

## Cabinet

**Date:** Wednesday, 20 January 2021

**Time:** 16:30

**Venue:** Remote access, [Venue Address]

### Committee members:

#### Councillors:

Waters (chair)  
Harris (vice chair)  
Davis  
Jones  
Kendrick  
Maguire  
Packer  
Stonard

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## Information for members of the public

Members of the public and the media have the right to attend meetings of full council, the cabinet and committees except where confidential information or exempt information is likely to be disclosed, and the meeting is therefore held in private.

For information about attending or speaking at meetings, please contact the committee officer above or refer to the council's website



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## Agenda

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<b>1</b>	<b>Apologies</b>	
	To receive apologies for absence	
<b>2</b>	<b>Declarations of interest</b>	
	(Please note that it is the responsibility of individual members to declare an interest prior to the item if they arrive late for the meeting)	
<b>3</b>	<b>Public questions/petitions</b>	
	To receive questions / petitions from the public.	
	Please note that all questions must be received by the committee officer detailed on the front of the agenda by <b>10am on Friday 15 January 2021.</b>	
	Petitions must be received by the committee officer detailed on the front of the agenda by <b>10am on Monday 18 January 2021.</b>	
	For guidance on submitting public questions or petitions please see appendix 1 of the council's constitution.	
<b>4</b>	<b>Minutes</b>	5 - 10
	To agree the accuracy of the minutes of the meeting held on 16 December 2020.	
<b>5</b>	<b>Equalities Information Report 2021</b>	11 - 52
	<b>Purpose:</b> To consider the annual equality information report.	
<b>6</b>	<b>Scrutiny committee recommendations</b>	53 - 60
	<b>Purpose:</b> To consider the recommendations from the scrutiny committee meeting held on 17 December 2020.	
<b>7</b>	<b>Greater Norwich Local Plan – Regulation 19 consultation draft</b>	61 - 94
	<b>Purpose:</b> To consider an update on the draft Regulation 19 Greater Norwich Local Plan (GNLP) due to be published for consultation in February 2021.	
<b>8</b>	<b>Environmental Services - overview of services to be commissioned from Norwich City Services Limited (NCSL) - key decision</b>	95 - 114
	<b>Purpose:</b> To consider the key principles of the contract for environmental services to be awarded to NCSL and the contract for support services to be awarded by NCSL to the Council and a variation to the existing contract with Northgate for the Tenancy and Estate Management System.	
<b>9</b>	<b>Write off of irrecoverable national non domestic rate debt</b>	115 - 120

**Purpose:** To consider an update on the position as at 17 December 2020 with regard to the write-off of non-recoverable national non-domestic rate (NNDR) debt and request approval for the write-off of a debt totalling £71,830.70 which is deemed irrecoverable.

**10 Norwich Town Deal Implementation - key decision**

121 - 146

**Purpose:** To consider the financial profiling and resourcing arrangements to deliver the Towns Deal programme.

**11 Exclusion of the public**

Consideration of exclusion of the public.

**EXEMPT ITEMS:**

(During consideration of these items the meeting is not likely to be open to the press and the public.)

To consider whether the press and public should be excluded from the meeting during consideration of an agenda item on the grounds that it involves the likely disclosure of exempt information as specified in Part 1 of Schedule 12 A of the Local Government Act 1972 or it being confidential for the purposes of Section 100A(2) of that Act.

In each case, members are asked to decide whether, in all circumstances, the public interest in maintaining the exemption (and discussing the matter in private) outweighs the public interest in disclosing the information.

**Page nos**

**\*12 Norwich Town Deal Implementation – exempt appendices (Para 3) - key decision**

- This report is not for publication because it would disclose information relating to the financial or business affairs of any particular person (including the authority holding that information) as in para 3 of Schedule 12A to the Local Government Act 1972.

**\*13 Managing Assets (General Fund) - (Para 3) - key decision**

- This report is not for publication because it would disclose information relating to the financial or business affairs of any particular person (including the authority holding that information) as in para 3 of Schedule 12A to the Local Government Act 1972.

**Key decisions**

A 'key decision' means a decision which is likely to either –

- (a) result in the council incurring expenditure which is, or making savings which are, significant in relation to the council's total budget for the service or function to which the decision relates (for these purposes the presumption is that "significant" means any sum exceeding whichever is greater of the thresholds established by the European public contracts directive 2014/24/EC for local government in respect of contracts for supplies or services), or;
- (b) be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the Norwich city area.

Date of publication: **Tuesday, 12 January 2021**



**Cabinet**

**16:30 to 19:00**

**16 December 2020**

Present: Councillors Waters (chair), Harris (vice chair), David, Kendrick, Maguire and Stonard.

Apologies: Councillors Jones and Packer

Also present: Councillors Bogelein and Wright.

**1. Public Questions/Petitions**

There were no public question or petitions.

**2. Minutes**

**RESOLVED** to agree the accuracy of the minutes of the meeting held on 11 November 2020.

**3. Declarations of interest**

Councillor Stonard and Councillor Kendrick declared an other interest as directors of Norwich Regeneration Limited.

**4. COVID-19 recovery plan progress report**

Councillor Waters, leader of the council presented the report. The council had considered and agreed a blueprint for recovery, at its meeting in June 2020. It was one of the first Covid-19 recovery plans published in the country. This item provided an update on the progress on the plan's objectives, it was a living document responding to the changing landscape.

A partnership working approach had been taken building upon the work already undertaken under the umbrella of the 2040 city vision. The first element of the report detailed the initial response to Covid-19, the impact on the city, its residents and businesses. The leader commended the residents of Norwich and those coming into Norwich for acting in a proportionate and responsible way and for following the public health guidance. The second element focused on the recovery of the city going forward which was recognised as a city wide effort.

Key recovery themes and actions were identified, securing the council's finances was a recurrent theme within these. The council had an established infrastructure it had used to distribute central government funding to assist those in need and had invested its own resources to provide additional support to residents and businesses. The leader expressed concern that without adequate government financing to cover the costs of responding to the longer term effects of the pandemic, local government would not remain an effective partner.

Measures to counter the longer term challenge such as upskilling the workforce and supporting the most vulnerable had been identified. The pandemic highlighted existing trends and inequalities and the shortcomings of the current social security system. The council also worked in partnership to ensure the business community were supported and further considered what a good economy looked like. To this end the partnership had established the 'good economy commission'.

The chief executive officer said that in June the council published one of the first comprehensive Covid-19 recovery plans. During the first three months of the pandemic the council responded to the needs of vulnerable people and businesses. After which it was important to look forward and put a planning mechanism in place. The council continued to respond to the needs of vulnerable residents and business whilst focussing on the stated priorities the plan identified. This report provided an update on those actions.

He thanked colleagues across the council for going above and beyond their normal roles to assist the residents and businesses of Norwich. Currently 26 council officers and security personnel were deployed in shifts across the city to support residents, visitors and businesses in the city. This represented the most comprehensive response team in Norfolk. A continued programme of winter support was being provided to residents who felt unable to stop shielding. A contact tracing service had been developed with partners which had been rated as one of best in the country by the Nuffield Trust.

In terms of adequate government funding the promise to reimburse the full costs of Covid-19 to local government was yet to be fulfilled. This had real budgetary implications. An initial budget shortfall of £7m had been forecast and £3m of savings across the council had been found whilst still providing Covid-19 support with the resulting financial implications.

The response to Covid-19 provided an opportunity to build on the creative approaches taken. In the initial lockdown 120 rough sleepers were accommodated under the government's 'everybody in' scheme, 104 of these individuals had successfully moved into more settled accommodation. This opportunity was built upon and working with partners at the County Council a 'no homelessness in Norfolk' policy was being developed. The council had distributed over £40m of grants to businesses and was the highest performing authority in Norfolk.

The successful Towns Deal award of £25m would provide for brownfield regeneration and council house building. Opportunities for development in East Norwich were to be explored with a masterplan for development to be considered in the next year. The council's wholly owned company NRL was performing well and had achieved strong sales since July 2020. The council had considered an ambitious housing commissioning programme representing the development of over 300 council homes across the city with construction starting next summer.

The council's recently adopted environmental strategy set out an ambitious carbon reduction programme setting a target for the council to achieve net zero carbon emissions by 2030. The council had been recognised by Friends of the Earth for its response to the challenge of climate change. Despite many challenges significant progress had been achieved. Looking forward the council would work closely with its partners to support the roll out of a Covid-19 vaccine.

The cabinet member for social inclusion thanked the council's revenues and benefits team for its excellent work supporting customer to apply for Council Tax Support, self-employment grants and £500 self-isolation payments. She highlighted the work of the council's communities team and its work with the Norwich Food network, linking all foodbanks across Norwich ensuring citywide coverage. She further praised the excellent work of the financial inclusion consortium in the city where customers were referred for specialist support.

The deputy leader and cabinet member for social housing commended the work of the council's housing team and its achievements working to accommodate rough sleepers during the pandemic.

Councillor Bogelein noted the intention to support the development of digital and creative sectors of the economy and highlighted research which indicated in areas which relied on the development of this sector many 'low skilled' individuals were left behind. She asked how would foundational sectors of the economy such as care and health services would be supported. The leader of the council said it was important to equip people with the digital skills they needed whilst considering what an inclusive economy would look like in the city. He referred to the regular clap for carers events and the revaluation of the value of previously underappreciated jobs such as those in the care sector and noted the council's support for the living wage campaign.

**RESOLVED** to note the progress made in the delivery of the COVID-19 recovery plan and the main actions contained within it.

## **5. Emerging Budget 2021/22**

Councillor Kendrick, cabinet member for resources presented the report. Despite assurances in March 2020 that local government would be fully compensated for their work during the Covid crisis the government was yet to provide this funding. The council had lost revenue from its car parks and income from commercial properties as a result of the pandemic. This was at a time of increased costs associated with the administration of government grants. The burden of austerity had fallen on local government with a 50% cut to funding since 2010. The pandemic had increased demand on local government services and a number of councils across the country were declaring bankruptcy.

He highlighted ongoing budget uncertainties experienced by local authorities and noted that the council were currently awaiting the outcome of the local government settlement and again that this would only be a one year funding allocation. The budget provided for an increase to council tax at 1.99% which would generate income of £200,000. As a short term measure the council had drawn on its reserves to balance the budget but this was not sustainable. Service reviews would be undertaken across the organisation to deliver efficiencies where possible. In recognition of the financial risks experienced a risk reserve would be set up. He noted that without proper funding local government would not be able to meet the challenge of the next crisis which arose.

The chief finance officer said that the budgetary challenges for this year and the next could not be underestimated. The impact of Covid-19 on the council budget for 2021-22 was over £3m, £2m from reserves would be drawn down to balance the budget but without the pressure from Covid this would not have been needed. Initial savings of £1.9m had been achieved and a 1.99% increase on council tax set. It

was still unclear what additional support government would provide to local authorities and as such the budget figures were indicative and the impact of Covid could affect the ability to deliver identified savings.

The leader commented that the local government settlement for the years 2019 and 2020 did not reflect the increased work councils had undertaken in the period and did not acknowledge their work on Covid adequately.

**RESOLVED to:**

- 1) note the financial strategy principles incorporated into the report, which address the ongoing impacts of Covid-19, and enable the Council to set a balanced budget for 2021/22;
- 2) approve the budget principles for consultation for the general fund revenue budget and for the general fund and HRA capital programmes; and
- 3) approve the creation of an earmarked reserve to help manage the financial risks associated with the longer-term impacts of Covid-19 as well as the implementation of the budget proposals.

**6. Treasury Management Mid-Year Review Report 2020/21**

Councillor Kendrick, cabinet member for resources presented the report. He highlighted that government reforms to the Public Works Loan Board had affected the council's ability to borrow money to make investments and this was why an increase to the Money Market Fund (MMF) was being requested. The chief finance officer said that currently if the council invested money with government it would achieve a negative investment rate. It would be difficult to achieve much return in the market and safety was paramount but an increase to the MMF would enable the council greater flexibility when investing.

Councillor Bogelein noted that scrutiny committee had asked cabinet to investigate where money market investments were made and if these investments were ethical. The chief officer said she would provide information outside of the meeting.

**RESOLVED to:**

- 1) note the contents of the report and the treasury activity undertaken in the first six months of the 2020/21 financial year; and
- 2) recommend that Council approve an increase in the approved counterparty limit with an individual Money Market Fund (MMF from £5m to £10m but remaining within the existing £25m maximum for that type of financial instrument (paragraph 11).

**7. Corporate Performance and Risk Report, Quarter Two 2020-21**

The leader of the council presented the report. He noted that the report included the risk register and reflected the work undertaken by the senior management team to identify and mitigate risks to the council.

In response to Councillor Bogelein's question the cabinet member for social inclusion said that at the beginning of the Covid-19 pandemic individuals had been initially



resistant to the move from face to face debt and financial advice to online and telephone advice. The strategy manager said that the council's approach to income collection incorporated an element of debt prevention too.

**RESOLVED** to note progress on the key performance indicators for this quarter and the corporate risk register.

## **8. Scrutiny committee recommendations**

Councillor Kendrick, cabinet member for resources introduced the report and asked Councillor Wright in his capacity as chair of the scrutiny committee to present the report. Councillor Wright stated the report covered recommendations from two committee meetings. The first looked at rough sleeping and the other on the work of the LEP.

The leader noted that a number of the recommendations from the report were questions and some had been asked before. In response to the recommendations on rough sleeping the deputy leader and cabinet member for social housing said she would look with the department to provide the information requested where possible and noted that members were to receive training on working with individuals experiencing homelessness in January.

**RESOLVED** to note the recommendations made at the meeting of scrutiny.

## **9. Consultation response to draft Local Transport Plan**

Councillor Stonard, the cabinet member for sustainable and inclusive growth presented the report. This was a response to the County Council's transport plan, it responded to the challenges of climate change, air pollution and how to make the city more liveable. It linked into the council's 2040 city vision, Covid-19 recovery and city centre inner space plan work. The city council considered the county's plan unambitious, in that it failed to address the significant challenges facing the city.

There was little recognition of the radical transformation that would be required. The government document 'gear change' detailed the aim to make half of all journeys across the country by cycling or walking by 2030. It was necessary to stop assuming that traffic growth would continue and to design for the future. The pandemic had shown how quickly patterns of behaviour could change. In particular the impact of homeworking was effective in reducing traffic flow.

Transport planning was also about social justice, the availability of affordable transport options and the resultant impacts on life chances. The city council's response hoped to reduce inequalities and promote fairness of access to education and employment opportunities. In terms of electric vehicles there was a recognition that much of the electric generated was derived from fossil fuels and that the manufacture of the vehicles increased energy consumption. However they did represent an improvement and it was important to provide the necessary infrastructure to support use.

The response included an increase in the provision of 20mph zones within the city which impacted beneficially on the environment and reduced road collisions too. Parking was addressed with the consideration of a parking levy on land used for

parking in the city. This ambitious response hoped to create a health debate on transport planning and the future of the city.

The director of place said that the County Council had indicated a timetable for the delivery of the Transport for Norwich Strategy with a first draft aimed for September 2021. This response had been drafted to set out the city council's ambitions for Norwich ahead of that.

**RESOLVED** to approve the City Council's response to the County Council's Local Transport Plan.

#### **10. Update on Business Activities of Norwich Regeneration Limited**

Councillor Stonard, the cabinet member for sustainable and inclusive growth presented the report. There had been a remarkable turnabout in the performance of the company. Homes were selling well and it was forecast that the company would be able to repay its loan from the council ahead of projections. Clear actions had been taken to strengthen the governance and the board of the company.

**RESOLVED** to note the positive progress that has been made by NRL in improving governance and responding to Covid-19

#### **11. The award of contract for the provision for emergency accommodation for rough sleepers – key decision**

Councillor Maguire, the cabinet member for safe and sustainable city environment presented the report. He highlighted that over 80% of individuals that were sleeping rough and accommodated in the first lockdown had been moved into more settled accommodation.

**RESOLVED** to:

- 1) award a contract(s) for the emergency provision of accommodation to rough sleepers to 31 March 2021; and
- 2) delegate authority to the Director of People and Neighbourhoods in consultation with the Cabinet member for Safe and Sustainable City Environment to award a contract(s) for the emergency provision of accommodation to rough sleepers for the period from 1 April 2021 to 30 September 2021 subject to budget approval.

CHAIR

**Report to** Cabinet  
20 January 2021  
**Report of** Strategy manager  
**Subject** Equalities Information Report 2021

**Item**

**5**

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**Purpose**

To consider the annual equality information report.

**Recommendation**

To approve publication of the annual equality information report.

**Corporate and service priorities**

The report helps to meet the corporate priority People living well.

**Financial implications**

None

**Ward/s:** All Wards

**Cabinet member:** Councillor Davis - Social inclusion

**Contact officers**

Adam Clark, Strategy manager

01603 989272

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**Background documents**

None

## Report

1. As a local authority, the council has a statutory requirement to publish an annual Equality Information Report. The deadline for publishing our report is 31 January 2021 and it will be considered by cabinet in January before publication. The draft Equality Information Report is appended to this report.
2. The reports provide key data and commentary about Norwich residents and city council customers and employees, especially those with protected characteristics under The Equality Act 2010. These reports can be found on the council website: <http://www.norwich.gov.uk/equalityanddiversity>
3. This is the third report to be presented in the revised format which is more infographic led, in order to:
  - a) make the key messages clearer
  - b) make it easier for stakeholders to source data
  - c) make it more accessible to a range of audiences.
4. The report includes brief commentary on some of the key data, especially where there are notable changes or local variances. Where available the information is presented at a local level, alongside comparative data at either a county, regional or national level. These data sources are referenced at the end of the report.

## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	20 January 2021
<b>Director / Head of service</b>	Louise Rawsthorne
<b>Report subject:</b>	Equalities Information report 2021
<b>Date assessed:</b>	18 December 2020

	Impact			
<b>Economic</b> (please add an 'x' as appropriate)	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Social</b> (please add an 'x' as appropriate)	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The report provides information about how the council discharges its duties under the Equality Act, which allows for identification of areas for improvement
Eliminating discrimination & harassment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Allows identification of risks around liabilities under the Public Sector Equality Duty

Recommendations from impact assessment	
<b>Positive</b>	
Officers and members should consider the evidence in the report to identify ways in which the council can enhance its activities as a provider of services and as an employer. The data included should be used to inform specific equality impact assessments.	
<b>Negative</b>	
<b>Neutral</b>	
<b>Issues</b>	





# DRAFT

## Equality Information Report 2021



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# Introduction

- Norwich has a long history of being a radical, innovative city. We are increasingly recognised for our strong economy, quality of life and vibrancy. But we know there are some parts of our city where there is inequality and poverty that we must continue to challenge and tackle.
- The [Norwich 2040 City Vision](#) brings the whole city, its people, businesses and institutions working together to make the Norwich of 2040 the best place to be. It will be a fair city where people care about equality; there is a fair system; and communities are diverse.
- Norwich City Council is at the heart of the city. We work creatively, flexibly and in partnership with others to create a city of which we can all be proud. We provide good services to our residents, visitors and businesses, whilst enabling people to help themselves and ensuring that those who need extra help can access it.
- Equality is a theme running throughout our [Corporate Plan 2019-22](#) which supports our vision to make Norwich a fine city for all by putting people and the city first. [The State of Norwich](#) provides statistical information about Norwich - people, place, economy and wellbeing.
- This Equality Information Report forms part of Norwich City Council's demonstration of its legal compliance against the Public Sector Equality Duty (PSED) which is part of the Equality Act 2010.



# Equality Act 2010

As part of the **Equality Act 2010**, the council must demonstrate due regard to three general equality duties across its functions:

- advancing equality of opportunity between people who share a protected characteristic and those who do not
- eliminating discrimination, harassment, and victimisation and other conduct prohibited by the act
- promoting good relations between people who share a protected characteristic and those who do not.

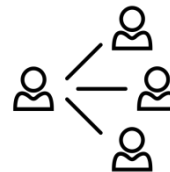
The council must also publish **equality data** about the people:



who **live** in Norwich

who **work** at the council

who **use** its services.

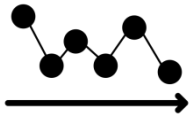




## Report format



The **report** has been **revised** to make it more **infographic** lead, so that the key messages are **clearer**.



It includes brief **commentary** on some of the **key data**, especially where there are notable **changes** or local **variances**.



**Information** is mainly provided at a **city level**, where data is also available at **regional** and **national levels**, this has been **included**.



Data sources are referenced at the end of the report.



## Further information

If you would like further information about the contents of this report please:



01603 989272



strategy@norwich.gov.uk

If you would like this report in another format:



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[www.norwich.gov.uk/intran](http://www.norwich.gov.uk/intran)



0344 980 3333

# Our residents





# Our residents



## Age

	Norwich	Norfolk	England
<b>0-14</b>	16.1%	16.0%	18.1%
<b>15-39</b>	42.9%	27.8%	31.8%
<b>40-64</b>	26.0%	31.7%	31.7%
<b>65-84</b>	12.7%	21.1%	15.9%
<b>85+</b>	2.4%	3.4%	2.5%



## Population

Norwich	Norfolk	England
140,573	907,760	56,286,961



## Gender

	Norwich	Norfolk	England
<b>Male</b>	49.6%	49.1%	49.4%
<b>Female</b>	50.4%	50.9%	50.6%



## Ethnicity

	Norwich	Norfolk	England
<b>Total White</b>	<b>90.8%</b>	<b>96.4%</b>	<b>86.0%</b>
White non-British	6.1%	4.0%	5.5%
<b>Total Black, Asian or minority ethnic group</b>	<b>9.2%</b>	<b>3.5%</b>	<b>14.0%</b>
Asian/Asian British	4.4%	1.6%	7.5%
Black/African/Caribbean/Black British	1.6%	0.6%	3.3%
Mixed heritage	2.3%	1.1%	2.2%
Other ethnic group	0.8%	0.2%	1.0%



# Our residents



## Disability

### Equality Act disability

	Norwich	Norfolk	England
Disabled aged 16-64	16.7%	13.3%	12.1%
Work-limiting disabled aged 16-64	16.4%	10.7%	10.0%
Disabled or work-limiting disabled aged 16-64	19.3%	14.7%	13.3%
Not disabled aged 16-64	47.5%	42.8%	48.2%

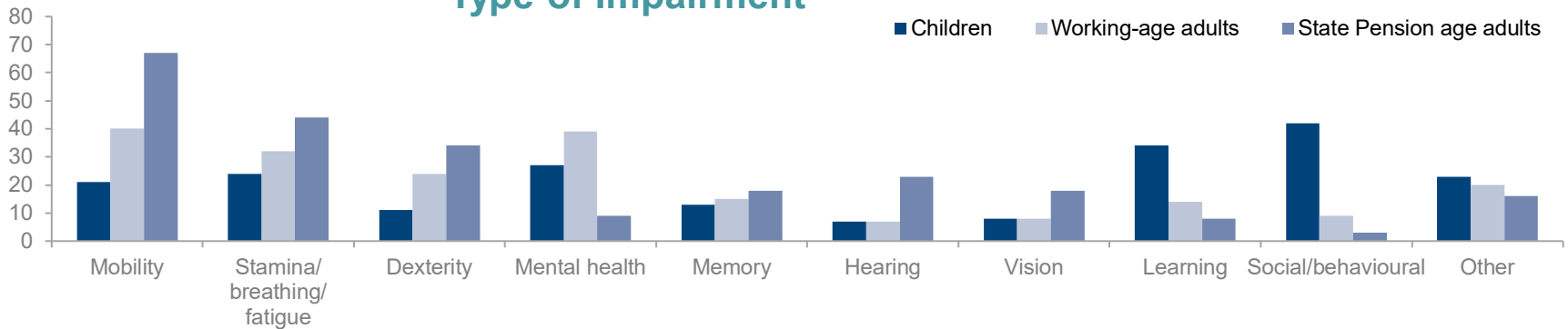
### Mental health

	Norwich	Norfolk	England
Population aged 16 to 64 with common mental disorders	15.7%	13.0%	13.5%
Population aged 65 + with common mental disorders	1.7%	2.4%	1.80%

### Day to day activities

	Norwich	Norfolk	England
Limited a lot	8.6%	9.1%	8.3%
Limited a little	9.8%	11%	9.3%
Not limited	81.6%	79.9%	82.4%

Percentage of disabled people UK





# Our residents



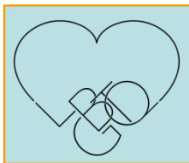
## Religion or belief

	Norwich	Norfolk	England
Christian	44.9%	61.0%	59.4%
Buddhist	0.7%	0.3%	0.5%
Hindu	0.8%	0.3%	1.5%
Jewish	0.2%	0.1%	0.5%
Muslim	2.0%	0.6%	5.0%
Sikh	0.1%	0.1%	0.8%
Other	0.7%	0.5%	0.4%
No religion	42.5%	29.6%	24.7%
Not stated	8.2%	7.6%	7.2%

## Marriage + civil partnership

	Norwich	England
Single (never married or never registered a same-sex civil partnership)	46.9%	34.6%
Married	33.4%	46.6%
In a registered same-sex civil partnership	0.3%	0.2%
Separated (but still legally married or still legally in a same-sex civil partnership)	2.6%	2.7%
Divorced or formerly in a same-sex civil partnership which is now legally dissolved	10.7%	9.0%
Widowed or surviving partner from a same-sex civil partnership	6.1%	6.9%

## Sexual orientation



	Norwich*	Norfolk*	East	England
Heterosexual/straight	94.1%	96.3%	96.1%	94.4%
Gay or lesbian	2.6%	1%	1.1%	1.4%
Bisexual	2.9%	0.8%	1%	0.9%
Other	u**	0.2%	0.5%	0.6%
Don't know or refuse	u**	1.6%	1.4%	2.8%

\* based on 3 year pooled APS dataset for 2016 to 2018

\*\* values suppressed as based on sample of less than 3 people & considered unreliable



# Our residents

## Gender reassignment



No reliable data is available until Census 2021 but it is estimated that around 1% of the UK population is to be gender variant.

## Pregnancy and maternity



### Births in 2019

<b>Norwich</b>	1,471
<b>Norfolk</b>	8,083
<b>England</b>	610,505
<b>England &amp; Wales</b>	640,209

### Age of birth mothers in England

	2019	Under 20	20 to 24	25 to 29	30 to 34	35 to 39	40 to 44	45 and over
<b>East</b>		2.4%	12.5%	27.4%	33.8%	19.3%	4.3%	0.3%
<b>England</b>		2.7%	13.4%	27%	32.9%	19.3%	4.3%	0.4%

## Looked after children



Number and rate per 10,000 children aged under 18 as at 31 March 2019

	Number	Rate
<b>Norfolk</b>	1,188	70
<b>East of England</b>	6,740	50
<b>England</b>	78,150	65

## Rough sleepers

### Known rough sleepers

Q3 2019/20	49
Q4 2019/20	65
Q1 2020/21	51
Q2 2020/21	44



## Carers

	Norwich	England
<b>1-19 hours of unpaid care</b>	5.7%	6.5%
<b>20-49 hours of unpaid care</b>	1.1%	1.4%
<b>50+ hours of unpaid care</b>	2.2%	2.4%



# Our residents

## Socio-Economic Classification (NS-SEC)

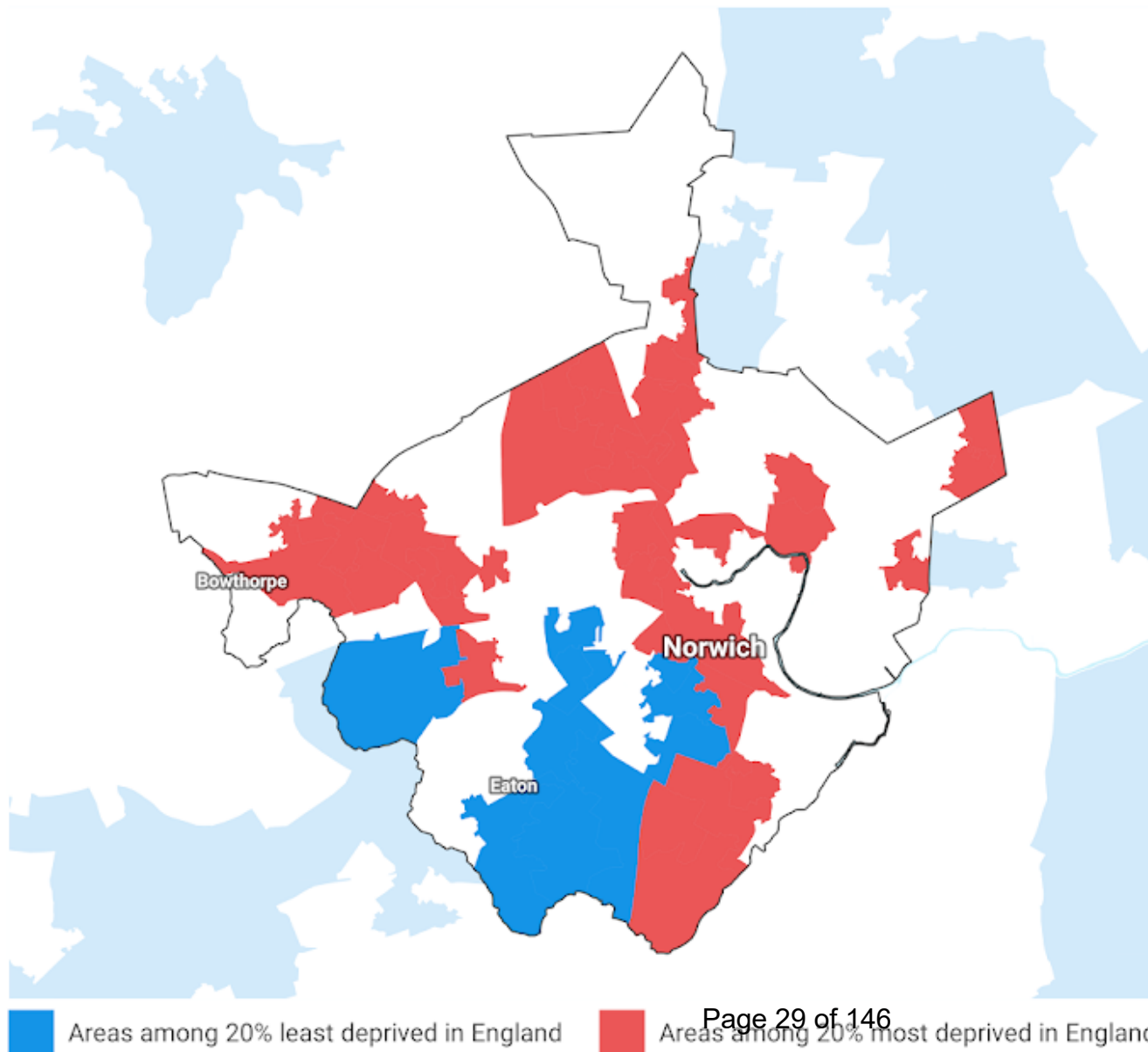


Socio-Economic Classification (2011)									
	1	2	3	4	5	6	7	8	L15
<b>Norwich</b>	9.3%	18.4%	10.9%	6.8%	6.5%	15.3%	12.6%	5.4%	14.8%
<b>Norfolk</b>	8.3%	19.7%	12.5%	11.2%	8.0%	17.1%	12.4%	3.9%	6.8%
<b>England</b>	10.4%	20.9%	12.8%	9.4%	6.9%	14.0%	11.0%	5.6%	9.0%

Socio-Economic Classification Key	
1.	Higher managerial and professional occupations (e.g. directors, clergy and medical practioners)
2.	Lower managerial and professional occupations (e.g. teachers, nurses and journalists)
3.	Intermediate occupations (e.g. travel agents, medical secretaries and police officers)
4.	Small employers and own account workers (e.g. taxi-cab drivers, product designers)
5.	Lower supervisory and technical occupations (e.g. electricians, train drivers, bakers)
6.	Semi-routine occupations (e.g. traffic wardens, dental workers and scaffolders)
7.	Routine occupations (e.g. cleaners, waiters/waitresses)
8.	Never worked and long-term unemployed
L15.	Full-time students

11:33

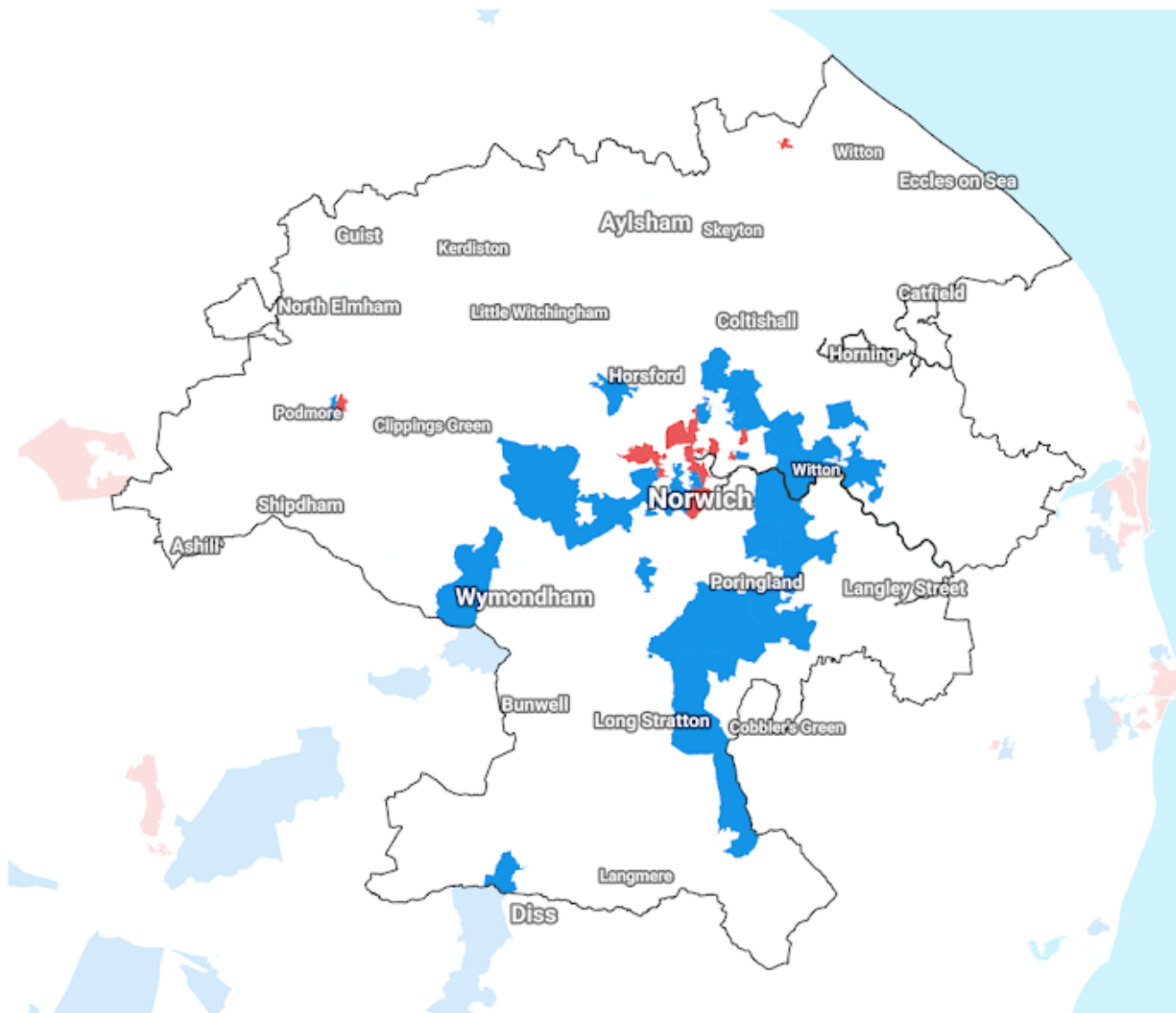
This is the 20:20 Index which shows the ratio of small areas within the Local Authority that are among the 20% least (blue) or 20% most (red) deprived nationally based on income, showing local economic imbalance.



# NORWICH

## Economic imbalance

TRAVEL TO WORK AREA



47:35

This is the 20:20 Index which shows the ratio of small areas within the Travel to Work Area that are among the 20% least (blue) or 20% most (red) deprived nationally based on income, showing local economic imbalance.



# Our residents - commentary



There is slight drop in population figures for Norwich, see population estimates table below, with less births in the last year but slight growths in the higher age brackets, reflecting the national trend that people are living longer (see Age table on page 8 and Births table on page 10).

-	Norwich	East of England	Great Britain	% increase in Norwich
2015	138,100	6,076,000	63,258,400	1.1%
2016	139,900	6,129,000	63,785,900	1.3%
2017	140,400	6,168,400	64,169,400	0.4%
2018	141,137	6,201,214	64,553,900	0.5%
2019	140,573	6,236,072	64,903,140	-0.4%



**Disability** data now includes information on mental health, those classed as disabled under the Equality Act 2010 and national picture of the types of impairment. Norwich is more likely to have working age residents with a common mental disorder compared with Norfolk and England. This is also the case across disability as defined under the Equality Act.



Last year's report showed a rise in the number and rate of **Looked after children** at a national, regional and local level. The latest data is not available at the time of writing this report, Nov 2020.



There has been significant funding to help rough sleepers throughout the pandemic through the 'Everybody In' initiative. This allowed the council to accommodate 120 rough sleepers, or those at risk of rough sleeping.



**Sexual orientation** data has been expanded to include Norwich figures based on 3 year pooled Annual Population Survey datasets from 2016 to 2018 by Office for National Statistics (ONS).

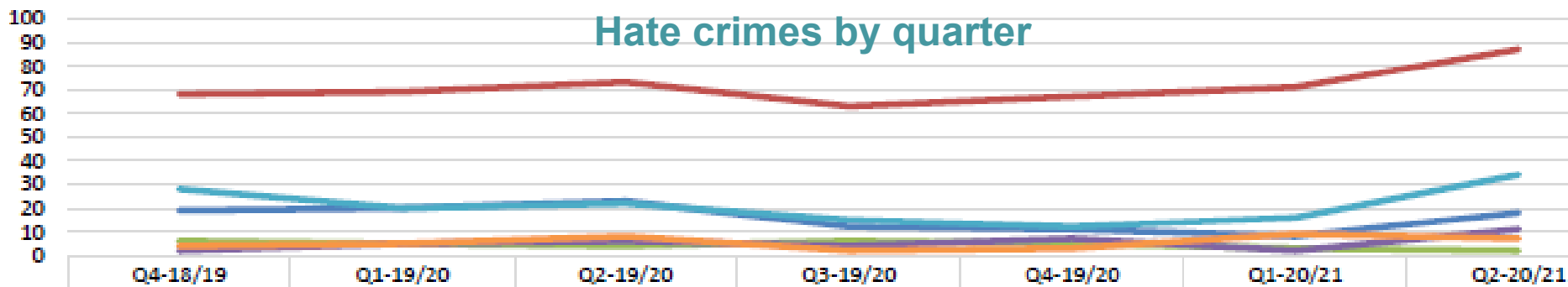


The **socio-economic** table on page 12 show the proportion of full-time **students** was **higher** in Norwich than in Norfolk or England. These figures will be updated after the Census 2021 along with a number of other data sets used to inform this report.

# Hate Crimes & Incidents







<span style="color: blue;">—</span> Disability
<span style="color: red;">—</span> Racial
<span style="color: green;">—</span> Racial or Religious
<span style="color: purple;">—</span> Religion
<span style="color: lightblue;">—</span> Sexual Orientation
<span style="color: orange;">—</span> Transgender

Type		Norwich	Norfolk	Norwich as % of Norfolk
Crimes	Disability	49	220	22%
	Racial	285	931	31%
	Racial or Religious	17	46	37%
	Religion	23	69	33%
	Sexual Orientation	77	264	29%
	Transgender	21	69	30%
	<b>Sub-total</b>	<b>472</b>	<b>1599</b>	<b>30%</b>
Incidents	Disability	10	31	32%
	Racial	57	149	38%
	Religion	7	9	78%
	Sexual Orientation	9	41	22%
	Transgender	0	13	0%
	<b>Sub-total</b>	<b>83</b>	<b>243</b>	<b>34%</b>
<b>Total</b>		<b>555</b>	<b>1842</b>	<b>30%</b>

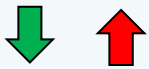


01/10/19 – 30/09/20



# Hate crimes and incidents - commentary

A **hate incident** is any incident which is **perceived** by the person, or any other person as being **motivated** by **prejudice** or hatred. It may or may not be a crime. A **hate crime** is a crime **committed** against someone because of their **protected characteristic**.



There is an overall **drop** in the total number of **hate crimes and incidents** being recorded over the last year in **Norwich** despite a rise overall across Norfolk compared with last year.



The percentage of crime and incidents taking place in Norwich as a proportion of Norfolk has also **decreased** from 40% to 30% during the last year.



However, the quarterly totals for hate crimes shown in the chart on page 17 appear to show an upward trend for most hate types compared to the previous quarter. Numbers of disability and sexual orientation hate crimes have more than doubled since the previous quarter.

It is likely that the majority of hate crimes or incidents are not reported; therefore **higher figures do not always represent more crime**, but possibly more reported crime due to more awareness or confidence in reporting. However, if a trend of significant increases continues year on year high, further investigation should be considered to determine whether more can be done across our communities to bring about behavioural change.

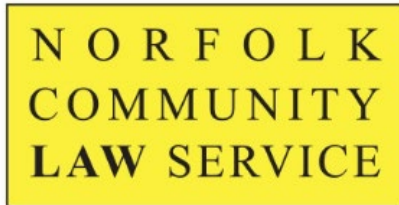
# Supporting Communities





# Supporting Communities

The council has funded and/or supported the following projects, and organisations over the last year. This is not a complete list.



Creating Connections | Building Communities

NORWICH INDEPENDENT LIVING GROUP

# Our Customers





## Our customers (tenants)



### Gender



Male	41%
Female	58.3%
Unknown	0.7%

### Disability



Not Disabled	66.4%
Disabled	31.8%
Unknown	1.8%

The data on this page relates to the named Norwich City Council tenant, and not all occupants of the household, as of September 2020.

### Ethnicity



Asian/Asian British	1.3%
Black/African/Caribbean/Black British	1.9%
Mixed heritage	0.9%
Other ethnic groups	0.7%
Unknown ethnicity	0.7%
White-British	85.4%
White-non British	9.0%

### Age



15-24	4.2%
25-34	16.9%
35-44	18.1%
45-54	19.1%
55-59	8.5%
60-64	7%
65-74	13.1%
75-84	8.5%
85+	4.5%



# Our customers (all services)

## Complaints



## Translations & interpretations

LANGUAGE	BOOKINGS	%
ARABIC	87	16
LITHUANIAN	75	14
POLISH	62	11
PORTUGUESE	38	7
KURDISH - SORANI	33	6
HUNGARIAN	30	6
ROMANIAN	26	5
BENGALI	19	3
AMHARIC	18	3
RUSSIAN	18	3
FARSI	17	3
MANDARIN	16	3
BULGARIAN	14	3
BSL	12	2
SWAHILI	9	2
BENGALI-SYLHETI	8	1
LATVIAN	8	1
CANTONESE	7	1
FRENCH	7	1
OTHER (16 languages)	40	7
<b>TOTAL</b>	<b>544</b>	



	Number	Percentage
<b>Ethnicity</b>		
Asian/Asian British	8	0.45%
Black/African/Caribbean/Black British	8	0.45%
Mixed heritage	14	0.79%
Other ethnic groups	10	0.56%
White-British	658	36.97%
White-non British	50	2.80%
Unknown/declined to answer	1032	57.98%
<b>Gender</b>		
Female	714	40.11%
Male	562	31.57%
Unknown/declined to answer	504	28.31%
<b>Disability</b>		
Disabled	236	13.26%
Non-disabled	613	34.44%
Unknown/declined to answer	931	52.30%
<b>Age</b>		
<=19	4	0.22%
20-29	156	8.76%
30-39	226	12.70%
40-49	211	11.85%
50-59	209	11.74%
60-69	109	6.12%
70-79	91	5.11%
80-89	23	1.29%
90-99	2	0.11%
Unknown/declined to answer	749	42.08%
<b>Total number of complaints 2019-2020</b>	<b>1780</b>	



## Our customers- commentary



Information relating to **Norwich City Council tenants** has seen very little change over the last 12 months. There has been a slight shift in the **ethnicity** of tenants with a drop from 6.1% to 4.8% for those who are not white. Until the Census 2021 we will not know if this is reflective of ethnicity changes across the city as a whole.



The council has provided 11.7% more translations and interpretations for its customers this year, with the number of languages increasing to 35. Big increases are in Arabic (+36), Polish (+44) with drops in Lithuanian (-14), Hungarian (-24) and Mandarin (-17). Vietnamese was fifth in the table of requests last year with 40 requests to just 3 this year.



NEW



This year a breakdown in **ethnicity** is included in the complaints analysis. There has been slight rise in complaints from non-white customers, with a drop in complaints from white customers but a 10% increase in customers' ethnicity not being recorded. This likely reflects the move to more digital contact from customers. Data collection will form part of the forthcoming council wide Equalities review.



The **gender split** of complainants remains largely **unchanged** from last year, with the gender of the complainant not being known in almost a third of cases, similar to last year. Again this likely reflects the move to more digital contact from customers. Data collection will form part of the forthcoming council wide Equalities review.



The **disability** and **age** split remains largely unchanged from last year, which saw marked differences. Overall, the number of complaints has reduced by 8.6%.



# Our Economy





# Our economy

## Pay

	Median hourly pay (residents) £		
	Male full time workers	Female full time workers	Total full time workers
Norwich	13.24	14.48	13.50
New Anglia LEP	13.97	12.74	13.50
East of England	16.01	14.65	15.38
Great Britain	15.64	14.42	15.18

	Median hourly pay (workplace) £		
	Male full time workers	Female full time workers	Total full time workers
Norwich	15.06	13.95	14.36
New Anglia LEP	13.62	12.64	13.27
East of England	14.75	13.73	14.37
Great Britain	15.63	14.41	15.17



## Employment

	Claimant count by gender November 2020		
	Males	Females	Total
Norwich	3,730	2,465	6,195
New Anglia LEP	28,090	20,470	48,560
East of England	117,535	86,510	204,050
Great Britain	1,510,360	1,041,795	2,552,155

	Claimants as % of residents aged 16-64 November 2020		
	Males	Females	Total
Norwich	7.8	5.2	6.5
New Anglia LEP	5.8	4.2	5.0
East of England	6.2	4.5	5.4
Great Britain	7.5	5.1	6.3

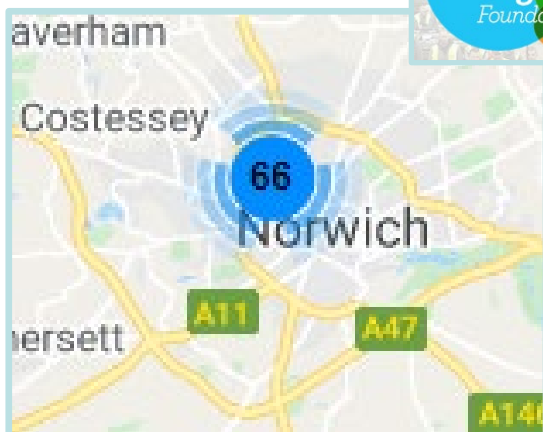


# Our economy

## Living Wage

### Living Wage Foundation Employers

Norwich	66
Norfolk	132
East of England	265
UK	6970



100% of employees working on contracts with a value over £25k tendered by Norwich City Council are paid the Living Wage Foundation's living wage.



## Digital Inclusion

### New learners supported

Oct 2019 - Mar 2020    Apr 20 - Sept 2020

#### Ages of learners

Under 25	4	2
25 - 65	130	12
Over 65	26	2

#### Activities

Foundation skills	24	8
Problem solving skills	53	3
Communicating skills	76	8
Handling info & content skills	37	5
Transacting skills*	128	3
Being safe, legal & confident online	7	0

<b>Total</b>	<b>325</b>	<b>27</b>
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* inc help with Universal Credit	68	4
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* Inc help with Council business	11	0
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# Our economy - commentary



Whilst the median full time hourly pay for **residents** in Norwich, and the New Anglia Local Enterprise Partnership (LEP) area has **increased** at a higher rate than the national and regional figures since the last report, it still remains a lower hourly pay.



The median full time hourly pay for resident **females** has **increased** by 22% meaning that they get paid £1.24 per hour more than males and 6p more than the national rate.



The **pay gap** between males and females **working** in Norwich, which includes those living outside the city, has **increased** by 3.7% this year with men being paid £1.11 per hour more than women. This goes against the regional and national trends which show a reduction in pay gap.



In the past 12 months the proportion of **residents economically inactive** has **more than doubled** with Covid-19 being a key factor in this increase. This is the case at a local, regional and national level. 7.8% of men (105% increase) and 5.2% of women (108% increase) are economically inactive in Norwich. The age breakdown for claimants is no longer available.

A caveat to the district level data for pay and employment is that due to a smaller sample size, some of the results contain a reasonably large margin of error.

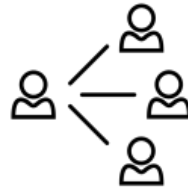


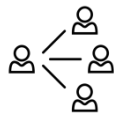
There has been an **decrease** in the number of **living wage employers** from 68 to 66. Note **many** employers pay the living wage who are not accredited with Living Wage Foundation.



There has been a slight **increase** in the number of residents receiving digital support over the last year. The figures have been split into two parts showing how Covid-19 has affected the ability to deliver the service. Based on the first half of the year, it is likely that the service would have helped a further 80% of people. The digital inclusion is covered in the council's Covid-19 blueprint for recovery, along with the economic, financial and employment impacts.

# Council Employees





# Council Employees

## Gender



Male	43%
Female	57%

## Disability



Yes	11%
No	78%
Prefer not to say	11%

The data on this page is for the period April 2019 - March 2020

Norwich City Council's aim is for the workforce to reflect the percentage of the local community who are economically active, from an ethnic minority, who have a disability and match the gender imbalance.

As of 31<sup>st</sup> March 2020, there were **638** employees of Norwich City Council



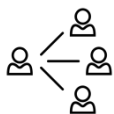
## Ethnicity

Non-white	3%
White	92%
Prefer not to say	5%

## Age



16-29	7%
30-44	35%
45-59	46%
60-64	10%
65+	2%



# Council Employees



## Training

**2651** corporate training sessions attended



Age	
16-29	14%
30-44	37%
45-59	40%
60-64	8%
65+	1%

<b>Male</b>	39%
<b>Female</b>	61%
<b>Disability</b>	9%
<b>No Disability</b>	76%
<b>Unknown</b>	15%
<b>Non-white</b>	2%
<b>White</b>	97%
<b>Unknown</b>	7%



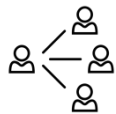
## Gender pay gap (snapshot date 31 March 2019)

**Hourly wages pay gap:** Women earn £1 for every £1 that men earn when comparing median hourly wages. Women's median hourly wage is the same as men's. Women's mean hourly wage is 3.4% lower than men's due to the higher prevalence of part-time female workers.




## Recruitment

	Ethnicity			Totals
	White	Non-white	Unspecified	
Applicants	999	98	955	2052
Shortlisted	278	22	48	348
Offered	98	7	3	108
	Disabled			Totals
	Yes	No	Unspecified	
Applicants	75	883	1094	2052
Shortlisted	21	248	79	348
Offered	3	88	17	108
	Gender			Totals
	Female	Male	Unspecified	
Applicants	562	545	945	2052
Shortlisted	158	153	37	348
Offered	55	52	1	108





# Council Employees - commentary

	<p>The data for disciplinary, grievance, leavers and promotions for the year 2019/20 is not appropriate to publish as the datasets are based on fewer than ten employees and the lower number poses a threat to employee confidentiality.</p>
	<p>Overall there has been a small <b>decrease</b> in the number of posts recruited to, 113 last year and 108 this year. The figures for applicants relates to everyone who started the recruitment process including those who did not then submit their application and those who submitted an application but withdrew it prior to short-listing.</p>
	<p>The proportion of employees with a <b>disability</b> remains largely <b>unchanged</b>, and there is still an <b>under-representation</b> of Black, Asian and Minority Ethnic (BAME) employees.</p>
	<p>The percentage of employees by <b>age</b> range again remains largely <b>unchanged</b> with the majority of employees between 30 and 59 years old which reflects the working age population. However, there continues to be an <b>under representation</b> of <b>younger employees</b>.</p>
	<p>There are no further updates in terms of the other protected characteristics since the last report.</p>
	<p>From 2017, organisations with 250 or more employees have been legally obliged to publish and report specific figures on their gender pay gap. Data for 31 March 2020 is due to be reported by 30 March 2021 on our website and GOV.UK <a href="https://gender-pay-gap.service.gov.uk/">https://gender-pay-gap.service.gov.uk/</a></p>



















# Data Sources



# Data sources






## Our residents

	<b>Population</b>	Mid-year population estimates 2019, ONS
	<b>Ethnicity</b>	Census 2011
	<b>Disability</b>	Census 2011, Annual Population Survey 2019, Norfolk Insight Health Profiles
	<b>Gender</b>	Mid-year population estimates 2019, ONS
	<b>Age</b>	Mid-year population estimates 2019, ONS
	<b>Sexual orientation</b>	Annual Population Survey (2016-2018), ONS
	<b>Religion</b>	Census 2011
	<b>Marriage/ Civil P'ship</b>	Census 2011
	<b>Gender reassignment</b>	NHS Gender Dysphoria
	<b>Looked After Children</b>	Children Looked After March 2019, Department of Education
	<b>Pregnancy/ maternity</b>	Birth summary statistics 2019, ONS
	<b>Rough sleepers</b>	St Martin's Housing Trust statistical reports 2019-20 and 2020-21
	<b>Carers</b>	Census 2011
	<b>Socio-Economic Classes</b>	Census 2011
	<b>Economic imbalance</b>	Atlas of Inequality 2019, University of Sheffield
	<b>Hate crime</b>	Norfolk Police Hate Crimes & Incidents in Norwich 2019-20 and 2020-21

# Data sources





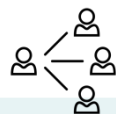
## Our customers

	<b>Our tenants</b>	All data based on our lead tenants as of September 2020
	<b>Complaints</b>	Formal complaints received by the council for 2019-20
	<b>Translations</b>	Data from INTRAN for 2019-20



## Our economy

	<b>Pay</b>	Annual hours and earnings survey 2020, ONS
	<b>Employment</b>	Claimant Count rate unemployment, Oct 2020, ONS
	<b>Living wage</b>	Living Wage Foundation Accredited Employers November 2020 & Internal procurement records November 2020
	<b>Digital inclusion</b>	Internal digital inclusion records October 2019 to September 2020



## Norwich City Council employees

	<b>Our employees</b>	Internal Human Resources data for 2019 - 2020 and as at 31/03/2020
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**Report to** Cabinet  
20 January 2021  
**Report of** Chair of scrutiny  
**Subject** Scrutiny committee recommendations

**Item**

**6**

**Purpose**

To consider the recommendations from the scrutiny committee meeting held virtually on 17 December 2020.

**Recommendation**

To note the recommendations made at the meeting of scrutiny.

**Corporate and service priorities**

The report helps to meet all the corporate priorities.

**Financial implications**

None.

**Ward/s:** All wards.

**Cabinet member:** Councillor Kendrick - Resources

**Contact officers**

Emma Webster, scrutiny liaison officer

**Background documents**

None

# Report

## Background

1. The council's scrutiny committee is constituted of councillors who do not sit on cabinet. They are expected to review/scrutinise and oversee decisions made by cabinet. They can 'call in', for reconsideration, decisions made by cabinet or an officer which have not yet been implemented. The main functions of scrutiny are to hold cabinet to account by examining their proposals; evaluating policies, performance and progress; ensuring consultations, where necessary, have been carried out; and highlighting areas for improvement.
2. The committee makes recommendations for cabinet, the wider council and other stakeholders based on evidence on the issues scrutinised at their meetings.

## Draft equality information report

3. The council's draft equality information report was presented by the strategy manager to the scrutiny committee at the meeting held on 17 December. The report covered social inclusion as well as equalities information, which the council is obliged to publish to ensure that those with protected characteristics could be promoted equality of opportunity.
4. The report also included further information on non-statutory aspects of inequality such as socio-economic issues, rough sleeping figures and looked after children information, all of which helped to provide context to the report.
5. There was a wide and varied discussion with lines of questioning including;
  - a) Widening of gender pay gaps
  - b) Importance of the living wage
  - c) The recording on unpaid working hours
  - d) The Marmot report on health equality in England
  - e) Access to council green spaces during the pandemic
  - f) The council's work towards a digitally inclusive city
  - g) Equality and diversity in recruitment.
6. Data on hate crime was awaited from Norfolk Constabulary and it was hoped that this would be received in time to be included in the formal publication of the report in January 2021.
7. Full details of these discussions can be read in the minutes of the meeting which are published on the council's website.
8. There were no formal recommendations to cabinet from this item however scrutiny asked for a member's briefing to be arranged on the council's approach to working as an anchor institution in the city and democratic services will work with the strategy manager to arrange this.

## **Scrutiny committee work programme 2020-21**

9. Scrutiny committee considered the scrutiny work programme for the remainder of the civic year. It was agreed in principle to add the insourcing of the Joint Ventures to the work programme for the March meeting of the committee, subject to a scope being considered at the January meeting of the scrutiny committee.

## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	20 January 2021
<b>Director / Head of service</b>	Annabel Scholes
<b>Report subject:</b>	Scrutiny Committee Recommendations
<b>Date assessed:</b>	4 January 2021
<b>Description:</b>	A summary of scrutiny committee discussions and recommendations from 17 December



	Impact			
<b>Economic</b> (please add an 'x' as appropriate)	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
/				
<b>Social</b> (please add an 'x' as appropriate)	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
<b>Equality and diversity (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Environmental (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>(Please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment	
Positive	
Negative	
Neutral	
Issues	



<b>Report to</b>	Cabinet	<b>Item</b>
	20 January 2021	
<b>Report of</b>	Director of Place	<b>7</b>
<b>Subject</b>	Greater Norwich Local Plan – Regulation 19 consultation draft	

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## Purpose

To consider an update on the draft Regulation 19 Greater Norwich Local Plan (GNLP) due to be published for consultation in February 2021.

## Recommendation

To approve the draft Regulation 19 Greater Norwich Local Plan for consultation on soundness and legal compliance in February and March 2021.

## Corporate and service priorities

The report helps to meet the corporate priorities: great neighbourhoods, housing and environment; inclusive economy; and people living well.

## Financial implications

There are no direct financial implications arising directly from this report. The council's contribution towards the cost of producing the plan is expected to be met from existing budgets.

**Ward/s:** All Wards

**Cabinet member:** Councillor Stonard - Sustainable and inclusive growth

## Contact officers

Graham Nelson, Director of Place 01603 989205

Judith Davison, Planning Policy Team Leader 01603 989314

## Background documents

None

# Report

## Introduction

1. The Greater Norwich Local Plan (GNLP) has been in preparation since 2016 and is now nearing its final stages. This report provides an overview of progress to date and seeks approval to publish the plan for consultation on its soundness and legal compliance between 1<sup>st</sup> February and 15<sup>th</sup> March 2021.
2. The Greater Norwich Development Partnership (GNDP) oversees the preparation of the GNLP. The GNDP is an informal, non-decision making partnership comprising the city, South Norfolk and Broadland councils, the county council and the Broads Authority.
3. At its meeting on 7<sup>th</sup> December the GNDP agreed to recommend to the Greater Norwich councils that they publish the Regulation 19 Pre-submission Draft GNLP Strategy document for consultation on soundness and legal compliance. Subsequently, at its meeting on 16<sup>th</sup> December, the GNDP agreed to recommend to the councils that they approve the Regulation 19 Sites document for consultation. Both meetings also agreed delegated authority to relevant directors to make further changes to the plan documents prior to them being reported to cabinets of the Greater Norwich councils.
4. Members of Sustainable Development Panel considered and commented on an earlier version of the draft strategy document at a meeting on 3<sup>rd</sup> December and subsequently had the opportunity to comment on the draft Sites document. This informed discussion at the GNDP Board meetings in December.
5. This is the pre-Submission, or Publication, stage of local plan making. The consultation will seek representations on whether the plan is legally compliant and sound. To be legally compliant the plan must be:
  - a) Prepared in accordance with the councils' Local Development Schemes (LDSs)
  - b) Consultation carried out in accordance with the councils' Statements of Community Involvement (SCIs)
  - c) Accompanied by a Sustainability appraisal and Habitats Regulations Assessment
  - d) The councils should have worked collaboratively with neighbouring authorities under the Duty to Cooperate, and
  - e) The plan should comply with all relevant legislation.
6. To meet the tests of soundness in the National Planning Policy Framework (NPPF), the plan must be:
  - a) Positively prepared – the plan should be based on a strategy which seeks to meet objectively assessed development and infrastructure requirements
  - b) Justified – the plan should be the most appropriate strategy taking into account reasonable alternatives and based on proportionate evidence

- c) Effective – the plan should be deliverable over the plan period and based on effective joint working on cross boundary strategic priorities; and
  - d) Consistent with national policy – the plan should enable the delivery of sustainable development in accordance with the NPPF.
7. Following the Regulation 19 consultation it is anticipated that the plan will be submitted to the Secretary of State in July which will trigger a public examination to take place towards the end of 2021.
  8. Once adopted the GNLP will supersede the Joint Core Strategy for Broadland, Norwich and South Norfolk, and the site allocations plans for the Norwich and Broadland and part of South Norfolk District. Norwich's Development Management Policies Plan will not however be superseded by the GNLP.

## **Background**

9. The Regulation 19 GNLP comprises:
  - (a) a strategy document which contains the planning strategy for growth in Greater Norwich from 2019 to 2038, including thematic policies, and
  - (b) a site allocations document containing sites proposed to be allocated for development to help implement the growth strategy, containing site specific policies for all sites other than the village clusters in South Norfolk. (A separate allocations plan is being developed by South Norfolk council for these village cluster sites, which will come forward in due course.)
10. The GNLP has undergone several stages of consultation since its commencement in 2016, and reports have been provided to both sustainable development panel and cabinet throughout this period. The most recent consultation document - the draft Regulation 18 plan - was discussed at sustainable development panel and subsequently approved for consultation by cabinet, both meetings taking place on 15 January 2020. The cabinet report is available [here](#). Following endorsement by the other two Greater Norwich planning authorities, the plan was published for consultation from 29 January until 16 March 2020. However, in approving the document for consultation Cabinet noted that a number of aspects of the plan should be improved prior to submission of the plan. In summary these aspects were:
  - (a) Inadequate overall scale of growth proposed and overall ambition for growth in the light of the Greater Norwich City Deal;
  - (b) Too great a proportion of development being proposed in village locations which is hard to reconcile with climate change objectives;
  - (c) The rationale for a separate village clusters plan in South Norfolk being weak;
  - (d) Policy for strategic infrastructure considered to be insufficiently ambitious in supporting the transition to a low carbon future by achieving significant modal shift; and

(e) The lack of ambition on transport issues and the focus on significant development in rural villages is inconsistent with the statements within the plan on addressing climate change.

11. In July 2020 a report to [SD Panel](#) provided feedback on the public consultation in early 2020 and sought agreement to a revised timescale to allow additional time to make updates in relation to large volume of representations, take updated evidence on board, hold an additional, Regulation 18(d) consultation in the autumn, and help address the impacts of COVID19 on plan preparation.
12. The publication of the Planning White Paper in August 2020 has had serious implications on the timescale for progressing the GNLP. The council's response to the Planning White Paper, and the related technical consultation 'Changes to the Current Planning System', were set out in reports to both [SD Panel](#) and [Cabinet](#) in October.
13. In summary the proposed changes to the standard method for assessing housing need at that time significantly increased the housing need for Greater Norwich. The revised methodology, if implemented as proposed, would have required the number of new allocations in Greater Norwich to be increased from almost 8,000 to well in excess of 30,000. Following consideration of options by the [GNLP Board](#) on 30 September, the Board took the decision to accelerate plan production making use of the transitional arrangements provided by the government, based on the draft GNLP already consulted upon.
14. This has resulted in a revised timetable which is summarised below:

<b>Revised timetable September 2020</b>	
Cabinets agree Reg. 19 plan	Mid-January 2021
Reg. 19 publication for soundness and legal compliance	1 February – 15 March 2021
Submission of the GNLP to the Secretary of State	July 2021
Public Examination	Nov/Dec 2021
Consultation on proposed main modifications	Mar/Apr 22
Publication of Inspector's report	July 22
Adoption of the Greater Norwich Local Plan	September 22



15. It should be noted that on 16<sup>th</sup> December the government published its response to the recent consultation on the standard methodology for assessing housing need. The government is to retain its existing standard method for calculating housing need, including its reliance on the 2014-based household projections, but has announced that it will add a new 'cities and urban centres uplift' of 35% for England's 20 biggest cities and towns. This does not include the Norwich urban area which is around the 30<sup>th</sup> largest. The level of housing proposed in the plan is therefore in accordance with the existing standard method with a significant buffer over local housing need (discussed further below). Although the plan no longer needs to proceed through transitional arrangements under the revised policy, the Greater Norwich authorities have agreed to proceed to current timescales in order to avoid any further delay in the plan's production and to ensure that plan-making momentum is maintained.
16. Under the Planning White Paper proposals, new plans will be rolled forward every 5 years, so although this GNLP will have an end-date of 2038 it is expected that work will commence soon after adoption on the next iteration of the plan.
17. As noted above the timescale for production of the plan has been accelerated which has meant that the Regulation 19 plan documents have had to be developed at pace over the period since September. This has been challenging to both the GNLP team and the council's officers who have had to respond to, and inform, revised policy content.

### **The Regulation 19 Draft Pre-submission Strategy document**

18. Given the potential for further updates to the Regulation 19 Strategy document prior to cabinet, rather than appending a version to this report, members can view the most up to date version [here](#) (version 1.7) on the GNLP webpage. (This also includes the Sites documentation discussed below, and the evidence base.) Please note that version 1.7 includes changes made to the plan since the GNDP meetings in December, which have been signed off by the relevant directors of the Greater Norwich councils. The schedule of changes is also on the website.
19. The report to GNDP on 7<sup>th</sup> December notes that the great majority of the work on the strategy document has been completed but acknowledges that there is still a need to complete some aspects of the evidence base; some elements of this will be developed further ahead of submission of the plan in summer 2021. This is discussed further at paragraphs 37 to 39 below.
20. Officers consider that significant progress has been made to the Strategy document since the Regulation 18c plan considered by cabinet in early 2020. Many of the areas of concern previously raised by cabinet (see paragraph 9) have been addressed.
21. A high level summary of the substantive changes from the Regulation 18c to Regulation 19 GNLP Strategy document is appended at Appendix 1. This is included to provide an overview of change; however it is an extract from the GNDP report of 7<sup>th</sup> December so does not include further changes agreed since then. Please note that the detailed table of officer responses to all

consultation representations is not available at the time of writing but will be published on the GNLP webpage by the time of this cabinet meeting.

22. One of the key changes between the Regulation 18c and 19 draft plans is that overall housing numbers in Policy 1 (the Growth Strategy) have been increased by just over 5,000 homes. The GNLP report notes that, while that strategy continues to address local housing need using the 2014-based projects as required by the Government's existing standard methodology for assessing housing need, it also recognises that the 2018 projections for Greater Norwich indicate that household growth may be higher.
23. The 5,000 increase comprises 2,000 additional homes in East Norwich, 840 homes in urban fringe locations (Colney and Cringleford) plus Harleston, Wymondham, Aylsham and Acle, 800 additional homes in villages, and inclusion of a 1,360 windfall allowance.
24. The increase in housing numbers (to 49,492) results in a significant buffer of 22% over local housing need (40,541) and addresses the council's previous concern at the then inadequate overall scale of growth in the Regulation 18 plan and the need to deliver the additional housing signed up to in the Greater Norwich City Deal. This scale of buffer also makes it much more likely that Greater Norwich authorities can deliver the housing that people need. It enables higher levels of growth, responding to the 2018-based projections, and will support the plan's efforts to boost economic development.
25. Other changes to the strategy document include the following (not an exhaustive list):
  - a) substantial amendments to Policy 3 (Built and Historic Environment) to reflect consultee concerns such as introducing a policy requirement to undertake Heritage Impact Assessments where required, and setting out a requirement for 10% biodiversity net gain, reflecting the passage of the Environment Bill through parliament.
  - b) updates to Policy 4 (Strategic Infrastructure) including deletion of the reference to the cross-valley link (linking UEA to the hospital) as no deliverable scheme has been identified. Members may wish to note that this policy retains reference to the Norwich Western Link (NWL). However, the plan doesn't seek to allocate the land for the road scheme and instead refers to emerging scheme as part of the Transport for Norwich Strategy. Work on the Transport for Norwich Strategy is continuing and it is expected that the City Council will be in a position to make a decision on whether to support the Strategy over the summer in advance of the submission of the formal application for the NWL.
  - c) updates to Policy 5 (Homes) include clarification in relation to its affordable housing requirement. The change allows for a different affordable housing requirement on centrally located brownfield sites (the policy requirement is either 33% or 28% in Norwich city centre) where the applicant can demonstrate that particular circumstances justify the need for a viability assessment at decision making stage. This reflects the council's concerns at the fact that many brownfield sites in Norwich are of marginal viability.

- d) updates to Policy 6 (the Economy) including to its supporting text to reference new evidence in the Employment, Town Centre and Retail study addendum (Avison Young, 2020). This includes justification for allocating significantly more employment land than required for jobs growth (of around 33,000 jobs in the period 2020 to 2038). For example this references that a significant proportion of supply is on key strategic sites including the airport area, and notes that the scale and range of employment allocations provide for choice and flexibility and will allow for growth in the longer term.
- e) updates to policy 7.1 (Norwich urban area) include clarification and additional wording relating to East Norwich Strategic Regeneration Area to ensure consistency with the emerging masterplan objectives and with the wording of the allocation in the Sites plan. It also includes additional text to clarify that a new partnership has been created to drive forward the East Norwich masterplan with involvement from public and private sector partners including Homes England, Network Rail and the landowners, and the fact that funding is available to progress the masterplan.

26. Whilst it is acknowledged that much progress has been made, the speed at which the Regulation 19 Strategy document has been produced means that not all the areas of concern noted in the previous cabinet report have been fully resolved. We would not wish to hold up the forthcoming consultation on the plan; the policy content is considered to be sufficiently well developed to go forward to consultation, and in addition it is essential to keep the momentum going to ensure its eventual adoption to the proposed timetable. However there are several areas within the Strategy document where officers consider it could be further improved in due course:

- a) The increased scope for small housing developments in village locations in policy 7.5 (noted in paragraph 23 above) will result in greater rural dispersal and is inconsistent with the plan's objectives for addressing climate change. Policy 7.5 allows for windfall development of up to 5 homes on small sites in the plan period in 'larger' parishes and up to 3 homes in 'smaller' parishes (the parishes in the 2 categories are listed in a new appendix 7). This change is intended to reflect the greater range of services available in larger parishes, support village life, and allow more opportunities for small-scale builders. However the policy will result in yet more housing in village locations which is hard to reconcile with statements in the plan on addressing climate change and will not support the transition to a low carbon future by achieving significant modal shift. In addition the way the policy is drafted limits the number of homes on small scale windfall sites to either 3 or 5 dwellings adjacent to villages, which does not allow for windfall development opportunities which may arise within villages which is likely to more sustainably located in relation to existing services.
- b) A new policy 7.6 is included with the intention of 'preparing the way' for a new settlement or settlements to be included in the next local plan. No new settlement is proposed in this GNLP but the strategy notes that, with sustainable options for settlement extensions diminishing, one or more new settlements are likely to be required in the longer term. Although the use of positive language about new settlements is acceptable in principle, we regard the inclusion of a policy in this plan as unnecessary at this stage,

and there is a risk that the policy may be removed by the inspector at the examination.

## **The Regulation 19 Draft Pre-submission Sites document**

27. The second part to the regulation 19 consultation is the site allocations document which contains the sites that are proposed to be allocated for development to help implement the growth strategy. There are eight chapters to the site allocations plan and these contain the site specific policies for all sites other than the village clusters in South Norfolk. A separate allocations plan is being developed by South Norfolk council for these village cluster sites, which will come forward in due course.

28. The eight chapters are as follows:

- 1) Site allocations introductory chapter
- 2) Norwich
- 3) Urban-Fringe
- 4) Main Towns
- 5) Key Service Centres
- 6) Broadland Villages
- 7) South Norfolk Villages Non-residential Sites
- 8) Costessey Contingency Policy

29. The Sites document identifies and allocates strategic housing and mixed-use sites as well as strategic sites for employment. Other allocations provide housing sites and sites for other uses including employment, recreation, open space and community uses to meet the strategic needs set out in the GNLP strategy, without being strategic in themselves. The sites allocations all contain a map, the site policy and background information.

30. The list of sites proposed to be allocated for Norwich are set out in Appendix 2.

31. Some of the sites listed are new allocations but many have been carried forward from the existing site allocations document as they have not yet been delivered. They are proposed to be allocated on the basis of evidence provided by landowners and developers that they will come forward during the next plan period or they already benefit from planning permission.

32. In terms of housing numbers, the total commitment for Norwich is equivalent to 11,666 homes. 1,885 homes have already been delivered between the base date of 1<sup>st</sup> April 2018 to 31<sup>st</sup> March 2020. 5,254 new homes could potentially be built on sites with unimplemented planning permissions and allocations in existing local plans (as at 1<sup>st</sup> April 2020). There are new allocations and uplift on existing allocations providing for 4,527 new homes.

33. It should be noted that the policies do not make reference to affordable housing as the policy for affordable housing is set out within policy 5 of the strategy document. The expectation would be that the sites would need to accord with policy 5 and therefore most sites in the Greater Norwich areas would be expected to provide at least 33% affordable housing, except in Norwich City Centre where the requirement is at least 28%. On brownfield sites where

developers can demonstrate that there are particular circumstances, the policy allows for viability testing at the decision making stage.

34. Several of the allocations, particularly within the city centre are for mixed use development (including elements of residential, employment, retail, leisure, educational and cultural facilities). The plan proposes a limited number of allocations for employment use and other uses; this includes sites providing for the longer-term expansion of the University of East Anglia. Land is also allocated for aviation related uses at the airport.
35. The Sites document has been prepared by the GNLP team, however Norwich City Council's planning officers have reviewed and significantly inputted into the policy content for Norwich, particularly with regards to the new policies. One area where significant changes were made were the combining of three separate site allocation policies (Deal Ground, Utilities Site and Colman's site) into one site allocation in order to reflect the coordinated approach that will be required through the masterplanning process and to ensure consistency of approach across the three sites. The proposed policy for the redevelopment of Anglia Square has been amended in the light of the recent decision of the Secretary of State notwithstanding the fact that this is currently subject to legal challenge by a third party.
36. Whilst content with the Norwich site allocation policies, there are some outstanding concerns regarding sites outside the city boundary at Costessey:
- a) The Sites plan includes a new contingency site at Costessey (GNLP0581/2043: Land off Bawburgh Lane, north of New Road and east of the A47, Costessey) for in the region of 800 homes. This is well-related to the built-up areas of Bowthorpe and Costessey with no major constraints. The City Council has a land ownership interest in this site which is considered as suitable for allocation as many other sites in the plan. The policy triggers for releasing the site for development do not appear to make sense. The policy states that the site will become an allocation if there are three consecutive years in Annual Monitoring Reports (AMRs) where housing completions are more than 15% below target and where under-delivery is the result of site specific constraints preventing delivery of committed/ allocated sites. The reference to three consecutive years is an area of concern: there may be significant under-delivery but not in three consecutive years, resulting in inability to release this site even when needed to boost delivery to meet targets. The reference in the policy to assessing where under-delivery is related to constraints on particular sites is also a concern, as it is not clear how our approach to monitoring housing delivery will provide this information.
  - b) A site allocation is included for the Royal Norfolk Showground, Costessey (policy COS 5/GNLP2074). This alters the existing policy to permit small food, dining and leisure led development, with the rationale that this will support the Showground's role as a major visitor attraction and events location, and to help meet the needs of local residents in the immediate area. The city council view is that Costessey is a functional suburb of Norwich, with four distinct parts, Old Costessey, New Costessey, Queens Hills and new development south of Dereham Road. If there are insufficient services provided to meet the needs of the settlements, provision needs to

be made within each of these areas, which is already allowed for in GNLP policy, rather than on the other side of the A47. Although there may be some potential for growth at the Showground, this should only be for uses that require a rural location (eg recreational, tourism, leisure) and support the current function of the Showground. The policy as currently worded is likely to result in development of cafes/restaurants/pubs/shops and encourage increased car usage to access the site, potentially attracting more than local traffic. The policy as proposed is considered to run counter to the plan's objectives in relation to addressing climate change, and will not support the transition to a low carbon future by achieving significant modal shift.

## **Evidence base**

37. An extensive range of evidence has been developed to inform the policies in the draft Regulation 19 GNLP. A consequence of the shortened timetable for producing the plan has been the challenge of updating the relevant studies that comprise the evidence base.
38. Two key supporting documents have to be produced with the local plan – a Sustainability Appraisal (that assesses potential social, economic and environmental impacts) and Habitat Regulations Assessment (on potential impacts on European wildlife sites). These are progressed in tandem with the local plan and are used to inform decisions on the local plan and whether it is appropriate, and as such are key components of the plan's evidence base. Although not fully complete these key documents are now available in draft on the GNLP website (at the same link as the other GNLP documentation). An Equalities Impact Assessment has also been produced and is now on the website. This is required under the Equality Act 2010 to ensure that plans and policies do not adversely impact upon any group with 'protected characteristics'. Work on other evidence documents, including a Water Cycle Study, Viability Assessment and Strategic Flood Risk Assessment) is also progressing. The majority of the evidence base should be signed off prior to cabinet.
39. Given the challenges of the timescales, and the fact that some studies are not yet complete, there is some concern that not all policy in the Regulation 19 draft plan is currently informed by up to date and robust evidence. However it is intended that evidence will be updated by the time of this Cabinet meeting where possible, and by Submission at latest, to enable the full range of submission documentation and evidence studies to be submitted to the Planning Inspectorate in summer 2021.

## **Conclusions**

40. As noted above significant progress has been made on the preparation of the Draft Regulation 19 GNLP, both for the Strategy and Sites documents. Although the city council considers the plan to be sound overall, this report identifies a number of areas of concern in paragraphs 26 and 36 above, and in relation to the need for a robust and up-to-date evidence base.
41. It is essential however that momentum is maintained to enable the plan to be submitted and to undergo public examination in line with the agreed timetable,

therefore the recommendation to Cabinet is to approve the plan for soundness consultation in February – March.

42. The city council would have no objection to changes being made to the plan to address these areas of concern and further strengthen the plan's soundness, either as a result of the forthcoming consultation process or through the public examination process.
43. It should be noted that the plan also needs to be approved for consultation by the cabinets of South Norfolk and Broadland councils, meeting on 11 and 12 January respectively, before the soundness consultation can proceed. A verbal update will be provided at cabinet of the outcome of these meetings.

**Summary of substantive changes from the Regulation 18C to the Regulation 19 GNLP Strategy (at 7 December 2020)**

Chapter/Policy	Summary of Changes	Reason for Changes
<b>Introductory Sections</b>		
<b>Foreword</b>	Changes to be agreed with the chair on agreement of the Reg. 19 document.	To provide an update so that the text is suitable for the submission document.
<b>1. Introduction</b>	Clarification of the plan being produced under the Government's transitional arrangements, the role of the strategy and which policies are strategic.  Revised text emphasises that the GNLP provides continuity and an excellent basis for the new planning system promoted through "Planning for the Future".	To reflect changes that will result from "Planning for the Future", including the GNLP providing the strategic context for other plans.
	Updated references to the proposed ban on the sale of new petrol and diesel cars now starting in 2030.	In response to consultation comments and government announcements.
<b>2. Greater Norwich Profile</b>	Clarification of the role of the spatial portrait in identifying the current situation and key issues locally rather than setting policy.  Clarifications to the text and various updates to data and maps.	In response to comments from a number of consultees, largely on factual issues, including Natural England, Historic England and the Environment Agency.
<b>3. Vision and Objectives</b>	Changed to increase the emphasis on: <ul style="list-style-type: none"> <li>1. enhancing the environment, water quality and biodiversity net gain;</li> <li>2. local character and high-quality design;</li> <li>3. access to employment;</li> <li>4. reducing health inequalities, use of new technologies to access</li> </ul>	In response to comments from a number of consultees including Natural England, Historic England, the Environment Agency, the Highways Agency, Active Norfolk and the Town and Country Planning Association (TCPA).



	<p>health care, promoting healthy lifestyles/active travel and reducing the need to travel;</p> <p>5. housing affordability;</p> <p>6. the potential for economic change in Greater Norwich to assist the shift to a post-carbon economy and on increased productivity;</p> <p>7. the role of the agri-tech and research sectors in living with environmental change and ensuring food security and</p> <p>8. the increased role of home and remote working.</p>	Changes also reflect current and emerging economic changes and the publication of the draft Local Industrial Strategy.
<b>4. Delivery and Climate Change Statements</b>	Limited updates to the Delivery Statement to reflect the likely replacement of CIL by the Infrastructure Levy.	General support through the consultation for the comprehensive approach taken in the plan on these two key issues and the clear way the statements set out that approach.
	Continued use of nationally produced district wide data for carbon emissions and the link to national carbon reduction targets in plan will be retained (some consultees had suggested having local monitoring and targets).	No change to the monitoring for climate change as it is neither possible nor desirable to set up plan specific monitoring. Contributing to lowering emissions to help meet targets nationally reflects the role local plans can play among many other plans and initiatives in tackling climate change.
<b>The Strategy</b>		
<b>Policy 1 The Growth Strategy</b>	Explanation included on the use of transitional arrangements to determine the housing numbers for this plan.	To clarify how the plan is being taken forward under the changes introduced by the supporting documents for “Planning for the Future”.

	The strategy now includes opportunities for an additional 5,000 homes, though no changes have been made to the overall hierarchy.	Changes have been made to provide the opportunity and flexibility to accommodate around 5,000 additional homes to recognise that the 2018-based household projections indicate that growth may be higher than in the 2014-based projections which are used in the plan. The additional growth is in the following locations and from the following sources:												
		<table><tr><th>Location/source</th><th>Homes</th></tr><tr><td>East Norwich</td><td>2,000</td></tr><tr><td>Sites in Colney (200), Cringleford (50), Harleston (150), Wymondham (50), Aylsham (250) and Acle (140).</td><td>840</td></tr><tr><td>Delivery from policy 7.5</td><td>800</td></tr><tr><td>Windfall allowance</td><td>1,360</td></tr><tr><td>TOTAL</td><td>5,000</td></tr></table>	Location/source	Homes	East Norwich	2,000	Sites in Colney (200), Cringleford (50), Harleston (150), Wymondham (50), Aylsham (250) and Acle (140).	840	Delivery from policy 7.5	800	Windfall allowance	1,360	TOTAL	5,000
		Location/source	Homes											
		East Norwich	2,000											
		Sites in Colney (200), Cringleford (50), Harleston (150), Wymondham (50), Aylsham (250) and Acle (140).	840											
		Delivery from policy 7.5	800											
		Windfall allowance	1,360											
	TOTAL	5,000												
Limited further updates to housing numbers in tables.	To reflect updated commitment including housing windfalls granted permission in 2019/20 and changes to site numbers and allocations.													
Policy 2 Sustainable Communities	Stating that the indicative densities are net rather than gross in policy, with a resulting need to amend the glossary to define the terms.	To provide clarity and support the focus on appropriate densities in different parts of the area in line with the intentions of “Planning for the Future”.												

	Expansion of the landscape clause of the policy to refer to local character including landscape, townscape and heritage.	Primarily in response to Historic England's view that the previous focus on landscape was too narrow.
	Inclusion of a requirement for public art (where appropriate).	In response to further internal review of policies, this is a successful part of existing JCS policy.
	The addition of a viability clause to the energy efficiency element of the policy.	In response to viability considerations. If the "Future Homes Standard" (scheduled for 2020) is implemented as consulted on and preferred by government in 2019, there will be no need to retain a local energy efficiency requirement as higher standards than those currently proposed in the GNLP will be required nationally.
	Text and policy to refer to the newly published National Design Guide.	To reflect recent publication of this guidance and in line with "Planning for the Future".
	Replace reference to the optional use of " <i>Building for Life 12</i> " (or any successor) to promote good urban design on housing developments with " <i>Building for a Healthy Life</i> " (or any successor).	To reflect the updating of <i>Building for Life 12</i> to <i>Building for a Healthy Life</i> urban design tool. This change to Building for Life has been made to place a greater focus on design promoting active lifestyles. Using the optional standard in this plan helps to ensure that good urban design is a priority ahead of the likely future requirement of site-specific design codes set out in "Planning for the Future".
	The "requirement" for masterplan / community engagement on 200+ dwelling sites is replaced by "encouragement".	In response to consultation comments – encouragement more closely reflects NPPF policy.
	Amendments to water management and flood risk policy.	To reflect consultation comments, primarily from the Environment Agency, and to better reflect NPPF policy.

<b>Policy 3 Environmental Protection and Enhancement</b>	<b>Built and Historic Environment</b>  Substantial amendments to the text and policy including: <ul style="list-style-type: none"> <li>• A reference to the need for developers to make use of existing guidance on historic areas, such as conservation area appraisals, along with documents produced by Historic England, particularly concerning tall buildings;</li> <li>• A policy requirement to undertake Heritage Impact Assessments where required.</li> <li>• Clearer language on harm to and retention of historic assets.</li> </ul>	To reflect concerns expressed by consultees, particularly from Historic England, over the perceived lack of detail in policies. The revised wording has involved discussions over the level of detail which is appropriate in a strategic plan and the role that existing development management policies and supplementary guidance such as conservation area appraisals play in relation to the historic environment.
	<b>Natural Environment</b>  Greater clarity on policy requirements for natural environment assessments.  A policy requirement for 10% biodiversity net gain.  Revised text and policy on mitigating impacts on HRA Directive protected sites	In response to a perceived lack of detailed policy requirements from the EA and NE.  This previously flagged up approach reflects the passage of the Environment Bill through parliament and comments from the EA and NE, amongst others.  This approach has been worked on for a number of years and is important to ensure that the GNLP meets legal requirements.

	through the provision of informal greenspace and payments to make the sites themselves resilient, with the amount to be confirmed shortly through the NSPF funded study (likely just over £200 per home).	
<b>Policy 4 Strategic Infrastructure</b>	Updates to text on transport issues.	To reflect the passage of time since the Reg. 18C draft plan was produced.
	Inclusion of “changing attitudes to travel” as an aim of the Transport for Norwich Strategy.	To reflect its inclusion as part of the Transport for Norwich Strategy.
	Deletion of reference in policy to the cross-valley link, with a reference to its inclusion in Transport for Norwich included in the text.	To reflect the fact that there is currently no scheme for this proposal.
	Limited changes to the text and policy re. water infrastructure.	In response to comments from Anglian Water.
	Possible updates to appendix 1 setting out the infrastructure requirements to support growth (including health care provision).	Work is ongoing on updates to the Greater Norwich Local Plan Infrastructure Needs Report (GNLPINR) which informs the content of appendix 1. The work is scheduled to be completed by the end of the year and any resulting updates will be included in the Reg. 19 plan to be considered by Cabinets in January.
<b>Policy 5 Homes</b>	Minor changes to clarify that standard affordable housing obligations apply to purpose-build student accommodation.	In response to further internal review of policies.
	Text has been amended to make it clear that to meet the need for specialist retirement units as well as other forms of specialised housing, policy 5 supports delivery of such accommodation on housing sites with good access to local services including on sites allocated for residential use. The aim of this is to integrate older people and others with specialist housing needs with the wider community. Some specific site allocations are also made to help to meet the need.	<p>The clarification is in response to the recent publication of county wide evidence showing that there is a need for 3,857 specialist retirement units (sheltered or extra care housing) to 2038.</p> <p>The recent permission for a care home for the elderly and supported living units for adults with learning difficulties on the R18 Mousehold Lane allocated housing site on the outer ring road in Norwich illustrates that sites will come forward to meet</p>

	<p>This approach means that it is not necessary or desirable to meet the full need through specific allocations.</p> <p>Further to this, the text now clarifies that:</p> <ul style="list-style-type: none"> <li>• Development management officers will ensure that the need for specialist housing for the elderly and others with specialised needs is considered on all housing schemes and advise applicants on the most up-to-date evidence of need;</li> <li>• On site allocations with an element of specialist housing in the policy (Taverham, Harleston, Aylsham and Barrack Street, Norwich) are included in the plan;</li> <li>• A specific allocation for such accommodation has now been made at Colney Hall.</li> </ul>	<p>specialised needs. This is because there is a clear demand for such accommodation.</p>
	<p>Policy 5 includes a criteria-based approach for considering Gypsies and Travellers and Travelling Show People sites. Outside of the local plan process, work remains to generate a supply of sites for Gypsies and Travellers and Travelling Show People.</p>	<p>Sites have not been submitted to the GNLP. Consequently, work is ongoing to confirm that current evidenced need is correct (51 pitches for Gypsies and Travellers from 2022 to 2028 and a Travelling Show Peoples' site) and to provide sites through the planning application process to meet that need.</p>
<b>Policy 6 the Economy (including retail)</b>	<p>Text amended to reflect current economic uncertainty.</p>	<p>Changes reflect consultation responses and current economic uncertainty, whilst retaining overall national policy approach of having a retail hierarchy, supporting growth in centres and allowing for increased flexibility.</p>
	<p>Policy changes on the economy:</p> <ul style="list-style-type: none"> <li>• Clarify that opportunities for sustainable access to employment sites should be maximised through development proposals and infrastructure investment;</li> </ul>	

	<ul style="list-style-type: none"> <li>• Change terminology to reflect the NSPF, identifying “<i>key strategic employment sites</i>” (consequential changes to policy 1 and the key diagram required);</li> <li>• Provide minor clarifications on the airport site leading to minor changes to employment land allocation figures overall.</li> </ul> <p>Further updates to evidence-based text and policy on economic growth potential, the amount of employment land needed and key trends in employment location will be made on completion of the addendum (see box to the right).</p> <p>Updates on retail text and policy to reflect current growth in locally based retailing and promote active travel to local facilities. The policy and text now:</p> <ol style="list-style-type: none"> <li>1. Set out the hierarchy of centres across the area;</li> <li>2. Encourage development in all centres and, outside defined centres, small scale businesses to serve local areas, including villages;</li> <li>3. Reference the promotion of new local centres in the site-specific policies for all strategic housing developments (over 1,000 homes);</li> <li>4. Require a flexible approach in centres to allow diversification while retaining their role as economic and community hubs.</li> </ol> <p>Please note that DM policies already set parameters for development at Longwater and the Showground, whilst some updates on providing a local centre are being considered for the Showground site allocation policy.</p>	<p>An addendum is being produced to the 2017 GVA Economy, Retail, Town Centres Study which is to be completed by the end of November 2020. This provides advice on any further policy updates required beyond those made in response to the consultation which can be incorporated into the Reg.19 plan ahead of their consideration by cabinets in January 2021.</p>
<b>Policy 7 Strategy for Areas of Growth</b>		

<b>7.1 The Norwich urban area including the fringe parishes</b>	Updated housing numbers and proportions of housing growth in this area.	To reflect the collation of 2019/20 figures, changes over time and the sites added or uplifted, reflecting the deliverability of the added homes and to recognise that the 2018-based projections indicate that growth may be higher.
	Delete reference to the high proportion of retail floorspace in the area currently being in the city centre – draft plan figures now out-of-date and updates not available.	In response to consultation comments.
	Text and policy changes to refer to: <ul style="list-style-type: none"> <li>conserving and enhancing the historic environment, design in the city centre (removing the reference to landmark buildings at gateways) and to clarify the requirement for riverside development to achieve long-term strategic aims;</li> <li>retention of the leisure area and late-night activity zone;</li> <li>national changes to the Use Class Order;</li> <li>protection of Carrow Abbey CWS in the East Norwich proposals;</li> <li>Development at Norwich Research Park and Easton &amp; Honingham employment areas addressing transport and infrastructure impacts.</li> </ul>	In response to consultation comments from Historic England, Natural England and further internal review of policies.
	Change Map 9 showing strategic growth areas to correct error.	In response to the further internal review of the plan.



	<p>Other policy changes to housing numbers at sites, growth locations and overall to reflect:</p> <ol style="list-style-type: none"> <li>1. Updated commitment 2019/20;</li> <li>2. Added sites at the CC15 Norwich Mail Centre at Thorpe Road (+150) and CC13 the car park site at Lower Clarence Road (+45), Norwich, CC2 Ber Street (+20), GNLP0159R Beech Avenue, Taverham (+12)</li> <li>3. Deleted sites at R35 Havers Road (-80), GNLP2159 – Ber Street (-150), and a reduction in site size R31 Waterworks Road (-90).</li> </ol>	As above, to reflect the collation of 2019/20 figures, changes over time and the sites added or uplifted.
	Additional homes to reflect 2018-based household needs projections at East Norwich, Colney Hall and Cringleford (see above). Costessey to be contingency site for 800.	
<b>7.2 Main towns</b>	Updates on numbers to reflect windfall permissions in 19/20.	To reflect the collation of 2019/20 figures.
	Long Stratton – no changes	
	Aylsham – a reasonable alternative site for 250 homes off the Norwich Road, including specialist retirement homes, has been added.	
	Diss – amended text states the housing requirement for new allocations remains at 400. The key Frontier site neighbouring the railway station (for 200 homes) will be allocated through the GNLP and the remaining 200 homes will be allocated through sites in the Diss and District Neighbourhood Plan.	To reflect the commitment to a Neighbourhood Plan to include some of the site allocations for Diss in accordance with the strategic direction from the GNLP.
	<p>Wymondham</p> <ul style="list-style-type: none"> <li>• Delete the 1,000-home contingency;</li> <li>• uplift numbers on Johnson’s Farm site from 50 to 100 homes.</li> </ul>	Additional homes to reflect deliverability of added homes and to recognise that the 2018-based projections indicate that growth may be higher (see above).

	<p>Harleston</p> <ul style="list-style-type: none"> <li>150 homes uplift on site in the south-east of Harleston (mainly homes for the elderly).</li> </ul>	
<b>7.3 Key service centres</b>	Updates on numbers to reflect updated commitment in 19/20.	
	140 additional homes on a site extension on the west side of Acle providing a link road (total 320).	
	Addition of 40 homes on a revised site in Chedgrave (total 60).	
<b>7.4 Village clusters</b>	<p>Updates on numbers to reflect updated commitment in 19/20 and to reflect:</p> <ul style="list-style-type: none"> <li>changed site in Lingwood;</li> <li>deletion of small site in Honingham;</li> <li>expansion of preferred site to add 20 homes in Horsham St. Faith (total 50).</li> </ul>	To reflect the collation of 2019/20 figures and in response to consultation comments.
	Inclusion of employment allocation extension at Horsham St. Faith.	In response to consultation comments.
	Include policy reference to the potential for some expansion of existing small and medium sized employment sites within settlement boundaries.	
<b>7.5 Small scale windfall housing development</b>	<p>Change to the policy and inclusion of an appendix to allow development of up to 5 homes on small sites in the plan period in larger parishes. The definition of “larger” is based on the number of homes in a parish in 2020. The limit has been kept at 3 homes in smaller parishes. The parishes in the two categories are listed in a new appendix 7.</p> <p>The policy has also been revised slightly in terms of its presentation.</p>	<p>To better reflect the greater range of services available in larger parishes, support village life and allow more opportunities for small-scale builders.</p> <p>The presentation of the policy has been amended to a criteria-based format to make it more legible now that it includes greater complexity.</p>

<b>New policy 7.6 on New Settlements</b>	<p>A policy and supporting text has been included which commits to one or more new settlements being brought forward through the next plan.</p>	<p>To reflect the key role that new settlements will play in meeting growth needs in the next plan and to enable work to start on this in tandem with the GNLP plan-making process.</p>
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## APPENDIX 2

### List of Norwich site allocations in Regulation 19 GNLP

Address	Site Reference	Area (Ha)	Proposal
East Norwich Strategic Regeneration Area incorporating: Land at the Deal Ground, Bracondale and Trowse Pumping Station in Norwich and the former May Gurney site at Trowse in South Norfolk (approx. 21.35 ha) b) Land at Carrow Works, Norwich (approx. 19.91 ha) c) Utilities Site, Norwich (approx. 6.92ha) d) Land in front of ATB Lawrence Scott (0.39 ha)	GNLP0360/3053/R10	48.57	Residential led mixed use development including housing, community, education and leisure facilities, employment and retail, local greenspace, biodiversity areas and recreational open space as part of a balanced mix, together with all necessary supporting vehicular, pedestrian, cycle and public transport access infrastructure. The site is expected to deliver in the region of 4000 homes subject to confirmation through detailed master planning as defined in policy 7.1 of GNLP strategy.
Land adjacent to the River Wensum and the Premier Inn, Duke Street	GNLP0068	0.12	Residential led mixed-use development for a minimum of 25 homes or student accommodation 125 bedrooms.
UEA - Land adjoining the Enterprise Centre at Earlham Hall (walled garden and nursery)	GNLP0133-BR	1.29	University-related uses, including offices (Use class E(gi)), research and development (Use class B1(gii)) and educational uses (Use class F1) providing in the region of 5,000 sqm of floorspace
UEA – Land North of Cow Drive (the Blackdale Building, adjoining Hickling House and Barton House)	GNLP0133-C	0.89	Student accommodation, (a minimum of 400 beds (equivalent to 160 homes)) may include a small element of ancillary university related uses.
UEA – Land between Suffolk Walk and Bluebell Road	GNLP0133-DR	3.96	University related development for both academic and non-academic uses.
UEA - Land at the Grounds Depot Site, Bluebell Road	GNLP0133-E	1.60	Student accommodation, in the region of 400 beds (equivalent to 160 homes) which may include a small element of ancillary university related uses
Land at Constitution Motors, 140-142 Constitution Hill	GNLP0282	0.27	Redevelopment for a minimum of 12 homes.
Former Eastern Electricity Headquarters (Dukes Wharf), Duke Street	GNLP0401	0.83	Residential-led mixed-use development including a minimum of 100 homes (or at

Address	Site Reference	Area (Ha)	Proposal
			least 250 student bedrooms). May also include employment, managed workspace retail, leisure, financial and professional services, education and cultural uses.
Land at Whitefriars	GNLP0409AR	1.61	Residential led mixed use 220 dwellings
Land South of Barrack Street	GNLP0409BR	2.17	Residential led mixed-use development (200 dwellings),
Land adjoining Sentinel House (St Catherine's Yard), Surrey Street	GNLP0451	0.38	Residential development (minimum 40 homes or 200 student bedrooms)
Land at and adjoining Anglia Square	GNLP0506	4.79	Residential-led mixed-use development including in the region of 800 homes, student accommodation, retail units, offices and flexible workspace, hotel, leisure and hospitality uses and community facilities as part of a balanced mix.
Land known as 'Site 4', Norwich Airport	GNLP1061R	42.46	Aviation related employment and aviation educational uses.
Land at and adjoining St Georges Works, Muspole Street	GNLP2114	0.57	Residential led mixed-use development (to provide a minimum of 110 homes together with 5000sqm offices and managed workspace and potentially other ancillary uses such as small-scale retailing.)
Friars Quay car park, Colegate (former Wilson's Glassworks site)	GNLP2163	0.13	Residential development (25 homes minimum). Offices or other commercial uses would be appropriate as a small element of the scheme on the frontage to Colegate.
Land West of Eastgate House, Thorpe Road	GNLP2164	0.19	Residential development (in the region of 20 homes)
St Mary's Works	GNLP3054	1.05	Comprehensive mixed-use development to include residential and employment uses, with the possible addition of a hotel. (150 homes minimum)
147-153 Ber Street	CC2	0.18	Mixed use 20 dwellings
10-14 Ber Street	CC3	0.11	Residential led mixed use 10 dwellings
Land at Rose Lane/Mountergate (Mountergate West)	CC4a	1.20	Mixed-use to include high quality office space, managed workspace and live work units and up to 50 dwellings
Land at Mountergate/Prince of	CC4b	2.39	Mixed-use to include up to 200 dwellings, student

Address	Site Reference	Area (Ha)	Proposal
Wales Road (Mountergate East)			accommodation, office space, hotel and tourism uses.
Hobrough Lane, King Street	CC7	0.35	Residential led mixed use with min of 20 dwellings
King Street Stores	CC8	0.21	Residential 20 dwellings
Land at Garden Street and Rouen Road	CC10	1.08	Mixed use to include approx. 100 dwellings and small scale office/business units
Land at Argyle Street	CC11	0.32	Residential 15 dwellings
Land at Lower Clarence Road	CC13	1.00	Residential 45 dwellings
Norwich Mail Centre, 13-17 Thorpe Road	CC15	1.52	Residential led mixed use 150 dwellings
Land adjoining Norwich City Football Club north and east of Geoffrey Watling Way	CC16	2.23	Mixed use to include 270 dwellings, leisure, community, office and ancillary small retail uses.
Land at 140-154 Oak Street and 70-72 Sussex Street	CC18(part) & CC19	0.27	Residential 27 homes
Land to rear of City Hall	CC24	0.40	Mixed use which may include 20 dwellings, offices and managed workshops, food and drink and small scale retail uses. Alternatively a hotel with residential.
Westwick Street Car Park	CC30	0.30	Residential 30 dwellings
Land at the Neatmarket, Hall Road	R1	4.51	Employment (Use classes B2/B8 and E(giii))
Ipswich Road Community Hub, 120 Ipswich Road	R2	0.78	Residential 15 dwellings as either general housing or accommodation for older people or people with special needs. Or development expanding on existing community support and educational facilities.
John Youngs Limited, 24 City Road	R7	0.89	Residential 45 dwellings
Site of former Gas Holder at Gas Hill	R13	0.30	Residential 15 dwellings
Land at Ketts Hill and east of Bishop Bridge Road	R14/15	1.65	Residential 80 dwellings
Site of former Van Dal Shoes, Dibden Road	R17	0.54	Residential 25 dwellings
Site of former Start Rite Factory, 28 Mousehold Lane	R18	0.86	Residential 40 dwellings or care home
Land North of Windmill Road	R19	0.19	Residential 17 dwellings
Land east of Starling Road	R20	0.27	Residential 23 dwellings

Address	Site Reference	Area (Ha)	Proposal
Two sites at Hurricane Way, Airport Industrial Estate	R29	Site A: 0.26 Site B: 2.28	Residential and Light industrial 30 dwellings
Land at Holt Road	R30	1.33	Employment (E(gii/iii), B2 and B8)
Heigham Water Treatment Works, Waterworks Road	R31	1.37	Housing led mixed use 60 dwellings and open space
Site of former Earl of Leicester Public House, 238 Dereham Road	R33	0.14	Residential 10 dwellings
Mile Cross Depot	R36	4.40	Mixed use 170 dwellings with associated community uses
The Norwich Community Hospital Site, Bowthorpe Road	R37	5.30	Hospital development and ancillary activities, plus associated supported living, care and key worker accommodation, and residential development. 80 dwellings
Three Score, Bowthorpe	R38	25.29	Urban extension. 900 dwellings, open and play space and associated infrastructure.
Land West of Bluebell Road, and north of Daisy Hill Court/Coralie Court, Westfield View	R42	3.40	Older peoples residential 100 dwellings

## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	20 January 2021
<b>Director / Head of service</b>	Graham Nelson
<b>Report subject:</b>	Greater Norwich Local Plan Regulation 19 consultation
<b>Date assessed:</b>	4 January 2021



	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Once adopted, the GNLP will have positive impacts in supporting housing and employment growth across Greater Norwich, which will benefit the local economy.
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The plan promotes economic development and in particular seeks to generate the right levels of growth in the right places in order to help our local economy by stimulating economic investment, new infrastructure, new technologies and environmental improvements. This in turn will improve access across Greater Norwich to services and jobs, and lead to better environmental quality. The plan proposes that the city centre will continue to play a significant role as the economic dynamo of the areas by providing excellent retail and leisure facilities along with a broad range of cultural and tourism attractions and new jobs needed to support housing growth across the Greater Norwich area.
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The plan addresses the impacts of social deprivation and the need for financial inclusion, through for example the provision of affordable housing and encouragement of new local jobs.

	Impact			
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The plan supports healthy communities and healthy and active lifestyles by encouraging green infrastructure and improving connectivity by sustainable means, and also encouraging new communities to be well integrated with existing communities and to be attractive places to live. The plan also seeks to ensure that there is good access to services including health care and leisure facilities. The plan also seeks to deliver high quality homes.
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The plan encourages growth of vibrant and healthy communities with good access to jobs, services and facilities, helping to reduce disparities between the life chances of disadvantaged and other communities. New communities will be well-integrated with existing communities and will be safe and attractive places to live.
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
<b>Advancing equality of opportunity</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	This will be addressed through encouragement of vibrant and healthy communities (see 'relationships between groups' above), but also through delivery of high quality homes to meet housing needs across all tenures.
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
<b>Transportation</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The plan promotes delivery of transport infrastructure to support existing and new communities, and supports modal shift in transport use. It also seeks to improve connectivity both within Greater Norwich and to other parts of the country, provide greater travel choices, and allow people to make the best use of evolving sustainable transport networks.
<b>Natural and built environment</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The plan's policies protect and enhance the natural and built environment, making the best use of natural resources. It aims to significantly reduce emissions to ensure that Greater Norwich is adapted to climate change, and it supports and promotes clean growth and progress towards a post-carbon economy.
<b>Waste minimisation &amp; resource use</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Policy 2 sets out that development should be resource efficient and support sustainable waste management. Norfolk County Council is the minerals and waste local authority and is preparing a local plan review so the GNLPR does not therefore cover minerals and waste. The Greater Norwich Local Plan Infrastructure Report (GNLPIR) focuses on matters such as waste management.

	Impact			
Pollution	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The plan supports modal shift of transport which will result in reduced vehicle pollution. The plan seeks to reduce emissions in order to meet the national commitment to achieve net zero greenhouse gas emissions by 2050.
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The plan aims to significantly reduce emissions to ensure that Greater Norwich is adapted to climate change and to help in meeting national commitments to achieve net zero greenhouse gas emissions by 2050. It also supports and promotes clean growth and progress towards a post-carbon economy.
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Regulation 19 draft of the GNLP has been prepared under an accelerated timescale, using transitional arrangements. The GNDP Board considers that the benefits of proceeding under the transitional arrangements outweighs any risks posed by the accelerated timescale.

## Recommendations from impact assessment

### Positive

### Negative

### Neutral

### Issues

Many of the plan's impacts are positive as noted above and several are neutral; there are no identified negative effects. The GNLP is a strategic planning document and as such is focused on strategic rather than detailed matters (some detailed impacts will be considered at planning application stage and will be covered by other legislation and guidance such as the Equality Act and Building for a Healthy Life).

The strategic approach taken by the plan, both in its overarching and site-specific policies, has many benefits to all sectors of the community across Greater Norwich. For example, the plan's approach to co-locating homes with services as far as possible, has benefits for disadvantaged groups and supports healthy and active lifestyles, and will result in reduced carbon emissions.



<b>Report to</b>	Cabinet	<b>Item</b>
	20 January 2021	
<b>Report of</b>	Interim Director of people and neighbourhoods	<b>8</b>
<b>Subject</b>	Environmental Services: overview of services to be commissioned from Norwich City Services Limited (NCSL)	

## KEY DECISION

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### Purpose

To consider the key principles of the contract for environmental services to be awarded to NCSL and the contract for support services to be awarded by NCSL to the Council and a variation to the existing contract with Northgate for the Tenancy and Estate Management System.

### Recommendations:

To:

- 1) delegate authority to the Director of People and Neighbourhoods in consultation with the Cabinet member for Safe and Sustainable City Environment to award a contract for environmental services to NCSL for the six year period 1 April 2021 to 31 March 2027, with the option to extend a further period of 5 years on an annual basis. The amount for 2021/22 is £6.543m. The total value for the 11 year period is estimated to be £75.816m;
- 2) delegate authority to the Director of Resources to agree and enter into a contract for provision of Support Services to NCSL for the six year period 1 April 2021 to 31 March 2027, with the option to extend a further period of 5 years on an annual basis. The amount for 2021/22 is £0.522m. The total value for the 11 years period is estimated to be £6.283m;
- 3) approve a variation to the Tenancy and Estate Management System contract with Northgate for the period to 31 January 2027 for the value of £0.399m; and
- 4) approve the reprofiling of capital spend between financial years, increasing the 2020/21 capital programme by £0.066m and reducing the 2021/22 programme by the same value. The capital program is funding the contract variation and purchase of assets.

### Corporate and service priorities

The report helps to meet the corporate priority great neighbourhoods, housing and environment.

## **Financial implications**

The report outlines the final contract values for 2021/22 relating to:

Environmental Services - £6.543m

Support Service - £0.522m

The full contract values, assuming 11 years on the current specifications are:

Environmental Services - £75.816m

Support Service - £6.543m

Within the contract values, there is an assumed asset charge. These costs diminish as assets come to the end of their useful life and the company business plan will identify investment in new assets and how that will be funded.

Cabinet are recommended to approve the reprofiling of capital spend between financial years as detailed in section 13, increasing the 2020/21 capital programme by £0.066m and reducing the 2021/22 programme by the same value.

Given the overall programme costs remain at the original £1.270m approved by Full Council in July 2020 the reprofiling is considered to be in accordance with existing budget approvals. The estimates for each asset type have been varied to facilitate the additional IT hardware requirements required for more flexible working, contract variation costs associated with the Northgate system and the purchase of a few vehicles from the Norse group to facilitate the smooth transition of services.

It is important to note that there may need to be further profiling changes between 2021/22 and 2022/23 or a potential risk additional investment might be required once more service information is available for the Phase 2 building repairs service transfer.

## **Legal Implications**

Section 1 of the Localism Act 2011 provides the Council with a general power of competence, allowing the Council to do anything that individuals generally may do.

Section 111 of the Local Government Act 1972 gives the Council the power to purchase goods and services.

The public contracts with NCSL fall outside the scope of Part 2 of the Public Contract Regulations 2015 (PCR), because of the so-called “Teckal” exemption in regulation 12 of PCR. The Council is satisfied that the conditions in regulation 12.1 are fulfilled for the “Teckal” exemption to apply.

The Council must be mindful of the rules with regards to State Aid. Any services provided by the Council to NCSL will have to be provided at a commercial rate or General Block Exemptions will need to be utilised in order to avoid issues of State Aid. The services will be provided to NCSL at a commercial rate.



Under the Constitution, any decision to award a contract over the PCR thresholds is a key decision which must be made by the Cabinet. As the overall spend will be above circa £189,330, this is a key decision for Cabinet approval.

The entry into the contracts is subject to the Council's Contract Procedure Rules (CPR). Paragraph 6.2 of the CPR provides that the Cabinet has power to waive any requirements within the CPR subject to compliance with the law.

The award of the contract to NCSL by the Council will give rise to a relevant transfer for the purpose of TUPE. NCSL is not obliged to offer transferring employees access to the Local Government Pension Scheme, but it may need to enter into an admission agreement for the purposes of those employees who were previously members of the LGPS prior to the original outsourcing to NNE.

The variation of the contract with Northgate to meet the IT and systems, in the assessment of the Council, meets the requirements of PCR Reg.72(1)(b) and shall be documented by deed of variation.

### **Ward/s All**

**Cabinet member:** Councillor Maguire - Safe and sustainable city environment

Councillor Kendrick - Resources

### **Contact officers**

Louise Rawsthorne – Interim director of people and neighbourhoods	01603 987754
Annabel Scholes – Interim director of resources and section 151 officer	01603 989201
Nikki Rotsos – Director of strategy, communication and culture	01603 989202
Chris Eardley - Environmental Services Manager	01603 212251
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Julia Medler - Head of customers, IT and digital Customers, IT and digital	01603 989477

## 1. Background

1.1 Norwich Norse Environmental (NNE), the Council's Joint Venture arrangement with Norse Commercial Services, has delivered a wide-ranging portfolio of over fifty different functions to the city since 2013. Services are provided citywide and in some way influence the lives of all residents and visitors.

1.2 Services are provided in areas including:

- Grounds maintenance
- Street cleaning
- Building and car park cleaning
- Parks and cemeteries
- Trees
- A range of environmental functions including pest control, graffiti removal, stray dogs, fly-tipping clearances and the collection of needles and other sharps.

1.3 Cabinet has determined that from April 2021 these services will be provided by a new Council wholly-owned limited company – Norwich City Services Limited (NCSL).

1.4 The programme for change that is transferring service delivery from NNE to NCSL – which will complete by 1 April 2021 – will deliver the following:

- Creating a wholly-owned limited company to deliver environment services as well as building repairs and maintenance services which will transfer to the company in 2022
- Recruiting to the new posts of Managing Director of NCSL, Chair of the Board, and Non-Executive Director and setting up the company board
- Drafting service specifications and contracts
- Awarding contracts to the company to deliver services
- Completing a depot ready for service delivery
- Procuring plant, vehicles and all equipment to deliver the services
- Planning and implementing all the IT requirements
- Planning and implementing all support services – ICT, HR, procurement etc.
- Planning and implementing SHEQ (Safety, Health, Environment and Quality) requirements
- Planning and implementing all transfers including staff, equipment etc.

1.5 Given the timescale of the decision to transfer services from 1 April 2021 and the requirement to maintain a suitable level of quality services to residents, the approach taken has been one which will largely “lift-and-shift” current services initially.

1.6 To support improvements in provision of services and value for money, a Service Development Plan (SDP) has been developed. Council staff, managers, supervisors and staff from Norse have been involved in developing the SDP. The SDP contains a range of initiatives, projects and activities. Following transfer of services on 1 April 2021 the SDP will become a ‘live plan’ with its delivery monitored by the Council and NCSL.

## **2. Environmental Services Contract – Key Principles**

2.1 Environmental services will be delivered by NCSL in accordance with the contract which has been developed by the project team with legal support. The following principles have been applied when developing the contract:

- All existing service specifications have been reviewed (and amended where required) to ensure that each individual service is delivered in accordance with the requirements of the Council.
- All internal stakeholders have been consulted and have contributed to their specifications, including - car parks, markets, parks and open spaces, trees, housing, and cemeteries
- Going forward, engagement will be an active, permanent ongoing process
- A pricing structure (Bill of Quantities) sets the rates at which NCSL charges for services and this will be further reviewed and refined during 2021/22
- Key performance indicators are transferred from NNE to NCSL, with a commitment to further develop these during 2021/22 and to compare KPIs with national performance models to ensure that value-for-money is consistently achieved.
- NCSL should make best efforts to perform services in accordance with the Councils key policies, including Environmental Strategy, Neighbourhood Strategy, Procurement Strategy and the principles around community engagement.

2.2 A new set of contract Terms and Conditions have been developed, these have been enhanced to respond to lessons learnt from previous JV contracts in respect of governance, performance management, escalation, exit.

2.3 The contract specifies the services to be delivered, set out in the Schedule 1 – Services Specification. The contract will also specify: company policies, assets, organisational structures and governance arrangements. The following documents and policies will be in place by 1 April 2021:

- Business Plan – to be refreshed annually and approved by the Council, with updates on performance reviewed by Cabinet on a 6 monthly basis. To include financial and staffing requirements to deliver the services, outputs, KPIs, monitoring, risks and any improvements.
- Budget & Company Governance Framework - a joint board will be established and will meet monthly to review and monitor performance against the Business Plan, make recommendations for delivery of services, consider and monitor new business. Performance reports will be shared with Cabinet on a 6 monthly basis.
- Joint operational meetings are planned to meet on a fortnightly basis.
- Business Continuity and Disaster Recovery Plans
- Safety, health, environmental and quality (SHEQ) Policy
- People Policies – to include Safeguarding, Anti-Slavery, Equality & Diversity

2.4 The contract allows for other policies and plans to be developed by NCSL during their first year to allow the new Company Board and Management Team to have input. These include:

- Environmental Strategy
- Union Engagement Agreements
- Quality Policy and Plan
- People & OD Strategy, L&D Plan
- Exit Plan

2.5 The Company will provide Company financial and non-financial information to the Council on an open-book basis providing full transparency which shall include but not be limited to the pricing of the contract and the cost base.

### **3. Environmental Services Contract - Property and Assets**

3.1 The Council has granted the Company a 20 year lease for 22 Hurricane Way (the Depot). Other properties may be used on a non-exclusive licence basis.

3.2 The company has continued with the principle of leasing the majority of vehicles. Four specialist vehicles will be purchased from the Norse group. The capital program amendments include the purchase of these vehicles.

3.3 Any assets owned by the Council which the company uses for the provision of services will be chargeable.

### **4. Environmental Services Contract – Consultation**

1.1 Formal consultation has been undertaken with Tenants and Leaseholders, in line with our statutory obligations, through the following channels:

- Tenant Panel
- Tenant & Leaseholder Magazine – article with email address to provide feedback
- Citizens Magazine – article with email address to provide feedback
- Consultation feedback channel remains open

1.2 Whilst there were some clarifying questions asked there has been no substantive feedback has been received through consultation feedback channels to date.

1.3 Internal Council clients have been fully-engaged with proposals and projects affecting their services and their comments and requirements have supported the development of:

- A new set of contract Terms and Conditions – enhanced to respond to lessons learnt from previous JV contracts.
- Review of all environment specification for services, method statements and KPIs with clients and key stakeholders.

- Review of specific specifications for; car parks, markets, parks and open spaces, trees, housing, cemeteries.
- Engagement and involvement of specific service clients will be an active, permanent and ongoing process following transfer of services on 1 April 2021. This will:
  - Provide feedback on final contract to ensure clients and stakeholders expectations are managed.
  - Establish how ongoing engagement between council Clients, Stakeholders, Services users and NCSL. can be maintained
- The Council will have the opportunity in the first 6/12 months to review the Contract via the Contract Management Board which will involve engagement with Stakeholders, Service Users and NCSL to make any formal changes to the Contract, Specification and Schedules. All will be subject to both parties agreement through the formal change process.

## **2. Environmental Services Contract – Continuous Service Improvement**

2.1 The SDP will underpin improvements to service delivery during the contract term, following transfer of services. The SDP will be formally agreed with the NCSL Board and presented to Cabinet for formal approval each spring. Delivery will be in line with agreed timescales will be monitored by the council through regular performance updates by the NCSL Board. Performance reporting arrangements will be set out in the NCSL Business Plan. An in year performance update will be presented to Cabinet for scrutiny in the autumn of each year which is in keeping with the requirements for Norwich Regeneration Ltd – the council's other wholly-owned company.

2.2 Service development initiatives within the SDP will include:

- Business planning
- Costs and resources
- Service delivery issues
- Communications, visibility and accountability
- Environmental improvements
- Performance management

2.3 NCSL will work within the following key principles to ensure that its activity aligns with Council corporate priorities and business planning:

- The same financial procedures as the Council
- The same procurement procedures as the Council – including Social Value Policy
- Contribute to the Council's Environmental Strategy and aspirations
- KPIs and Management Information
- Improved escalation and exit clauses
- General refresh and update of key terms (GDPR, Pensions, TUPE etc.)

## 6. Environmental Services Contract – Client budget summary

- 6.1 The council has determined the client costs associated with commissioning these services from NCSL as well as developing an indicative Year 1 company budget overview which has been agreed in principle by the managing director of NCSL.
- 6.2 The table below provides an overview of the budget estimates and comparison to the indicative business case which has increased the company's projected loss by £ 0.044m in year 1. The company is assumed to return a profit in years 2 and 3, similar to the indicative business case approved in July 2020.

### NCSL 2021/22 Budget Estimates

Type of Income/Expenditure	NCSL Indicative 2021/22 £000	NCSL Estimates 2021/22 £000	Variance £000
Council core contract income	6,424	6,543	(119)
External/Council income	100	288	(188)
<b>Sales</b>	<b>6,524</b>	<b>6,831</b>	<b>(307)</b>
<b>Turnover</b>	<b>6,524</b>	<b>6,831</b>	<b>(307)</b>
<b>Materials</b>	<b>186</b>	<b>199</b>	<b>13</b>
<b>Supplies &amp; Services</b>	<b>152</b>	<b>105</b>	<b>(47)</b>
<b>Direct employee costs (inc. Agency)</b>	<b>3,688</b>	<b>3,793</b>	<b>105</b>
<b>Sub-Contractors</b>	<b>46</b>	<b>38</b>	<b>(8)</b>
<b>Transport Costs</b>	<b>780</b>	<b>1,060</b>	<b>280</b>
<b>Equipment Costs</b>	<b>193</b>	<b>224</b>	<b>31</b>
<b>Other direct Costs</b>	<b>32</b>	<b>48</b>	<b>16</b>
<b>Total Direct Costs</b>	<b>5,077</b>	<b>5,467</b>	<b>390</b>
<b>Indirect employee costs (inc. Agency)</b>	<b>628</b>	<b>701</b>	<b>73</b>
<b>Indirect Costs - Other</b>	<b>449</b>	<b>519</b>	<b>70</b>
<b>Total Indirect Costs</b>	<b>1,077</b>	<b>1,221</b>	<b>143</b>
<b>Total Central Overheads Reallocation</b>	<b>704</b>	<b>522</b>	<b>(183)</b>
<b>Profit/(Loss)</b>	<b>(335)</b>	<b>(379)</b>	<b>(44)</b>

- 6.3 The main variations relate to:

- Core contract - finalisation of Environmental Services contract at £6.543m;
- External/Council Income - detailed analysis of external third party contracts and variable income streams from council departments;

- Direct employee costs - incorporation of the agreed living wage increases;
- Indirect employee costs - additional investment in specialised resources to manage the health and safety requirements of the company including fleet management;
- Indirect costs other - insurance cost estimates increased pre tender following specialist advice on current market costs;
- Central overheads - reduction in the support services charges primarily relating to:
  - a reduction in assumed FTE required to support the company;
  - a change in IT resource assumptions with transformation costs now charged to the transition budget; and
  - the transfer of the self-insurance fund to the company budgets

## **7. Council Support Services Contract - key principles**

7.1 Following member workshops earlier in 2020, it was agreed that the Council will provide support services to NCSL. The services to be provided are HR & Organisational development, Finance, ICT, Procurement, Legal, Insurance and Communications.

7.2 The following key principles from the contract are summarised below:

- the service provision shall primarily mirror that provided to the Council's service areas;
- insurance and legal shall be delivered through variation of the Council's existing relationships with LGSS and Nplaw;
- the contract term shall sync and co-terminate with the environmental and building contracts - being 6 years from 1 April 2021 with the option to extend on an annual basis for a further 5 years;
- the contract allows a process for variation and termination.

## **8. Council Support Services Contract - terms & conditions:**

8.1 The Council will provide services with reasonable skill and care, indemnify each other for their negligence or default, and applies a limit to potential liability.

8.2 The following provision is made in respect managing performance:

- nominated Contract Liaison officers and a Contract Management Board, meeting frequency to be determined by parties;
- volumes shall form part of the regular management information provided to NCSL and will be developed as services are delivered;
- Contract Management Board shall review performance and make recommendations regarding delivery of the services, with performance reporting to Cabinet on a 6 monthly basis;
- the Council shall maintain business continuity arrangements.

## **9. Council Support Services Contract – Schedules Key Features**

9.1 Service level agreements (SLAs) for each of the services have been produced and form part of the contract for services.

9.2 The SLAs include

- deliverables - tasks, software & systems used, data and policies
- KPIs and statements on assurance as to compliance and delivery
- service fees
- defined responsibilities split between the Council and NCSL to ensure tasks are delivered and KPIs achieved
- ICT assets to be provided with an asset charge but Council retains ownership

9.3 The SLAs have been developed, reviewed and agreed with the key stakeholders including the Managing Director of NCSL.

## **10. Council Support Services Contract - budget principles**

10.1 The council has agreed in principle with NCSL a charge for support services totalling £0.522m during 2021/22. This contract equates to an 8% overhead charge in the first year of the company, which is anticipated to reduce in year 2 when the building and repairs service transfers to NCSL.

## **11. IT and systems requirements**

### **Norwich Norse Building and Norwich Property Services**

11.1 Norwich Norse Building and Norwich Property Services will transfer in 2022. As well as access to day to day systems and mobile devices, both require a major system refresh including:

- Appointment booking
- Scheduling of jobs
- Contract management
- Property and estate management

### **How are the Council addressing this?**

11.2 The Council's housing legacy system Academy is at end of life and will be replaced next year. When the Council evaluated a new housing system for the organisation, included in the thinking was the potential for meeting additional requirements and capabilities for insourcing the Joint Ventures.

11.3 Northgate was the successful contractor, and it is proposed to secure additional modules to meet the needs of the new company and the Council through them.

11.4 This approach will enable the services currently delivered by Norse Property Services Norwich (NPS Norwich) and Norwich Norse Buildings (NNB) to



continue without interruption or disruption to the citizens and the businesses once they have been transferred to the Council and NCSL respectively.

- 11.5 These modules are required to enable those services to continue to deliver the upkeep and management of all Council properties, both residential and commercial. They will not only ensure continuity of services, but deliver a platform that will help the Council to achieve efficiency and transformation, both for these services and others within the Council and NCSL.

## **12. IT and systems requirements - Rationale**

- No additional infrastructure IT investment is required for any of these modules
- No additional interfaces need to be developed as the modules will be interlinked by design
- A single, fully integrated source of data and processing for teams managing tenants, tenancies, property maintenance and improvements
- A single view of the case management for all repair activity as a result of customer data, property data, repairs staff schedules and stock condition details being held in one fully integrated system
- Access to essential property, customer, and task data for external contractors via a remotely accessible portal
- Simplifying the repairs scheduling process, removing 'hand-offs' and reducing data duplication/error by using a single system instead of the three currently in use at NNB
- Increasing the opportunity for 100% of field-operative activity to be managed within the integrated system (currently only 50% are met in this way by NNB) which should generate service efficiencies
- Introducing self-service functionality for customers to log and schedule repairs themselves, to improve the customer experience and generate efficiency savings for the council and company
- Improved agility and productivity of workforce - the scheduling module can also be expanded to co-ordinate the activities of the other teams in NCSL and the Council.
- Improved management reporting using a single, consistent, and accurate source of information
- Significantly improving the quality and accuracy of stock condition data – increased volume and consistency of surveys; ability to assess Asbestos, Legionella and other risks within the system; replacing manual Energy Efficiency assessments with system functionality (currently 60% of this activity is manually driven within NPS)
- Efficiency for cross cutting services with integrated digital solution that will manage the complete end-to-end processes for repairs, programmed maintenance and housing stock maintenance activity
- In line with 'fit for the future' case work approach
- Meets recommendations from the Grenfell Disaster, Hackitt report and enquiry phase 1.

### 13. IT and systems requirements - Costs

#### Capital – initial license costs and implementation

	2020/21	2021/22	Total
Asset Management	£48,768	£27,768	£76,535
Contractors, Scheduling and Repairs Mobile	£55,635	£35,635	£91,269
	<b>£104,402</b>	<b>£63,402</b>	<b>£167,804</b>

#### Revenue - Ongoing annual licensing and support charges:

	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25	Total
Asset Management	£0	£1,763	£29,009	£25,250	£23,728	£79,750
Contractors, Scheduling and Repairs Mobile	£0	£3,038	£50,410	£50,410	£47,372	£151,230
	<b>£0</b>	<b>£4,801</b>	<b>£79,419</b>	<b>£75,660</b>	<b>£71,100</b>	<b>£230,980</b>

13.1 Cabinet are requested to approved the contract variation totalling £0.399m to deliver the asset management and contract scheduling modules which will be utilised by both the council and company.

13.2 The council has also identified an internal resource requirement totalling £0.201m to implement the solution over the next two financial years which will be funded from the project transition budget within the invest to save reserve.

**The above costs are proposed to be funded through the approved capital programme for NCSL as shown below.**

	2020/21			2021/22			2022/23		
	Budget £000	Commitment £000	Variance £000	Budget £000	Commitment £000	Variance £000	Budget £000	Commitment £000	Variance £000
Software	26	48	22	117	287	170	0	0	0
Hardware	69	116	47	122	197	75	0	0	0
Assets	173	170	-3	501	49	-452	262	11	-250
	<b>269</b>	<b>335</b>	<b>66</b>	<b>740</b>	<b>533</b>	<b>-207</b>	<b>262</b>	<b>11</b>	<b>-250</b>

13.3 Cabinet is therefore recommended to approve the reprofiling of capital spend between financial years, increasing the 2020/21 capital programme by £0.066m and reducing the 2021/22 programme by the same value.

13.4 Given the overall programme costs remain at the original £1.270m approved by Full Council in July 2020 the reprofiling is considered to be in accordance with existing budget approvals. The estimates for each asset type have been varied to facilitate the additional IT hardware requirements required for more flexible working and contract variation costs associated with the Northgate system.

- 13.5 It is important to note that remains a risk that there may need to be further profiling changes between 2021/22 and 2022/23 or additional investment once more service information is available for the Phase 2 building repairs service transfer.

#### **14. IT and systems requirements - Procurement**

- 14.1 Members are asked to approve a variation to the existing contract for Tenancy and Estates Management System with Northgate referencing Regulation 72 of the Public Contract Regulations 2015.
- 14.2 Regulation 72 allows a variation to contract without competition where a change of contractor for these services:  
*'cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, services or installations'*  
  
and to do so would  
  
*'cause significant inconvenience or substantial duplication of costs for the contracting authority' \*1*
- \*1 PCR 2015 Regulation 72 (1)b
- 14.3 The application of Regulation 72 to vary the contract without competition is a risk based decision and considered reasonable by the, Interim Director of People and Neighbourhoods, balancing the requirement for these services against any potential challenge to the award.
- 14.4 This is a change to an existing requirement in that it will be additional software modules, added as a variation to the existing agreement.
- 14.5 The new software is required to enable services currently delivered by NPS and NNB to continue without interruption following the transfer of these services and staff into the Council.
- 14.6 It is recommended by the project board established to oversee the joint venture transfers, that a direct award to Northgate for their Asset Management, Contractors, Scheduling and Repairs Mobile modules, is the only practical approach to avoid the additional time, cost and complexity issues arising from considering solutions that are not inherently compatible with the Tenancy and Estates Management application.

#### **15. Risks**

- 15.1 Project Place – the programme which is overseeing the transfer of these services back to the council - includes a detailed Risk Register and associated risk mitigation/management plan which is reviewed regularly. Included within this document are several key risks which could specifically impact on the provision of environmental services by NCSL during 2021.

15.2 These risk include several 'headline' items –

Risks	Details	Mitigations
COVID – (Including post contract start date)	<p>Impacts on all areas of the council's business and will continue to adversely affect council finances, which may have a material effect on the provision of services via NCSL</p> <p>Also impacts on staffing levels and on the provision of (e.g. where social distancing requirements compromise operational efficiency)</p>	<p>Budget and spend continually monitored and managed within agreed budget</p> <p>Financial position reviewed with NCSL Board at monthly meeting. All corporate financial controls implemented across NCC</p> <p>Cleaning and social distancing measures implemented to make workplaces COVID-safe</p>
Vehicles	<p>Whilst the vehicle fleet will be fitted-out in the UK, the vehicles themselves are manufactured in mainland Europe. The twin impacts of COVID and Brexit will affect the deliverability of the fleet and not all vehicles will be available by April 1<sup>st</sup>.</p>	<p>Arrangements made to extend current fleet arrangements and formalise arrangements with Norse on transfer of vehicle assets</p>
Depot	<p>The new NCSL depot at Hurricane Way involves a substantial re-build of an existing structure and the provision of all services and operational facilities. Progress can be affected by the weather, COVID, Brexit and other unknown variables, any combination of which would make compromise full operational effectiveness on April 1<sup>st</sup></p>	<p>Governance and close monitoring of Build Programme with contractors</p> <p>Contingency options involving existing depot and sub-depots</p> <p>All options continually reviewed with NCC and NCSL</p>
IT	<p>The deliverability of an effective IT solution is often subject to teething problems, added to</p>	<p>Contingency options being explored</p>

Risks	Details	Mitigations
	which, the performance of new IT cannot always be guaranteed, neither can the speed at which operational staff become competent in the use of new technology	Full training programme for staff
Capacity	Both NNE and Council staff must continue to effectively deliver Business as Usual including COVID activities at the same time as transferring people, vehicle, equipment and services to NCSL by 1 <sup>st</sup> April. .	<p>Recent internal re-structure in Council allows for greater emphasis on environmental services and the existing Service Development Plan.</p> <p>Project Place leads have proposed levels of resourcing which have been reviewed and agreed by NCSL to deliver the support services SLA from April 1<sup>st</sup>.</p> <p>Monitoring of action plans to ensure on target.</p> <p>Requirements on NNE managers being consistently monitored</p>
Contracts	<p>Multiple contracts required to be in place to enable services to be provided.</p> <p>Increased call on procurement team to deliver.</p>	<p>Resourcing plan in place with recruitment ongoing.</p> <p>Reviewing most effective routes to market and use of exemptions to Contract Procedures if appropriate.</p> <p>Monitoring of action plans to ensure on target.</p>

## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	20/01/2021
<b>Director / Head of service</b>	Louise Rawsthorne/Annabel Scholes
<b>Report subject:</b>	Environmental Services: overview of services to be commissioned from Norwich City Services Limited (NCSL)
<b>Date assessed:</b>	12/01/21

	Impact			
<b>Economic</b> (please add an 'x' as appropriate)	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other departments and services e.g. office facilities, customer contact	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Social</b> (please add an 'x' as appropriate)	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

	Impact			
<b>Equality and diversity (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Environmental (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>(Please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	



Recommendations from impact assessment	
Positive	
Negative	
Neutral	
Issues	



**Report to** Cabinet  
20 January 2021  
**Report of** Interim chief finance officer (Section 151 Officer)  
**Subject** Write off of irrecoverable national non domestic rate debt

**Item**

**9**

## **KEY DECISION**

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### **Purpose**

To consider an update on the position as at 17/12/2020 with regard the write-off of non-recoverable national non-domestic rate (NNDR) debt and request approval for the write-off of a debt totalling £71,830.70 which is deemed irrecoverable.

### **Recommendation**

To approve the write off of £71,830.70 for NNDR debt which is now believed to be irrecoverable and is covered within the bad debt provision for 2020/21.

### **Corporate and service priorities**

The report helps to meet the corporate priority Inclusive economy

### **Financial implications**

The cost to the collection fund of write offs is shared as follows: Central Government 50%, Norwich City Council 40% and Norfolk County Council 10%. However, each year an assessment of debt is undertaken to set a Bad Debt provision within the Collection Fund.

This write-off of £71,830.70 will mean that there will be £1,718,697.30 left in the bad debt provision for 2020/21.

**Ward/s:** All Wards

**Cabinet member:** Councillor Kendrick - Resources

### **Contact officers**

Annabel Scholes, interim section 151, chief finance officer 01603 989201

Carole Jowett, revenues and benefits operations manager 01603 987607

### **Background documents**

None

## Report

1. National Non-Domestic Rate income for 2020/21 was initially estimated at around £76m. Due to the impact of Covid19 and the increased discounts and grants of around £42m that have been introduced by Central Government, we are currently estimating that we will need to collect around £34m this year.
2. Significant work continues to be undertaken by the Revenues and Benefits team to pursue all outstanding debts owing to the council, but due to the ongoing situation surrounding Covid19, there is uncertainty as to the long-term impact that this will have on our collection and the economy.
3. There will unfortunately always be debts where despite our best efforts, it is believed to be irrecoverable. This is often because the company owing the money has become insolvent.
4. In the year to 17/12/2020, £665,046.56 of NNDR debt has been written off.
5. The reason for this report is that a debt of £71,830.70, requires cabinet approval for write-off, because of its value.
6. The write-off of £71,830.70 is for Veenor Norwich Ltd. The account was originally closed following incorrect information being provided to us that the owner had accepted surrender of the lease for the premises. We were subsequently advised the lease did not end until 24/09/2020, and that the lease was disclaimed on 25/09/2020 on behalf of the already dissolved company by, the Duchy of Lancaster company. Company 11199434 was dissolved on 23/07/2019 and, we are therefore unable to collect the debt. Debts owing are £71,830.70 on NNDR account 951184X and, £1,414.73 on BID levy account 5223566, total debt to be written off for this company is £73,245.43
7. The cost to the collection fund of these write offs is shared as follows: central government 50%, Norwich City Council 40% and Norfolk County Council 10%. Norwich City Councils share of write-off's to date for 2020/21 including the ones proposed in this report is £294,750.90.
8. Each year an assessment of debt is undertaken to set the bad debt provision within the collection fund. These write offs will be charged in full against the provision for 2020/21.

## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	20 January 2021
<b>Director / Head of service</b>	Interim section 151 officer
<b>Report subject:</b>	Write-off of non-recoverable National Non-Domestic Rate debt
<b>Date assessed:</b>	12 January 2021

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	While there is a loss of income to the council, government and the county council, writing off debt that is irrecoverable is best practice to ensure accurate financial reporting.
Other departments and services e.g. office facilities, customer contact	X	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	X	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	X	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	X	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	X	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	X	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	X	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	X	<input type="checkbox"/>	<input type="checkbox"/>	

Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	X	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	X	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	X	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	X	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	X	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	X	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	X	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	X	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	X	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments

<b>Risk management</b>	<input type="checkbox"/>	X	<input type="checkbox"/>	The report demonstrates that the council is aware and monitors risks to the collection of its income. The council has set a bad debt provision, and this write off is within that provision demonstrating good financial management.
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Recommendations from impact assessment				
<b>Positive</b>				
<b>Negative</b>				
<b>Neutral</b>				
<b>Issues</b>				
The council should continue to monitor its levels of debt and take action to recover debts where possible and it is cost effective to do so.				



**Report to** Cabinet  
20 January 2021

**Item**

**Report of** Director of place

**10**

**Subject** Norwich Town Deal Implementation

## **KEY DECISION**

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### **Purpose**

To consider the financial profiling and resourcing arrangements to deliver the Towns Deal programme.

### **Recommendation**

- 1) To approve the following in relation to mobilising the Towns Deal project including:
  - a) The budget profile of projects including the capital revenue split, (as set out in Appendix A);
  - b) The statement on community consultation and engagement, (as set out in Appendix B);
  - c) The project and programme confirmation document, (as set out in the exempt appendices); and
- 2) To delegate authority to sign-off individual project business cases to the Director of Place in consultation with the relevant portfolio holders.

### **Corporate and service priorities**

The report helps to meet the corporate priority Inclusive economy

### **Financial implications**

The draft Heads of Terms offers a sum up to £25million subject to the successful completion of project assurance work. Whilst mainly a capital programme there is Government recognition that a Towns Deal may attract revenue costs. Such costs will need to be met from the overall £25M potentially available.

The overall and individual project financial profiles including the balance between revenue and capital is a key task to report back to Government within the two month post-signature window to end January 2021 – details of this follow in the report below. Treasury guidance is for such revenue costs to be in the region of 5-8% of total and not more than 10%.

The projects most likely to attract revenue costs are the revolving fund, to pay for abortive Compulsory Purchase Order work should a proposed CPO fail at public inquiry, and the externally delivered Branding project which has a significant proportion of revenue expenditure.

The grant funding is to bring the assets into use it does not support ongoing revenue costs to operate the assets. The risks and rewards from operations will be met by city revenue budgets. Individual business cases will identify and mitigate any future risks to city's I&E.

Two of the eight projects are proposed for fast track funding from Towns Fund. This will have an impact on the 2020/21 capital and any changes will be included with the February budget papers to council.

**Ward/s:** All Wards

**Cabinet member:** Councillor Waters - Leader

**Contact officers**

Ellen Tilney, Economic Development Manager	07715 236777
Don McCallum, Commercial Finance Business Partner	07436 042232
Graham Nelson, Director of Place	01603 989205

**Background documents**

None

# Report

## Background

1. The government launched the Towns' Fund prospectus in November 2019, inviting 101 towns to bid for up to £25million each to drive forward long term economic and productivity growth via the development of a Town Deals Investment Plan. For the purpose of the Town's Fund, the eligible area of Norwich was the built-up area as defined by the Office for National Statistics, available on the council's website [here](#).
2. The council established the Town Deals Board in January 2020 as detailed at cabinet in March 2020. This Board met on a monthly basis to develop proposals in line with the key themes and requirements of the funding and Norwich's 2040 Vision. The Town Deal Board will remain in place to oversee the delivery of the programme.
3. At its meeting on 29 July Cabinet endorsed the submission of the Town Investment Plan which set out a comprehensive package of eight schemes for investment totalling £26.13m. The detail of the bid remains commercially sensitive but can be summarised as consisting of eight projects grouped in two themes (skills and enterprise infrastructure and urban regeneration) as follows:

<b>Skills and enterprise infrastructure</b>	
This package of projects supports how we will grow the digital and creative economy and ensure our residents and businesses have the advanced skills in digital, construction and engineering they need to prosper.	
	<b>Digital hub</b> – a new city centre workspace with start-up and grow on space for digital businesses.
	<b>The Halls</b> – investment to update and refurbish the venue including the development of a state-of-the-art making space for collaboration and high value cross sector partnerships between culture, digital and tech.
	<b>Digi-tech factory</b> – a new skills facility at City College providing digital tech, engineering and design courses.
	<b>Advanced construction and engineering centre</b> – a new technological advanced training facility at City College, supporting the application of digital technology to construction, manufacturing and engineering sectors.
<b>Urban regeneration</b>	
These projects offer opportunities for significant levels of housing growth and employment space creation to accommodate the needs of a growing city.	
	<b>East Norwich</b> – investment to accelerate the development of a new high-quality urban quarter in east Norwich. Including support for the masterplanning exercise that is currently being commissioned and the purchase of Carrow House complex from Norfolk County in order to give the City Council a greater stake in the redevelopment and to ensure that the historic Carrow works site can be redeveloped as a whole.
	<b>Revolving fund</b> – investment to unlock brownfield sites to deliver modern homes and workspaces for the growing economy.
	<b>Public realm</b> – investment to enhance the city centre public and urban spaces and improve connectivity and navigation.
	<b>Branding</b> – communicating what the city has to offer by developing a commercial proposition for Norwich as the place for business and a city to live, learn and invest in.

4. On 27<sup>th</sup> Oct the Council was notified that its bid had been successful. Norwich was one of only 4 places nationally that were successful in being offered up to £25m of funding through the first round of funding.
5. This was reported to November Cabinet who delegated authority for the offered town deal to be accepted. This was duly done on 16 November 2020.
6. The acceptance of the towns deal offer required that within two months the following information would be provided to MHCLG:
  - a) Details of the projects being taken forward (including for each project the capital/revenue split and the financial profile)
  - b) Overall capital/revenue split and financial profile for the Town Deal
  - c) The actions taken to address the conditions for selected projects
  - d) Clarification of how engagement with local communities has specifically influenced decisions around Norwich's Town Deal proposals.
7. Details of a) and c) are set out in the exempt appendices to this report. Details of b) is included as Appendix A of this report. Details of d) is included as Appendix B of this report.
8. The heads of terms also require that a detailed business case must be completed for each of the projects within the Town Investment Plan within 12 months of accepting the funding offer. The Lead Council (Norwich City Council) would be expected to complete business cases following its usual assurance processes and in partnership with the Town Deal Board. Local compliance and approval procedures will be followed with due regard to Five Case methodology and be made available to ministerial colleagues upon request.
9. Work on these detailed business cases is continuing. It should be noted that the two fast-tracked projects (the Digi-tech factory and East Norwich) are profiled to commence and be spending within the current financial year and as such will require funding drawdown. Details of these two business cases are expected to be completed shortly and will also inform papers being taken to budget cabinet and Council in February as they include capital expenditure in 2020/21. This report includes a recommendation that these detailed business cases are formally signed-off on behalf of the Council by the Director of Place in consultation with the relevant portfolio holders under delegated authority as part of the council's usual financial assurance process. The Towns Deal arrangements require each of the businesses cases to also be agreed by the Towns Deal Board and the Council's Sec 151 officer. The approval of business cases by the Director of Place will be subject to the existing rules regarding key decisions and call in by members for scrutiny as required.

10. Further information on programme governance and assurance will be reported to Cabinet alongside regular progress reporting on the Programme and its delivery.

## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	20 January 2021
<b>Director / Head of service</b>	Director of Place
<b>Report subject:</b>	Norwich Town Deal Bid
<b>Date assessed:</b>	21 December 2020

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments

<b>Finance (value for money)</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Towns Fund will deliver a major programme of economic development and urban regeneration projects in line with the Norwich 2040 Vision and Norwich Economic Strategy.
<b>Other departments and services e.g. office facilities, customer contact</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>ICT services</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Economic development</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	External funding up to £25million will unlock the delivery of key objectives within the Norwich Economic Strategy and 2040 Vision. Funding to support additional programme management resource has also been included within the bid.
<b>Financial inclusion</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	It has not been possible to quantify the impact upon financial inclusion at this stage but several of the projects within the final Town Deal bid will contribute positively to economic inclusion, skills support and job creation.
<b>Social (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
<b>Safeguarding children and adults</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b><u>S17 crime and disorder act 1998</u></b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	<b>Impact</b>			
<b>Human Rights Act 1998</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Health and well being</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	It is not possible at this stage to evaluate the impact of Towns Fund projects on Health & Wellbeing but those contained within the bid have all been designed to support a positive contribution to this agenda via increasing economic participation and opportunity to benefit from economic and jobs growth resulting from the projects funded via the Towns' Fund.
<b>Equality and diversity (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
<b>Relations between groups (cohesion)</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Eliminating discrimination &amp; harassment</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Advancing equality of opportunity</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	It is not possible at this stage to evaluate the impact of Towns Fund projects on equality but those contained within the bid have all been designed to support a positive contribution to equalities, particularly in delivery of skills infrastructure and access to employment.
<b>Environmental (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>



<b>Transportation</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Towns Fund bid does not include transportation projects due to the imminent announcement on the Transforming Cities bid and commencement of a significant range of transport projects within this programme
	<b>Impact</b>			
<b>Natural and built environment</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	It is not possible at this stage to evaluate the individual impact of Towns Fund projects on the natural and built environment but all of those included have been designed to support clean growth and regeneration of brownfield sites.
<b>Waste minimisation &amp; resource use</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Pollution</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Sustainable procurement</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Energy and climate change</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	It is not possible at this stage to evaluate the impact of Towns Fund project on energy and climate change but all of the projects included within the bid have been developed to support clean growth and particularly development of skills associated with a transition to a carbon zero economy.
<b>(Please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
<b>Risk management</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

## Recommendations from impact assessment

### Positive

The Norwich Town Deal bid represents a significant opportunity to attract substantial government investment in economic regeneration and skills infrastructure in Norwich in line with the Norwich 2040 Vision and the Norwich Economic Strategy. It is fully aligned with the New Anglia Economic Strategy and Local Industrial Strategy and will make a major contribution to delivering key priorities and outcomes outlined within these documents in partnership with a wide range of key stakeholders.

### Negative

### Neutral

### Issues

		Heads of Terms maximum funding amount	Project totals	Difference from HoT maximum
Skills and Enterprise Infrastructure	Digital Hub	£2,500,000	£2,450,000	-£50,000
	Make Space at the Halls	£3,650,000	£3,426,000	-£224,000
	Digi-Tech Factory	£1,500,000	£1,500,000	£0
	Advanced Construction and Engineering Centre	£3,100,000	£3,100,000	£0
Urban Regeneration	East Norwich Masterplan and Carrow House	£5,100,000	£4,291,955	-£808,045
	Revolving Fund	£6,100,000	£5,471,535	-£628,465
	Public Realm	£4,000,000	£4,000,000	£0
	Branding	£180,000	£180,000	£0
Programme management		£0	£580,510	£580,510
Totals		£26,130,000	£25,000,000	-£1,130,000

## Towns Fund Programme

		Totals			20/21 Q4		21/22 Q1	
		Capital	Revenue	Project totals	Capital	Revenue	Capital	Revenue
Skills and Enterprise Infrastructure	Digital Hub	£2,450,000	£0	£2,450,000	£1,000,000		£250,000	£500,000
	Make Space at the Halls	£3,426,000	£0	£3,426,000				
	Digi-Tech Factory*	£1,500,000	£0	£1,500,000				
	Advanced Construction and Engineering Centre*	£3,100,000	£0	£3,100,000				
Urban Regeneration	East Norwich Masterplan and Carrow House	£4,104,188	£187,767	£4,291,955	£13,750		£3,233,538	£58,589
	Revolving Fund	£4,924,335	£547,200	£5,471,535			£4,924,335	£547,200
	Public Realm	£4,000,000	£0	£4,000,000			£1,000,000	
	Branding*	£118,000	£62,000	£180,000			£98,000	£52,000
Programme management		£105,347	£475,163	£580,510	£11,705	£31,963	£46,821	£127,850
Totals		£23,727,870	£1,272,130	£25,000,000	£1,025,455	£31,963	£13,152,694	£785,639

### Council led project

\* project led by external partner

	Capital funding	Revenue Funding	
Overall Proportion	95%	5%	100%
Revolving Fund	90%	10.00%	100%
Branding*	66%	34%	100%

21/22 Q2		21/22 Q3		21/22 Q4		22/23 Q1		22/23 Q2		22/23 Q3		22/23 Q4	
Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue	Capital	Revenue
		£235,000		£750,000		£590,000 £1,226,000		£590,000 £1,200,000		£590,000		£445,000	
£359,450	£58,589	£359,450	£58,589	£138,000	£12,000	£3,000,000 £20,000	£10,000						
£0	£0	£0	£0	£0	£75,000	£46,821	£127,850	£0	£0	£0	£0	£0	£112,500
£359,450	£58,589	£594,450	£58,589	£888,000	£87,000	£4,882,821	£137,850	£1,790,000	£0	£590,000	£0	£445,000	£112,500

# **Norwich Town Deal**

## **Community Consultation and Engagement**

### **Introduction**

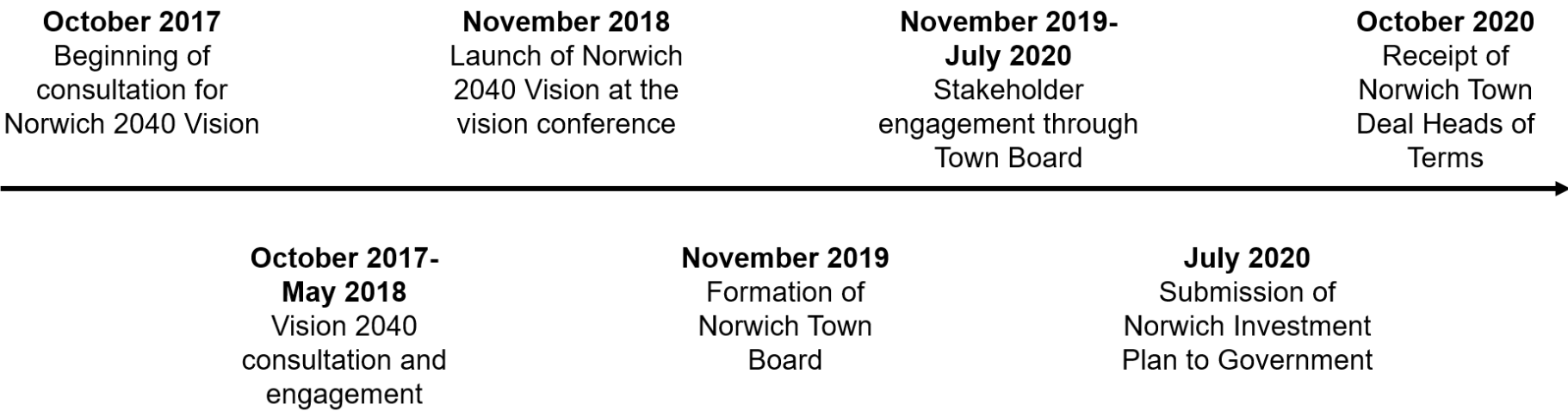
This paper has been drawn up in response to a general condition from MHCLG in our Town Deal Heads of Terms agreement to detail community engagement on Norwich Investment Plan.

We set out below a review of recent engagement with the community and business undertaken by Norwich City Council. Since 2017, Norwich City Council has led an extensive programme to engage residents and local organisations in consultation about the future of the city, culminating in the Norwich 2040 Vision in 2018, setting out shared priorities for the long-term development of Norwich.

This is a strong foundation of community and stakeholder consultation, which has been reinforced with further consultation as part of the Town Investment Plan process. This built on the shared priorities from the vision, engaging stakeholders to help shape projects which align with responses from public and business. Combined, the findings from the Norwich Vision 2040 and engagement through our Town Deal Board supported the develop of the Norwich Investment Plan.

We then provide a forward plan for community engagement and public consultation for the implementation of our Town Deal and delivery of projects. We have a strong plan in place to undertake further consultation and engagement to help both shape and support better delivery of the projects.

# Timeline



## **Engagement review**

### **Town Deal Board**

We established a Norwich Town Deal Board in autumn 2019, chaired by Andrew Dernie of Aviva, with representatives from business, universities, community organisations, local government, and Members of Parliament. The Town Deal Board membership overlaps with and reports to the Norwich 2040 Vision Board, ensuring that the aims and objectives of the 2040 Vision, and the insights from the consultation, were incorporated in the Norwich Investment Plan.

- Andrew Dernie, Aviva (Chair)
- Chloe Smith MP
- Chris Sargisson, Norfolk Chamber
- Chris Starkie, New Anglia Local Enterprise Partnership
- Clive Lewis MP
- Cllr Alan Waters, Norwich City Council
- Cllr Mike Stonard, Norwich City Council
- Graham Nelson, Norwich City Council
- Helen Lewis/Julie Schofield, University of East Anglia
- Julia Nix, Jobcentre Plus
- Linn Clabburn, Cambridge Norwich Tech Corridor
- Minnie Moll, Jarrold
- Phil Courtier, South Norfolk District Council/Broadland District Council
- Sarah Steed, Norwich University of the Arts
- Stefan Gurney, Norwich Business Improvement District
- Stephanie Beggs, Cities and Local Growth Unit
- Stephen Evans, Norwich City Council
- Vince Muspratt, Norfolk County Council

### **Norwich 2040 Vision**

In November 2018, Norwich City Council published the Norwich 2040 City Vision, setting out five themes which form the foundation of a shared vision for the city:

- creative
- fair
- liveable
- connected
- dynamic

The work to develop the five themes began with conversations with the public, and representatives from businesses, organisations and community groups. These conversations were designed to identify what people value in Norwich, what they



saw as the challenges and what the city needs in 2040. They included focus groups, online surveys, and stakeholder interviews.

The Norwich 2040 Vision engagement was led by the advisory Board, formed of:

- Aviva
- Creelman Associates
- Norfolk Chambers of Commerce
- Norwich Business Improvement District
- Norwich Cathedral
- Norwich City Council
- Norwich City Football Club
- Norwich University of the Arts
- The Forum Trust
- University of East Anglia

During the pandemic, we have also assembled a Vision Recovery Group in light of Covid-19, including more local service organisations and community groups, formed of:

- Broadland Housing
- Foolproof
- Good Economy Commission
- Goodery Ltd
- Hudson Architects
- Intu Chapelfield
- Nelson Infant School
- NHS Norfolk and Waveney Clinical Commissioning Group
- Norfolk County Council – Public Health
- Norwich Opportunity Area
- The Good Host
- Wensum Junior School
- Your Own Place

A wide-ranging programme of public engagement supported the development of Norwich 2040 Vision, reaching residents from all walks of life: visitors, students, business owners, elected members, Norwich City Council staff, and a range of stakeholders from local public services and the voluntary sector. We sought to understand:

- their perceptions of the strengths and assets within the city
- their long-term vision for the future
- the challenges facing Norwich as it moves forward

We continue public engagement in the Vision by holding an annual Norwich Vision conference attended by over 150 delegates representing a wide range of businesses, statutory organisations, charitable bodies and community groups. There have been four conferences to date including a youth event exclusively for people

Norwich City Council has a long running programme of formal business engagement through a series of Leader's business receptions. Over the last few years, these events have been a core plank in gathering feedback from the local business community to inform the city's economic strategy and core activities in support of local businesses.

A word cloud shaped like a map of Norwich, featuring various terms related to the city's culture, amenities, and environment. The most prominent words are 'SHOP', 'SPACE', 'PEOPLE', 'GOOD', 'CENTRE', 'PARK', 'HISTORY', 'GREEN', 'SAFE', 'ART', 'MUSIC', 'CRIME', 'BUSY', 'FRIENDLY', 'LOT', 'GREAT', 'CULTURE', 'DIVERSE', 'FACILITY', 'RIVER', 'VIBRANT', 'ENTERTAINING', 'CLEAN', 'RELATIVE', 'NICE', 'COMFORT', 'WALK', 'AREA', 'JOB', 'SIZE', 'EXCELLENT', 'TRANSPORT', 'ENVIRONMENT', 'OPEN', 'CONCERN', 'ACTIVE', 'OFFER', 'VISIT', 'EG', 'CAR', 'CITY', 'SCENIC', 'LIFE', 'LIVE', 'FEEL', 'SCHOOL', 'SENSE', 'EASY', 'VARIETY', 'MIX', 'GO', 'CLUB', 'LESSONS', 'BIG', 'COMMUNAL', 'PLACE', 'CLOSE', 'COST', 'SOCIAL', 'TRAFFIC', 'EVENT', 'SMALL', 'SAFETY', 'PEACE', 'COUNTRYSIDE', 'CAFE', 'NEW', 'MANY', 'BUILD', 'SERVICE', 'RICH', 'THINGS', 'PROXIMITY', 'QUALITY', 'BEAUTY', 'RATE', 'HOUSE', 'HERITAGE', 'ACCESS', 'LOCATION', 'WELL', 'TIDY', 'MAKE', 'OPPORTUNITY', 'ARCHITECTURE', 'NETS', 'STILL', 'PLACE', 'CLOSE'.

1. Be more **youth-focused**. Young people need to be at the heart of your 2040 vision
2. A better and more holistic **skills and education** offer matched with the new jobs and ways of working likely to be present in 2040
3. A comprehensive, sustainable, modern and cheap **transport infrastructure**
4. Mixed **affordable housing** that enables people of different backgrounds, incomes, ages, disability to live together
5. Better and more socially conscious use of **technology**, drawing on research hubs and putting in firm foundations for tech start-ups
6. Continued sensitive **regeneration** that protects your unique history (opportunities in Anglia Square, Castle Mall and Prince of Wales road) and better use of existing assets like the football stadium.

7. Investment in Norwich as the **cultural hub** for Norfolk so that the city continues to draw people with the quality of arts, music, cultural, food, and experiential retail offer.
8. **Enable different working opportunities** including new industries, shared office space, more start-ups, flexible working from home, and faster commuting to London
9. More **collaboration** at all levels united behind a shared vision (city and county, across the region, involving rural areas, between partners, and with a clear social role for businesses)
10. Continued opportunities and events which **bring communities together** like the Lord Mayor's parade, the staying out campaign, and the fireworks.

These priority areas for future intervention influenced the selection of projects and the drawing up of plans for submission as part of the Norwich Town Investment Plan.

<b>Norwich 2040 Priority Areas</b>	<b>Town Investment Plan Action</b>	<b>Town Deal Project</b>
Be more youth-focused. Young people need to be at the heart of your 2040 vision.	Enhance youth provision with educational investments.	<ul style="list-style-type: none"> <li>• The Digi-Tech Factory</li> <li>• Advanced Construction and Engineering Centre</li> </ul>
A better and more holistic skills and education offer matched with the new jobs and ways of working likely to be present in 2040.	Develop capacity and infrastructure for local education providers to deliver modern and diverse courses.	<ul style="list-style-type: none"> <li>• The Digi-Tech Factory</li> <li>• Advanced Construction and Engineering Centre</li> </ul>
A comprehensive, sustainable, modern and cheap transport infrastructure.	Remodel public realm in key thoroughfares to encourage pedestrians and active travel.	<ul style="list-style-type: none"> <li>• Public Realm</li> </ul>
Mixed affordable housing that enables people of different backgrounds, incomes, ages, disability to live together.	Invest in major regeneration in Norwich and establish Norwich City Council as a delivery vehicle for regeneration.	<ul style="list-style-type: none"> <li>• Revolving Fund</li> <li>• East Norwich masterplan and Carrow House</li> </ul>
Better and more socially conscious use of technology, drawing on research hubs and putting in firm foundations for tech start-ups.	Invest in digital education and innovative workspaces, connecting local communities to digital training and job opportunities.	<ul style="list-style-type: none"> <li>• Digital Hub</li> <li>• Norwich Make Space at the Halls</li> <li>• The Digi-Tech Factory</li> </ul>
Continued sensitive regeneration that protects your unique history	Invest in regeneration and public realm projects which transform the appearance	<ul style="list-style-type: none"> <li>• East Norwich masterplan and Carrow House</li> </ul>

(opportunities in Anglia Square, Castle Mall and Prince of Wales road) and better use of existing assets like the football stadium.	of brownfield sites, and through this improve the pedestrian experience of Norwich City Centre.	<ul style="list-style-type: none"> <li>• Revolving Fund</li> <li>• Public Realm</li> </ul>
Investment in Norwich as the cultural hub for Norfolk so that the city continues to draw people with the quality of arts, music, cultural, food, and experiential retail offer.	Invest in the modernisation of popular event and cultural spaces, building facilities for new digital methods of cultural production and performance.	<ul style="list-style-type: none"> <li>• Norwich Make Space at the Halls</li> </ul>
Enable different working opportunities including new industries, shared office space, more start-ups, flexible working from home, and faster commuting to London.	Invest in the development and fit-out of modern flexible workspaces, providing accommodation for fast growing opportunity sectors in Norwich and correcting market failures.	<ul style="list-style-type: none"> <li>• Digital Hub</li> <li>• East Norwich masterplan and Carrow House</li> </ul>
More collaboration at all levels united behind a shared vision (city and county, across the region, involving rural areas, between partners, and with a clear social role for businesses).	Create shared platforms through which businesses and stakeholders from across Norwich can co-invest in the City and plan for development.	<ul style="list-style-type: none"> <li>• Branding</li> <li>• East Norwich masterplan and Carrow House</li> </ul>
Continued opportunities and events which bring communities together like the Lord Mayor's parade, the staying out campaign, and the fireworks.	Invest in partnerships and cultural facilities to establish and host city-wide events in Norwich.	<ul style="list-style-type: none"> <li>• Branding</li> <li>• Norwich Make Space at the Halls</li> </ul>

## **Town Deal projects**

The Norwich Town Deal programme was developed as a direct result of the 2040 Vision programme and was shaped around the views and opinions of the local community on the future development of the city. Many of the Town Board members are also members of the 2040 Vision Board, and they carried the priorities from the consultation into the project development of the Town Investment Plan.

The Board has worked collaboratively to develop the narrative and priorities in this Investment Plan, identifying opportunities and challenges, based on our extensive existing evidence base, setting the objectives of the Plan, and identifying suitable projects.

The Norwich Investment Plan has therefore been developed as a true, city-wide partnership.

### *Skills and Enterprise Infrastructure*

We have developed a package of projects that respond to public and business priorities for business and skills development in Norwich:

- Digi-Tech Factory at Norwich City College
- Advanced Construction and Engineering Centre at Norwich City College
- Digital Hub for digital tech businesses
- Make Space at the Halls for creative businesses and culture space

This package of projects supports the need to grow the digital and creative economy and ensure our residents and businesses have the advanced skills in digital, construction and engineering they need to prosper.

They reflect ambitions from our engagement findings to:

- Foster better and more socially conscious use of technology, drawing on research hubs and putting in firm foundations for tech start-ups
- Invest in Norwich as the cultural hub for Norfolk – including space for creative businesses to grow and thrive – so that the city continues to draw people with the quality of arts, music, cultural, food, and experiential retail offer
- Enable different working opportunities including new industries, shared flexible office space, more start-ups, flexible working from home, and faster commuting to London

### *Urban regeneration*

Responding to community ambitions for the future of the city centre, we are pursuing a set of projects for regeneration:

- Masterplan for East Norwich and Carrow House redevelopment
- Unlocking brownfield sites through a Revolving Fund
- Public realm programme to enhance public spaces
- Improving branding of Norwich

Our engagement found that public and business ambitions for the city centre include improved public spaces, options for the Council to respond to brownfield site opportunities with mixed development, flexible working space, and improved branding for business investment in Norwich.

Carrow House and the East Norwich masterplan will create improved space and environment for businesses to work flexibly and collaborate.

Through Town Deal funding for public realm, we plan to deliver on the city centre public space plan, including developing and enhancing green spaces, areas of future development, and the city's main walking, cycling and traffic routes. It makes a powerful contribution to creativity, liveability, connectivity and dynamism in the Norwich 2040 Vision.

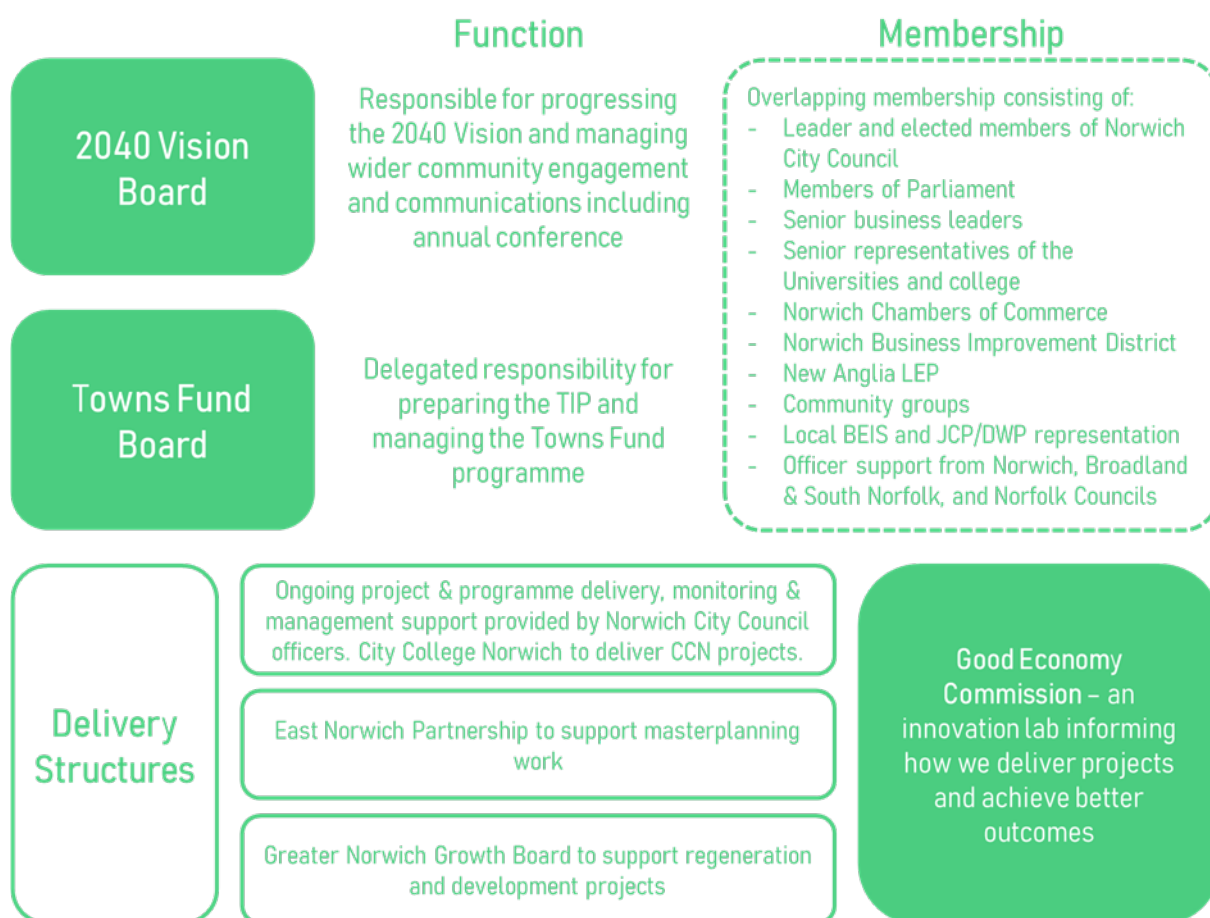
Our Revolving Fund will enable a more local strategic approach to the needs and opportunities of new developments that will arise in the coming years, with a particular view to responding to the impacts of Covid-19 on the city centre. We will deliver on people's ambitions for mixed development to create more integrated communities.

Promotion of the city and its branding was a major focus for discussion among businesses through our Vision 2040 engagement activities. Norwich City Council has a clear role in developing and promoting a vision for the city, and through this branding project will work closely with the Business Improvement District to promote the assets and opportunities for investment in Norwich.

## Engagement plan

We have in place an engagement plan which will ensure that organisations across Norwich can contribute to the design of projects as they are delivered. Through the governance and ongoing supervision of the Town Board, we will have a direct route to stakeholders over the programme delivery phase. As we deliver the projects agreed in our Town Deal, we will continue our public engagement through Norwich Vision 2040 consultation groups. Outside of these structures, we will work with businesses and communities through established networks.

### **Governance and Partnerships**



### **Town Deal Board**

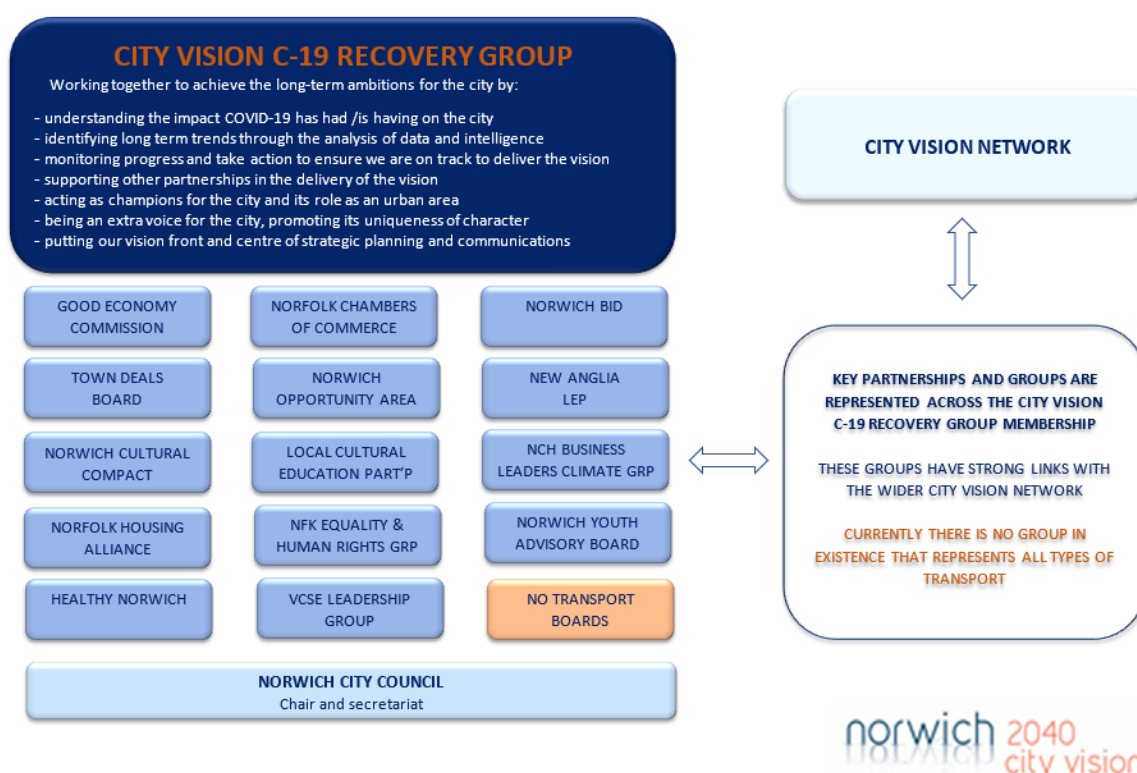
We will use regular monthly Town Deal Board meetings to oversee the delivery of the programme. The representatives on our Town Deal Board bring their extensive networks and partnerships across the city, particularly those that are membership organisations, such as the Norfolk Chamber of Commerce and Norwich BID. This will ensure that in the delivery of Town Deal projects, the voices and views of businesses, organisations and communities across the city will be reflected.

The Board also importantly includes project delivery partners – Norwich City Council and the BID. The Town Deal Board will continue to meet to agree full business cases for the projects and at key delivery points in the programme.

## Principles of codesign and consultation

### Norwich Vision 2040 Steering Group

The Norwich Vision 2040 Steering Group has reconvened this in May to navigate the COVID-19 pandemic and ensure that Norwich achieves the medium to long-term ambitions for the city. The group will continue to meet throughout 2021, and be in regular contact, via bi-monthly updates, with a wider vision network, comprised of a variety of businesses (international, national, SMEs and local independents), statutory agencies, education facilities, VSCE sector organisations, community groups and communities of interest from across the city.



The membership of this group overlaps with the Town Deal Board, allowing for close collaboration throughout. Each member of the Steering Group holds important interlocking links with key partnerships and organisations across and for the city, and represents a broad section of Norwich society. Over the next year it will engage with the wider vision network, which is comprised of a variety of businesses (international, national, SMEs and local independents), statutory agencies, education facilities, VSCE sector organisations, community groups and communities of interest from across the city, to understand the effect of the pandemic on the Norwich economy and work up strategies to recover.

The Town Investment Plan projects will play an important role as immediate investments which can help galvanise a wider economic recovery. As a result of Covid-19, scheduling of the 2020 vision annual conference has been put on hold and it is proposed that the vision group run several smaller thematic events instead at a



time when it is safe and appropriate to do so. These will be opportunities for the public to shape both the response to the pandemic.

This includes a specific commitment to advance one of the Vision's aims to make Norwich a city 'world-renowned for its creativity – a leader in innovation, culture, education and invention.' The vision group will work with cultural partners on a specific consultation programme to:

- Firstly, organise a response to post-Covid-19 recovery and how the city and its cultural players connect with each other and in wider partnerships to address the challenges arising the pandemic.
- Secondly, a view to how we describe a staging post to achieving the Norwich 2040 Vision at the end of the next five years (2025).

This work will encompass a four-stage consultation strategy including virtual and physical workshops (when possible) to prepare the response of the cultural sector. Norwich's Town Investment Plan Projects, including the Make Space at the Halls, are likely to play a significant role in this, as major investments in Norwich's cultural economy.

### **Business engagement**

We intend to engage with individual companies and sector groups to help strengthen our project proposals during the business case development stage, and to gain the insights and expertise of our strong local networks.

We are keen to ensure private sector involvement and investment to support the aims of the Plan. In particular, we see opportunities in terms of:

Working with developers and landowners as part of the East Norwich Masterplan work to create a new urban quarter for the City that draws in private investment.

Using the Revolving Fund to unlock sites that we anticipate being sold to private sector developers to realise, thus enabling us to recoup investment and continue to bring new sites forward.

Working with businesses in the digital sector to ensure that the Digital Hub initiative is successful, by building on existing networks and strengths.

Working with businesses in the relevant sectors to develop and refine the courses delivered at the Digi-Tech Factory and the Advanced Construction and Engineering Centre, to ensure that these provide maximum value to local firms, and therefore best support learners to gain employment. There is also potential for commercial partnerships with major local firms to support these facilities which we intend to explore more fully over the coming months.

### **Public codesign and consultation**

For the governance of our Revolving Fund, Norwich City Council Cabinet will make decisions on whether to proceed with Compulsory Purchase Order (CPO) and will only go ahead if investments pass our assurance framework. This will ensure that

investment decisions and strategic decisions about which sites to CPO are undertaken in a robust and accountable way.

### ***Engagement with existing local networks***

For the East Norwich Masterplan, we will work with the East Norwich Partnership to establish the brief and review the findings. This has been set up to develop a masterplan for the East Norwich area. The Partnership includes Homes England, New Anglia LEP, Norwich City Council, Norfolk County Council, Broads Authority, South Norfolk Council, and the owners of the Utilities site, Deal Ground, and Carrow Works.

We will work with the Greater Norwich Growth Board to develop projects across the programme and ensure these are joined to regional development. This has been established as a partnership between and covering the areas of Norwich City Council, Broadland District Council and South Norfolk District Council to work together with the County Council, Broads Authority and New Anglia LEP to deliver homes, jobs and infrastructure. It provides strategic direction, monitoring and co-ordination of the City Deal and shared growth programme for the Greater Norwich area. This partnership facilitates the production of a shared development plan for Greater Norwich. Uniquely it also maintains a Greater Norwich Infrastructure Plan and pools contributions from the Community Infrastructure Levy to maximise delivery.

### **Good Economy Commission**

We have recently established a Good Economy Commission to encourage good employment in the city. This is a collaboration between Norwich City Council, the University of East Anglia, New Anglia LEP, Norfolk Chamber of Commerce, Norwich BID, NUA, City College, Norwich Opportunity Area, Norfolk Community Foundation, Future Projects and Your Own Place. It is a unique forum for partners to come together to address some of the deep-rooted problems in Norwich's economy, by creating a space for innovative thinking and collaboration, backed up by a rigorous research and evidence led approach. The emerging ideas of the Good Economy Commission have informed our approach to delivery.

Norwich City Council is preparing a holistic approach to consultation going forward, as well as utilising engagement opportunities through existing partnerships, for example through the Good Economy Commission. These are means we will use to connect to the Town Investment Plan propositions and bring in insights from residents.

This will begin with the development of a new citizen participation strategy as part of Covid-19 recovery work. Norwich is starting an engagement process which will invite residents to shape the response to the pandemic and the delivery of services.

The Town Investment Plan projects are key elements in Norwich's recovery over the next few years as major investments in the town. Through ongoing consultation, Norwich will have the opportunity to invite citizens to engage in the form and delivery of these schemes.