Report to	Cabinet	**Item**
	25 March 2015	
Report of	Executive head of strategy, people and neighbourhoods	6
Subject	Scrutiny review of building social inclusion and capital in Norwich	

Purpose

To consider the scrutiny review of building social inclusion and capital in Norwich.

Recommendation

To note the scrutiny recommendations and agree that they are:

1) considered as part of the upcoming reviews outlined in the report; and

2) built into a draft multi-year work programme, working collaboratively with the relevant stakeholders, taking into account available resourcing, and brought back to cabinet for consideration.

Corporate and service priorities

The report helps to meet all the corporate priorities.

Financial implications

The costs of considering the recommendations as part of upcoming reviews and developing a draft multi-year work programme would be encompassed within existing resources. A detailed assessment of resource availability would be considered as part of developing a draft work programme.

Ward/s: All

Cabinet members:

Councillor Driver – Neighbourhoods

Contact officers

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

01603 212908

Background documents

None

Report

1. The attached report at Appendix A sets out the scrutiny review of building social inclusion and capital in Norwich.

2. This work builds on a range of good work recently carried out by the council, such as:

   - Community engagement work across the city through the council's neighbourhood teams.

   - Development of neighbourhood agreements with local communities.

   - Tenant involvement work to shape the council's housing services which have recently won a national award.

   - Work of the council's families unit, working collaboratively with families.

   - Development of the council's current commissioning framework with voluntary organisations and community groups.

   - Co-commissioning of debt and money advice services with voluntary organisations.

   - Co-production of play area developments with local residents.

3. This work can be considered as part of a range of upcoming reviews and future activities:

   - 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 the way the council consults and communicates with voluntary organisations and community groups.

4. There is a large range of different recommendations, within this review, aimed at the council and other partners in the city, all of whom have significantly constrained resources. It is, therefore, proposed, that officers carry out detailed work with partners to develop a draft multi-year work programme, taking account of available resources and bring that back to cabinet for consideration.

Integrated impact assessment

NORWICH City Council

Report author to complete

Committee:	Cabinet
Committee date:	25 March 2015
Head of service:	Russell O'Keefe
Report subject:	Scrutiny review of building social inclusion and capital in Norwich
Date assessed:	19 March 2015
Description:	To consider the scrutiny review of building social inclusion and capital in Norwich.

	Impact			
Economic (please add an 'x' as appropriate)	**Neutral**	**Positive**	**Negative**	**Comments**
Finance (value for money)	☐	☒	☐	This would potentially lead to improved outcomes and better value for money.
Other departments and services e.g. office facilities, customer contact	☒	☐	☐	All services will need to be engaged to some degree with this work.
ICT services	☒	☐	☐	See above.
Economic development	☐	☒	☐	There is the potential for improved economic development outcomes.eg community based economic development such as the creation of new social enterprises.
Financial inclusion	☐	☒	☐	There is the potential for improved financial inclusion outcomes.
Social (please add an 'x' as appropriate)	**Neutral**	**Positive**	**Negative**	**Comments**
Safeguarding children and adults	☐	☒	☐	There is the potential for improved safeguarding outcomes.
S17 crime and disorder act 1998	☐	☒	☐	There is the potential for improved community safety outcomes.
Human Rights Act 1998	☐	☒	☐	There is the potential for improved human rights outcomes.
Health and well being	☐	☒	☐	There is the potential for improved health and wellbeing outcomes.

	Impact			
Equality and diversity (please add an 'x' as appropriate)	**Neutral**	**Positive**	**Negative**	**Comments**
Relations between groups (cohesion)	☐	☒	☐	There is the potential for improved equality and diversity outcomes e.g social inclusion, community cohesion etc.
Eliminating discrimination & harassment	☐	☒	☐	As above
Advancing equality of opportunity	☐	☒	☐	As above
Environmental (please add an 'x' as appropriate)	**Neutral**	**Positive**	**Negative**	**Comments**
Transportation	☐	☒	☐	There is the potential for improved environmental outcomes e.g community based transport etc.
Natural and built environment	☐	☒	☐	As above
Waste minimisation & resource use	☐	☒	☐	As above
Pollution	☐	☒	☐	As above
Sustainable procurement	☐	☒	☐	As above
Energy and climate change	☐	☒	☐	As above
(Please add an 'x' as appropriate)	**Neutral**	**Positive**	**Negative**	**Comments**
Risk management	☒	☐	☐	Risks of taking this work forward would be managed based on a risk aware approach.

Recommendations from impact assessment
Positive
To take forward the recommendations as proposed within the report.
Negative
Neutral
Issues

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

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REPORT

‘The council can’t help everybody but everybody can help somebody.’

Quote from a local charity.

The task and finish group

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

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

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

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

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

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

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

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

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

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

> **What is social inclusion and why is it important?**
>
> *A **socially inclusive society** is defined as one where all people feel valued, their differences are respected, and their basic needs are met so they can live in dignity.*

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

Methodology

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

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

- Best practice models of building social capital:

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

- o A visit to Great Yarmouth Borough Council's Family Connectors Project which uses an asset based community development approach to addressing social inclusion and developing social capital in deprived communities.

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

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

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

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

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

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

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

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

Views from selected councillors and staff:

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

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.

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.

- 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.

Please also note that some of the recommendations would also be potentially relevant for social enterprises.

Index of recommendations

Theme A - Strategy and culture

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

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

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

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

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

Theme B – Volunteering

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

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

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

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

Theme C – Partnership

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

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

Theme D – The council and other public bodies

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

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

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

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

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

Theme E – Funding

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

Theme F – Tools and infrastructure

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

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

Theme G – Communications

- **Recommendation 20: Integrate information – a specific co-produced communication strategy to take forward these recommendations and for**

volunteering and voluntary organisations and community groups more widely.

Detailed Recommendations

Theme A - Strategy and culture

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

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

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

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

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

- Officers taking a more flexible approach to finding solutions

Example quote from the review:

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

Recommendation 3: Encourage an appreciative approach across the city

- This includes taking forward the following approaches:

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

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

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

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

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

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

Recommendation 5: Encourage more trial and error approach

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

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

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

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

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

Theme B – Volunteering

Recommendation 7: Provide essential information to encourage volunteering

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

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

Example data from the review:

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

Example quote from the review:

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

7.2 Information on volunteering opportunities

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

Example data from the review:

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

Example quote from the review:

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

7.3 Information on the benefits of volunteering

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

Example quote from the review:

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

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

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

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

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

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

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

  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:
    o Bidding for bigger pots of funding
    o Licenses
    o 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:
  o Named contact (s)
  o Clear access routes
  o Managing expectations (what will happen, when will I get a reply)
  o Being reliable
  o 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)
  o Accessibility, understandable language*
  o 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

<u>**Individuals survey**</u>

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

   - Yes

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

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

   - Free text box

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

   - Yes

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

4. If yes, what did you do?

- Free text box

5. How did you get involved in volunteering?

- From somebody else who already volunteered

- Friends or neighbours

- School or college

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

- Place of worship

- Local newspaper or radio

- Website

- Social media

- An employers volunteering scheme

- Through the council

- Through Voluntary Norfolk

- Other – please write in the box provided

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- Other – please write in the box provided

(Would then skip to question 8)

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

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

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

(Would then skip to question 9)

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

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

Organisations and community groups survey

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

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

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

   - Free text box

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

   - Free text box

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

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

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

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

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

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

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

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

- Being willing to make mistakes

- Delivering on promises

- Reducing the complexity of services delivered by contractors

- Other –please write in the box provided

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

The group/ organisation…

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- Other –please write in the box provided

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

- Free text box

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

- Free text box

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

- Free text box

Appendix B – Results of the questionnaires

Individual's survey

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

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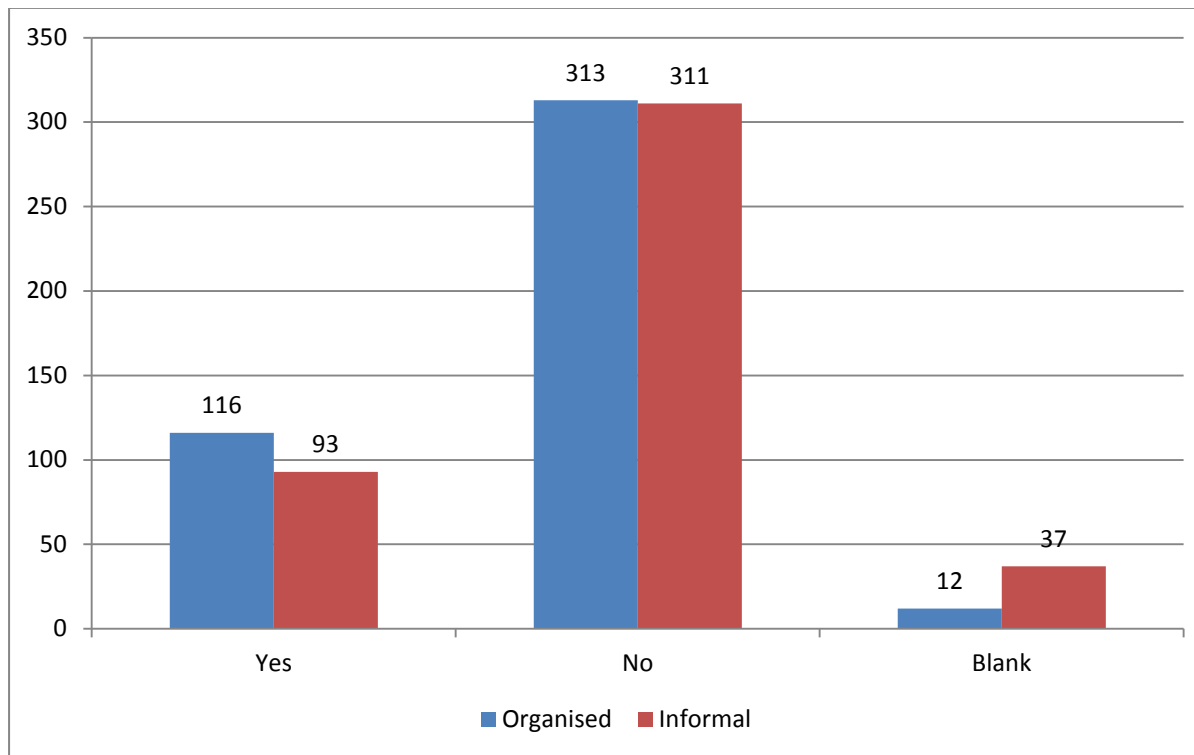
Of those who volunteered informally 53 had also volunteered on a more organised basis and 38 had not done so (with two blank responses)

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

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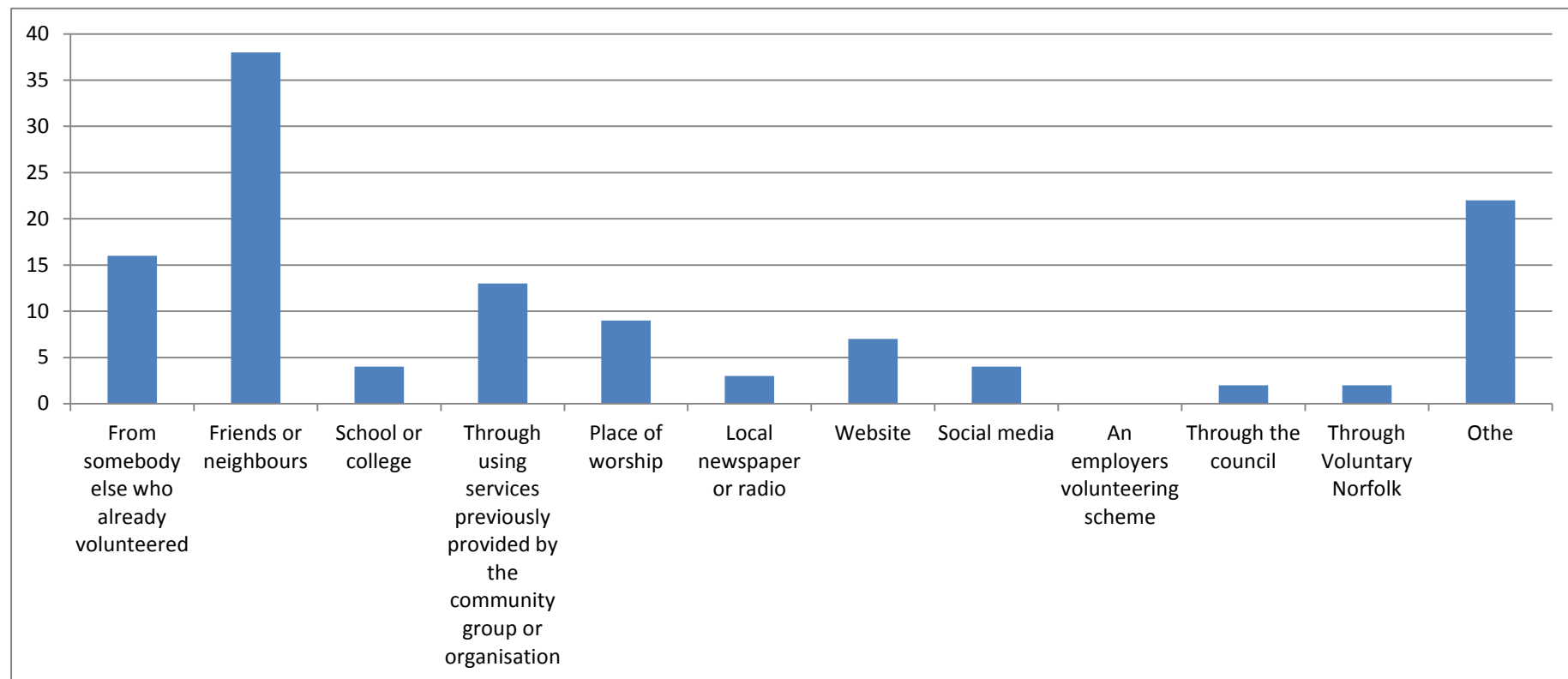
Respondents were given 31 different reasons for why they volunteered and asked to indicate on a scale of 1 to 7 with one being the least important and seven being the most important. By averaging these responses it is possible to gauge some of the most offered reasons for why people volunteer. Not all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

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

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

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

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

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

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

Organisations survey

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

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

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

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

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

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

Appendix C - Findings

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