

**One Norbiton – Neighbourhood Community Budget pilot
Outcome of Peer Challenge
DCLG 5 October 2012**

SUMMARY POINTS / ACTIONS

1. We need to agree the focus for our project now if we are to make progress – this is important for the success of our pilot nationally as well as demonstrating to the community and local partners delivery of tangible outcomes – both groups are critical for future sustainability of the project
2. Our spend mapping exercise is ambitious – looking at the extent of spend and element of local discretion so that we can use the findings to look at a different way of designing and delivering services - again, focus will help
3. Follow up specific offers of support from Mark Carroll (DCLG Director) to visit Kingston and Steve Wyler (Locality) re: Surrey Sports Centre

Kingston project team represented by:

David Smith
Hilary Garner
Dean Tyler
Mike D'Souza (Chair – Community Working Group)
Jill Preston / Kamala Kuganesan (Observers – Secretary / Vice Chair CWG)

The Panel consisted of:

Steve Wyler, Locality (Panel Chair)
Mark Carroll, Director, Decentralisation and Big Society, DCLG
Various other DCLG reps
Local Government Association
Peers from Newcastle and Tunbridge Wells pilots

Purpose of the Peer Challenge

DCLG arranged a number of sessions where the 12 pilot areas could collectively present to and share experience with each other, with input from DCLG colleagues as well as LGA and others in attendance.

The outcome of the sessions is intended to be a series of observations and recommendations that will help the pilots make progress by April 2013.

The points below came out of our presentation and subsequent discussion:

- The Panel understood the approach to 'edging along the spectrum of control' and that this is a gradual movement
- They recognised the importance we placed on community engagement and that ours is a 'slow burner', given the number of initiatives in Norbiton in the past we want to get this right
- Governance is important especially ensuring Councillor support as community leaders and fit with the local Neighbourhood structure – this is not about more of the same and replicating the Council structure across all 16 wards – will be important when we get to discuss devolved budgets
- The community themselves don't recognise the timetable of the pilot and the Panel understood that while pilots come and go One Norbiton will continue
- However given that we are part of this pilot the Panel were agreed that if we are to accelerate the slow burn we do need to have one or two areas of focus to tackle over the remaining 6 months
- Delivery of some quick wins will also help keep community on board – especially as they've seen initiatives come and go
- Council and partners are working with the community to develop their status as the Community Voice (currently 24 members of the Community Working Group) – with KVA support they are developing constitution and have applied to be Company Limited by Guarantee
- One of our pilot ambitions is to raise awareness across the population so that all have the opportunity to engage at a level of their choosing – explained community ideas (including the proven value of knocking on doors) to run in parallel to Council sponsored communications – a partnership approach to do all we can together to 'spread the word' about this project that will potentially make decisions on behalf of Norbiton
- Kingston University working on designing Community Development tool so that community can carry out their own engagement and research – also very much related to KVA capacity building function – provides community evidence of need rather than traditional state sector led identification
- Further project on e-democracy and e-participation – building on KVA Community Connected programme on Cambridge Road Estate -

purpose of getting better information to Members – rather than pitting participative against representative democracy

- To ensure we keep partners on board we will need to demonstrate the credibility of the community voice and to deliver some tangible outcomes to justify their ongoing involvement – otherwise budget pressures mean they may have to make hard decisions about where they are able to provide support
- Kingston University external evaluation of approach – is it replicable / scaleable, what are the costs / benefits? Again, clarity of focus for our pilot will help University understand what they are evaluating
- Panel understood our hypothesis that we are testing whether we are spending too much, that this is not targeted and that we are getting poor outcomes – and we put on the table the proposition that maybe we are not spending enough; e.g. should we be directing elements of health budget to Children's Centres?
- Mark Carroll's take on our hypothesis is that we have to spend less, decommission while adding value, preserve statutory responsibilities and preventative services to avoid future costs therefore that is the financial imperative – his question to us is therefore whether the pilot helps us do the day job? Is the pilot our prime mechanism for recalibrating services – i.e. localisation and personalisation as opposed to economies of scale?
- Mark also set out his view that this is meant to be a disruptive process – about real organisational culture change not salami slicing. At the same time it is reframing the deal between state and communities – we cannot continue to provide the support as we have done in the past
- David agreed – we can't carry on as we always have done, need to think and plan differently. While certain statutory services cannot be delegated others should be looked at – there will be political and officer tensions.
- The community would find it an incentive to potentially share budgets released by efficiencies
- Our spend mapping project is ambitious - we are looking at the totality of public spend and the element of local discretion – our intention is to start with the Council and Health budgets before bringing in Police and DWP – then carrying out some 'deep dives' – once again having one or two areas on which to focus will help that and also meet community request for information on financial costs
- Specific offers of support came from Locality who were interested in the feasibility study for the Surrey Sports Centre and helping us look at

whether a Council burden can become a community asset – they have experience of this

- Support also offered by Mark Carroll – as DCLG Champion at Director level he offered to come to Kingston and help win support from colleagues where we would find that helpful given his influence across the Department and Whitehall

Dean Tyler
8 October 2012