

**Norwich City Council**  
**SCRUTINY COMMITTEE**

## **Item No 6**

**REPORT for meeting to be held on 17 March 2016**

### **Annual scrutiny review**

### **Norwich City Council 2015 – 2016**

**Summary:**

This annual review reports on the work and progress that has been made by the scrutiny committee for the period 2015–2016.

Article 6d of the council's constitution (overview and scrutiny committees); the scrutiny committee will report annually to the council on its workings and make recommendations for future work programmes and amended working methods if appropriate.

**Conclusions:**

This snapshot view of outcomes as a result of scrutiny activity helps to reinforce that successful scrutiny is collaboration between the scrutiny committee, the cabinet, residents, partners and the officers of the council.

Scrutiny not only produces outcomes in terms of feeding into the decisions that are made but it can also play a valuable role to inform and develop knowledge for members.

**Recommendation:**

That the scrutiny committee recommends the annual scrutiny review for approval at the next available meeting of full council.

**Contact Officer:**

Phil Shreeve  
Strategy Manager  
[philshreeve@norwich.gov.uk](mailto:philshreeve@norwich.gov.uk)  
01603 212356

## Annual review of the scrutiny committee 2015 - 2016

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

*This annual review of the scrutiny committee is aimed at assessing the effectiveness of the work done by the scrutiny committee at Norwich City Council for the civic year 2015 – 2016.*



**NORWICH**  
City Council

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

Throughout the year, the committee has looked at various aspects of delivery of the Corporate Plan, including making regular comment on the quarterly performance reports and feeding into the transformation and budget setting process, with members making recommendations to cabinet that help shape and strengthen the work of the council.

Unfortunately, there have been a number of areas that members of the committee would like to have looked at, but due to pressures of time it has not been possible to address these. It is hoped to include these when the work programme for the next civic year is discussed.

In July the committee undertook a piece of work looking at the impact of the rise in benefit sanctions. The committee was addressed by representatives of St Martins Housing Trust, Equal Lives, MAP and the DWP.

Much of the discussion was around the sanctions for young people, with those in the 18-24 age bracket having a higher rate of sanctions. In total 12 recommendations were made, including looked at the way communication with young people is carried out and the clarity of letters sent.

I would like to see a follow-up piece of work during the next year in order to gauge the effectiveness of the scrutiny in this matter.

At the time of writing, the committee is yet to conduct its highest profile piece of work this year – an inquiry in the Pedalways project. This forward will be amended to reflect this work before being presented to full council.

We are also pleased to see that members of the public are engaging through the scrutiny process in the form of questions.

I would like to continue to see the work programme for next year in part informed by public request, and to that end would encourage members of the public to suggest topics for scrutiny ahead of our work setting meeting early in the next civic year, and would also encourage councillors who are not on the scrutiny committee to help feed into our process.

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

**Councillor James Wright – Chair of the scrutiny committee**

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

- All scrutiny committee meetings will be carried out in a spirit of mutual trust and respect
- Members of the scrutiny committee will not be subject to whipping arrangements by party groups
- Scrutiny committee members will work together and will attempt to achieve evidence based consensus and recommendations
- Members of the committee will take the lead in the selection of topics for scrutiny
- The scrutiny committee operates as a critical friend and offers constructive challenge to decision makers to support improved outcomes
- Invited attendees will be advised of the time, date and location of the meeting to which they are invited to give evidence
- The invited attendee will be made aware of the reasons for the invitation and of any documents and information that the committee wish them to provide
- Reasonable notice will be given to the invited attendee of **all** of the committees requirements so that these can be provided for in full at the earliest opportunity (there should be no nasty surprises at committee)
- Whenever possible it is expected that members of the scrutiny committee will share and plan questioning with the rest of the committee in advance of the meeting
- The invited attendee will be provided with copies of **all relevant** reports, papers and background information
- Practical arrangements, such as facilities for presentations will be in place. The layout of the meeting room will be appropriate
- The chair of the committee will introduce themselves to the invited attendee before evidence is given and; all those attending will be treated with courtesy and respect. The chair of the committee will make sure that all questions put to the witness are made in a clear and orderly manner

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## **The membership of the scrutiny committee 2015 – 2016**

### **Councillors:**

Wright (Chair)  
Maxwell (Vice-Chair)

Bogelein  
Coleshill  
Grahame  
Haynes  
Manning  
Packer  
Peek  
Raby  
Ryan  
Sands (S)  
Schmierer

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

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

## What is scrutiny?

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

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

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

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

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

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

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

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

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### **Critical friendship to decision-makers**

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

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

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

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

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

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

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



## The scrutiny year

### Setting the work for the year – work programme

At the July 2015 meeting of the scrutiny committee, members agreed the work programme that is covered by this review. The outcomes are detailed in this report and the table; **the work of the scrutiny committee and outcomes for 2015 – 2016**. This can be found on page 9 of this annual review and provides an overview of the work carried out by the scrutiny committee over the last 12 month period. From looking at this, it is apparent that scrutiny investigation can not only produce outcomes in terms of feeding into the decisions that are made but that it can also play a valuable role in informing and developing knowledge for members.

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

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

<https://cmis.city.norwich.gov.uk/cmislive/Committees/tabid/62/ctl/ViewCMISCommitteeDetails/mid/381/id/4/Default.aspx>

(The scrutiny committee will be setting its new work programme for 2016 – 2017 in June shortly after the local elections and annual meeting of the council are held)

### Training

Early in the scrutiny year members new to scrutiny were offered an introduction to scrutiny committee. This one-off training induction was mainly to educate the new committee members on the processes of scrutiny.

Based upon previous training and in support of the desire to work together a working style has been produced that supports effective scrutiny and provides a protocol for all those attending a scrutiny meeting. The members of the scrutiny committee also come together for a pre meeting in advance of the scrutiny committee so that they can plan the committee's approach for the topic being discussed at the committee meeting.

## The work of the scrutiny committee and outcomes for 2015 – 2016

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
11 June 2015	<b>Verge and pavement issues</b>	Andy Watt	For the scrutiny committee members to receive an update on progress regarding verge and pavement issues raised at earlier meetings.	Members received an email update from the head of city development services on 12 June reporting on the current position.  The scrutiny committee will also be pre scrutinising a report that will cover the review of verge and pavement issues at the 25 February 2016 meeting. Item taken on that date
11 June 2015	<b>Best practice in tackling transphobic hate crimes</b>	Bob Cronk	For the head of neighbourhood services to provide an update and information as an email briefing to the scrutiny committee	Members can find an update on e-councillor under the e-bulletin section
11 June 2015	<b>The council's consultation process</b>	Nikki Rotsos	For a briefing paper to be circulated, for scrutiny members to gain an overview and understanding of the council's current work in this area.	Ongoing
11 June 2015	<b>The communications approach of the scrutiny committee</b>	Chair of scrutiny and Nikki Rotsos	To make this an ongoing piece of work with a view to make suggestions on how members advertise and publicise their work.	A discussion was had with a committee member who had raised this and some information fed back to the January 2016 meeting

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
6 July 2015	<b>Self-esteem and aspirations task and finish group; annual update</b>	Bob Cronk	Future updates on the progress being made with the work programme, as a result of the self-esteem and aspirations task and finish group.	Much of this work has been built into the review of the neighbourhood model.
6 July 2015	<b>Quarter 4 performance monitoring (14/15)</b>	Tracy John and Chris Haystead	HCH5 states that our target is to prevent 50% of people who contact us to become homeless: Could it be clarified why this target is so low?	We needed to factor in the challenging environment for homelessness and prevention. While current performance is good, we are working at our optimum within existing resources. As such, shifting external factors (further welfare reform, effect of cuts to services by partner organisations etc) will potentially limit our effectiveness and performance. Therefore, the 50% target is both realistic and challenging. In addition, this would be very good performance compared to most local authorities.

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

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
6 July 2015	<b>Quarter 4 performance monitoring (14/15)</b>	Anton Bull	VFM6: how has this measure been revised? (continued)	and NNDR we had actually collected was taken as a percentage of the amount we expected to collect. In that regard it was actually a percentage of the target percentage not a percentage of the “total amount”. For the new corporate plan we have aimed to simplify this. So now, the % of council tax and NNDR collected are as a percentage of the total amount not the expected amount. (N.B. In year the monthly “amount due” still has to be estimated as there isn’t an actual monthly amount due. This is modelled based on typical collection rates from previous years. However, this builds towards a percentage of the total amount due for the year).The target for this has therefore been reduced from 96% to 95% as the change has resulted in the denominator (amount due) getting bigger.
		Adrian Akester	With regards to the effect of the waste officers door knocking: has there been a pre/post comparison with regards to uptake of recycling, general waste reduction and use of food waste, thus a comparison of numbers before the door knocking and afterwards?	Door knocking was one small part of a much wider and concerted strategy to increase recycling etc. However, pre – implementation of this overall strategy recycling rates were 18% and are obviously now 36%.

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
17 Sept 2015	<b>Review of cooperative innovations and solutions, and suggestions for how Norwich might benefit</b>	Phil Shreeve	<p>The current offer (both supported by and being offered independent of the council) for new co-operative business start-up and Support</p> <p>Officers to consider supporting an event to facilitate flow of information of advice to support new and existing co-operative business models</p> <p>To make members aware of national or regional evidence on the impact of co-operative models on supporting local economies.</p> <p>(Recommend to cabinet) that the LEP be approached to support use of development funds to support cooperative within the Norwich economy</p>	Much of the work relating to this item will be picked up by the Chair in conjunction with other members as appropriate and may form the basis of additional activity in the new civic year – see the item in October 2015

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
15 October 2015	<b>Scrutiny Work Programme 2015 -2016</b>	Phil Shreeve and James Wright	Interest was expressed in setting up a task and finish group to examine creative ways to develop income streams for the city council (it was stressed this would be member-led)	This was dropped at the scrutiny meeting 12/11/2015 following difficulties in securing enough members to create a full task and finish group – it was agreed that the chair and councillor Bogelein may wish to consider carrying out some work in this area themselves
		James Wright	Discussion of income generation led to the suggestion of involving cooperatives in this work. Idea to hold a half-day seminar for senior staff and officers to provide clarification around the way in which they work	Ongoing work by chair
	<b>Assessment of the corporate plan against programme of new government</b>	Phil Shreeve	<p>Invite constituents of Norwich to attend a future meeting of the scrutiny committee to explain the impact of on their lives of the changes to housing funding</p> <p>Convene a briefing session (after the Spring 2016 budget) for all councillors regarding the issue of housing funding cuts</p>	This needs to be scoped with the Head of Housing once more detail about the financial and regulatory frameworks become known over coming months

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
15 October 2015	<b>Draft new blueprint and transformation programme</b>	Phil Shreeve	A member suggested that it was important to engage the public to reach possible solutions in relation to the transformation programme. It was felt vital to encourage participation in public consultation and it was also suggested that the scrutiny committee have a view of the consultation document prior to its release. Resolved to ask the communications team to publish articles in citizen magazine which highlight and explain the many tough choices the council faces in light of continued cuts.	Member of communications team attended scrutiny committee meeting 28/01/2016
12 November 2015	<b>Scrutiny Committee Work Programme</b>	Phil Shreeve	<p>Invite a member of the communications team to the meeting of the Scrutiny Committee to be held on 28 January 2016</p> <p>Circulate work carried out so far pertaining to educational equalities</p>	Member of communications team attending scrutiny committee meeting 28/01/2016



Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
12 November 2015	<b>Community Space Review</b>	Bob Cronk	It was agreed a website containing a centralised tool for room bookings across all community centres would be worthwhile	Ongoing
17 December 2015	<b>*Transformation Update</b>	Lee Robson	Discuss with the communications team about publishing the changes to the Housing and Planning Bill  Provide information on annual turnover/vacancy rates as well as estimated pay to stay impacts and a copy of our submissions to Housing and Planning consultations	Ongoing  From April 2015 to February 2016 97 sheltered homes have been relet and 733 general needs In regard to pay to stay impacts 'We are keeping this policy under review as the Housing and Planning Bill makes its way through parliament. At this stage we cannot be sure how many tenants would be affected.' A copy of the submission to the Housing and Planning consultations can be found under the e-bulletin section on e-councillor

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
17 December 2015	<b>Quarterly Performance Report</b>	Phil Shreeve	Ask the strategy manager to liaise with the relevant portfolio holder and head of service to investigate whether an alternative measure for HCH3 (the number of empty homes brought back into use) could be introduced that the council had more active control over	Officers have begun to look at possible options around HCH3 and how different measures could reported and what that told us about performance. However given uncertainties about future finance and the possible need to revisit the Corporate Plan after the national budget in Spring this would be considered along with a wider discussion on targets and priorities (see item 4 on the Council agenda for 23 Feb 2016)
17 December 2015	<b>Quarter 2 performance monitoring (2015 – 2016)</b>	Bob Cronk	SCL12: How exactly is resident satisfaction with their local environment measured? Who is surveyed and what is the question?	Performance is measured by way of a quarterly survey. Callers to the Council either telephone or in person, are asked if they'd be prepared to take a short survey. The specific question for this performance measure is: "Overall, how satisfied or dissatisfied are you with your local neighbourhood as a place to live?" (N.B. Local neighbourhood defined as "the area within 15-20 minutes walking distance from your home".). Response options: Very satisfied/ Fairly satisfied/ Neither satisfied nor dissatisfied/ Fairly dissatisfied/ Very dissatisfied/ Don't know
		Andy Watt	The homelessness strategy shows that Norwich is way below the average with regards to preventing homelessness by	Ongoing

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
17 December 2015	<b>Quarter 2 performance monitoring (2015 – 2016)</b>	Andy Watt	<p>keeping people in their own homes. How does that relate to the target of preventing homelessness? Would it be worth having a new target to help increase the number of people staying in their own home?</p> <p>SCL07: What is the work that is underway to try and address road casualties?</p> <p>SCL 06: What are the reasons that we are behind the target with</p>	<p>Nearly all highway improvement schemes have a road safety component; for example the Pink Pedalway programme included specific elements to address cycle accident cluster sites found on the route. This investment is alongside the implementation of specific local safety schemes and complimentary road safety education and enforcement activity undertaken by the county council, police and other partners in the Norfolk Road Casualty Reduction Partnership.</p> <p>Such work will continue in the coming year with the ongoing implementation of the Blue and Yellow Pedalways, city centre improvement works, etc.</p> <p>Targets were based upon numbers planned to be delivered against total</p>

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
17 December 2015	<b>Quarter 2 performance monitoring (2015 – 2016)</b>	Andy Watt	turning residential areas into 20mph zones? Where does a target of 26% originate from and is the intention to increase this target yearly? How is it determined which areas are turned in 20mph zones?	numbers of properties. Targets are due to increase as zones are increased
		Tina Pocklington	VFM4: From initial assessments, what are the reasons for this high percentage of avoidable contact?	During April and May the quality of some of the data being gathered was poor and so was not able to be included in the overall analysis. Therefore, during June work was undertaken to streamline and improve the way data was being captured. Changes to our electronic form, clear communication and ongoing targeted training have resulted in improvements in the quality of our data which reflects the current experience of our customers. This has meant that the percentage of avoidable contact is high. As part of setting KPI for next year it is anticipated that this target figure will need to be increased whilst we work collectively to drive down these high levels of avoidable contact.

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
17 December 2015	<b>Quarter 2 performance monitoring (2015 – 2016)</b>	Bob Cronk	VFM8: How is this measured? If it is measured by surveying people who got in contact or is it surveyed more widely?	Performance is measured by way of a quarterly survey. Callers to the Council are asked if they'd be prepared to take a short survey. Quarterly performance is reported and a rolling year % is also provided in the commentary. Performance on this measure is determined by response to the following question: How much would you agree or disagree that Norwich City Council seeks people's views about issues that affect your local area? (Local area is the area within 15-20 minutes walking distance from your home.) Answer options: Very satisfied/ satisfied/ neither satisfied nor dissatisfied/ dissatisfied/ very dissatisfied
28 January 2016	<b>Scrutiny Committee Work Programme</b>	James Wright	Ask the chair to provide members with an update on the co-operatives briefing	Ongoing
	<b>Pre-scrutiny of the environmental strategy 2015 – 2018</b>	Richard Willson	Ask members to forward any detailed questions in the first instance to the environmental strategy manager for inclusion on the scrutiny tracker	Members can find an update on e-councillor under the e-bulletin section

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
25 February 2016	<b>Norfolk Health Overview and Scrutiny Committee</b>	Phil Shreeve	Ask the strategy manager to contact the chair of the CCG to see which consultations on planned changes to commissioning intentions may be able to be made available via e-councillor.	A discussion has been held and further options looked at once the CCG have looked again at their consultation and engagement processes
	<b>Council policies for the control of verge parking and A boards</b>	Andy Watt	Contact all schools in the Norwich City Council area for a copy of their travel plan to collect data on how children travel to school	Steps are being taken to request this information
			Liaise with the communications team and place an article in Citizen magazine to promote best practice around verge parking	It is hoped to be able to include an article in the 6th June edition of Citizen

Annual review

## Neighbourhood Model Review – Task and finish group progress

In June 2014 the Scrutiny Committee established a task and finish group to investigate the 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?' The group was made up of Cllrs Galvin (Chair), Bogelein, Herries and Woollard, and 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.

This research was strictly evidence based, therefore over 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 group thought it important to have an additional feedback loop and ensure the development of recommendations through testing them with internal and external stakeholders. 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.

In March 2015 the members of the task and finish group reported their findings to the scrutiny committee and in conclusion of the review they outlined 20 recommendations broken down into seven themes:

### 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.

The task and finish group recommended the committee 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.

### **Progress Summary – March 2016**

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These recommendations have been collated to create a project, the Neighbourhood Model Development, headed by the Head of neighbourhood services and other officers; this model has been split into ten key areas to target. These areas are: Strategy and planning, Community enabling, Community assets, Role of ward members, Business processes, Neighbourhood office accommodation, Neighbourhood housing services, Local neighbourhood services, Citywide services, and Learning and Development.

This is ongoing project and the following is a detailed breakdown explaining how the council is targeting these ten key areas.

#### Strategy and Planning

Develop through co-ordination communities, members and partners, what a successful neighbourhood is, in the new reduced funding context. Put in place a more integrated process for neighbourhood investment across all services and partners, to ensure we are maximising the effect of reducing spending on outcomes in the most joined up way.

#### Community Enabling

Develop a programme of community enabling, based on an appreciative approach, to encourage greater self-sufficiency and self-service. Put in place 6 monthly forums with the voluntary and community sector to support better coordination and liaison between groups and the council.

Develop an area of the new website that would provide tools, techniques, funding options and examples of good practice and clear processes/contacts to assist individuals and groups to do things for themselves.

Actively communicate and praise the successes of individuals and community groups doing things for themselves to encourage others.

Review and streamlining the community grants process, in line with the above, and target it on supporting future self-sufficiency.

Develop social media to develop, promote and coordinate the enabling programme.

Utilise the funds within the current council's grants programme for community capacity building and from within service budgets to support the enabling programme during 2016/17.

The work to develop a community enabling programme and take forward the community asset work will require some upfront investment.

#### Community Assets

Put in place a community asset transfer process to give communities the opportunity to take over community assets – pilot at Russell Street community centre.

Expand the council's volunteer programme to support work with a range of community assets and functions.

#### Business Processes

Streamline certain business processes to realise efficiency savings once mobile working is in place including the council's ASB processes - working with customers and partners, as part of a co-design type approach.

#### Neighbourhood Office Accommodation

Relocate all neighbourhood based teams into City Hall to realise savings.  
Close and rationalise or redevelop office accommodation in neighbourhoods.

#### Neighbourhood Housing Services

Move the ABATE team, CCTV and families unit into local neighbourhood service.  
Undertake a review of the neighbourhood housing service.

#### Local Neighbourhood Services

Establish three themed roles; Neighbourhood & community enabling manager; Neighbourhood operations manager; Early intervention and community safety manager  
Establish a community enabling team

#### Citywide Services

Establish a single environmental services team.

#### Learning and Development

Put in place a bespoke learning and development programme to support the new neighbourhood model for officers and members.  
Develop a detailed two and a half year plan of change to implement the above recommendations, informed by testing and piloting of approaches and subsequent consideration by Scrutiny Committee etc.

## Joint scrutiny bodies

**Norfolk county health overview and scrutiny committee;** Norwich city council has a scrutiny member representative who sits on the Norfolk county health overview and scrutiny committee plus one substitute member. For the period 2015 – 2016 the member representative has been Councillor Sandra Bogelein with Councillor Lesley Grahame being the substitute member.

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

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

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

**Norfolk countywide community safety partnership scrutiny sub panel;** Norwich city council has a scrutiny member representative who sits on the Norfolk countywide community safety partnership scrutiny sub panel plus one substitute member. For the period 2015 – 2016 the member representative has been Councillor Marion Maxwell with Councillor Lesley Grahame being the substitute member.

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

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

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

### Guidance for placing items onto the scrutiny committee work programme

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

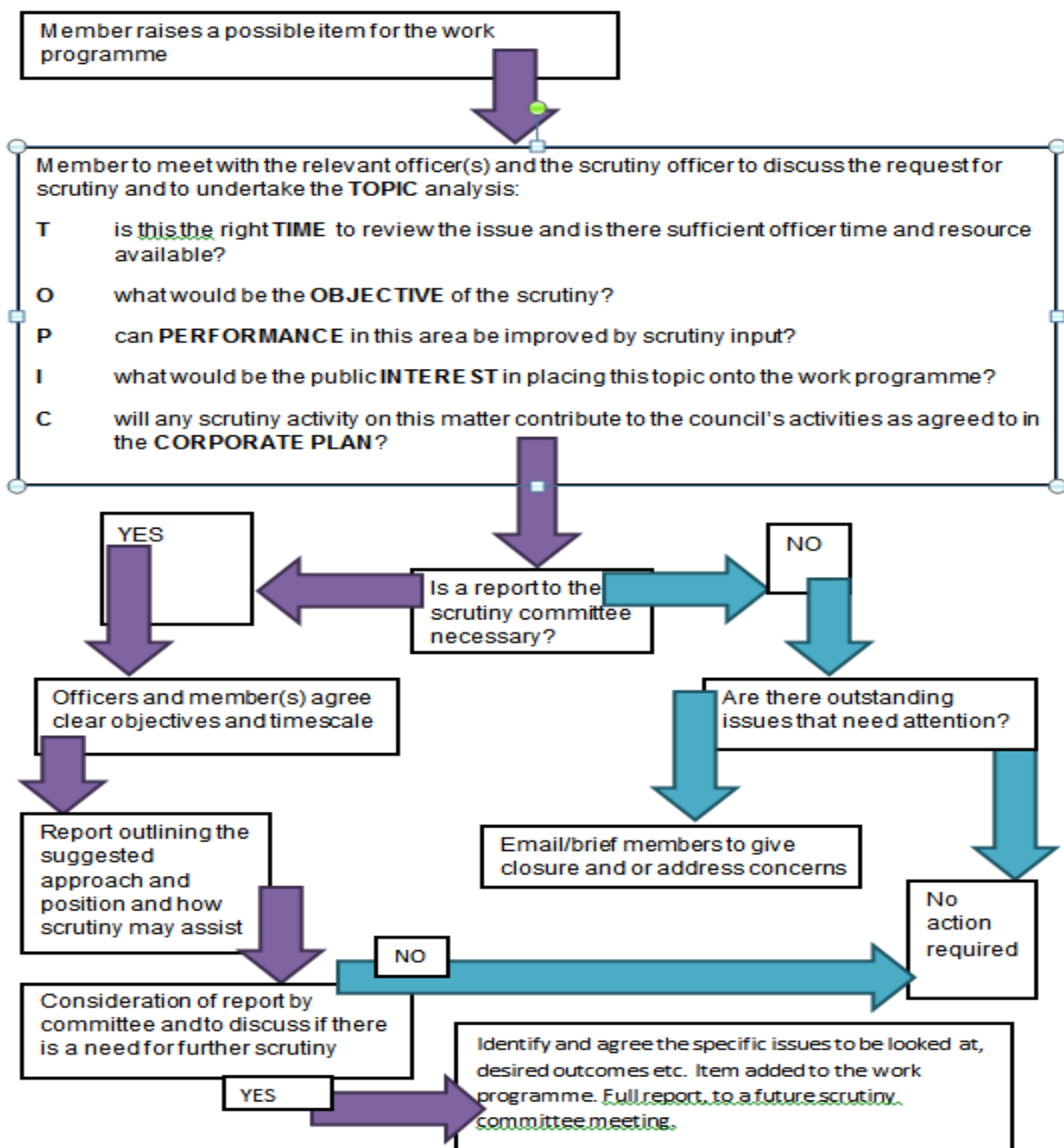
- T is this the right **TIME** to review the issue and is there sufficient officer time and resource available?
- O what would be the **OBJECTIVE** of the scrutiny?
- P can **PERFORMANCE** in this area be improved by scrutiny input?
- I what would be the public **INTEREST** in placing this topic onto the work programme?
- C will any scrutiny activity on this matter contribute to the council's activities as agreed to in the **CORPORATE PLAN**?

Once the TOPIC analysis has been undertaken, a joint decision should then be reached as to whether a report to the scrutiny committee is required. If it is decided that a report is not required, the issue will not be pursued any further. However, if there are outstanding issues, these could be picked up by agreeing that a briefing email to members be sent, or other appropriate action by the relevant officer.

If it is agreed that the scrutiny request topic should be explored further by the scrutiny committee a short report should be written for a future meeting of the scrutiny committee, to be taken under the standing work programme item, so that members are able to consider if they should place the item on to the work programme. This report should outline a suggested approach if the committee was minded to take on the topic and outline the purpose using the outcome of the consideration of the topic via the TOPIC analysis. Also the report should provide an overview of the current position with regard to the topic under consideration.

By using the flowchart, it is hoped that members and officers will be aided when giving consideration to whether or not the item should be added to the scrutiny committee work programme. This should help to ensure that the scope and purpose will be covered by any future report. The outcome of this should further assist the committee and the officers working with the committee to be able to produce informed outcomes that are credible, influential with recommendations that are; **Specific, Measurable, Attainable, Relevant and Time-bound**.

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



## **Public involvement and getting in touch with scrutiny**

Meetings of the scrutiny committee are usually as informal as possible and as well as scrutiny members, are attended by cabinet portfolio members, officers, partners and anyone else who can assist with the work and provide evidence for reviews.

Members of the public are also welcome to attend the scrutiny committee meetings and can participate at the discretion of the committee's Chair. If you do wish to participate regarding an agenda item at a scrutiny meeting you are requested to contact the committee officer who will liaise with the Chair of the committee and the scrutiny officer. Any questions for the committee have to be received no later than 10.00 am on the day before the meeting but in order for you to obtain a thorough answer it would be helpful if you could contact us as early as possible. To contact the committee officer please phone 01603 212416

### **Getting in touch with scrutiny**

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

**Bethany Clark**

Scrutiny liaison officer

Strategy and transformation team  
Norwich City Council

**01603 212153**

[bethanyclark@norwich.gov.uk](mailto:bethanyclark@norwich.gov.uk)

## Request form to raise an item for Scrutiny Review

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

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

**Name:**

**Address:**

**Daytime Tel No**

**Email:**

**Date**

**Please return this form to Bethany Clark, Scrutiny Liaison Officer, Norwich City Council, City Hall, St Peters Street, Norwich NR2 1NH**

**Email:** [bethanyclark@norwich.gov.uk](mailto:bethanyclark@norwich.gov.uk)