiatives:
- Financial inclusion has been identified as a corporate priority for the council, and a financial inclusion strategy is being developed.
  - In the current economic climate, it must also be acknowledged that we are now expecting a much deeper recession, so that the council and the CoNP

- In addition to countywide activity, there is specific work underway addressing domestic violence issues at a Norwich level. This is being led by council's strategic housing officer and funded by NRF.
- There has been recent discussion with the regional director of the Learning & Skills Council regarding development of a local employment and skills board which is linked to a county-wide piece of work underway to develop a skills road map via the LAA.
- Three officers met with the acting liC manager in early September to discuss in detail the recommendations regarding the local economy. It is evident that most of these recommendations call for work that is already under development. The one exception is the recommendation for CoNP to work with major local employers to setup credit union schemes. Officers suggest this is not recommended, as the effectiveness of credit unions is currently being assessed by the council, as part of a wider look at financial inclusion.
- Further discussion with partners about the recommendations is planned alongside upcoming thematic subgroup meetings in which CoNP delivery plans are being progressed. Outside of these specific meetings, the partnerships team is forging stronger links with its "family of partnerships", for example, the Central Area Children's & Young People's Partnership and Adult Social Care.
- OCSI have now completed a further piece of work that expands the research across the proposed Greater Norwich Boundary. We are in the process of discussing the findings with them. This work will be used as an internal piece of research to inform the further development of the council's neighbourhood engagement work.

### **Opportunity for further inclusion**

20. All of the key challenges (see paragraph 3) identified in the Norwich Needs Gap Analysis have some relevance to the economy, with the first six having a particular economic focus. The Greater Norwich Development Partnership (GNDP) is currently consulting on the new economic strategy for greater Norwich, and consultation ends on 28 November. This is a good opportunity for the Executive to respond to the consultation to ensure that the research is included as part of the evidence base used to develop the strategy, and that the key challenges are appropriately addressed, along with baselines and targets.

## Appendix A: Mapping 'Norwich Needs' key priorities onto the Norwich City Council corporate plan

Corporate Plan Objective	Project Reference	Project Sponsor	Norwich Needs Key priorities										Other related CoNP or partnerships team work
			outcomes - low income children	transition: school to education / employment	employment for low-skilled workers	wider worklessness	in work' low income	mental health	health inequalities	substance misuse	violent crime levels	migration & population change	
			1	2	3	4	5	6	7	8	9	10	
Joint Core Strategy and Implementation	SP2	Graham Nelson										*	CoNP boards - contribute to strategic direction
Northern City Centre Action Plan	SP4	Graham Nelson											CoNP boards - contribute to strategic direction
Environmental Strategy and Implementation Plan	SP7	Richard Willson											environment round table
Economic Development Strategy development	SP8	Chris Popplewell			*	*	*						CoNP annual forum workshop / consultation
Cycling activity	SP11	Andy Watt							*				SCS - objectives 1.5 and 2.1
Decent Homes Programme	SH1	Tony Brown	*									*	SCS - objective 5.4
Council House Energy efficiency	SH2	Tony Brown											SCS - objectives 2.1 and 5.4
Maximise use of Housing Stock	SH3	Tony Brown							*				SCS - objective 5.4
Community Engagement Strategy development	SH4a	Bob Cronk											CoNP annual forum workshop / consultation
Community Engagement Strategy implementation	SH4b	Bob Cronk											CoNP annual forum workshop / consultation
Play Facilities improvement	SH5	Bob Cronk							*				
Access to private rented accommodation for homeless	SH6	tbc				*	*		*				SCS - objectives 5.1 and 5.4
Portrait of a Nation Project	SH7	tbc											cultural planning
Alternate Weekly Waste Collection	SH10	Adrian Akester											SCS - objective 2.2
Model urban Neighbourhood benchmark development	SH11	Bob Cronk											partnership community engagement strategy
Equalities Standard Level 2	OA1	Phil Shreeve										*	corporate governance policy & toolkit
Equality Impact Assessment of Services	OA2	Phil Shreeve										*	corporate governance policy & toolkit
Improve Accessibility to Services	OA3	Phil Shreeve										*	
Support and increase capacity of Third Sector	OA5	Bob Cronk	*	*	*	*	*	*	*	*	*	*	support for / inclusion of Third Sector Forum
Financial Inclusion Strategy development	OA8	Bob Cronk	*		*	*	*						
Warm Homes Project to tackle fuel poverty in the private sector	OA9	tbc	*						*				
Free Events programme	OA10	Kris Reeves					*		*				SCS - theme 3
Members Charter and Development programme	AE8	John Jones											LSP seminar for members
Local Carbon Management programme development and Implementation	AE13	Richard Willson											SCS - objective 2.1
Use of Resources improvement	AE14	Bridget Buttinger											corporate governance policy & toolkit
Transfer to Unitary Authority	US4	Russell O'Keefe	*	*	*	*	*	*	*	*	*	*	partnership improvement plan
Local Area Agreement Development	US5	Rachael Metson	*	*	*	*	*	*	*	*	*	*	rests with partnerships team