



NELM NDC Programme Succession Strategy 2010-2020

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Foreword and partner commitment

Statement from NELM Chair

The NELM Development Trust has worked hard over the past ten years and with the community and other partners has laid the foundations for sustained community development into the future.

We believe that with the careful management of the community's assets the funds generated will be enough to see improved service delivery and improved partnership working in our neighbourhood.

Despite the successes of the past ten years, work still needs to be done and inequalities still need to be addressed.

With the support of the community and with the commitment of partners the NELM Development Trust will carry forward this work so that disadvantage and all that it brings is relevant to fewer and fewer people living in the area.



New statement from City required

Laura McGillivray
Chief Executive - Norwich City Council

Introduction

This document sets out the Succession Strategy for Norwich's New Deal for Communities programme. The programme has been run via a partnership between the Government Office in the East, Norwich City Council and the actual delivery body: the North Earlham, Larkman and Marlpit (NELM) Development Trust. It should be read by colleagues in the Government Office and Department for Communities and Local Government as part of the succession appraisal and approval process, by local partners, and by the community. It sets out how NELM will contribute to the further development and improvement of the area and how the assets and estate will continue to be managed. It also sets out what benefits and outcomes will be achieved. It should be read in conjunction with the NELM Business Plan which sets out in more detail how the organisation will operate

Vision Statement

A sustainable, confident and outward looking community.

Mission Statement

We want to:

- Enable the community-led, long-lasting regeneration of the North Earlham, Larkman and Marlpit neighbourhoods of Norwich

We will do this by:

- Delivering a range of services to
 - Improve access to employment and learning
 - Improve educational attainment
 - Improve healthy lifestyles
 - Improve local recreational facilities
- Helping to build partnerships between agencies and the community to benefit the lives of local residents
- Providing leadership, focus, support and encouragement for these partnerships, making sure that the community feel able to improve their own lives
- Developing the skills and knowledge of local people, and creating and supporting buildings and services which will contribute to the long-term success of the whole community

Background

Norwich's NDC programme has been run by NELM for ten years. In that time the organisation has evolved from a loose association of enthusiastic community representatives and partners guiding a small number of staff, to an organisation employing 50 or so people and managing a range of projects from childcare to luncheon clubs. More recently NELM has become a charitable company limited by guarantee. It now employs a small staff and runs fewer projects.

Throughout this time the Trust's work has been based upon a solid foundation of community engagement and involvement combined with a partnership with the local authorities and service providers. This has meant that the Trust has held the key position of being able to identify and articulate issues of concern in the area to those who are responsible for the planning and delivery of services. This has resulted in the creation of new services where necessary but more often in the improvement of service delivery and the improved access to services through local delivery.

As a result of the programme, NELM is able to demonstrate some significant successes and overall improvements in many aspects of community life. Equally many lessons have been learned and some approaches have been modified as a result.

It is the intention of NELM to now take a further step in evolution and become the successor body for the Norwich NDC programme.

This document sets out what has been achieved over the life of the NDC programme, identifies our objectives over the coming years and describes how these objectives will be met.

This document is supported by a Business Plan which sets out in greater detail how NELM will operate over the next five years and how the assets obtained over the life of the NDC programme will be used to sustain the regeneration and development activities already started.

This plan is predicated upon the principles of locking in the benefits the careful stewardship of the assets will bring us, and working in close cooperation with the community and partners to ensure the improvements in service delivery are maintained and inequalities and disadvantage are further reduced.

Outcomes to be delivered

NELM will work in partnership to deliver outcomes in the following areas:

Employment and Business

Education

Crime and Community Safety

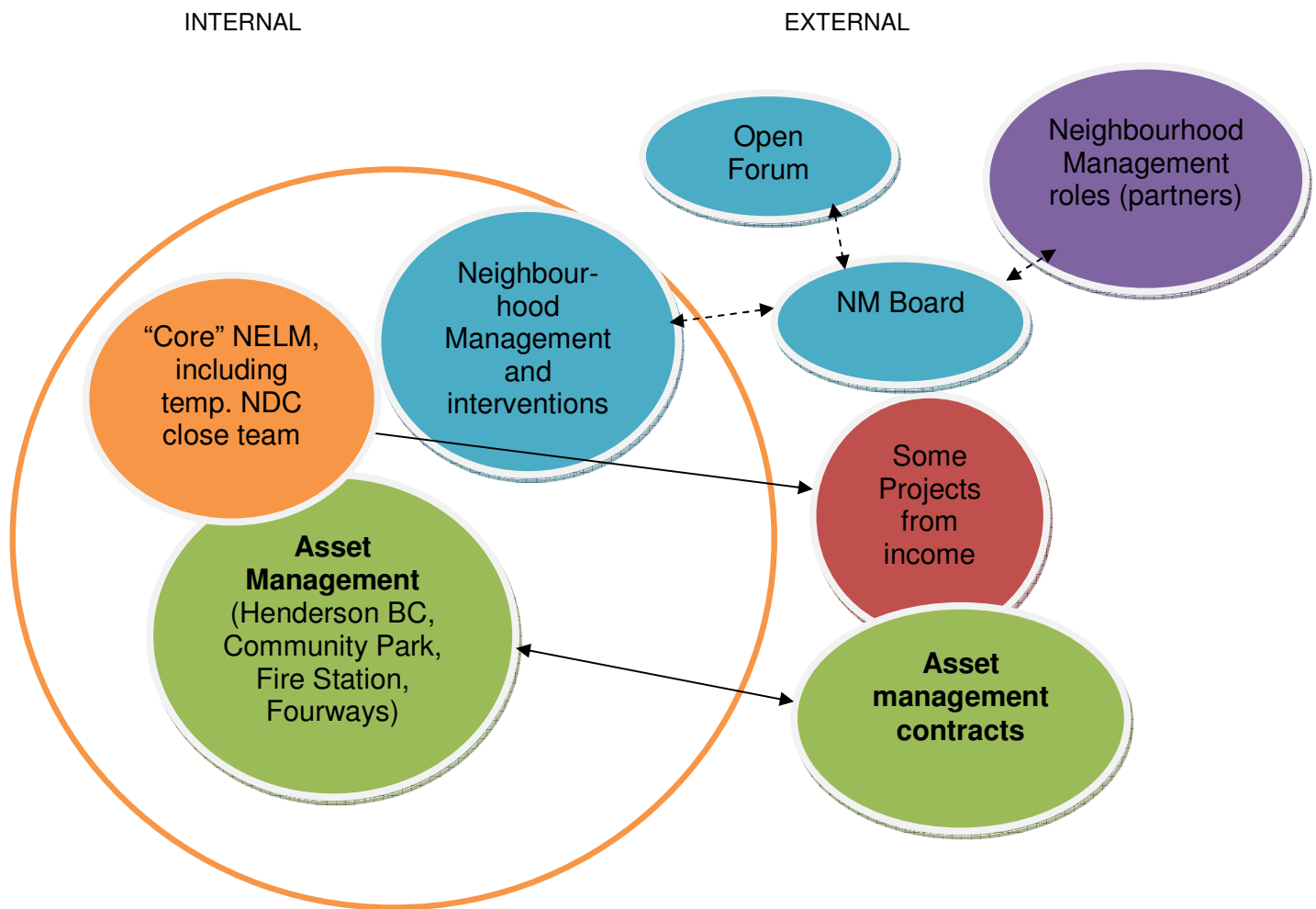
Housing and Physical Environment

Community Development

Health

The future structure

NELM ASSET MANAGEMENT AND CONTRIBUTION TO NEIGHBOURHOOD MANAGEMENT



Key Characteristics:

- Core Trust functions are covered including Strategy and Governance, secretarial, Legal, Accounts
- Asset and contract management function within NELM staff team
- NELM-employed Neighbourhood Management function (including lead officer/facilitator and community development/resident champion)
- Resident communications/group hosting
- Some internal projects
- Some external contracts for mowing grass, site maintenance etc

Strategic links

Given the nature of what needs to be done, and recognising the strategic role now played by the Local Strategic Partnership (LSP: the City of Norwich Partnership), most of the work to sustain the benefits of the programme will need to be steered strategically by the LSP, and delivered by the key public service agencies. Since the beginning of the programme there has been a growing recognition by service agencies of the importance of fully engaging with and involving the local community.

For this reason NELM will play an essential role as the link between service deliverers and those who receive the services.

The Strategy

The NELM succession strategy will therefore have two key strands – firstly the establishment of a new neighbourhood development model which will build on the neighbourhood management work already undertaken by NELM and Norwich City Council, and will support the implementation of City Council's new neighbourhood management arrangements.

The second strand will involve securing longer term community benefit from the assets accrued during the programme. This will be achieved through continued ownership by the NELM Development Trust with a revised governance structure and new operating arrangements. Using the income generated by the assets NELM will undertake local neighbourhood management, will establish numerous local activities and will contribute to the delivery of the **Community Action Plan**.

1. Setting the Scene

- 1.1 NELM was formed in 2000 as the delivery vehicle for the Norwich New Deal for Communities (NDC) programme. The programme has been a key part of the Government's neighbourhood renewal agenda aimed at addressing social, environmental and economic deprivation issues in 39 of the neediest areas in England. NDC Programmes have also had a key role as a test bed for innovation and action learning partnerships between residents and agencies. Lessons learnt, positive and negative, are also part of its legacy.
- 1.2 NELM's original Delivery Plan for 2000-2010 ("Breaking the Circle") highlighted the following issues:
- High levels of crime and fear of crime (including fear of drug dealing and use);
 - Low levels of educational attainment and poor adult skills;
 - High levels of worklessness;
 - Barriers to work, including childcare and transport;
 - High levels of ill-health, including mental health problems, unhealthy lifestyles and child protection problems;
 - A lack of good quality open space and sports facilities;
 - Poor perceptions of housing quality;
 - A lack of community engagement in mainstream service planning and delivery.
- 1.3 In Norwich, the programme set out to tackle these issues through the following strategies:

Funding Projects

Funding a range of external projects to meet local need and contribute towards the key indicators.

Supporting the development of community organisations/social enterprises

Development and support of social enterprises helping to achieve the aims of the programme

Directly managing interventions

By delivering a number of initiatives, managed by NELM staff where there was no clear existing partner.

1.4 Mainstreaming Projects

When considering what has been achieved to-date and what benefits have been sustained, it must be noted that considerable success has been achieved through mainstreaming (where public agencies have adopted a project or way of working and any associated ongoing funding). These are summarised below:

- Community Wardens (now Neighbourhood Wardens)
- Earlham High School- Broader Vocational Options
- Larkman Technology Centre
- Nurture Group (Ranworth and West Earlham Schools)
- Talk Talk (Child speech and language therapy)

- Breakfast Clubs
- Earlham High School-Attendance Worker
- Earlham High School Excellence Centre
- Community Support Workers

In addition, a number of capital projects at the Nursery, primary and secondary school sites continue to be used and maintained by the schools.

Further, a number of community organisations have demonstrated their own viability by continuing to operate after having received an investment of NDC funding:

- Chermond Gym-Relocation Costs
- Future Projects (Post 16 support, Tune In)
- Norwich Choi Kwang Do
- Henderson business centre
- The Garage project
- West Norwich Credit Union
- Little Sparks Playgroup
- Magic Garden
- YMCA Pastoral Care
- West Norwich Community Transport
- WEETU

- West Norwich Girls Football Team
- X-treme Dance
- Marlpit Mardle Club
- Little Devils ADHD Support Group
- Transparent
- Earlham Football Club
- The Grove Football Club
- History Group
- Tin House
- West Norwich Junior Rangers
- NELM Ladies Netball Team
- Marlpit Luncheon Club

1.5 Partnership working with statutory agencies

It was always the case that NELM would be able to achieve less on its own than when working with partners. Over the years NELM has created or been invited to participate in numerous partnerships; some small and very local, others county-wide and strategic.

To maintain and improve the theme of partnership, consultations have taken place with key partner agencies including Norwich City Council, NHS Norfolk, Norfolk County Council, Police, Jobcentre Plus and the City of Norwich Partnership. This has highlighted an ongoing commitment to work in the area but that work remains to be done in bringing service providers and the community closer together.

In addition, during 2009 the NELM Chief Executive presented the outline of the succession plan to meetings of the City of Norwich Partnership.

In summary, these discussions have highlighted the following issues:

- That there continues to be a need to deliver improved services in the area and the need is still often more pronounced than in neighbouring areas.
- That having a means of delivering community engagement and involvement is important to add value to their service delivery in a number of ways:
 - By understanding and translating community needs to service agencies
 - By understanding and translating services to the community
 - By bringing together planners and community to improve long-term service design
 - By bringing together services and community to improve current delivery
 - To demonstrate links with the community which backs up Local Area Agreement

1.6 Neighbourhood Management

Neighbourhood Management is a recognised set of principles and methodologies to increase public service delivery accountability at a local level and to foster improvements.

NELM has supported one of the two Norwich Neighbourhood Management pilots the City Council set up. The Council evaluation, reported to the Council Executive in February 2009 concluded that the key messages of the pilot are:

- There has been partial decentralisation of a limited aspect of service delivery.
- Impact on service design has been limited.
- Relatively robust arrangements for the SNAP co-ordination – although neighbourhood managers have no direct responsibilities for the management of service delivery.
- Strengthened community involvement in the SNAP process, although some way to go in relation to BME community and hard to reach groups.
- Neighbourhood managers could play a key role as customer advocates.

It also concluded that there is evidence of a learning partnership based on problem-solving, coordination of activity, and one-off resolution of issues. In all, the evaluation suggests there is a lot more to do.

Since that time City Council has reviewed its overall approach to neighbourhood management and is now proposing to implement a city-wide programme based upon four distinct areas. NELM's area of benefit is a sub-section of one of these areas. NELM's proposed approach to ongoing neighbourhood development has been welcomed by the City Council and will contribute to their wider efforts.

1.7 Capital investment and improvements to facilities

NELM has invested in new and existing buildings and facilities in the NELM area and buildings used by NELM residents, with one main objective in mind: to enhance and support the work of local organisations and institutions, such as schools, so they can achieve better outcomes, provide greater reach, and increase the quality of their work.

Through a number of major projects NELM has established a comprehensive portfolio of major assets including:

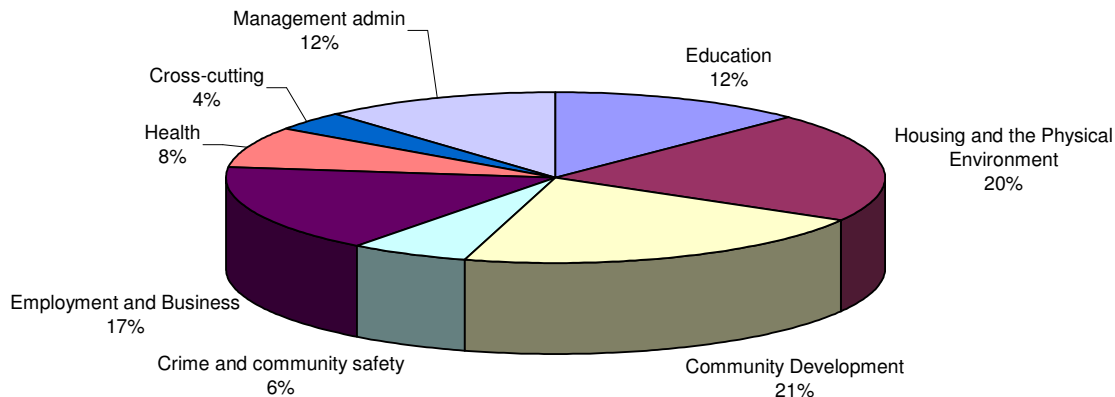
- Henderson Business Centre
- The Garage (performing arts venue)
- The Fire Station
- Marlpit Communication Centre
- A large Community Park

2. Progress To-Date

In delivering the NDC programme, NELM and its partners have achieved many successes, addressing the issues identified in the original Delivery Plan and improving the area. The most recent study by Cambridge Economics Associates (CEA) 2009, pulling together a range of assessments of the NELM Trust's work (Appendix C) – resulted in the following conclusions:

Firstly, NELM has spread the NDC resources across a wide range of priorities. This is an important consideration particularly in relation to the service delivery needed to address ongoing local needs and in the resource allocation to achieve this. Figure 1 below illustrates total NDC spend by theme to Mar 08. Over this period, the highest spend by project activity was Community Development which attracted 21% of actual NDC spend, Housing & Physical Environment 20% and Employment & Business 17%. Education accounted for 12% of NDC funding, with Health and Crime & Community Safety accounting for 8% and 6% respectively. Housing & Physical Environment activities attracted the vast majority of other public and private funding which was linked to land acquisition and a major new housing development.

Figure 1 - Total actual NDC spend to March 2008 by Activity Category



Secondly, property transactions, together with cash income generated came to over £8m, which enabled the £35.2m programme to be expanded by 25% to approx £44.5m. National Evaluation work undertaken (based on System K data) identifies the average leverage at 51% (51p invested for every £1 NDC), so this was a lower than average achievement of leverage, and may suggest relatively limited engagement of mainstream service providers or public sector agencies prioritising resources elsewhere.

The impacts made within each can be summarised:

Community Development

- NELM's original target for community development was to increase community involvement, improve resident satisfaction in service delivery and improve quality of life. Over the ten year period, it will have **spent almost £9 million of NDC funding on community development activities** such as community facilities and capacity building projects, including those targeted at young people.
- Survey evidence suggests that **over three quarters of NELM's residents have participated in some way in NELM's activities**, and the System K core output indicators suggest much work has been done to enhance community facilities and support local community and voluntary groups to deliver services.
- Overall, **more people think the area has got better and more people are satisfied with it** now than they were at the start of the programme, and we believe that these improvements can be plausibly linked to NELM's activities.
- However, on all key outcome indicators for this Activity Category, the NELM area still lags behind the national average. On the important overall quality of life indicator the position is essentially unchanged from the start of the programme.
- Based on analysis of expenditure and outputs earlier, it is **very likely that NELM's activities have made a direct and substantial contribution** to this outcome change.

Crime and Community Safety

- NELM's original target for crime and community safety was to reduce the fear of crime, close the gap in crime rates between the NELM area and Norwich as a whole, reduce the number of substance misusers and the level and fear of drug dealing. Over the ten year period, it will have **spent almost £2 million of NDC funding on crime and community safety activities**, most of it on initiatives such as neighbourhood wardens, neighbourhood policing and other community safety posts.
- System K core output indicators suggest **considerable activity in the area of target hardening for local residents and businesses** as well as support for victims of crime. The core outputs fail to describe the substantial effort that was made through street wardens and higher visibility policing activity.
- There has been a **positive shift in some crime and community safety outcomes over the period, with marked reductions in the perception of drug dealing and use, car crime, burglary and burnt out cars** as key problems. In some areas, these perceptions are close to national levels. There have

also been **reductions in the fear of crime**. The Ipsos-MORI suggests that a combination of NELM's support for target hardening and its street wardens initiative made a direct contribution to these improved perceptions.

- However there is much still to do. While residents feel less unsafe, there has been little change in the proportion who actually feel very or fairly safe, particularly after dark. There also remains significant concern about anti-social behaviour by young people.

Education

- NELM's original target for education was focused on improving adult skills and reducing the number of school leavers not in education, employment or training (the "NEET" group). Over the ten year period it will have **spent almost £5 million of NDC funding on education activities**. The most significant areas of NDC expenditure have included pre-vocational training for adults, childcare support and pre-school provision.
- System K core outputs suggest considerable education-related delivery across the age group spectrum, from pre-school and school-age activity through to adult learning.
- Future Project's work with some 200 adults helping them to achieve recognised qualifications, and interventions undertaken with Earlham High School (now City Academy Norwich) resulting in **increased rates of attendance and achievement amongst pupils identified as at risk of dropping out of education**.
- NELM's activities appear to have brought success in terms of **a significant reduction in the proportion of the working age population with no qualifications**.
- While there has been some improvement in secondary education performance, little progress has been made on entry into higher education and primary education performance appears to be mixed.
- There is still a significant job to be done in improving core educational attainment for children and young people, raising their horizons in terms of further and higher education and helping adults to fulfil their potential.

Environment

- There are clear improvements in resident perceptions of the state of the local environment, play spaces, and of public transport. **NELM's activities are likely to have made a direct, positive contribution to this outcome change**.
- There remains a gap in terms of environmental quality, particularly in relation to litter and rubbish and road traffic.

Worklessness

- NELM's set 10 Year targets to reduce unemployment and increase the number of employing organisations in the NELM area. Over the ten year period it will have **spent almost £7 million of NDC funding on employment and business activities**. The most significant areas of NDC expenditure have been training and job brokerage services and the provision of new workspace for small businesses.
- System K core outputs show that NELM has **supported over 120 people into employment as well as providing training or careers advice to more than 1000**.
- However, CEA concluded that there has been no positive change in outcomes, and the gap in terms of worklessness and incomes has widened further between NELM, Norwich and England. However, data from the MORI survey 2008 suggests that the change from 2002 to 2008 in worklessness was from 10% to 4% as reported by respondents. Most of this change took place between 2002 to 2004, though.
- There is evidence of **residents accessing job training, improved careers advice and adults obtaining accredited qualifications**.
- While the outputs suggest some progress has been made, this has not been sufficient to tackle the scale of the problem. There is still a very significant job to be done in supporting people into paid employment and to give them the skills to progress towards higher incomes. In the short-term, this is likely to be particularly challenging because of the national economic downturn
- CEA's conclusions, however, must be seen in the context of the national picture regarding worklessness in NDC areas. The conclusions of the national evaluation work undertaken by Sheffield Hallam

University¹ identify that many other NDCs have also struggled to make an impact on the worklessness indicators: “there is no evidence as yet to indicate that NDC areas were seeing more in the way of improvements to worklessness than were similar neighbourhoods in the same local authority”. They question the effectiveness of an area based initiative as small as an NDC area in tackling worklessness, given the wider economy and market connections and argue that analysis and strategy needs to take place at a local authority or sub-regional level.

Health

- NELM's set 10 Year targets to reduce smoking levels, reduce levels of stress and improve child protection. Over the ten year period it will have **spent almost £3 million of NDC on this theme**. The most significant areas of NDC expenditure have been projects targeted at drugs and alcohol, healthy living and the funding of a variety of health posts.
- System K core outputs suggest that these services have been taken up by a large number of NELM residents, although there is no data on how many individuals have benefited or the intensity of the support provided.
- There have been some **positive outcomes in terms of improvements in certain aspects of healthy living and in residents' perceptions of their overall health**. There has also been **increased take-up of recreational activities** of the kind supported by NELM (i.e. football, gym and dance). It seems plausible to suggest that NELM's support has made some contribution to outcomes.
- However, as in other activity categories, there remains much to do. The incidence of smoking remains stubbornly high (also common to other NDCs). Satisfaction with and access to primary care facilities appears to have worsened, and the work-limiting illness rate increased, during the first half of the programme. Lack of data prevents us from commenting on progress in relation to mental health or child protection issues.

Housing

- NELM's set 10 Year targets to increase home ownership, to change the housing stock by providing more smaller houses and fewer larger dwellings and to achieve Decent Homes Standards. Over the ten year period it will have **spent over £7 million of NDC funding on housing and environmental activities**. The most significant areas of NDC expenditure have been environmental improvements, land acquisition and demolition and an environmental community chest scheme.
- System K core outputs illustrate the scale of new housing development and a good level of community chest activity, but the core outputs do not do justice to NELM's environmental improvement activities, including the role played by the street wardens, or its investment in community transport.
- There have been **positive outcomes in terms of a small increase in owner-occupation**
- Notwithstanding the improvements identified above, there remain challenges in terms of the perceived quality of the housing stock and of housing services by residents and the demographic imbalance identified at the outset of the NDC programme remains.

A detailed analysis of spend and outcomes appears in a review undertaken in 2009 by CEA, and a summary of performance against indicators is attached as Appendix I.

In crude terms it can be seen that impact generally reflects the level of spend applied. This however masks various other factors such as:

- Investment in education and training will have positive impacts over a longer term and across a range of themes
- External influences can reduce efficiency, for example economic conditions
- Many minor or low cost activities can have very positive and lasting impacts such as alley gates and street lights
- Investment in the community park will have benefits for large numbers of people for a long time
- Some issues are just difficult to address such as smoking

It is through the analysis of these issues and through understanding how much they have cost to deliver that has led to the identification of the delivery priorities described later in this document.

¹ Sheffield Hallam: “Understanding and tackling worklessness” (Oct 2009)

3. Current Context

3.1 NELM current operation and strategy

The delivery plan for the final year of NDC funding set out three main objectives. Firstly, to deliver a programme of activity aimed at the continued regeneration of the area. Secondly, to successfully close the NDC-funded programme down. Thirdly, to establish credible succession arrangements to ensure the benefits achieved over the life of the programme are 'locked into' the community.

3.2 Policy context

Numerous policies and mechanisms exist at national through to local levels aimed at providing support, guidance and to some degree control to those who are actively engaged in working with and for the community at large. Generally speaking the important and relevant local policies are themselves part of a national apparatus aimed at ensuring services are delivered effectively.

Of these, the Local Area Agreement and the Norwich Sustainable Communities Strategy have been identified as the most relevant. NELM's Succession Strategy has been cross-referenced with each of these documents and the links are summarised in **Appendix A** and **Appendix B**.

Given the development of the City of Norwich Partnership (LSP) and the changing role of agencies, in planning its succession strategy, NELM has been mindful that any legacy must avoid duplication and complement and supplement the efforts of others. It will seek to maximise resource use and benefits to the local community – particularly in relation to service delivery which is fundamental to tackling the majority of remaining needs and issues.

Within neighbourhoods this can work at different levels and with varying focus. It can range from overall governance including all key agencies, to public agency specific with a narrower focus, most commonly the safer, cleaner, greener agenda.

Current financial constraints being experienced by local authorities and other public sector bodies as part of the result of the economic downturn in the UK economy, are causing some reduction in provision of discretionary services, such as green space provision. However, these financial pressures will generate opportunities for improved neighbourhood working. Indeed NELM's proposed neighbourhood development approach has been welcomed by City Council as a way of supporting their own, revised neighbourhood management strategy.

3.3 The Community

The NELM area has a population of approximately 10,000 living in 3,000 dwellings, 58% of which are in Council Tax band A. 7,000 people are benefits claimants and the mean household income is c£25,000. Consequently 80% of households are described as 'hard-pressed'. 47% of the population is aged between 0 and 29 and 52% of the population is in some sort of employment.

4. Sustaining the benefit: Outcomes to be delivered

4.1 Priorities for Action

Following a comprehensive analysis of programme performance and detailed discussions with partner agencies, the following themes have been recognised as requiring ongoing intervention.

- Employment and Business
- Education
- Crime and Community Safety
- Housing and the Physical Environment
- Community Development
- Health

Within each theme priorities and objectives have also been identified.

Employment and Business

Levels of unemployment and benefit claiming are high in the NELM area and generally are two times higher than Norfolk averages for all counts.

For example, Job Seekers Allowance (JSA) claimants are 5.31% of the area population against a Norfolk average of 2.46%. Income Support claimants are 12.86 % of the local population against a Norfolk average of 5.05%. Incapacity Benefit claimants are 11.74% of the local population against a Norfolk average of 7.27%.

In total c32% of the local population are claiming benefits against a Norfolk average of c16%.

The local unemployment rate is 5% compared with the Norfolk rate of 3%. 14.24% of young people leaving school do not enter employment or training (the NEET group) compared with a Norfolk average of 6.34%.

The indices of multiple deprivation show that 31% of the local population are affected by income deprivation (Norfolk average: 13.5%), 50% of children are affected by income deprivation (18.5%), and 28% of the older population is affected by income deprivation (16%).

Aims: to contribute to increasing the number of adults with qualifications and skills, to increase work readiness, improve job readiness and develop support for small businesses

Objectives:

1. To increase occupation rates of offices and commercial units at the Henderson Business Centre.
2. To establish a fund for small business bursaries to be used in conjunction with the facilities at Henderson Business Centre.
3. To re-fit a commercial unit to comprise much smaller work-spaces.
4. To hold two jobs fairs in the area.
5. To create two jobs using the Future Jobs Fund.

Key Partners: Norfolk County Council, ,Norwich City Council, Local Employers, JobCentre Plus, BizFizz

Education

Learning in the NELM area is typified by low levels of attendance, low levels of attainment, and associated behaviour issues.

The consequences of this can be seen in one local junior school (West Earlham) and two local high schools (Earlham, the fourth worst school in England, and Costessey) being in 'special measures'. This means that nearly 1500 young people are receiving an education which is considered to be inadequate. 44% of the local population have no qualifications compared to the Norfolk average of 32.4% and the East of England average of 28%.

Aim: to help improve educational attainment, raise aspirations, increase progression to further and higher education and reduce those not in education, training or employment.

Objectives:

1. Provision of teaching and office accommodation to the Excellence Partnership.
2. Develop a partnership with Children's Services to address ongoing performance issues across local schools.
3. Maintain representation on the governing bodies of West Earlham Junior School and the Norwich Central Area Pupil Referral Unit.
4. To support the ongoing development of Future Project's education provision in the area.

Key Partners:: Children's Services, Local schools/providers, Parents, Students/young people,

Crime and Community Safety

NELM together with the constabulary, residents, residents' associations and others are part of the Safer Neighbourhood Area Panel (SNAP). This provides a working link between the community and the police especially regarding low level crime and Anti Social Behaviour (ASB). Links were also established with the Street Scheme although these have not been maintained.

The Police work closely with Future Projects to monitor ASB especially amongst children excluded from school. This is an informal arrangement but is ongoing and is very effective. The police also have a regular slot on Future Radio where up-dates are given on crime and crime-related issues in the area.

The Police recognise area-specific issues, and are happy to work with community organisations and be involved in local support activities - as exists with the SNAP. The Police also recognise the good work being done by Future and see the merit in more joint working with community groups.

Aim: to reduce issues of violence and criminal damage, to improve residents' perceptions of feeling safe and to integrate young people into wider community life.

Objectives:

1. With Future Projects establish a local youth forum.
2. Review the Street leaders scheme with a view to re-launch.
3. Support a go-kart project with Norfolk Constabulary and West Norwich Partnership.

Key Partners:: Norfolk Constabulary. West Norwich Partnership. Future Projects. Young people. Parents. Schools

Housing and the Physical Environment

NELM owns approximately 20 acres of green space which once formed the playing field of Bowthorpe School. Although featuring in various City Council planning documents, the improvement and development of the site has lacked a joined-up quality which will link the use of the site to NELM's wider objectives such as health improvement.

Currently the site is used by c2500 people per week over the summer months and c800 people per week over the winter. The site has three full-size football pitches which are supported by very poor changing facilities. These facilities determine the level of the teams which can play on them.

The site also has a play area, a multi-use games area, a skateboard area, outdoor exercise equipment and an adventure activity area and more development is planned over the next few months. There are no public toilets on site and large areas are given over to construction spoil.

A programme of low level grounds maintenance and structural improvement is underway and this is part of our commitment to ensuring that the park is in good condition at the end of NDC funding.

The maintenance of the park beyond NDC funding and its preservation as an asset for the local and wider communities needs to be discussed and various contingency plans put in place.

Aim: to work with partners to reduce the number of people who want to leave the area, improve overall levels of satisfaction, develop a local housing strategy, increase engagement with residents.

Objectives:

1. To improve and promote the community park and increase its use by the community.
2. Subject to funding availability construct a Football Association standard changing facility.
3. Run a series of recreational events on the park over the summer.
4. Run a football coaching programme over the year with special events during school holidays.

Key Partners:: Norfolk County Council, Norwich City Council, Resident's Associations, Social landlords, Football Association

Community Development

There are currently three community centres in the NELM area: Cadge Road, Fourways, and Marlpit. Each is owned by Norwich City Council although run by a local management committee. The Fourways is currently leased to NELM. Each of the centres requires at least low level improvement to its infrastructure. The use of the centres is typified by cycles of activity and inactivity often directly linked to individuals and their personal input. There is currently no comprehensive forward plan of activities for the centres and no link between the centres and a wider community engagement plan.

The Marlpit Communication Centre is currently leased to Future Projects who operate their Baseline Project from the premises. This project makes various support services available to the community and also offers a community cafe and office space for agencies such as Citizens advice.

NELM's previous community engagement efforts were locally effective but they did not relate sufficiently strongly to emerging policies and strategies and were not tied-in to NELM's delivery objectives.

Aim: to enable residents to more strongly influence service provision and to increase engagement in key areas such as education, worklessness and anti-social behaviour.

Objectives:

1. Establish a small grants programme.
2. Establish a community-based editorial team and issue four editions of a newsletter.
3. Establish a programme of activities with each of the three community centres in the area.
4. Implement a Community Action Plan with associated support groups.
5. Maintain representation on the Local Strategic Partnership.
6. Maintain representation on the Central Area Locality Partnership.
7. Support City Council's neighbourhood management strategy by providing a sub-area focus.
8. Provide accommodation for Future Project's Baseline Project.

Key Partners:: Residents, Norwich City Council, Local Strategic Partnership, Future Projects, West Norwich Partnership

Health

Three GP practices cover the area. Medical practices are increasingly involved in local commissioning often in partnership with the PCT. The practices are keenly aware of the additional health-related needs of the area and often work together to ensure additional support is available. A recent NELM-funded crisis intervention worker post has been mainstreamed by the practices in the area.

Health delivery needs to be much more based on community need and where possible based or delivered in communities. NELM has been seen to represent the needs of the community or at least sections of it

The PCT are happy to work with an agency like NELM to investigate methods which form a preventative approach to care and health. The recognition of the benefits of this approach are evident in the terms of reference of the Central Area Locality Partnership set up by Children's Services.

Aim: to encourage healthy lifestyles, to work in partnership with health agencies to undertake community interventions.

Objectives: no objectives have been created for this area of work although the following issues have been identified as important:

- Smoking cessation
- Mental health
- Teenage sexual health
- Healthy eating
- Healthy lifestyles
- Improved ante-natal care

Key Partners:: PCT, NHS, GPs, Youth Service, Voluntary and Community sector organisations

4.2 Coordination and Support

The areas of work identified above will be supported by the wider actions of NELM, comprising:

- **Research and analysis** – collecting, analysing and discussing information on local needs and services, to inform discussions with service providers about the appropriate nature and level of services for the neighbourhood, and the feasibility of new approaches
- **Lobbying** – raising awareness of the neighbourhood management objectives, creating an environment conducive to change, and seeking changes by persuasion
- **Training/development for culture change** – building the capacity of NELM's Board, staff team and local service providers, including front-line managers, to promote change in local services. These activities may help in breaking down professional 'silos', equipping people with more relevant skills, and developing trust between organisations
- **Negotiating and monitoring SLAs** – creating and using 'tools' to promote and monitor change to local services. The focus is on establishing explicit targets for the neighbourhood to be monitored
- **Developing new mechanisms for service delivery** – discussing and developing new ways of delivering, monitoring or advertising services. Could include devolved delivery, budget pooling, co-location of staff, joint working arrangements, information sharing, incentivisation schemes, etc
- **Monitoring and evaluating public services** – maintaining a 'watching brief' on changes in services and their performance, and monitoring against targets or standards if they exist. The purpose of such monitoring/evaluation is to feed into ongoing the discussions and relationship with service providers
- **Pilot/Demonstration Projects** – piloting of new services to fill gaps or to experiment with innovative approaches, with the intention that the services will either demonstrate a need or demonstrate a successful new approach.

This approach will enable NELM to develop and maintain a thorough knowledge of the issues facing the area and the services being delivered here. It will also demonstrate to partners our ability to positively influence the planning and delivery of their services.

5 Succession Strategy

5.1 Introduction – how the strategy has come about

At the very outset of the NDC programme in Norwich in 1999 it was recognised that the work of regeneration in the NELM area would only have been partially achieved after 10 years.

Meaningful discussions regarding succession models began in 2003, and in May 2005, the NELM Board reviewed various successor body options, and resolved to become a charitable company and this was achieved in 2006.

More recently NELM, Government Office and the Accountable Body (Norwich City Council) have been concerned to ensure that the financial management arrangements of the existing organisation are sufficiently robust to meet the needs of the future. Meeting in November 2009 NELM Trustees agreed that they were sufficiently confident to submit this plan for consideration and approval. This was further endorsed by Norwich City Council.

5.2 Key Themes of Succession

The key themes of succession are:

- 1) A Neighbourhood Management approach
- 2) Community empowerment
- 3) Efficient management of assets

Underpinning these themes is the imperative of undertaking all activities in a way which represents value for money expressed either in purely financial terms or in terms of social or community benefits, and financial benefits.

5.3 Neighbourhood Management

Given the range of needs to be addressed, statutory agencies will continue to play a fundamental role in delivering services and other agencies, particularly the voluntary and community sector, will also play a key role. NELM has been working with other agencies to put in place a neighbourhood management model that provides for ongoing community engagement, ensures continuation of a bottom up approach to identifying priority needs, delivers more effective services and offers opportunities for community development and empowerment.

The findings of the 2005-06 Neighbourhood Renewal Programme Review show that Neighbourhood Managers and their partnerships brought added value in the form of:

- Identifying local problems from a customer/resident viewpoint, turning these into challenges and raising them with service providers for a faster and 'joined up' response.
- Improving the accessibility of services, particularly through promoting local/outreach delivery.
- Bringing residents and service providers together to improve the sensitivity and responsiveness of local services to local needs.
- Promoting networking, relationships and joint working between service providers at a local level to bring about a more joined-up approach to local challenges.
- Providing an environment that encourages innovation and pilot projects from service providers, with new working practices developed as a result.
- Helping to strengthen the local community and voluntary sector.

Given the ongoing needs identified, and the emergence of a revised local policy on neighbourhood management there is now an ideal opportunity for NELM to build on its successes and add value to the local authority's efforts by providing a locus and focus in the North and West Earham areas.

The strategy choice therefore is to enhance partnership working to develop a broader model of neighbourhood management with an extended remit beyond safer, cleaner and greener to maximise engagement.

5.4 Community Empowerment

A **Neighbourhood Management Group** of approx 15 people - representing statutory (Police, Housing, Health, Education and Employment); voluntary (to include Future Projects and West Norwich Partnership); and business sectors will be established. The aim will be to have one third representing each sector. This will comprise neighbourhood operational level managers who will come together frequently to raise issues, help set targets, monitor and review progress.

In addition it is proposed that an **Open Neighbourhood Forum** is held every 6 or 12 months enabling everyone to come together and have their say. This would include ward Councillors and more senior staff from agencies.

To ensure that targets are achieved, the ongoing role and involvement of public services at a local level will be clearly defined through key agencies signing up to an overall **Neighbourhood Charter**. This will become the "promise" agencies make to local residents, against which they can be monitored and held to account.

Between the **Neighbourhood Management Group** and the **Open Neighbourhood Forum** an annual **Community Action Plan** will be drafted with specific agencies tasked with specific actions. This would be based on the Mile Cross – Catton- Fiddlewood Pilot **Community Action Plan** – an example is shown in **Appendix G**. A **Neighbourhood Charter** and **Community Action Plan** will be prepared by NELM to help ensure that the key needs of the area, as identified by the Trust through the NDC programme, are addressed. Ongoing community engagement will take place through a number of interlinked and complementary activities. Together with Norwich City Council and other key partner agencies a statement of intent – a Neighbourhood Charter – will set out the overall aims and ambitions.

NELM Board will continue to have community representation to help ensure local involvement and benefit. The Trust will work with Norwich City Council and other statutory, voluntary and business sector representatives to

establish a Neighbourhood Management Group and an Open Neighbourhood Forum to influence and help determine an annual Community Action Plan. The Plan will set out clear actions, lead responsibilities, timescales for delivery and milestones / targets and arrangements for regular progress review.

Community engagement, involvement and leadership will be a key strand of the Community Action Plan with specific actions planned to help local people to play an active part e.g. Neighbourhood Management Group member, NELM Board member, school governor etc.

NELM will also facilitate community engagement through a small grants programme, funded by the surplus achieved on asset management.

5.7 Asset Management

Assets were acquired by the Trust with the purpose of ensuring facilities were available to the local community (to address key outcome targets). Over time some assets have also brought in an income and this income has been used to support ongoing community development. The ongoing development of this arrangement beyond the NDC funded period prompted a discussion amongst Trust Board members and partner agencies about the best future options for succession. Of those presented, two were reviewed in more depth:

1. Ongoing NELM management
2. Procurement of external management

The main Strengths, Weaknesses, Opportunities and Threats for these and other options are set out in **Appendix E**. The NELM Board took the decision in November 2009 that NELM itself would manage the assets directly, with elements of subcontracting where this could not reasonably be done.

In considering the use of assets, the cost of managing and maintaining them in relation to their value was subject to careful evaluation, to ensure there is benefit and that this is not outweighed by excessive administration costs. **Appendix F** - sets out the main financial considerations in respect of each asset. A more detailed risk management plan appears in NELM Business Plan 2010 – 2020.

A detailed register of assets is provided in the Business Plan submitted alongside this document.

All other, minor assets will be disposed of in line with regulations either before the end of the funded period or, in the case of office furniture and equipment as soon as is sensible thereafter.

Management Arrangements

Other than those assets disposed of/transferred/sold before the point of transition, all assets will continue to be owned and managed by NELM.

The trustees of NELM will maintain oversight of the management of the assets and information relating to their ongoing management will be a standing item at meetings of trustees. Day to day asset management will be the responsibility of the staff of NELM.

Financial Forecast

| NELM Development Trust - Summary Financial Projections | | | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|------------------|---------------|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Years 1 to 5 | Years 6 to 10 |
| | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | | 2015-2020 |
| | £ | £ | £ | £ | £ | £ | £'000 |
| Income | | | | | | | |
| Total income from all sources | 551,860 | 565,320 | 574,282 | 557,795 | 567,072 | 2,816,329 | 3,085 |
| Overhead/fixed costs (excl-staff) | - 280,684 | - 288,886 | - 297,404 | - 310,254 | - 288,376 | - 1,465,604 | - 1,600 |
| Net operating income | 271,176 | 276,434 | 276,878 | 247,541 | 278,696 | 1,350,725 | 1,485 |
| Staff and other expenditure | | | | | | | |
| Facilities Management | 81,621 | 66,551 | 67,883 | 69,241 | 67,879 | 353,175 | 375 |
| Running the Charity | | | | | | | |
| 1. Staff and accommodation | 34,258 | 31,906 | 32,545 | 33,696 | 33,859 | 166,264 | 150 |
| 2. Legal, audit and insurance | 21,900 | 20,178 | 20,582 | 20,993 | 21,413 | 105,066 | 115 |
| Total FM/Expenditure | 137,779 | 118,635 | 121,009 | 123,930 | 123,151 | 624,505 | 640 |
| Spend for community impact | | | | | | | |
| Community Delivery (Community Delivery Manager, project management, fundraising) | 81,254 | 83,761 | 85,436 | 87,145 | 88,887 | 426,483 | 490 |
| Funds for projects/grants | 52,143 | 74,038 | 70,433 | 36,466 | 66,657 | 299,737 | 355 |
| Total for Community | 133,397 | 157,799 | 155,869 | 123,611 | 155,545 | 726,221 | 845 |
| Income carried forward into successor body | 500,000 | | | | | | |
| Additional c/f of Capital Receipt (subj. to Negotiation) | 250,000 | | | | | | |
| Transfer to reserves/working capital | - 200,000 | | | | | | |
| Funds available for Pavilion | 550,000 | | | | | | |

The projected income and expenditure of the Trust is summarised in the table above. Detailed financial analysis and the arrangements for day to day asset management are set out more fully in NELM's Business Plan. This includes detailed income and expenditure projections for the first 5 years of operation. It also sets out the new arrangements for accountability, overall objectives and review mechanisms, to reflect the revised role of the organisation.

6 DELIVERING THE STRATEGY

6.1 Staffing

NELM will have a small staff initially of six people comprising:

- A director/head (to lead NELM and create links with LSPs etc, to lead fundraising efforts)
- A finance manager (to close down the NDC programme over 6 months, to ensure compliance with regulations, to establish systems)
- A Community Delivery Manager (to implement Neighbourhood Management model)
- A Centre Manager (to manage the Henderson Business Centre and site)
- Two administrators (one to provide reception duties at Henderson Business Centre, one to provide financial support)

An infrastructure will also be created which will support the wider neighbourhood management activities of Norwich City Council and provide a local focus for ongoing community development and engagement. For example the partnership activities with Norfolk County Council to support schools in the area.

The following arrangements will be directly supported by NELM:

Neighbourhood Management Group

This group will be composed of representatives of the community and representatives from those organisations delivering services in the area and those from the voluntary and community sectors. This group will deliver the Community Action Plan.

The (draft) terms of reference of this group are attached as **Appendix H**.

Neighbourhood Forum

This will be a less formal group with an open membership meeting infrequently but probably twice a year. It will enable a dialogue between the community and those agencies and organisations delivering services in the area and it will receive reports from the Neighbourhood Management group regarding the delivery of the Community Action Plan.

Community Action Plan

The Community Action Plan (CAP) will be drawn up by the Neighbourhood Management Group. It will be based initially upon a qualitative and quantitative analysis of the area and will identify issues of importance and significance in terms of demographics, community need, public service delivery efficiencies etc.

The plan will highlight these issues and will identify where and how these may be addressed. The plan will be agreed by the Neighbourhood Management Group and those on the group with responsibility for the delivery of services to the public will ensure that the Community Action Plan accurately reflects their own operations in the area. The plan will identify additional actions which will be undertaken either through partnership work between agencies or through the application of funds derived through the operation of NELM's assets.

The initial Community Action Plan will be informed by research and analysis undertaken on behalf of NELM in early 2009. The first plan will be approved by the community, NELM and partners in the first six months of operation and in that time the terms of reference for the neighbourhood management groups will be established. (An example plan is attached.)

6.2 Roles and Responsibilities

Across the agencies there is recognition that in the NELM area there is still a wide range of needs to address, and a clear consensus that service delivery could be improved by better engagement with the community. The development of the Community Action Plan will be a natural extension of the work already being undertaken. This action at a local level will help underpin the work of the City of Norwich Partnership (LSP) and contribute to the achievement of Local Area Agreement targets.

The role of NELM

NELM recognises that various partners have a key role to play in delivery:

- The community through individuals, and groups and associations
- Public service providers and those who deliver on their behalf such as the voluntary and community sector
- Policy makers at national, regional and local level, including government departments, development agencies and local authorities
- Local institutions often delivering a specific service such as schools and medical practices

It also recognises that strong working relationships with partners are critical to ensure benefits are sustained beyond the NDC programme. This will need to be achieved through individual agreements and through policy mechanisms such as the Local Area Agreement. Indeed the efficiency of delivery to communities such as that in the NELM area will provide a vital test of LAA performance.

It is recognised that partnership development and strategic management must continue to grow to ensure continued community benefit. NELM is represented on and participates in a number of key strategic partnerships:

- **City of Norwich Partnership.** NELM has a place on the strategic group and on the delivery group.
- **Neighbourhood Renewal Fund board** which operates via Norwich City Council.
- The local **SNAP** (Safer Neighbourhood Area Panel) - Hellesdon, Earham, Larkman, Marlpit (HELM) SNAP
- **School governing bodies:** West Earham Junior School, the Norwich Central Area Pupil Referral Unit.
- Norfolk County Council's **Central Area Locality Partnership**
- **'Enjoy and Achieve' sub group** of the Children and Young People's Panel.
- **Board of the Garage** - an expressive arts educational charity/facility based in Norwich
- **OPEN Advisory Group** - a charity providing multi-purpose youth-related services to young people across the city/county
- **West Norwich Partnership**

In addition, NELM has used regular meetings with Norwich City Council to review partner agencies' involvement, and has sought the Council's support to further engage agencies to maximise benefits to the area, particularly through the Local Strategic Partnership.

The role of Trustees

The need for a strong board has been recognised and various actions are in hand to prepare NELM's Board for their changing role. The changes being put in place retain the original values of NELM and maintain the principle of community representation and involvement. A balance however has been struck between having a large number of trustees with a majority being from the community (as a demonstration of representation) and the need to have a smaller more dynamic board with trustees who are committed, experienced and able to develop the organisation into the future.

With the above factors very much in mind the Memorandum and Articles of Association are changing to:

- Reduce the maximum number of trustees from 19 to ten.
- Remove the membership classification for local authorities.
- Seek local authority involvement through observer status.
- Increase the area of benefit to include West Earlham thus allowing a wider recruitment pool for trustees.

Having a majority of trustees from the community will be retained.

Prior to the point of succession and as a rule beyond that time all trustees will be expected to undertake development to ensure their skills are sufficient to support the organisation.

The Role of the Community

The community and the area of benefit are clearly critical to the succession plan and more widely to the delivery and access of public services. By describing the community and the area of benefit as a neighbourhood, NELM working with partners and representatives of the community hopes to implement a series of management arrangements aimed at improvement and development.

The community are being encouraged to be involved in this process through public meetings, presentations and radio broadcasts. The community will also contribute through their continued involvement in existing community groups, through their input to the proposed management groups and through membership of NELM. Equally, they can get involved in any projects or activities put in place as part of the ongoing neighbourhood management process.

NELM is very aware that the best outcomes are achieved when working *with* and *for* the community rather than *to* it. All of our work will therefore be subject to continued scrutiny and input and direction from the people who live and work in the area.

A quarterly newsletter will be produced by NELM and this will benefit from having an editorial team drawn directly from the community and supported by NELM staff. The newsletter will enable the community to highlight issues and activities which have specific relevance, importance and meaning.

The Role of Partners

Partners will continue to work with NELM and with the community to reduce the levels of disadvantage and inequalities that exist in the area. Key objectives of this partnership work will be:

- Identification of key issues
- Partnership working
- Development of mutual trust and respect
- Work with, and support for the community directly
- Where possible - joint delivery
- Funding to support local community delivery where appropriate
- Promotion of the area's interests to ensure that decisions made can work within the existing city-wide services structure
- Joined up local service delivery that better responds to local need
- More effective targeting of spend
- The creation of Service Level Targets and Agreements which can be reviewed
- Monitoring and auditing of local services to make sure any Targets and Agreements are kept and are working well.

Appendix A - Norwich Sustainable Communities Strategy Linkages.

Strategic objective: City of Economic Growth and Enterprise

| Outcomes sought | NELM area future priority actions | Partner agencies current / future actions |
|---|---|---|
| <ul style="list-style-type: none"> • To help enterprise flourish • To raise aspirations, skills and achievement • To develop the right infrastructure for business • To raise Norwich's profile • To promote the well-connected city through sustainable transport | <p>CAE Review</p> <ul style="list-style-type: none"> • Employment strategy needs to be more closely linked to adult education/vocational training in raising skill levels. • More coherent strategies required to raise employment levels to national rates, including job readiness, job brokerage and supporting those on benefits such as JSA, IB or SDA. • Low income remains a key issue linked to quality of life issues. • Incubator units have encouraged self employment, in the current climate there is a need to develop a coherent strategy for small business support linked to the wider economy. <p>NELM Trust Board Review</p> <ul style="list-style-type: none"> • Childcare • Henderson Business Centre • Local job advice • Bursaries • Intermediate labour market • Unemployment clubs • Care home employment | <p>Current work</p> <ul style="list-style-type: none"> • Limited Job Centre Plus funded effort - a worker on attachment with NELM to set up various work and benefit-related activities: job slots on Future Radio, the creation of a local work-related residents group, jobs fairs and the development of a jobs newsletter circulated to local residents. • Norwich City and Norfolk County Council actively promote the Henderson Business Centre • Norfolk and Waveney Enterprise Services promote the Henderson Business Centre and offer advice and guidance to new businesses. <p>Future delivery</p> <ul style="list-style-type: none"> • Job Centre Plus to work with a local community organisation to deliver services more directly and develop positive links between the Henderson Business Centre and own programmes promoting enterprise/self-employment. • NWES to develop better links between the Henderson Centre and wider economic development interventions. |

Appendix A - Norwich Sustainable Communities Strategy Linkages (Continued)

Strategic objective: City of Environmental Excellence

| Outcomes sought | NELM area future priority actions | Partner agencies current / future actions |
|-----------------|-----------------------------------|---|
|-----------------|-----------------------------------|---|

| | | |
|--|--|---|
| <ul style="list-style-type: none"> • To become a low-carbon city • To minimise our use of global resources • To become a model city for the management of the natural and historic environments | <p>CAE Review No direct correlation</p> <p>NELM Trust Board Review No direct correlation</p> | <p>Current work</p> <ul style="list-style-type: none"> • Norwich City Council undertake an array of environmental maintenance/improvement activities influenced by the ongoing work of other groups. • Additional environmental work is undertaken by Mow and Grow and by the British Trust for Conservation Volunteers (BTCV). • Norwich City Council's housing department have a contract with Mow and Grow to undertake house and garden clearances for the elderly and infirm <p>Future delivery</p> <ul style="list-style-type: none"> • The park will remain important and features in various green-related plans and strategies. One option would be for the Park to be leased and managed by Mow and Grow who could operate within the existing community-related covenants. |
|--|--|---|

Appendix A - Norwich Sustainable Communities Strategy Linkages (Continued)

Strategic objective: City of Culture and Creativity

| Outcomes sought | NELM area future priority actions | Partner agencies current / future actions |
|--|---|---|
| <ul style="list-style-type: none"> • To inspire people • To create an environment where things can happen • To improve quality of life • To promote Norwich as a city of culture | <p>CAE Review</p> <ul style="list-style-type: none"> • Too few residents feel able to influence decisions about service delivery • Initiatives to engage residents with mainstream service providers remain a clear priority, because residents still feel unable to influence delivery. | <p>Current work</p> <ul style="list-style-type: none"> • Norwich City Council has a community engagement officer dedicated to the NELM area and working closely with NELM's neighbourhood services manager. • Three community centres in the area which are supported by the City Council - the community engagement officer will be working with/from these centres to increase their use and increase residents' access to services being delivered from them. |

| | | |
|--|--|---|
| | <p>This is particularly important in key cross cutting outcome areas such as education, worklessness and anti-social behaviour.</p> <p>NELM Trust Board Review</p> <ul style="list-style-type: none"> • Joint planning with the community • Improved joint working between agencies • Inclusion and diversionary projects • Increased community participation | <ul style="list-style-type: none"> •The Citizens Advice Bureau out of town surgeries in the Marlpit Communications Centre. <p>Future delivery</p> <ul style="list-style-type: none"> •The current neighbourhood management resource goes at the end of the NDC funding programme. •Potentially develop Future Radio maximising an existing resource and developing existing community linkage. •Development of the approach to Neighbourhood Management beyond the current pilot programme will be key to this theme. •There is a need to create local energy and to increase participation generally, underpinned by a political imperative of partner agencies to 'get closer' to communities and those organisations which represent them. |
|--|--|---|

Appendix A - Norwich Sustainable Communities Strategy Linkages (Continued)

Strategic objective: City of Safe and Strong Communities

| Outcomes sought | NELM area future priority actions | Partner agencies current / future actions |
|---|--|---|
| <ul style="list-style-type: none"> • To reduce crime and anti-social behaviour • To support families in crisis • To reduce the harm caused by alcohol • To improve neighbourhood engagement | <p>CAE Review</p> <ul style="list-style-type: none"> • Need to address issues of violence and criminal damage as the gap is widening with Norwich and national rates. • The proportion of residents feeling safe walking around at night remains significantly lower than the national average. • More work is required to integrate young people into community life through the development of facilities and activities that counter an alternative “street culture”. <p>NELM Trust Board Review</p> <ul style="list-style-type: none"> • Safer Neighbourhood Partnership • Community Policing • Improved lighting in the park • Domestic violence • Motor vehicle crime • Vandalism | <p>Current work</p> <ul style="list-style-type: none"> • NELM together with the constabulary, residents, residents’ associations and others are part of the Safer Neighbourhood Area Panel (SNAP). Police work closely with Future to monitor ASB especially amongst children excluded from school. <p>Future delivery</p> <ul style="list-style-type: none"> • Police recognise NR5-specific issues and are happy to work with community organisations and be involved in local support activities and are very keen to work with other bodies on the creation of a ‘community action plan’ • Police also see the merit in more joint working with the Future organisation. |

Appendix A - Norwich Sustainable Communities Strategy Linkages (Continued)

Strategic objective: City of Health and Well-being

| Outcomes sought | NELM area future priority actions | Partner agencies current / future actions |
|---|-----------------------------------|---|
| <ul style="list-style-type: none"> • To reduce poverty | <p>CAE Review</p> | <p>Housing</p> |

| | | |
|--|---|--|
| <p>and disadvantage</p> <ul style="list-style-type: none"> • To reduce the incidence of mental health problems • To reduce health inequalities • To ensure adequate housing for all Norwich residents | <ul style="list-style-type: none"> • Housing needs remains an issue: the proportion of those who want to move from their property has increased over the past six years to some 41%, with the majority wanting to move outside the area. • Dissatisfaction with repairs is running at nearly twice the national rate of 13%. • While there has been some new build and a slight increase in owner-occupiers, local housing policy (linked to LA strategy) remains unclear in relation to demographic changes and household needs. • Improvements in housing quality are still an issue regarding existing stock. • While the physical environment has improved (e.g. linked to traffic, litter, dog mess and public transport), residents appear to have little say in the provision of mainstream services. | <p>Current work</p> <ul style="list-style-type: none"> • There are no direct links between housing and the NELM Trust . <p>Future delivery</p> <ul style="list-style-type: none"> • Housing is a key issue for many people in the community housing has not been given a priority to date. However, given ongoing concerns about local management and maintenance, it is proposed that a local housing strategy is developed in the final year to help influence key agencies into further action /improvement. <p>Health</p> <p>Current work</p> <ul style="list-style-type: none"> • Department of Health is looking to set up a team of health trainers who are being recruited locally and trained to refer the public to primary and secondary health care provision • Three GP practices cover the area. • Medical practices are increasingly involved in local commissioning often in partnership with the Primary Care Trust. <p>Future delivery</p> <ul style="list-style-type: none"> • Health delivery needs to be more based on community need and where possible based or delivered in communities. • The Primary Care Trust wants to work with local community organisations to create a community health partnership and develop a health improvement hub. to deliver a range of services partly aimed at prevention - .including low level interventions aimed at learning and exercise. |
|--|---|--|

Appendix A - Norwich Sustainable Communities Strategy Linkages (Continued)

Strategic objective: City of Health and Well-being - CONTINUED

| Outcomes sought | NELM area future priority actions | Partner agencies current / future actions |
|-----------------|--|--|
| | <p>NELM Trust Board Review</p> <p>Housing</p> <ul style="list-style-type: none"> • Increase involvement of LA housing department • Increase owner occupation • Environmental improvements • Better repair policies | <p>Future delivery - continued</p> <ul style="list-style-type: none"> • One of the GP practices and the local MIND organisation want to do more community based non prescriptive work preventative work to address mental health issues. |

| | | |
|--|---|--|
| | <ul style="list-style-type: none">• Stock transfer to a housing association? <p>Health</p> <ul style="list-style-type: none">• Smoking cessation• Mental health• Teenage sexual health• Parenting skills• Improved ante-natal care• Increased physical activity• Healthy eating• Healthy lifestyle training | |
|--|---|--|

Appendix A - Norwich Sustainable Communities Strategy Linkages (Continued)

Strategic objective: City of Learning and Personal Development

| Outcomes sought | NELM area future priority actions | Partner agencies current / future actions |
|---|---|---|
| <ul style="list-style-type: none"> To improve levels of educational attainment To boost aspirations of and opportunities for people of all ages | <p>CAE Review</p> <ul style="list-style-type: none"> Variable performance at Key Stage 2 remains an issue. Though there are improvements at Key Stages 3 and 4, these are lower than national rates. Mainstream education performance continues to be a key factor in raising aspiration among young people. Entry into higher education is at A significantly lower level than national rates and requires a clearer strategy at the local level. The high percentage of NELM residents with no qualifications and the NEET rate suggests that there is an urgent need to build adult confidence and aspirations. <p>NELM Trust Board Review</p> <ul style="list-style-type: none"> Volunteering Smaller classes Adult education and qualifications Qualifications Fairs After school support Mentoring Academy | <p>Current work</p> <ul style="list-style-type: none"> Norfolk County Council's Children's Services are working with the schools which are in special measures in the area The County Council has engaged with NELM to bring a community input to the resolution of the issues/problems. An academy is being proposed for one of the high schools the sponsoring body is keen to work with local agencies in the area. Future (the local community radio station) active in the area provides an alternative curriculum to those excluded or who are at risk of exclusion. City College Norwich runs a community cafe in Marlpit Communications Centre - staffed by young people faced with learning disadvantage. Norwich City Council runs a team of Community Learning Mentors who provide information, advice and referral service to residents. <p>Future delivery</p> <ul style="list-style-type: none"> NELM Board members will contribute to local school governance NELM support through Community Action Plan funding. Active involvement in the proposed Academy development provide significant opportunities. More co-ordination and joined-up working of various delivery bodies, including the various parts of the children's services delivery in the area ie. Social services care as well as schooling. Children's Services want the community to take a more active role in planning and in managing/guiding schools. The creation of a centre at Bowthorpe to engage communities. |

Appendix B - Norfolk Local Area Agreement Linkages.

Outcome 1 - Thriving economy

| In the next three years we want to: | NELM area future priority actions | Partner agencies current / future actions |
|--|-----------------------------------|---|
| <ul style="list-style-type: none"> Provide more opportunities for | <p>CAE Review</p> | <p>Current work</p> |

| | | |
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| <p>people in employment, or currently out of employment, to improve their vocational skills</p> <ul style="list-style-type: none"> • Reduce the number of people in the county who are out of work and dependent on benefits • Attract businesses to and support businesses in Norfolk, particularly those offering higher skilled jobs • Improve transport and access to employment | <ul style="list-style-type: none"> • Employment strategy needs to be more closely linked to adult education/vocational training in raising skill levels. • More coherent strategies required to raise employment levels to national rates, including job readiness, job brokerage and supporting those on benefits such as JSA, IB or SDA. • Low income remains a key issue linked to quality of life issues. • Incubator units have encouraged self employment, in the current climate there is a need to develop a coherent strategy for small business support linked to the wider economy. <p>NELM Trust Board Review</p> <ul style="list-style-type: none"> • Childcare • Henderson Business Centre • Local job advice • Bursaries • Intermediate labour market • Unemployment clubs • Care home employment | <ul style="list-style-type: none"> • Limited Job Centre Plus funded effort - a worker on attachment with NELM to set up various work and benefit-related activities: job slots on Future Radio, the creation of a local work-related residents group, jobs fairs and the development of a jobs newsletter circulated to local residents. • Norwich City and Norfolk County Council actively promote the Henderson Business Centre • Norfolk and Waveney Enterprise Services promote the Henderson Business Centre and offer advice and guidance to new businesses. <p>Future delivery</p> <ul style="list-style-type: none"> • Job Centre Plus to work with a local community organisation to deliver services more directly and develop positive links between the Henderson Business Centre and own programmes promoting enterprise/self-employment. • NWES to develop better links between the Henderson Centre and wider economic development interventions. |
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Appendix B - Norfolk Local Area Agreement Linkages (Continued)

Outcome 2 - Improving skills and fulfilling aspirations

| In the next three years we want to: | NELM area future priority actions | Partner agencies current / future actions |
|--|---|--|
| <ul style="list-style-type: none"> • Improve basic skills and encourage lifelong learning • Continue to raise educational attainment • Continue to reduce the number of young people not in employment, education or training | <p>CAE Review</p> <ul style="list-style-type: none"> • Variable performance at Key Stage 2 remains an issue. Though there are improvements at Key Stages 3 and 4, these are lower than national rates. • Mainstream education performance continues to be a key factor in raising aspiration among young people. • Entry into higher education is at A significantly lower level than national rates and requires a clearer strategy at the local level. • The high percentage of NELM residents with no qualifications and the NEET rate suggests that there is an urgent need to build adult confidence and aspirations. <p>NELM Trust Board Review</p> <ul style="list-style-type: none"> • Volunteering • Smaller classes • Adult education and qualifications • Qualifications Fairs • After school support • Mentoring • Academy | <p>Current work</p> <ul style="list-style-type: none"> • Norfolk County Council's Children's Services are working with the schools which are in special measures in the area • The County Council has engaged with NELM to bring a community input to the resolution of the issues/problems. • An academy is being proposed for one of the high schools. The sponsoring body is keen to work with local agencies. • Future (local community radio) active in the area provides an alternative curriculum to those excluded or at risk of exclusion. • City College Norwich runs a community cafe in Marlpit Communications Centre - staffed by young people faced with learning disadvantage. • Norwich City Council runs a team of Community Learning Mentors who provide information, advice and referral service <p>Future delivery</p> <ul style="list-style-type: none"> • NELM Trustees will contribute to local school governance • NELM support through Community Action Plan funding. • Active involvement in the proposed Academy development provide significant opportunities. • More co-ordination and joined-up working of various delivery bodies, including the various parts of Children's Services delivery in the area ie. Social services care and schooling. • Children's Services want the community to take a more active role in planning and in managing/guiding schools. • The creation of a centre at Bowthorpe to engage communities. |

Appendix B - Norfolk Local Area Agreement Linkages (Continued)

Outcome 3 - Improving housing

| In the next three years we want to: | NELM area future priority actions | Partner agencies current / future actions |
|--|--|---|
| <ul style="list-style-type: none"> • Increase the number of affordable homes available in | <p>CAE Review</p> <ul style="list-style-type: none"> • Housing needs remains an issue: the | <p>Housing</p> |

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| <p>the county</p> <ul style="list-style-type: none"> • Address the planned growth in Norfolk and increase the overall number of additional homes provided • Improve the quality of homes provided by the private sector in the county | <p>proportion of those who want to move from their property has increased over the past six years to 41%, with majority wanting to leave the area.</p> <ul style="list-style-type: none"> • Dissatisfaction with repairs is running at nearly twice the national rate of 13%. • While there has been some new build and a slight increase in owner-occupiers, local housing policy (linked to LA strategy) is unclear in relation to demographic changes and household needs. • Improvements in housing quality are still an issue regarding existing stock. • While the physical environment has improved (e.g. linked to traffic, litter, dog mess and public transport), residents appear to have little say in the provision of mainstream services. <p>NELM Trust Board Review</p> <ul style="list-style-type: none"> • Increase involvement of LA housing department • Increase owner occupation • Environmental improvements • Better repair policies <p>Stock transfer to a housing association?</p> | <p>Current work</p> <ul style="list-style-type: none"> • There are no direct links between housing and the NELM Trust. <p>Future delivery</p> <ul style="list-style-type: none"> • Housing is a key issue for many people in the community • Housing has not been given a priority to date. However, given ongoing concerns about local management and maintenance, it is proposed that a local housing strategy is developed in the final year to help influence key agencies into further action / improvement. |
|---|---|--|

Appendix B - Norfolk Local Area Agreement Linkages (Continued)

Outcome 4 - Environmental sustainability

| In the next three years we want to: | NELM area future priority actions | Partner agencies current / future actions |
|---|--|---|
| <ul style="list-style-type: none"> • Adapt to and mitigate the effects of climate change in the county • Maintain and enhance Norfolk's biodiversity • Reduce the amount of waste that needs to be land filled | <p>CAE Review No direct correlation</p> <p>NELM Trust Board Review No direct correlation</p> | <p>Current work</p> <ul style="list-style-type: none"> • Norwich City Council undertake an array of environmental maintenance/improvement activities influenced by the ongoing work of other groups. • Additional environmental work is undertaken by Mow and Grow and by the British Trust for Conservation Volunteers (BTCV). • Norwich City Council's housing department have a contract with Mow and Grow to undertake house and garden clearances for the elderly and infirm |

| | | |
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| | | <p>Future delivery</p> <ul style="list-style-type: none">• The park will remain important and features in various green-related plans and strategies. One option would be for the Park to be leased and managed by Mow and Grow who could operate within the existing community-related covenants. |
|--|--|---|

Appendix B - Norfolk Local Area Agreement Linkages (Continued)

Outcome 5 - Stronger communities

| In the next three years we want to: | NELM area future priority actions | Partner agencies current / future actions |
|--|---|---|
| <ul style="list-style-type: none"> Promote strong, cohesive communities where diversity is valued and positive relationships exist between people from all backgrounds and in all areas of community life Increase the participation of people in their local communities and encourage active citizenship Develop an environment in which voluntary and community organisations can thrive Increase involvement in arts and culture | <p>CAE Review</p> <ul style="list-style-type: none"> Too few residents feel able to influence decisions about service delivery Initiatives to engage residents with mainstream service providers remain a clear priority, because residents still feel unable to influence delivery. This is particularly important in key cross cutting outcome areas such as education, worklessness and anti-social behaviour. <p>NELM Trust Board Review</p> <ul style="list-style-type: none"> Joint planning with the community Improved joint working between agencies Inclusion and diversionary projects Increased community participation | <p>Current work</p> <ul style="list-style-type: none"> Norwich City Council has a community engagement officer dedicated to the NELM area and working closely with NELM's neighbourhood services manager. Three community centres in the area which are supported by the City Council - the community engagement officer will be working with/from these centres to increase their use and increase residents' access to services being delivered from them. The Citizens Advice Bureau out of town surgeries in the Marlpit Communications Centre. <p>Future delivery</p> <ul style="list-style-type: none"> The current neighbourhood management resource goes at the end of the NDC funding programme. Potentially develop Future Radio maximising an existing resource and developing existing community linkage. Development of the approach to Neighbourhood Management beyond the current pilot programme will be key to this theme. There is a need to create local energy and to increase participation generally, underpinned by a political imperative of partner agencies to 'get closer' to communities and those organisations which represent them. |

Appendix B - Norfolk Local Area Agreement Linkages (Continued)

Outcome 6 - Safer communities

| In the next three years we want to: | NELM area future priority actions | Partner agencies current / future actions |
|--|---|---|
| <ul style="list-style-type: none"> Raise the confidence of communities in the safety of | <p>CAE Review</p> <ul style="list-style-type: none"> Need to address issues of violence and | <p>Current work</p> <ul style="list-style-type: none"> NELM together with the constabulary, residents, residents' |

| | | |
|--|--|--|
| <p>their local area</p> <ul style="list-style-type: none"> • Reduce the incidence of anti-social behaviour • Protect vulnerable people, particularly young people, older people, and people vulnerable to domestic abuse • Improve support to offenders to prevent them re-offending, particularly prolific and priority offenders • Reduce the harm caused by the misuse of drugs and alcohol • Continue to reduce the number of people killed or seriously injured on Norfolk's roads | <p>criminal damage as the gap is widening with Norwich and national rates.</p> <ul style="list-style-type: none"> • The proportion of residents feeling safe walking around at night remains significantly lower than the national average. • More work is required to integrate young people into community life through the development of facilities and activities that counter an alternative "street culture". <p>NELM Trust Board Review</p> <ul style="list-style-type: none"> • Safer Neighbourhood Partnership • Community Policing • Improved lighting in the park • Domestic violence • Motor vehicle crime • Vandalism | <p>associations and others are part of the Safer Neighbourhood Area Panel (SNAP).</p> <ul style="list-style-type: none"> • Police work closely with Future to monitor ASB especially amongst children excluded from school. <p>Future delivery</p> <ul style="list-style-type: none"> • Police recognise NR5-specific issues and are happy to work with community organisations and be involved in local support activities and are very keen to work with other bodies on the creation of a 'community action plan' • Police also see the merit in more joint working with the Future organisation. |
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Appendix B - Norfolk Local Area Agreement Linkages (Continued)

Outcome 7 - Supporting independence

| In the next three years we want to: | NELM area future priority actions | Partner agencies current / future actions |
|---|--|---|
| <ul style="list-style-type: none"> • Focus on early intervention and prevention, particularly for vulnerable people • Improve access to information and services, particularly for vulnerable people • Continue to improve our services to meet the needs of | <p>CAE Review No direct correlation</p> <p>NELM Trust Board Review No direct correlation</p> | |

| | | |
|-------------|--|--|
| individuals | | |
|-------------|--|--|

Appendix B - Norfolk Local Area Agreement Linkages (Continued)

| In the next three years we want to: | NELM area future priority actions | Partner agencies current / future actions |
|--|---|--|
| <ul style="list-style-type: none"> • Reduce health inequalities within the county • Help more people to stop smoking • Reduce the number of people who are obese • Reduce the number of teenage pregnancies • Reduce the harm caused by drug and alcohol misuse • Improve mental health and emotional well-being | <p>CAE Review No direct correlation</p> <p>NELM Trust Board Review</p> <ul style="list-style-type: none"> • Smoking cessation • Mental health • Teenage sexual health • Parenting skills • Improved ante-natal care • Increased physical activity • Healthy eating • Healthy lifestyle training | <p>Health</p> <p>Current work</p> <ul style="list-style-type: none"> • Department of Health is looking to set up a team of health trainers who are being recruited locally and trained to refer the public to primary and secondary health care provision. • Three GP practices cover the area. • Medical practices are increasingly involved in local commissioning often in partnership with the Primary Care Trust. <p>Future delivery</p> <ul style="list-style-type: none"> • Health delivery needs to be more based on community need and where possible based or delivered in communities. • The Primary Care Trust wants to work with local community organisations to create a community health partnership and develop a health improvement hub. to deliver a range of services partly aimed at prevention - including low level interventions aimed |

| | | |
|--|--|---|
| | | <p>at learning and exercise.</p> <ul style="list-style-type: none"> • One of the GP practices and the local MIND organisation want to do more community based non prescriptive work preventative work to address mental health issues. |
|--|--|---|

Appendix C – Cambridge Economics Associates Review.

2.1 Community Development

We know from the MORI survey that 77% of respondents participated in some way in NELMs activities. Across this programme activity a significant number of gross core outputs were linked to people benefiting from services and facilities. A significant number of community/voluntary groups have been supported, with residents also benefiting from new/improved community and health facilities. Projects linked to healthy life-style and inclusion/diversionary projects for young people have sought to address identified needs, with significant numbers of people being employed in voluntary work. Access to employment and improved careers advice has been underpinned with pupils involved in projects to improve attainment and significant numbers of adults obtaining qualifications.

Very positive resident feedback was evidenced in the Ipsos -MORI survey 2002-2008:

- perceived ability to influence decisions up from 21% to 26% (31% national);
- overall satisfaction with area up from 63% to 70% (86% national);
- area got much/slightly better up from 19% to 30%;
- perception that NELM had improved the area a fair amount/great deal: up from 40% in 2002 to 54% in 2008

2.2 Crime and Community Safety

Both homes and businesses have been the subject of target hardening to improve security. Community and voluntary groups have been supported to help build community cohesion and general well-being, and the victims of crime have been supported as a positive step to combat the fear of crime. However, given the prominence of crime and community safety in the NDC programme strategy recorded outputs have generally been modest in relation to the scale of the problem.

Feedback from the most recent Ipsos-MORI survey has highlighted:

- There have been improvements in resident perception of some of the “serious problems”:
 - Drug dealing & use 33% down to 21% (nationally 15%)
 - Car crime: 27% down to 15% (nationally 9%)
 - Burglary: 21% down to 11%
 - Burnt out cars 10% to 1% (nationally 2%)

- Improvements in fear of crime:
 - Burglary down from 67% to 44% (nationally 43%)
 - Being mugged/robbed down from 48% to 34% (nationally 35%)
 - Car theft down from 42% to 24% (nationally 39%)
 - Vandalism down from 54% to 43%
 - Domestic violence down from 18% to 12%
 - Feedback from survey suggest target hardening activities have had a positive impact on fear of burglary

2.3 Education

Across this project activity a significant number of gross core outputs were linked to people benefiting from services and facilities. Outputs suggest that NELM has made some progress in developing its strategy regarding both secondary and adult education/training. Examples of this include Future Project's work with some 200 adults helping them to achieve recognised qualifications, and interventions undertaken with Earlham High School (now City Academy Norwich) resulting in increased rates of attendance and achievement amongst pupils identified as at risk of dropping out of education. This will enable residents to build their confidence in terms of making life-style changes that could enhance their opportunities, including entry into the labour market. Other support measures including improved careers advice, job training and new childcare provision are increasing the scope for local residents to gain greater economic security.

Projects in the Education category have generated substantial outputs in terms of young people becoming involved in inclusion/diversionary activities and people participating in healthy life-style programmes. These have the potential to help improve the quality of life for the whole community.

- Significant improvement in the proportion of working age population with no qualifications: was 39% in 2002; dropped to 26% in 2008 (national 13%)*.
- Marginal improvement in entry into higher education (from 6.3% in 1999 of 7.9% in 2006) (national 34.2%)
- Some closing of the gap in secondary education**:
- Key Stage 4 (5 A*-C GCSEs) up from 19.6% in 2002 to 31.2% in 2007 (from 40% to 52% of national performance)
- Key Stage 3 (Age 14) some closing of the gap between the NELM area and Norwich and England-wide performance on English, Maths and Science
- BUT at primary level, Key Stage 2 (Age 11) performance variable: strongest in English, weaker in Maths and gap widening in science**

2.4 Employment & Business

Within this broad theme the outputs indicate that there has been some success in terms of moving local people into employment and the provision of jobs in the voluntary sector. There is also evidence of residents accessing job training, improved careers advice and adults obtaining accredited qualifications. There is also evidence of new business start-ups and the survival of some enterprises beyond 52 weeks.

It is very difficult to see any substantial impact on worklessness since 1999. The worklessness gap appears to have *widened* between the NELM area and the district, and England:

- 45% of residents in paid work in 2002*, compared with 60% in England; 46% in 2008 (60% England) – but a 1% change at the NELM level is not statistically significant
- In 1999 the worklessness rate (JSA, IB or SDA) was 16.1% (127% of the district average)**; in 2005 it was 15.5% (145% of district average)
- In 1999 the % of working age population on low incomes was 33.1% (184% of the district average)**; in 2005 it was 30.1% (205% of the district average)
- 31% affected by income deprivation (Norfolk average 13.5%) (Source: Indices of Deprivation)

2.5 Health

Across this project activity a significant number of gross core outputs were linked to people benefiting from services and facilities. Very few outputs directly relate to health care measures, but are geared towards improving the life-style of residents that can have an impact on individuals' well-being. People benefiting from new/improved health facilities and healthy life-style projects are consistent with identified needs. There is no output data on mental health, drugs and alcohol issues that were identified at the inception of the NDC programme.

Data from the MORI survey shows that:

- Overall, the health of survey respondents is better in 2008 (81% “good/fairly good”) than in 2002 (76%) and the gap is closing with the national average (88%)
- % of NELM residents who never eat five portions of fruit & veg has decreased significantly from 19% in 2002 to 9% in 2008
- Some evidence of increased participation in certain sports/activities supported by NELM (e.g. football, gym, dance)
- There is currently no up to date administrative data on mortality, birth weights etc. from the NDC National Evaluation – but even if such data existed, data lags would make interpretation difficult.

2.6 Housing & Physical Environment

The key outputs within this theme are linked to domestic housing improvements and new build (involving land acquisition) and helped to increase home ownership. In terms of the physical environment, people using new/improved community facilities and young people benefiting from inclusion/diversionary projects is likely to have been beneficial for the community. Community chest grants are designed to improve and bolster facilities and encourage organisations to become more active in the local area

In relation to housing, data from the MORI survey shows that:

- The proportion of owner occupiers has increased from 29% to 33%, and social renters down from 65% to 61% (may not be statistically significant, but plausible given new build and likely RTB activity)
- Satisfaction with accommodation remains high: 85% very/fairly satisfied in 2008 (82% in 2002)
- But satisfaction with state of repair (71% 2002; 72% 2008) is lower than national average (80%); proportion slightly or very dissatisfied is 23% (13% nationally)
- And the proportion of respondents who want to move from their property increased from 36% to 41% between 2002 and 2008. The majority of these respondents want to move out of the area.
- In relation to the environment, MORI data shows that the proportion of residents thinking the following were a serious problem have declined significantly:

- Speed or volume of road traffic: 39% (2002) to 30% (2008) (national 19%)
- Litter and rubbish in the streets: 34% to 26% (national 13%)
- Poor quality or lack of parks and open spaces 34% to 17%
- Dogs causing nuisance or mess: 16% to 12% (national 7%)
- Poor public transport: 9% to 4%

These were identified as original priorities and were targeted by NDC funding

Appendix D – Issues identified by NELM Trust requiring sustained action.

| Theme | Key issues to address going forward | | Key partners | |
|-----------------------------------|--|---|--|---|
| Crime and Community Safety | <ul style="list-style-type: none"> • Safer Neighbourhood Partnership • Community Policing • Improved lighting in the park | <ul style="list-style-type: none"> • Domestic violence • Motor vehicle crime • Vandalism | <ul style="list-style-type: none"> • Police* • Norwich City Council • Community • Mow and grow | <ul style="list-style-type: none"> • Support Groups • Community Wardens • PCSO's |
| Health | <ul style="list-style-type: none"> • Smoking cessation • Mental health • Teenage sexual health • Parenting skills | <ul style="list-style-type: none"> • Improved ante-natal care • Increased physical activity • Healthy eating • Healthy lifestyle training | <ul style="list-style-type: none"> • PCT* • NHS • GPs • Youth service* | <ul style="list-style-type: none"> • Youth organisations • Schools • UEA • Voluntary Groups |
| Employment and enterprise | <ul style="list-style-type: none"> • Childcare • Henderson Business Centre • Local job advice • Bursaries | <ul style="list-style-type: none"> • Intermediate labour market • Unemployment clubs • Care home employment | <ul style="list-style-type: none"> • Norfolk County Council * • Norwich City Council • NELM* • Employers | <ul style="list-style-type: none"> • Parents • Job Centre Plus* • LSC |
| Education and Training | <ul style="list-style-type: none"> • Volunteering • Smaller classes • Adult education and qualifications | <ul style="list-style-type: none"> • Qualifications Fairs • After school support • Mentoring • Academy | <ul style="list-style-type: none"> • Norfolk County Council * • Norwich City Council* • VCS • NELM | <ul style="list-style-type: none"> • Schools • LSC |
| Community Development | <ul style="list-style-type: none"> • Joint planning with the community • Improved joint working between agencies | <ul style="list-style-type: none"> • Inclusion and diversionary projects • Increased community participation | <ul style="list-style-type: none"> • Residents • Parents • Landlords • Norwich City Council* • LSP* | <ul style="list-style-type: none"> • VCS • Connexions* • Future* • Job Centre Plus |
| Housing and Environment | <ul style="list-style-type: none"> • Increase involvement of LA housing department • Increase owner occupation • Environmental improvements | <ul style="list-style-type: none"> • Better repair policies • Stock transfer to a housing association | <ul style="list-style-type: none"> • Norwich City Council* • Norfolk County Council* • Residents associations | <ul style="list-style-type: none"> • RSLs • Employers |

* Initially identified as a lead agency

Appendix E – NELM Trust Assets Ownership / Management SWOT analysis

| Option | Strengths | Weaknesses | Opportunities | Threats |
|--|---|---|--|---|
| Sell assets and bank receipts | -Simple solution | -Current values low -Who would buy? -Contrary to original purpose -Potentially shorter term with limited annual return -Who administers the fund? -Loss of community ownership -Potential for clawback? | -End of the programme - best time | -Community opinion -Treasury claw back of funds - Charity Commission requirements to sell at best price |
| NELM retention – Own / Manage | -Seen as original purpose -No legal / financial set up (although new trading arm may be required) -Single point of contact – if fully representative of the whole community | -Organisation and running cost -Reducing number of Trustees -Post NDC staff skill / experience | -Future increase of asset base -Refined governance arrangements | -Financial viability -High proportion of admin costs would limit community grants – although contract cost may be the same -Poor management / governance |
| Norwich City Council - Own / Manage | | Norwich City Council not eligible to own assets as per Charity Commission advice & NELM Mem&Arts – not an option to consider | | |
| Norwich City Council – Manage only | -Experience of managing assets -In house legal / financial resource -More cost effective admin by spreading costs -Strategic organisation with links / influence over LSP / other agencies | -Seen as a takeover / loss of community ownership -Need to maintain Board -NELM still required to go through tendering, contract award, monitoring and review – requires expertise/staff -May not be responsive to local need/customer service | -Could develop closer relations between community and key agency/councillors -Able to spread running costs -Legal agreement to bind council on admin charges and surplus funding -Refined NELM Board maintained | -Council may disappear in local government reorganisation -Council is disinvesting from parks as part of cut backs -Council refuses to manage assets or given low priority -Poor management -May involve EU procurement |
| Community Organisation – Own / Manage | -Seen as community ownership -Select existing organisation with track record -Potential links to other community organisations -Single point of contact – if fully representative of the | -Unable to offer assets to non-charitable body - Legal cost and safeguarding the assets -Limited interest / capacity -Narrower or change in focus -Viability of a non charity option | - Potentially enhance community organisation -Legal agreement to bind organisation on admin charges and surplus funding use -Community Trustees | -Disputes over which organisation -Poor management / governance -Assets used to fund other organisation priorities -Charity Commissioners restrictions |

| Option | Strengths | Weaknesses | Opportunities | Threats |
|--|--|--|--|--|
| | whole community -local specialist skills | | | |
| Community Organisation – Manage Only | -Seen as community ownership -Select existing organisation with track record -Potential links to other community organisations -local specialist skills -may be better | - Legal cost and safeguarding the assets -Limited interest / capacity -Need to maintain NELM Board -Selection process required, contract award, monitoring and review | - Potentially enhance community organisation -Legal agreement to bind organisation on admin charges and surplus funding use -Community engagement / hub | -Disputes over which organisation -Poor management |
| More than one Community Organisation – Own / Manage | -Seen as community ownership -Select existing organisations with track record -Potential links to other community organisations -local specialist skills | -Legal cost and safeguarding the assets -Limited interest / capacity -Less cost effective splitting up assets – higher management costs potential -Dilute the focus / control -Viability of a non charity option | - Potentially enhance organisations -Legal agreement to bind organisations on admin charges and surplus funding use -Community Trustees -Engage community | -Disputes over which organisation -Financial viability of individual assets -Poor management / governance -Charity Commissioners restrictions |

Appendix F – Asset value, income, running costs and future management. (running costs and income from Business Plan – Dec 09)

| Asset | Value / Income | Cost | Key Risks | Post NDC- Who owns / Manages? | Action to achieve | By when |
|----------------------------|--|-------------------------|--|---|-------------------|------------|
| North Earlham Fire Station | Value* £1,750,000 Income p.a.£139,750 | Running costs £500 p.a. | Freehold interest is owned by the NELM Trust. A full Repairing Lease to Norfolk County Council ends 2029. The key risk is the Council termination of the lease – which is considered to be impracticable and extremely unlikely. | Owns – NELM Trust Manages – NELM | Continue existing | April 2010 |

| Asset | Value / Income | Cost | Key Risks | Post NDC- Who owns / Manages? | Action to achieve | By when |
|--|--|--|---|--|--|--|
| <p>Henderson Business Centre - high quality offices and light industrial work space:</p> <p>Phase 1 - Workshop Starter Units X 5</p> <p>Phase 2 - Workshop Starter Units – X 9</p> | <p>Value* £ 700,000</p> <p>Value* £400,000</p> <p>Value* £730,000</p> <p>Overall Value £1,830,000 Current overall income p.a. £370,500 (Anticipated additional projected income p.a £31,000 by 2015)</p> | <p>Total running costs £199,000 p.a.excl. management</p> <p>(Additional anticipated running costs £25,000 p.a.by 2015)</p> | <p>Freehold interest is owned by the NELM Trust. NWES current management agreement ends in March 2010 and is renewable. Appears to be better value for money for NELM staff to operate HBC.</p> <p>The main risk is that in April 2009 only 3 of the original 5 units is let and of the second phase completed March 2009 – only 1 of the 9 units is let.</p> <p>All 14 workshop units are available on month to month tenancies resulting in a lack of security of future income to meet running costs. To be addressed through marketing.</p> | <p>Owns – NELM Trust Manages – NELM</p> | <p>NELM take over running of centre from NWES</p> | <p>April 2010</p> <p>Post 2010 management to be operated by NELM</p> |
| <p>Bowthorpe Community Park Associated play equipment</p> | <p>Value* £300,000</p> <p>Value* £35,000</p> <p>Income p.a. £2,650</p> | <p>Running costs £45,000 p.a.</p> | <p>Freehold interest is owned by the NELM Trust, and managed by 1xstaff plus subcontracts to Norse (NCS) and Mow & Grow. Ongoing running cost are a key risk that will need to be covered.</p> | <p>Owns – NELM Trust Manages – NELM -</p> | <p>NELM rationalise subcontracts through tendering exercise – assess possibility of retaining 1 x staff if more cost effective</p> | <p>September 2009</p> |
| <p>Temporary Gurney Centre</p> | <p>Value £Nil</p> <p>Income p.a. £25,000</p> | <p>Running costs £22,000 p.a.</p> | <p>The building has temporary planning permission until February 2013 after which it is due to be demolished and £20,000 has already been allocated for the work. Short term arrangement being negotiated with the Excellence Partnership who will lease the upstairs up until Feb 2013.</p> | <p>Owns – NELM Manages – NELM - to be removed by 2013</p> | <p>Continue as current</p> | <p>April 2010</p> |

| Asset | Value / Income | Cost | Key Risks | Post NDC- Who owns / Manages? | Action to achieve | By when |
|--|-------------------------------------|------------------------------|---|--|---|--|
| Fourways Community Centre | Value* £ Nil Income p.a.£8,400 | Running costs £10,000 p.a. | The NELM Trust lease from Norwich City Council expires in 2012. The building has a bar to assignment and a rent review is due in 2009. The key risk is meeting costs in excess of income if the Centre cannot be handed back to the Council earlier i.e. at the end of the NDC programme in 2010 | Owens – Norwich City Council Manages – Norwich City Council | Surrender the lease and plan subsidy from other assets to cover running costs post NDC programme | Terminate lease in 2012 or earlier |
| Marlpit Communications Centre | Value* £ Nil Income p.a. £37,000 | Running costs £ £60,000 p.a. | The NELM Trust lease from a private landlord until 2011. To minimise costs the lease will be handed back on or before expiry in January 2011 | Owens – NELM Trust - up to 9 months only Manages – Future | Lease to be handed back on expiry and plan subsidy from other assets to cover running costs post NDC programme. | By April 2010 if possible – if not January 2011. |
| The Garage - performing arts training and performance centre | Value £ Nil Income p.a. £Nil | Running costs £5,000 p.a. | Norfolk County Council is the head lessee and lets to Theatre Royal Trust – who in turn sublet to NELM Trust February 2004 for a term of 124 years, 358 days. Theatre Royal Trust has a 125 year full decoration and repairing lease; assignment with consent only. The Trust has allowed current occupation by Academy Trust – through no formal agreement at a peppercorn rent charge only. Reasonable notice would need to be given to achieve vacant possession to hand the building back to the Theatre Royal Trust. | Owens – Norfolk County Council (Theatre Royal Trust) Manages – Theatre Royal Trust | Notice is to be given to the Academy Trust to achieve vacant possession to hand the building back to the Theatre Royal Trust. | September 2009 |

| Asset | Value / Income | Cost | Key Risks | Post NDC- Who owns / Manages? | Action to achieve | By when |
|--|--|---|--|--|---|----------------|
| Music Box – mobile sound unit and music equipment | Value £4,000 Income £Nil | Running costs £Nil | On loan free to NR5. No written agreement is in place. Music Box has a low and declining value and is therefore not considered a significant risk. | Owens – Future Manages – Future | Formalise permanent ownership by NR5 | September 2009 |
| Additionally, NELM also has further, less significant assets: | Total Value C£5,000 Total income £Nil | Total running costs of equipment including maintenance is estimated at less than £5,000 | Minor assets include: motor vehicle £500; children’s play equipment/ materials/consumables £1,000; consumer hardware/software £2,000; Office furniture £500; horticultural equipment £1,000. The minor assets are of no significant cost to the Trust, have low and declining values and are therefore not considered significant risks. | Owens – Various Manages – Various | Minor assets to be disposed of with other assets as appropriate | April 2010 |
| Total Value | £3,889,000 | | | | | |
| Net running costs | Total income £583,300 | Total running cost £346,500 | | | | |
| Note: 1/*Valuations for the District Valuer – January 2009 2/ Income and expenditure based on 2009 / 2010 | | | | | | |

Appendix G. Example Community Action Plan

Mile Cross (Norwich) Community Action Plan attached as a separate document.

Appendix H

Draft Terms of reference: NELM Neighbourhood Management Group Purpose, Terms of Reference and Constitution

1 Purpose

To enable local people to influence the quality of life for their community.

2 Terms of reference

- 1.1 Act as champions of the community through links with the Local Strategic Partnership and providers of services to the community.
- 1.2 Ensure that the community is actively involved in the decision making processes for planning, and the provision of, local services.
- 1.3 Subject to funding being available, to establish and control budgets for, and implement, projects that improve the quality of life for the local community.
- 1.4 Liaise with other groups engaged in local community based activities.
- 1.5 Establish permanent and/or “task and finish” sub-groups as required to undertake specific activities, receive reports from the sub-groups and monitor progress with activities.
- 1.6 Meet at least every three months or as necessary to prepare reports for, and receive reports from, the NELM Board, the Neighbourhood Forum and other groups.
- 1.7 Liaise with Norwich City Council and other public, private and voluntary sector organisations as necessary to achieve the Group’s objectives.

3 Constitution

- 3.1 The Group will consist of a maximum of 15 voting members who live, learn or earn in the area. Membership will include at least five residents and one local ward councillor from Norwich City Council
- 3.2 Members of the public attending the meetings will be required to register their attendance if they wish to receive correspondence arising from the meeting
- 3.3 No meeting will commence until a quorum (at least four members, of which two must be residents) is present. If a quorum is not present within half an hour of the published starting time the meeting will be cancelled.
- 3.4 A chair and vice-chair will be elected.
- 3.5 If the Chairperson and the Vice-Chairperson cannot attend a meeting the members present will elect a resident member to take the chair for the meeting.
- 3.6 Each member will have one vote. There will be no casting vote.
- 3.7 Agenda items, reports and papers relating to meetings will be distributed to Group members at least 7 days prior to the meeting.
- 3.8 The secretary will record action notes from each meeting and distribute copies to members within 21 days of the meeting.
- 3.9 Members must declare any material direct or indirect interest they may have in respect of any agenda item(s) and withdraw from discussions and voting in respect of the item(s) if requested to do so by the Chairperson.
- 3.10 A maximum of 15 minutes of each meeting will be set aside for residents to raise issues of concern to the local community
- 3.11 All meetings will be held at locations within the area of benefit and will be open to members of the public to attend as observers

APPENDIX I

The following table provides a ‘snap-shot’ of the changes in NELM’s key indicators between 2001 and 2008. It indicates the direction of change and where appropriate indicates whether or not this change has been significant.

Indicator Change - NELM NDC
2001/02 – 2007/8

| Theme and Indicator | 2001/02 % | 2007/8 | % change 2001/02 – 2007/8 | DC* |
|--|--------------|--------|---------------------------------|-----|
| Education | | | | |
| KS2 English – level 4 (a) (d) | 60 | 58 | -2 | N |
| KS3 English – level 5 (a) (d) | 35 | 51 | 16 | P |
| KS4 5+ GCSE's at A* - C level (a) (d) | 20 | 33 | 13 | P |
| No qualifications (b) | 39 | 26 | -13 | P |
| In Education and training last year (b) | 19 | 21 | 2 | P |
| Need to improve basic skills (a) | 36 | 36 | 0 | - |
| Worklessness and Finance | | | | |
| Unemployment rate (b) | 10 | 4 | -6 | P |
| Long term sick/disabled (b) | 8 | 13 | +5 | N |
| Employment rate (c) | 58 | 57 | -1 | N |
| Household income < £180 per week (b) | 13 | 6 | -7 | P |
| Receive IS, JSA or IB benefits(b) | 28 | 20 | -8 | P |
| Workless households (b) | 45 | 46 | +1 | N |
| Health | | | | |
| No physical activity at least 20 mins/day | 7 | 9 | -2 | N |
| Smoke (b) | 46 | 43 | -3 | P |
| Feel health is good (b) | 42 | 43 | +1 | P |
| SF36 mental health index (a) | 69 | 71 | 2 | P |
| Health is better or much better than a year ago(b) | 17 | 19 | +2 | P |
| Satisfied with doctor | 87 | 78 | -9 | P |
| Crime | | | | |
| Feel a bit/very unsafe after dark(b) | 46 | 44 | -2 | P |
| Burglary rate (per 1,000) (a) (e) (f) | 36 | 28 | -8 | P |
| Theft rate (per 1,000) (a) (e) (f) | 13 | 13 | 0 | - |
| Total crime rate (per 1,000) (a) (e) (f) | 64 | 92 | 28 | N |
| High lawlessness and dereliction score (f)(g) | 16 | 15 | -1 | P |

| Theme and Indicator | 2001/02 % | 2007/8 | % change 2001/02 – 2007/8 | DC* |
|--|------------------|---------------|----------------------------------|------------|
| High fear of crime score (f) (g) | 20 | 18 | -2 | P |
| Drug dealing NOT a problem(b) | 31 | 45 | +14 | P |
| Housing and Physical Environment | | | | |
| Feel trapped (2002-2006) | 16 | 19 | 3 | N |
| Satisfied with area as a place to live(b) | 63 | 70 | 7 | P |
| Want to move(b) | 36 | 41 | 5 | N |
| Satisfied with accommodation(b) | 82 | 85 | 3 | P |
| Area improved over past 2 years(b) | 19 | 30 | 11 | P |
| High problems with local environment score (f) (g) | 9 | 8 | -1 | P |
| Community | | | | |
| Feel part of the community(b) | 24 | 32 | 8 | P |
| Neighbours look out for each other(b) | 63 | 59 | -4 | N |
| NDC has improved the area (d) | 40 | 55 | 15 | P |
| Quality of life is good(b) | 79 | 78 | -1 | N |
| Can influence decisions that affect local area(b) | 21 | 26 | +5 | P |
| Involved in activities organised by NDC(b) | 19 | 21 | 2 | P |

Sources:

SDRC administrative data (a)

Ipsos Mori Household Survey 2002, 2004, 2006 and 2008; (b)

* Direction of change – P = Positive and N - Negative

Base: All Norwich NDC (n= 511) and 2008 (n=404);

Periods covered: 2002 – 2008; (c) 2001 – 2005; (d) 2002 – 2005; (e) 2000/01 – 2004/05.

Note: All figures are percentages unless stated. (f) those which are not are indicated. (g) some indicators are not comparative with NDC area level change as number given is actual score rather than proportion of NDCs with a high score on the given indicator (h).

Indicators that are shaded in green show a statistically significant change in a positive direction. Indicators that are highlighted in grey show a statistically significant change in a negative direction.