

Norwood Area Committee

21 September 2006

Findings of the St Luke's Memorial Garden working group

All Wards / Norwood Area

Report authorised by: Executive Director of Strategy and Corporate Services: Eric Bohl

Executive summary

It was agreed at Norwood Area Committee on 13 July 2006 to set up a working group comprising one councillor from each ward and one Forum officer to review the process of the St Luke's project. The outcome of the working group would be a report to Norwood Area Committee identifying how future community-based projects might be more effectively delivered. This report outlines those recommendations.

Summary of financial implications

None.

Recommendations

- (1) That the wider issues raised (strategic funding streams and contract management) require further investigation by this group, or another group specifically selected for that purpose, for further projects in the Norwood Area. The working group would continue to meet to address the issues specific to Norwood;
- (2) That Steering and Executive Groups of future projects adopt clear but flexible Terms of Reference articulating the objectives, relationships, accountabilities and quality assurance processes of the groups. That these Terms of Reference be transparent and clearly approved by those involved in said groups before the project starts;
- (3) That future projects should adhere strictly to Council processes and, for *example*, *any project have a clear system of checks and balances*.

Consultation

Name of consultee	Directorate or Organisation	Date sent to consultee	Date response received from consultee	Comments appear in report para:
Internal				
Mike Dickens	Legal and Democratic Services	11/09/06	11/09/06	Para 4.1
Tony Otokito	Directorate Finance Officer	11/09/06	12/09/06	None
Trevor Uprichard	Project Manager	06/09/06	07/09/06	Throughout
Neil Isaac	Head of Service	11/09/06	11/09/06	None
Shaun Kiddell	Parks Manager	11/09/06		
Khadiru Mahdi	Town Centre Manager	06/09/06	07/09/06	Throughout
Cllr Graham Pycock	Member of Working Group	11/09/06	12/09/06	None
Cllr Irene Kimm	Member of Working Group	11/09/06		
Cllr David Malone	Member of Working Group	11/09/06	12/09/06	Recommendations
Drew Patterson	Member of Working Group	11/09/06		
Entered in Consultation and Events Diary?				
No				

Report history

Date report drafted:	Report deadline:	Date report sent:	Report no.:
06.09.06	08.09.06	12.09.06	176/06-07
Report author and contact for queries:			
Caroline Arding, Democratic Services Officer 020 7926 2185 carding@lambeth.gov.uk			

Background documents

None

Appendices

Notes from St Luke's Memorial Garden Working Group (22/08/06 and 31/08/06)

Findings of the St Luke's Memorial Garden working group

1. Context

The minutes of the Norwood Area Committee on 13 July 2006 stipulated that a working group be set up, comprising one councillor from each ward and one Forum Officer. This working group to review the progress of this project, with a view to a brief report, identifying how future community-based projects might more effectively be delivered. The various written comments helpfully submitted to date to be considered, together with any additional views, which individuals may wish to contribute. The report to be available to the next Norwood Area Committee on 21 September”.

- 1.1 A working group was duly established comprising of Councillor Graham Pycock, Councillor Irene Kimm, Councillor David Malone and Drew Patterson. The Group met on the 22nd and 31st August 2006. The notes of the meetings and the written submissions received are appended to this report and this report sets out the Group's findings and recommendations.

2. Proposals and reasons

- 2.1 In addition to the written submissions received, the Group received verbal evidence from Jim Williams, Jane Pickard and Richard More who had all been closely involved on the community side of the project. The Town Centre Manager and the Project Manager were present to comment on behalf of the Council.

2.2 The historical facts of the project were established. The project had been initiated by the Norwood Action Group (NAG) and St Luke's Church and the formation of the Steering Group. This had led to funding from Lambeth and the formation of the Executive Group. There was general consensus that the involvement of community members had been an extremely positive aspect of the project that should be repeated in future projects where possible. However, it was established that the communication both within and between the groups could have been improved as assumptions about the work of the Groups were made leading to ambiguity about what each group had discussed and feelings of disempowerment. It was agreed that a structured reporting and information-sharing process should be adopted in future projects to prevent ambiguity and omissions and to promote inclusion.

- 2.3 Similarly, there was ambiguity surrounding the objectives and accountability of the groups. It was suggested and agreed that improved clarity and communication could be achieved by the introduction of clear but flexible Terms of Reference. This type of document would have the added benefit of defining accountability and therefore, providing protection to the community representatives. It was clarified that the Executive group did have Terms of Reference and that the Steering group had key objectives but it was agreed that clearer articulation of objectives, relationships and accountabilities would have been helpful and should be implemented in future projects.

2.4 Throughout the discussion, there was concern expressed by the Members of the Working Group that the error with regard to the railings height had not been noticed at an earlier stage. It was noted that processes were in place to prevent errors of this nature but would be ineffective in the processes was not adhered to. Effort should be made in future projects to monitor the quality controls set out in the project plan. However, it was commented that the project was fast-tracked at the request of Members.

2.5 The Group also focussed on the way in which funding was obtained both in Norwood and in the borough as a whole. It was noted that a more coordinated approach to obtaining funding could result in more strategic schemes that addressed areas in their totality. In Norwood specifically there was consensus that future schemes should focus on the heritage opportunities that Norwood area presents.

3. Comments from Executive Director of Finance

3.1 None.

4. Comments from Director of Legal and Democratic Services

4.1 The general power of well-being, as set out in section 2, Local Government Act 2000, allows the Council to take appropriate steps to improve the quality of life for local people and includes the power to, inter alia, give financial assistance to, enter into an agreement with, or provide staff, goods, services or accommodation to, any person. However, the well-being power does not enable the authority to raise money, nor to do anything which it is unable to do by virtue of any existing statutory prohibition, restriction or limitation on its powers.

5. Results of consultation

5.1 These recommendations were the result of two meetings of St Luke's Memorial Garden Working Group to which members of the community were invited to attend and contribute.

6. Organisational implications

6.1 **Risk management:**
Not applicable

6.2 **Equalities impact assessment:**
Not applicable

6.3 **Community safety implications:**
None

6.4 **Environmental implications:**
None

6.5 **Staffing and accommodation implications:**
None

6.6 **Any other implications:**

None

7. Timetable for implementation

7.1 Not Applicable

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