

## **Cabinet**

**Date:** Wednesday, 11 March 2020

**Time:** 17:30

**Venue:** Mancroft room, City Hall, St Peters Street, Norwich, NR2 1NH

### **Committee members:**

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## Agenda

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#### 1 Apologies

To receive apologies for absence

#### 2 Declarations of interest

(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)

#### 3 Public questions/petitions

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 **10am on Friday 6 March 2020**.

Petitions must be received by the committee officer detailed on the front of the agenda by **10am on Monday 9 March 2020**.

For guidance on submitting public questions or petitions please see appendix 1 of the council's constitution.

#### 4 Minutes

7 - 16

To agree the accuracy of the minutes of the meeting held on 12 February 2020.

#### 5 The Norwich private sector renters charter

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Purpose: To seek approval for the Norwich private rented sector charter

#### 6 Reducing inequalities review and priorities plan for 2020-22

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**Purpose:** To seek approval for the Norwich private rented sector charter.

#### 7 Towns Fund and Norwich Town Deals Board - Key Decision

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**Purpose:** To advise on the Towns' Fund and the opportunity to secure a Town Deal in 2020-21.

#### 8 Quarter 3 2019-20 quarterly performance report

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**Purpose:** To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 3 of 2019-20.

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| <b>9</b>  | <b>Scrutiny recommendation report</b>   | 87 - 94   |
|           | <b>Purpose:</b> To consider the recommendations from the scrutiny committee meeting held on 11 February 2020.                               |           |
| <b>10</b> | <b>Pay policy statement 2020-21</b>   | 95 - 112  |
|           | <b>Purpose:</b> To consider the pay policy statement for 2020-21.   |           |
| <b>11</b> | <b>Investment in sheltered housing communal areas - Key decision</b>  | 113 - 120 |
|           | <b>Purpose:</b> To consider a future investment to maintain and refurbish communal areas within the sheltered housing stock.                |           |
| <b>12</b> | <b>The award of contract for a decoration allowance - Key decision</b>  | 121 - 128 |
|           | <b>Purpose:</b> To consider the award of a contract for a decoration allowance scheme for new housing tenants                               |           |
| <b>13</b> | <b>The award of contracts to re-roof Seaman and Markham Towers - Key decision</b>   | 129 - 136 |
|           | <b>Purpose:</b> To consider the award of contracts to renew two flat roofs at Seaman and Markham Towers.                                    |           |
| <b>14</b> | <b>The award of contract for the delivery of the Norwich Parks Tennis Service - Key decision</b>  | 137 - 146 |
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| <b>15</b> | <b>To award a contract(s) for the printing and distribution of the Citizen magazine - Key decision</b>                                      | 147 - 154 |
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| <b>16</b> | <b>The award of a contract for cash collections - Key decision</b>  | 155 - 160 |

**Purpose:** To consider the award of a contract for cash collections.

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| <b>17</b>  | <b>Compulsory purchase of the former Kings Arms pub site at 100 Mile Cross Road - Key decision</b><br><b>Purpose:</b> To consider the compulsory purchase of the former Kings Arms pub site on 100 Mile Cross Road | 161 - 180 |
| <b>18</b>  | <b>Norwich Norse (Environmental) Ltd Business Plan</b><br><b>Purpose:</b> To consider the Norwich Norse (Environmental) Ltd business plan for 2020/21.   | 181 - 188 |
| <b>*19</b> | <b>Exclusion of the public</b><br>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.

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|------------|--|--|
| <b>*20</b> | <b>Compulsory purchase of the former Kings Arms pub site at 100 Mile Cross Road - Exempt Appendix - (Para 3)</b> <ul style="list-style-type: none"><li>• 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.</li></ul> |  |
|------------|--|--|



**\*21 Norwich Norse Environmental Business plan - Exempt appendix (para 3)**

- 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.

**\*22 Grant of right to buy one for one receipts - Key decision (para 3)**

- 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.

**\*23 Managing assets (general) - (para 3)**

- 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.

**\*24 Ninhams Court - Key decision (para 3)**

- 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.

**\*25 Norwich Regeneration Ltd Business Plan - Key decision (para 3)**

- 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, 03 March 2020**

**Cabinet****17:30 to 19:05****12 February 2020**

Present: Councillors Waters (chair), Harris (vice chair), Davis, Jones, Kendrick, Maguire, Packer and Stonard.

Also present: Councillor Schmierer

**1. Public Questions/Petitions**

There were no public questions or petitions.

**2. Declarations of interest**

Councillors, Waters, Harris and Kendrick declared a pecuniary interest in item 6 (below) as council tenants but had received a dispensation from the council's monitoring officer to take part in the discussion for the item but understood that they would not be able to vote on the resolution regarding council rent increases.

Councillor Packer declared a pecuniary interest in item 15 (below) as he was an employee of Norfolk County Council.

Councillor Maguire declared an other interest in item 6 (below) as a director of Norwich Norse Environmental Limited and item 15 (below) as a director of Norwich Norse Environmental Limited and Norse Environmental Waste Services Limited

Councillor Kendrick declared an other interest in item 15 (below) as a director of NPS Norwich Limited and item 6 (below) as a director of the nplaw board, as a director of NPS Norwich Limited and as a director of Norwich Regeneration Limited.

Councillor Stonard declared an other interest in item 6 (below) as a director of Norwich Regeneration Limited and the CNC Building Control board.

**3. Minutes**

**RESOLVED** to agree the accuracy of the minutes of the meeting held on 15 January 2020.

**4. Norwich Regeneration Limited Business Plan – Key Decision (Paragraph 3)**

**RESOLVED** to defer consideration of this item until the March meeting of cabinet.

**5. Corporate Plan 2020-21**

Councillor Waters, leader of the council presented the report.

As only two quarters of data on the updated criteria had been collected, it was suggested that a review of the performance framework, including the recommendations from the scrutiny committee, be undertaken once a full year's worth of data was available.

In response to a question from Councillor Schmierer, Councillor Stonard, cabinet member for sustainable and inclusive growth, said that there was no evidence that the retail sector in Norwich was struggling as footfall had increased and there were some major developments happening.

**RESOLVED to:**

- (1) consider any changes required to the corporate plan vision, mission and priorities to inform the council's resource allocation for 2020-21;
- (2) agree that a review of the performance framework be undertaken once a full year's worth of data is available.

**6. Budgets, Medium Term Financial Strategy, HRA Business Plan, Capital Strategy and Treasury Management Strategy 2020-21**

(Councillors, Waters, Harris and Kendrick declared a pecuniary interest in item 5 (below) as council tenants but had received a dispensation from the council's monitoring officer to take part in the discussion for the item but understood that they would not be able to vote on the resolution regarding council rent increases.)

The leader of the council said that as three members were unable to vote on resolution (7), this would be taken separately.

Councillor Kendrick, cabinet member for resources presented the report. He highlighted the success of the Commercial Property Investment Strategy which had given the council an additional £1.9 million of income. There were streams of work being undertaken to identify further efficiencies.

Councillor Harris, deputy leader and cabinet member for social housing said that there were challenges being faced by the Housing Revenue Account such as the continuation of the Right to Buy scheme and the effects of four years of rent reductions.

The chief finance officer said that it was a robust budget but there were challenges ahead.

The scrutiny committee had made the following recommendations at its meeting on 6 February:

- (1) ask cabinet to:
  - a) further understand where money market funds are invested and if this investment is ethical,
  - b) investigate the use of Housing Revenue Account money towards carbon future proofing,

- c) investigate sources of income to replace that from reduced use of car parks;  
and

(2) recommend that cabinet convenes the cross party budget working group.

The leader of the council said that the cross party budget working group would be convened if necessary and the remaining recommendations would be considered in due course.

Councillor Schmierer asked if there would be additional staffing within the council to address the performance indicators showing lower than targeted numbers of residents feeling safe and being satisfied with responses to anti-social behaviour. The director of people and neighbourhoods said that the capacity issues highlighted in the report were temporary and the Safer Neighbourhoods Strategy ensured that resources were being focussed. A safer neighbourhoods coordinator was also in post.

**RESOLVED** unanimously, to note:

- a) The budget consultation process that was followed and the feedback gained as outlined in Appendix 2 (I).
- b) Section 8 on the robustness of the budget estimates, the adequacy of reserves, and the key financial risks to the council.
- c) That the Council Tax resolution for 2020/21, prepared in accordance with Sections 32-36 of the Local Government Finance Act 1992 as amended by the Localism Act 2011, will be calculated and presented to Council for approval once Norfolk County Council and the Office of the Police and Crime Commissioner for Norfolk have agreed the precepts for the next financial year.

Cabinet is asked to recommend to Council to approve:

### **General Fund**

1. The council's net revenue budget requirement as £17.888m for the financial year 2020/21 [including](#) the budget allocations to services shown in Appendix 2 (C) and the savings and growth proposals set out in appendices 2 (F) and 2 (G).
2. An increase to Norwich City Council's element of the council tax of 1.99%, meaning that the Band D council tax will be set at £269.38 (paragraph 2.23) with the impact of the increase for all bands shown in Appendix 2 (E).

3. The prudent minimum level of reserves for the council as £4.289m (paragraph 2.46).
4. The award of new business rates reliefs using discretionary relief powers as set out in paragraph 1.4. The full cost of granting this relief will be compensated through a section 31 grant from Government.
5. Transfers to earmarked reserves as set out in paragraphs 2.2, 2.7 and 2.54.

### **Housing Revenue Account**

6. The proposed Housing Revenue Account gross expenditure budget of £61.4m and gross income budgets of £68.1m for 2020/21 (paragraph 3.4).
7. Of the estimated surplus of £6.7m, £2.1m is used to make a revenue budget contribution towards funding of the 2020/21 HRA capital programme (paragraph 3.4).
8. A 2.7% increase in garage rents for 2020/21 (paragraph 3.15).
9. The transfer of £1m of underspend forecast to be achieved in 2019/20 to the HRA's spend-to-save earmarked reserve (paragraph 3.3).
10. The prudent minimum level of housing reserves as £5.874m (paragraph 3.34).

### **Capital Strategy**

11. The proposed general fund capital programme 2020/21 to 2024/25 and its method of funding as set out in table 4.4, table 4.5 and Appendix 4 (B).
12. The proposed HRA capital programme 2020/21 to 2024/25 and its method of funding as set out in table 4.4, table 4.6 and Appendix 4 (B).
13. The capital strategy, as required by CIPFA's Prudential Code.

### **Non-financial Investments (Commercial) Strategy**

14. The placing of security and yield above liquidity when considering commercial property investments as explained in paragraphs 5.15 to 5.18.
15. Continuing to borrow in order to invest in commercial property outside of the city's boundaries in order to obtain the best opportunities available, diversify the portfolio, and thereby mitigate the risk of holding these investments (paragraph 1.32 and 5.9).
16. The setting aside of 20% of the net new income achieved from commercial property investment into the commercial property earmarked reserve as set out in paragraphs 5.19 to 5.21.
17. The council's policy and process for lending to Norwich Regeneration Limited as set out in paragraph 5.26.
18. The estimated loan facility (amount of lending) the council will need to make available to Norwich Regeneration Ltd to deliver its Business Plan as set out

in table 5.2. Final decisions on lending will be subject to the process set out in paragraph 5.32.

19. The estimated equity investment the council will need to make in Norwich Regeneration Limited to deliver its Business Plan as set out in table 5.3. Final decisions on investments will be subject to the process set out in paragraph 5.32.

### **Treasury Management Strategy**

20. The borrowing strategy 2020/21 through to 2024/25 (paragraphs 6.21 to 6.24).
21. The capital and treasury prudential indicators and limits for 2020/21 through to 2024/25 contained within paragraphs 6.13 to 6.20 and tables 6.2 to 6.4, including the Authorised Borrowing Limit for the council.
22. The Minimum Revenue Provision (MRP) policy statement described in paragraphs 6.33 to 6.37 and contained in Appendix 6.
23. The (financial) Investment Strategy 2020/21 (paragraphs 6.38 to 6.73).

### **Summary of key financial indicators**

24. The indicators for 2020/21 through to 2023/24 contained in section 7.

**RESOLVED** with Councillors Davis, Jones, Maguire, Packer and Stonard voting in favour to a 2.7% increase in dwelling rents for 2020/21, following the Secretary of State issued Direction on the Rent Standard 2019. This enables authorities to increase rent annually by up to CPI (Consumer Price Index) as at the preceding September plus 1% from April 2020. This will result in an average weekly rent increase of £2.07 for Norwich tenants (paragraphs 3.9 to 3.14).

## **7. Council Tax Reduction Scheme 2020-2021**

Councillor Davis, cabinet member for social inclusion presented the report. She highlighted the changes to the scheme as outlined at paragraph eight of the report. Norfolk County Council had asked the city council to explore the proposals set out at paragraph nine of the report but these would not be considered as they did not fit with Norwich City Council's financial inclusion strategy.

**RESOLVED** to recommend that council makes the following changes to the council tax reduction scheme (CTRS) for 2020-21 by continuing with the 2019-20 scheme with the following modifications:

- a) as in previous years increase the working-age applicable amount by the 2020-21 composite rate of council tax (excluding adult social care)
- b) increase the level of income brackets used to decide non-dependant deductions and level of non-dependant deductions by the 2020-21 composite rate of council tax (excluding adult social care)

- c) increase the level of income brackets used to decide entitlement to second adult reduction by the 2020-21 composite rate of council tax (excluding adult social care)
- d) apply technical updates already applied to DWP benefits for working-age applicants to keep legislation updated to EU exit decisions
- e) for all working-age applicants introduce a tolerance rule (or de-minimis rule) of £15 income change per week (equating to £3 of CTR entitlement). This tolerance would apply before either CTR entitlement increased or decreased.
- f) disregard of income changes or capital received in respect of the Windrush Compensation Scheme
- g) disregard:
  - (i) any arrears of Universal Credit where they are paid due to loss of a severe disability premium and where the maximum Universal Credit award is not adjusted by DWP to reflect the arrears payment;
  - (ii) ongoing transitional payments of Universal Credit where these are paid due to loss of a severe disability premium and where the maximum Universal Credit award is not adjusted by DWP to reflect the transitional payment;
- h) reinstate the 'remunerative work rule' where CTR would only have a higher non-dependent deduction applied if the non-dependant's contractual working hours are 16 or more per week
- i) Universal Credit self-employed income to be calculated by the city council
- j) retain the local discount provision for care leavers
- k) retain the local discount provision for liable persons absent from a main dwelling due to domestic violence events
- l) retain a single person discount for 3 months for liable persons where they give a home to an asylum seeker or refugee who has no ability to work

## **8. Equality Information Report 2020**

Councillor Davis, cabinet member for social inclusion presented the report. She said that member's views had been taken into account with the production of the report. She highlighted some key figures such as the 0% gender pay gap for Norwich City Council and said that digital inclusion work had seen an increase of 120%.

In response to a question from Councillor Schmierer, the chief executive said that he had the ambition that the workforce of the council matched the demographic of the city and had already been looking at ways to progress this.

**RESOLVED** to approve publication of the annual equality information report.

## **9. Revenue and Capital Budget Monitoring 2019-20 P9**

Councillor Kendrick, cabinet member for resources presented the report and highlighted some key figures.

Councillor Schmierer referred to page 274 of the agenda papers and asked what the proposals for Waterloo Park Pavilion were going forward. Councillor Packer, cabinet



member for health and wellbeing said that there was a tender process in progress for a new occupant.

**RESOLVED** to note:

- (1) the forecast outturn for the 2019/20 General Fund, HRA and capital programme;
- (2) the consequential forecast of the General Fund and Housing Revenue Account balances;
- (3) the anticipated dividend from Legislator 1656 in relation to Norwich Airport Ltd shares, as detailed in paragraph 3;
- (4) the details of MHCLG funding in relation to The Towns Fund, as detailed in paragraph 4; and,
- (5) the General Fund capital programme use of the capital contingency fund, as detailed in paragraph 13

**10. Greater Norwich Joint Five Year Infrastructure Investment Plan 2020-2025 – Key Decision**

Councillor Waters, leader of the council presented the report. He referred to the updates on current projects and said that there was a theme of sustainable transport.

Councillor Schmierer questioned whether the spend on tennis courts was in the best location. Councillor Packer, cabinet member for health and wellbeing said that the scheme increased accessibility to parks, led to improved health outcomes and made tennis courts financially stable in the long term. Councillor Jones, cabinet member for safer, stronger neighbourhoods said that there were deprived communities in wards across the city and she looked forward to all residents being able to use tennis courts.

The chief executive said that investment in public transport was a high priority and conversations were being held around transport infrastructure. The updated strategy should reflect recent funding announcements. The director of place said that the timetable for the updated strategy had been pushed back due to the December general election and a revised timetable was awaited.

**RESOLVED** to:

- (1) agree the Greater Norwich Joint Five Year Infrastructure Investment Plan 2020-2025, included in Appendix 1;
- (2) approve the CIL allocations included within the first year of the five-year plan forming the 2020/21 Annual Growth Programme.
- (3) recommend to council the inclusion of the following projects (totalling £581,238 in 2020/21, £110,975 in 2021/22 and £85,675 ) into the council's capital programme commencing in 2020/21:

- (a) 20 Acre Wood Community Access Improvements;
- (b) Hellesdon Station Green Infrastructure Improvements;
- (c) Norwich Parks Tennis;
- (d) Recreation Road Pool.

#### **11. Replacement of Space Heating System and Controls for Norwich City Hall – Key Decision**

Councillor Kendrick, cabinet member for resources presented the report.

Councillor Schmierer questioned whether consideration had been given to sharing ground source heat pumps with other nearby buildings. Councillor Maguire, cabinet member for safe and sustainable city environment said that part of the specification would be that the system was adaptable for other sources, once the right technology was available.

**RESOLVED** to delegate approval to the director of place, in consultation with the cabinet member for resources, to award the contract for the replacement of the space heating boilers and controls which serve to provide the heating provision for Norwich City Hall.

#### **12. To Award Contracts for Housing Repair and Maintenance Works – Key Decision**

Councillor Harris, deputy leader and cabinet member for social housing presented the report.

**RESOLVED** to:

- 1) To approve the award of the following seven contracts for various housing repair related areas:
  - a) Re-wire element within the main Electrical Upgrades, Re-wires and Inspections contract to Foster Property Maintenance Ltd;
  - b) Electrical Upgrades and Inspections element within the Electrical Upgrades, Re-wires and Inspections contract to Gasway Services Ltd;
  - c) Re-Pointing contract to Foster Property Maintenance Ltd;
  - d) Kitchen and Bathroom Replacement contract to Foster Property Maintenance Ltd;
  - e) Domestic Gas Heating Upgrading Provision contract to P H Jones Ltd;
  - f) Composite Door and Window Upgrades contracts to Anglian Windows Ltd and Ashford Commercial Ltd;
  - g) Paintings and Repairs contract to Mitie Property Services Ltd;

- 2) to delegate authority to award two contracts for housing repair to the director of people and neighbourhoods in consultation with the deputy leader and cabinet member for social housing as follows:

- a) Renewal of Timber Roofline in PVCU contract; and
- b) Housing Roofing Repair Programme contract

**13. To Award Contracts for Structural Repairs at Chipperfield Road, Millers Lane and Pearcefield – Key Decision**

Councillor Harris, deputy leader and cabinet member for social housing presented the report.

**RESOLVED** to award the contract for housing structural repairs at Chipperfield Road, Millers Lane and Pearcefield to Bawburgh Installations Ltd for the sum of £215,205.47.

**14. Award of contract for Structural Repairs at Heathgate – Key Decision**

Councillor Harris, deputy leader and cabinet member for social housing presented the report.

**RESOLVED** to delegate authority to award the contract for structural repairs, subject to the completion of the procurement and tender evaluation processes, to the director of people and neighbourhoods in consultation with the deputy leader and cabinet member for social housing.

**15. NPS Norwich Ltd Business Plan – Key Decision**

(Councillor Packer, having declared an interest in this item left the meeting at this point).

Councillor Kendrick, cabinet member for resources presented the report and highlighted the significant achievements set out at paragraph 2 of the report.

In response to a question from Councillor Davis on the quality of work carried out within her ward, the interim operation director (NPS) asked that Councillor Davis send more detailed information to him so that he could investigate.

**RESOLVED** to approve the NPS Norwich Ltd Business Plan for 2020-21.

**CHAIR**



<b>Report to</b>	Cabinet	<b>Item</b>
	11 March 2020	
<b>Report of</b>	Director of people and neighbourhoods	<b>5</b>
<b>Subject</b>	Raising the standards: The Norwich private rented sector charter	

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## Purpose

To seek approval for the Norwich private rented sector charter

## Recommendation

To approve the Norwich private rented sector charter

## Corporate and service priorities

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

## Financial implications

The costs of implementing this charter will be met from approved budgetary provision.

**Ward/s:** All Wards

**Cabinet member:** Councillor Jones - Safer, stronger neighbourhoods

## Contact officers

Bob Cronk, director of people and neighbourhoods	01603 212373
Lee Robson, head of neighbourhood housing	01603 212939
Michael Stephenson, public protection and environmental health manager	01603 212283
Ellen Spencer, public protection compliance team leader	01603 212956
Emma Smith, strategy officer	01603 212937

## Background documents

None



# Report

## Introduction

1. This report sets out some context on the private rented sector in Norwich, its current condition, the issues faced by tenants living in the sector and details on the council's intention to introduce a Norwich Private Renter's Charter.
2. There is no legal requirement to register a privately rented property with the local housing authority unless it is subject to mandatory or discretionary licensing scheme. In Norwich, there are no discretionary licensing schemes in operation. The current mandatory scheme applies to houses in multiple occupation (HMOs) occupied by five or more households who share amenities. Therefore there is no way of knowing where all the privately rented properties in the city are located.
3. In 2014 the council commissioned Building Research Establishment Ltd (BRE) to provide information on key housing and domestic energy variables, with a focus on private sector housing. The information was derived from a series of models which made use of the Experian UK Consumer Dynamics database using a range of statistical methods. In 2018, through the Norfolk Warm Homes funding some of the data was updated independently of the 2014 survey, by Energy Saving Trust.
4. In both cases, the stock modelling methodology provides information on the likely condition of stock and the geographical distribution of properties.

## Setting the scene

5. A safe, decent and affordable home is central to residents being able to enjoy a good quality of life.
6. However, with housing in short supply and the housing system regularly referred to as broken, the challenges for residents being able to achieve this ambition has reduced year on year.
7. The Norwich housing strategy published in 2013, highlights the contribution made by good housing towards improving the local economy by having the right type of homes in the right place at the right price to meet housing need and to attract new businesses and investment in the city, which in turn will help to create new jobs and training opportunities.
8. The strategy also refers to housing playing an important role in improving health and well-being, both in terms of the quality and affordability of housing as well as the quality of neighbourhoods and communities.
9. Norwich City Council plays an important role as the housing authority for the city, as a landlord and as a regulator of the private sector housing provision which includes owner occupied properties, other social rented properties not let by the council, and properties in the private rented sector.
10. Indeed the council has a proud tradition and history of building and providing good quality affordable housing for a significant number of the city's residents for the last 100 years.
11. However, the city is facing an increasingly scarce resource in terms of provision and affordability.

12. Not only is the council's own stock reducing due to the impacts of right to buy, there is also a growing population; the wider impacts of welfare reform and social, financial and health inequality which is impacting on the ability of many residents to live in a safe, decent and affordable home.

## Housing in Norwich

### Changes in tenure

13. In Norwich, where and how people secure a home is changing. Between 2001 and 2016, the number of people renting privately doubled and the sector now accounts for 22% percent of all homes (see table 1 & graph 1 for 2018 data which is the latest available for all tenures). With continued barriers to home ownership and limited social rented homes, the sector looks set to remain an important source of housing for the foreseeable future.
14. Whilst for some, it may be a tenure of choice, for many it is the only choice available and in many cases it is far from being affordable, given the limitations of a low wage economy and levels of benefit take up.
15. Equally, where a landlord is not meeting minimum standards, this can mean poor property conditions and the precarious nature of an insecure tenancy.
16. The tenure split across the city, shown in the table below, has seen a 5 % decrease in the social housing sector due to the impacts of right to buy and a 5% increase in home ownership, reflecting government policy changes over the last five years.
17. Whilst the number of private rented dwellings has risen, the size of the sector remains the same in relation to the whole housing market. Again this reflects government policy changes in relation to buy to let finance, mortgage tax relief and housing legislation.

**Table 1 - Stock totals by tenure for local authority area<sup>1</sup>**

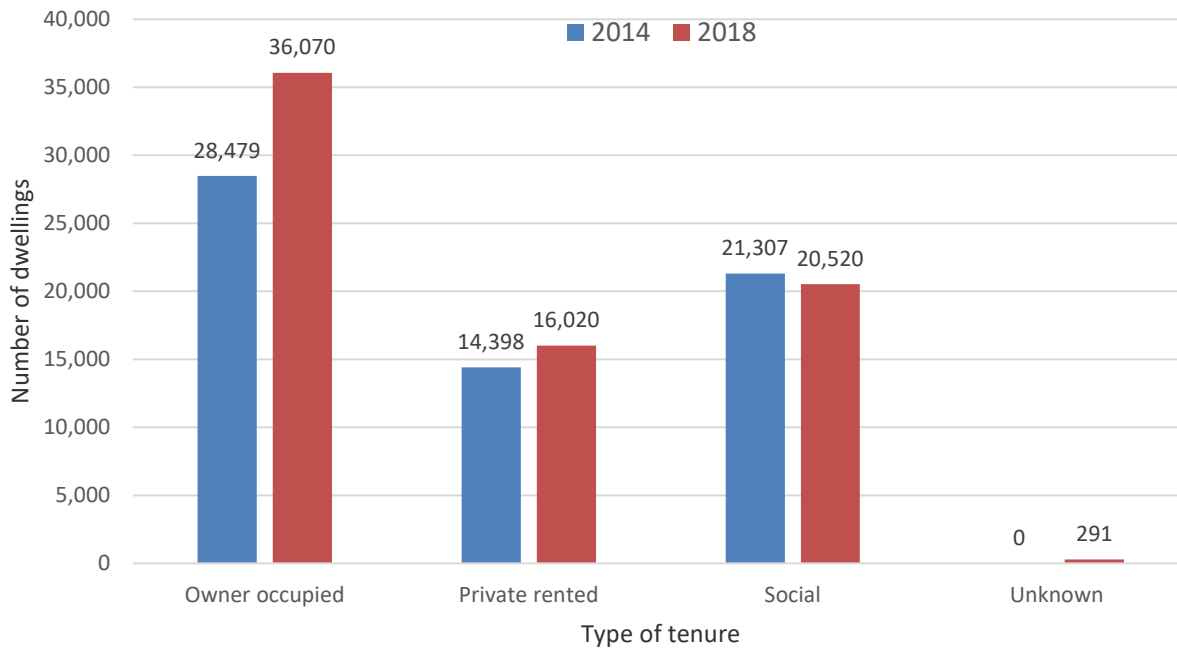
Tenure	Number of dwellings	% of all stock	Number of dwellings	% of all stock
	<b>2014</b>		<b>2018</b>	
Owner occupied	28,479	44%	36,070	49%
Private rented	14,398	22%	16,020	22%
Social	21,307	33%	20,520*	28%
Unknown	-	-	291	1%
<b>Total</b>	<b>64,184</b>		<b>72,901</b>	

\*figure includes council stock of 16,012 as at 2018. The current stock figure as at 31.01.20 is 14,610

<sup>1</sup> Energy Saving Trust stock modelling 2018



Chart 1: Stock totals by tenure for local authority area



## The state of the private rented sector in Norwich – costs

### Affordability

18. Tables 2, 3 and 4 provide a snap shot of private rental property available in the Norwich area during January 2020 including the number of properties available; the rental and the rental value by property type. <sup>2</sup>

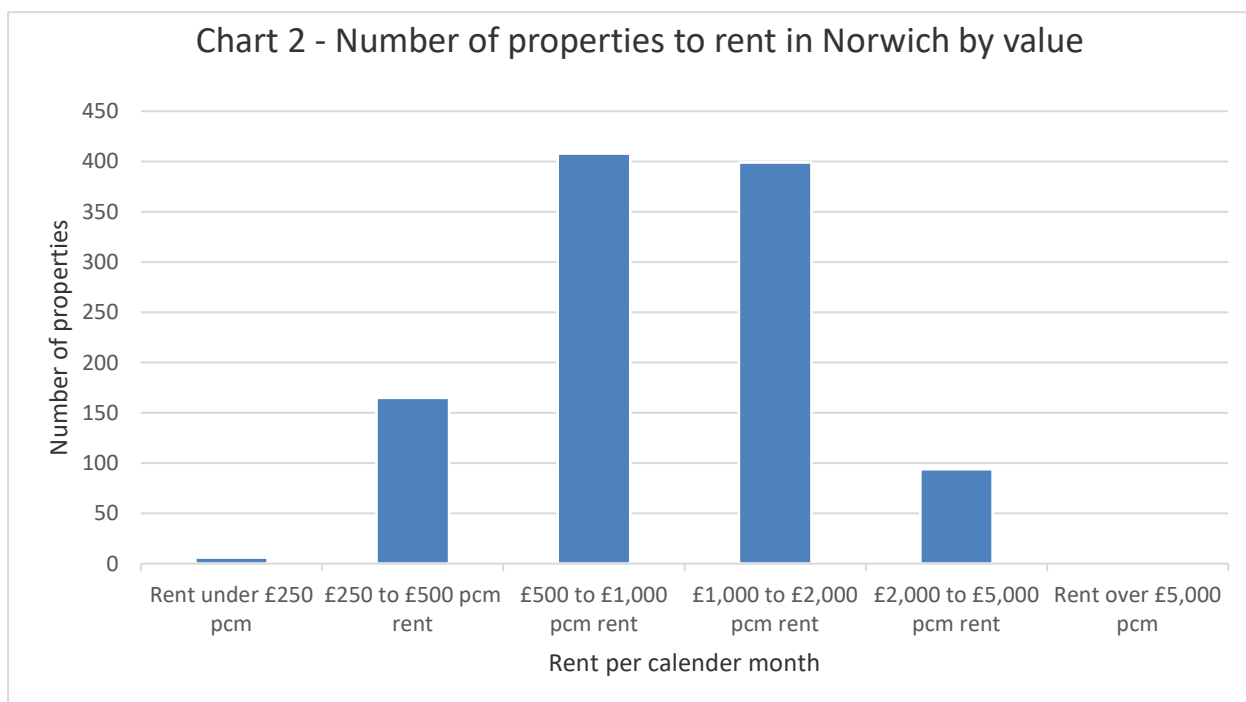
Table 2 - summary of properties to rent in Norwich (January 2020)

Total properties for rent in Norwich:	1,072
Average property rents in Norwich:	£1,084 pcm

Table 3 - properties to rent in Norwich by value

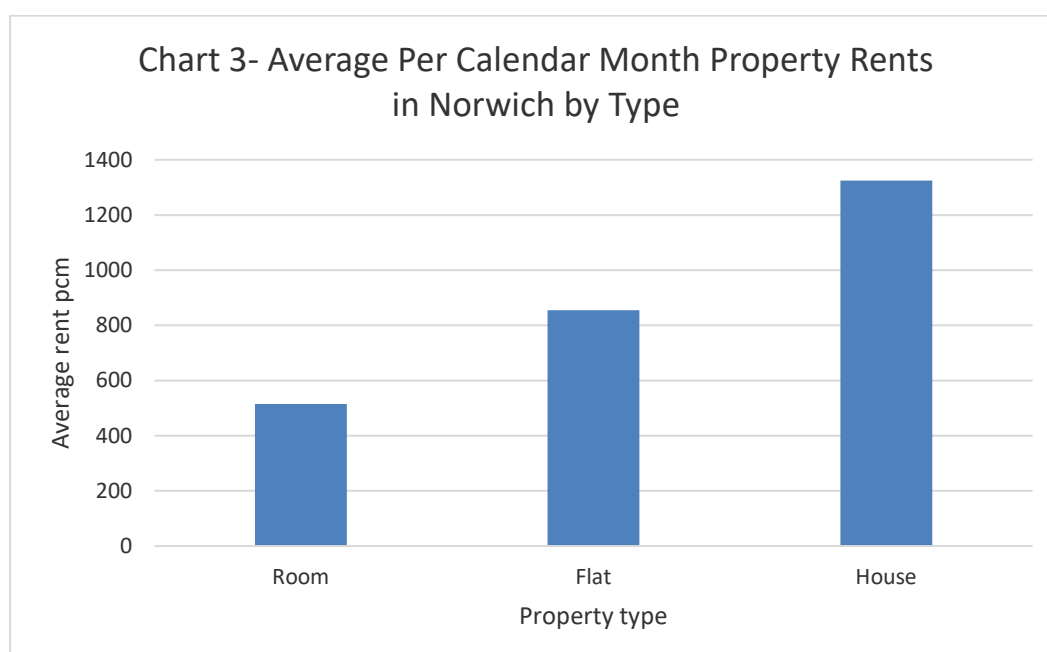
Rental	No. of properties
Rent under £250 pcm	6
£250 to £500 pcm rent	165
£500 to £1,000 pcm rent	408
£1,000 to £2,000 pcm rent	399
£2,000 to £5,000 pcm rent	94
Rent over £5,000 pcm	0

<sup>2</sup> Source Homes.co.uk – Norwich market rental strategy February 2020



**Table 4 - property rents in Norwich by Type**

	No. of properties	Average rent
Room	117	£515 pcm
Flat	293	£855 pcm
House	599	£1,325 pcm



19. For those residents and families seeking affordable private rental homes, these costs firmly puts much of the sector out of reach or, if choice is limited, takes an increasing amount of the family income
20. This is evidenced by the impacts of welfare reform for those who require help with their housing costs and that there is a widening gap between benefit paid and rent.

21. This is exacerbated by changes to Local housing allowance (LHA).
22. LHA is the mechanism that housing benefit is calculated for people who are privately renting and has been subject to a range of cuts and changes since 2011. Data from Department of Work and Pensions for August 2019, indicates that there were 2,283 households in Norwich in receipt of housing benefit or universal credit housing element costs; this is estimated to be around 14% of private rented households in Norwich.<sup>3</sup> This compares to around 18% in England.<sup>4</sup>
23. The number of households in the private rented sector in the UK increased from 2.8m in 2007 to 4.5m in 2017, an increase of 1.7m (63%) households. Younger households are more likely to rent privately than older households and in 2017 those in the 25 to 34 year age group represented the largest group (35%).
24. Shelter research shows that in 97% of areas in England, people will experience a shortfall between their rent payable and the LHA for a 2-bedroom home rented at the bottom 30% of private rented homes in any local area.
25. A family in Norwich with one or two children renting in the private sector would face a shortfall of £139.92 per month for a typical two bed terraced house.
26. This is evidenced that in 2018/19, 9% or £42,290 of the council's discretionary housing payment fund was spent on helping households meet the shortfall in their local housing allowance.
27. Affordability is therefore a key issue.
28. Table 5, shows this in comparison to council rents and benefit payable.

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<sup>3</sup> Alternative dwelling stock by tenure estimates, ONS (Nov 19)  
<https://www.ons.gov.uk/peoplepopulationandcommunity/housing/datasets/alternativedwellingstockbytenureestimates> Accessed on 07/02/20.

<sup>4</sup> Source data from DWP Stat Xplore: <https://stat-xplore.dwp.gov.uk/webapi/jsf/dataCatalogueExplorer.xhtml> Accessed on 07/02/2020. Data for number of households in PRS is from:  
<https://www.ons.gov.uk/economy/inflationandpriceindices/articles/ukprivaterentedsector/2018> Accessed on 07/02/20.

**Table 5 - shortfall in housing costs for households living in PRS in receipt of help with their housing costs**

Housing type/size	Rent levels £							Difference shortfall £ +/-					
	Local housing allowance rate	NCC <sup>5</sup>	HAR	30%	80%	M	UQ	NCC	HAR	30%	80%	M	UQ
Shared house	63.29	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
1 bed	95.77	67.01	79.20	121	110	137	150	28.76+	16.57+	25.23-	14.23-	41.23-	54.23-
2 bed	120.02	71.95	93.00	155	134	167	195	48.07+	27.02+	34.98-	13.98-	46.98-	74.98-
3 bed	139.42	80.23	102.70	183	163	204	259	59.19+	37.42+	43.58-	23.58-	64.58-	119.58-
4 bed	184.11	83.83	n/a	276	254	318	346	100.28+	n/a	91.89-	69.89-	133.89-	161.89-

Key: NCC= Average rent value Council homes; HAR= Housing association rent; 30% = 30<sup>th</sup> Percentile of market rent; 80%= 80% of market rent; M= Median rent; UQ= Upper quartile

29. Also of concern and which shows the insecurity of the private rented sector, private rented accommodation is the tenure that most people are living in when they approach Norwich City Council's housing options team for help.

30. It is estimated that for the period July 2018 to July 2019 (for which is the latest data available), 25% of all households presenting to the council as threatened with homelessness do so because their private rented tenancy is ending. This is in common with the Eastern region as a whole.

### Housing and inequality

31. The quality of the home we live in can have a significant impact on every aspect of our lives. Poor housing conditions, overcrowding and affordability will all have an adverse effect on public health and well-being and exacerbate health inequalities.

32. Making modifications to improve a home including its physical and legal security can lead to enhanced health and well-being that not only benefits the individual but also brings wider social and economic benefits.

33. The proportion of private rented properties in Norwich likely to have an excess cold category 1 hazard - *a hazard that is a serious and immediate risk to a person's health and safety* - remains at 5% for the sector. This is the same as the national average, which has reduced to this figure from 8%. Therefore the city has not followed the national trend in reducing the proportion of privately rented properties likely to have an excess cold category 1 hazard

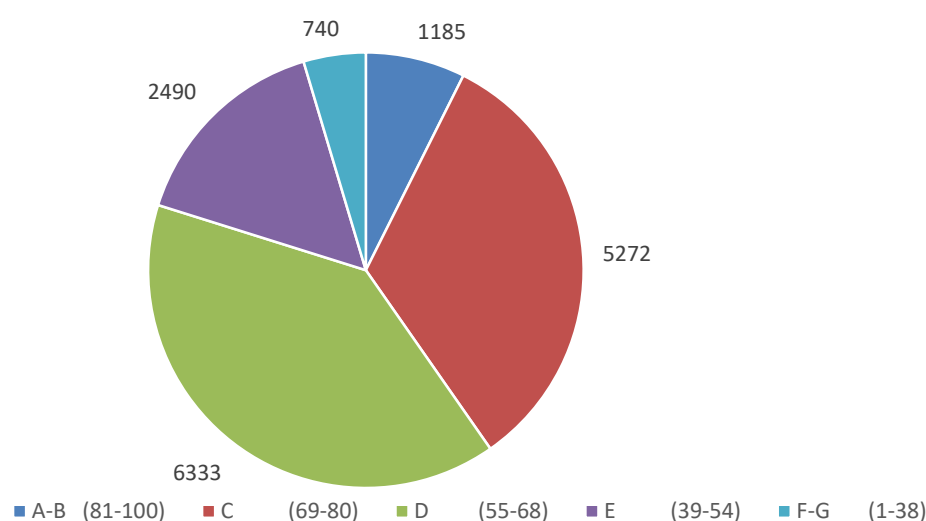
34. The energy efficiency rating suggests the private rented housing stock in Norwich to be better than the 2016 national average. The average energy efficiency rating for Norwich is 64 compared to the national average of 60 for the sector. However, this is far lower than the council's own housing stock.

35. Since April 2018 there has been a requirement for private rented homes to have a minimum energy performance rating of at least E, unless there is an applicable exemption.
36. In 2016, according to the English Housing Survey, some 7% (320,000) of private rented homes nationally had a rating of an F or G energy efficiency rating which are the two lowest energy efficiency bands. Table 6 (and chart 4) shows that 5% of the private rental stock in Norwich has a rating of either F or G compared with 9% prior to the change in legislation showing issues remain.

**Table 6: EPC rating for dwellings in the private rented sector <sup>6</sup>**

Row Labels	Count of Energy efficiency band (EPC)	% of stock 2018	% of stock 2014
A-B (81-100)	1185	7%	1%
C (69-80)	5272	33%	20%
D (55-68)	6333	40%	31%
E (39-54)	2490	15%	39%
F-G (1-38)	740	5%	9%
<b>Grand Total</b>	<b>16020</b>		

**Chart 4: EPC rating for dwellings in the private rented sector  
- Number of properties by energy efficiency band (EPC)**



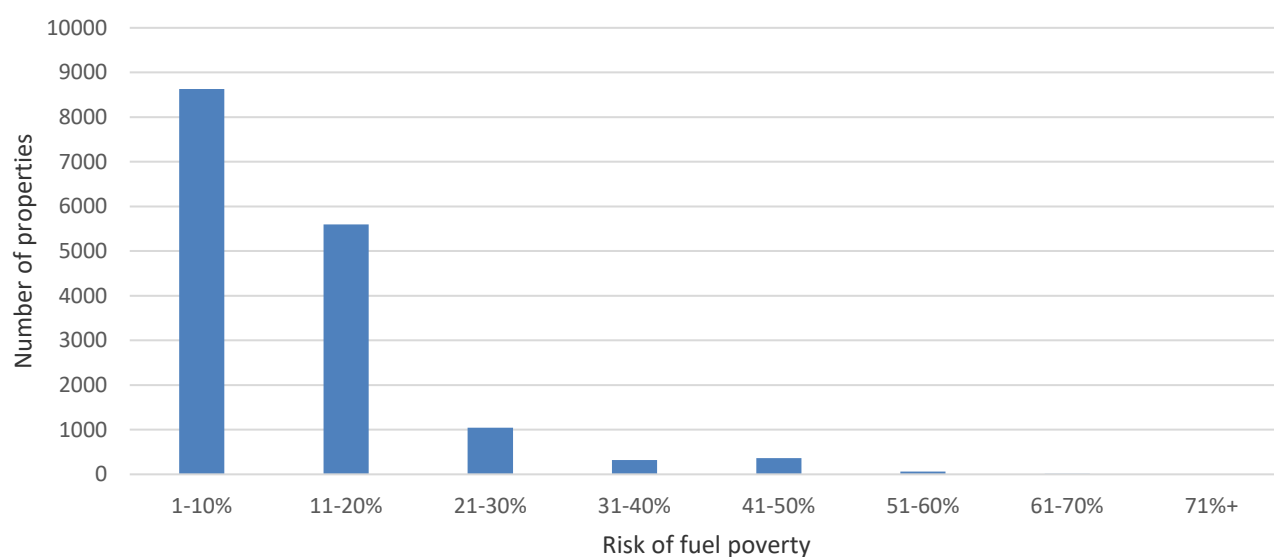
37. The impact of all of this is increased fuel poverty.

38. In Norwich there is a higher risk of being in fuel poverty if you are living in the private rented sector than if you own your home.
39. Survey data from 2018 estimated that fuel poverty was likely to occur in 19% of households, using the low income high cost definition of fuel poverty. Table 7 (chart 5) shows the likelihood of those living in fuel poverty based on a number of factors, which provides a more accurate picture of those, likely to be in fuel poverty living in the private rented sector.

**Table 7: Fuel poverty in the private rented sector**

Risk of fuel poverty (fuel bill >10% of full income)	Number of properties	% of PRS stock
0-10%	8627	54
11-20%	5595	35
21-30%	1043	7
31-40%	321	2
41-50%	363	2
51-60%	60	0.4
61-70%	11	0.07
71%+	0	0

**Chart 5: Fuel Poverty in the private rented sector -  
Number of properties by risk of fuel poverty**



40. This is supported by national data, where we know that people in the private rented are far more likely to be fuel poor (19.4% of private rented homes are

fuel poor, compared to 8% of owner-occupied homes) than all other tenures, including social housing.

### **What are the consequences of poor quality housing?**

41. Children growing up in poverty are more likely to live in poor quality housing, will have poor health outcomes and achieve lower grades at school.
42. As adults, they are more likely to experience health problems, less likely to be employed and to have lower income. Therefore, an increased use of services and difficulties associated with child poverty continue into adult life.
43. Poor outcomes for children living in poverty are also affected by their increased likelihood of living in cold, damp, and overcrowded housing. These include both adverse health outcomes, such as increased instances of circulatory and respiratory problems, and problems in educational achievement because of decreased ability to concentrate in a cold and overcrowded house.
44. The cold and damp of winter and issues of excess cold can have dramatic effects on those already vulnerable because of their age, deprivation, illness or disability.
45. Fuel poverty can be found in many parts of the city including in the council's own housing stock, though the latter is largely driven by low income. However, it also occurs in older private rented homes that date back to Victorian times. These homes are more likely to be larger, less efficient than newer homes and therefore cost more to heat and taking an increased level of income.
46. Fuel poverty, cold and damp housing conditions have an impact on the number of excess winter deaths. For every degree Celsius drop in temperature in the winter, the death rate in the coldest 10% of homes increases 2.8%.
47. Other issues include an increased risk of fire, where substandard or poor electrical systems are present, or risk of falls where flights of stairs are not to standard.
48. These are features of many private rented properties.

### **Policy context**

#### **National**

49. At a national level, Government housing policy is generally to build more homes and increase home ownership. Changes with the new Government remain unclear. However, early indications are that these priorities may not change but with a possible shift of emphasis.
50. A recent announcement from Secretary of State for Housing, Communities and Local Government of a *First Homes scheme* will see discounts of up to 30% funded from section 106 contributions paid by developers to councils,

which in many places, are currently used to help fund the construction of social and affordable housing. The Local Government Association have said that it is important that this does not come at the expense of providing truly affordable homes for rent.

51. The private rented sector specifically, has seen changes in recent years with different approaches taken in Scotland and Wales compared to England, as housing is a devolved function.
52. The coalition Government did not follow the approach in other parts of the UK, taking the view that additional regulation would increase the administrative burden on reputable landlords. The Housing and Planning Act 2016, did introduce increased transparency for letting agent fees and strengthened the sanctions to tackle rogue landlords.
53. More recently, the Tenant Fees Act 2019, will abolish most upfront fees for prospective tenants and place a cap on security deposits.
54. An additional requirement to licence smaller houses of multiple occupation was introduced in 2018.
55. In 2019, the Government consulted on changes to the so called 'no-fault' evictions by repealing section 21 of the Housing Act 1988 and improving section 8 eviction grounds. This would increase the security for tenants living in the private sector.
56. The consultation closed in October 2019 with as yet no announcement of if and how the changes will be implemented.
57. If implemented, this would provide tenants with more stability, protecting them from having to make frequent moves at short notice, and enabling them to put down roots and plan for the future.
58. There have been suggestions that the result of this if implemented will be a shrinkage of the private rented sector. However, this won't prevent rental increases, which in itself will make the home unaffordable and potentially more unlawful evictions that the council would need to be aware of.

## **Norwich**

59. At the Norwich level, the city council and partners published the Norwich 2040 City vision in November 2018, which sets out the five themes which form the foundation of a shared vision for the city. This sets out that the city should be:
  - a. Creative
  - b. Fair
  - c. Liveable
  - d. Connected
  - e. Dynamic
60. The council's current corporate plan (2019-2022) identifies key priorities and actions to enable Norwich to be a fine city for all with great neighbourhoods, housing and environment where people live well. It specifically focuses on the following outcomes:
  - a. Healthy lives
  - b. Reduced inequalities
  - c. Enhanced wellbeing



- d. Feeling safe
- e. Reduced housing need
- f. Sustainable city
- g. Good local environment
- h. A sense of community
- i. Good quality housing
- j. Quality buildings and infrastructure.

61. Underpinning all these outcomes is good quality housing.
62. The council has a long and proud history of providing good quality, affordable homes. With councils able to build new council housing once again, schemes have been implemented at Goldsmiths Street, Bullard Road, Hansard Close and the first phase of homes at Rayne Park in Bowthorpe. The council is ambitious not only to continue to build new homes but also to ensure the existing stock is well maintained and fuel efficient, so that it meets the needs of tenants.
63. Whilst some council households do have higher rates of fuel poverty when compared to owner occupiers, it is lower than private rented homes, despite tenants tending to be in lower income deciles.
64. A large reason for this is likely to be that council homes tend to be more energy efficient, with the SAP rating of council-owned homes being a 70.3, whereas the private rented sector has an average SAP rating of 60.

### **The ambition**

65. The council's ambition is that tenants in the private rented sector have access to a safe, decent and affordable home. To achieve this a number of strands of work are to be progressed (see appendix 1 for the private renters' charter action plan).

### **Raising the standards: Tenants' rights – the Norwich charter**

66. The first is to ensure that tenants in the private rented sector are fully aware of their rights and the responsibilities of their landlord and that tenants are empowered and their rights protected.
67. In some cases, tenants do not have the confidence to report issues or repair requirements to their landlord, fearing eviction. Equally, tenants may not have the confidence to report concerns to the council for the same reason, meaning they may remain in unsuitable or at times dangerous accommodation.
68. A tenant's charter has been prepared which sets out what tenants should expect (see appendix 2).

### **Raising the standards: Enforcing un-suitable conditions**

69. The council has a statutory duty to take action to remedy category 1 hazards and may take action to remedy a category 2 hazard. Action undertaken is guided by the private sector housing enforcement policy 2017.

70. The functions covered by this includes:

- a. Taking action to remove hazards in privately-owned housing
- b. Regulating the management of houses in multiple occupation
- c. Licensing of privately rented accommodation
- d. Taking action to bring empty homes back into use
- e. Regulating the functions of landlords and managing agents

71. The overall aim of these functions is to:

- a. Prevent, detect and control risks to the health, safety and wellbeing of the occupants of privately owned houses and their neighbours.
- b. Reduce the adverse impact of empty and poorly maintained dwellings on neighbourhoods

72. Whilst most complaints about housing conditions can and should be resolved between tenants and landlords without the council's direct involvement, the council recognises that not all tenants are aware of their rights or understand the best way, or in some cases have the confidence to approach their landlord.

73. When a complaint or a concern is received by the council, the tenant will be encouraged to approach their landlord. Template letters and guidance is provided to help facilitate this.

74. Where an immediate risk is identified, or where this approach has not resulted in the desired approach, an inspection will be undertaken.

75. If through an inspection a hazard is found, then formal action will be taken as prescribed under the Housing Act 2004.

76. For a category 1 hazard, this may include:

- a. Serving an improvement notice
- b. Making a prohibition order
- c. Serving a hazard awareness notice
- d. Taking emergency remedial action
- e. Making an emergency prohibition order
- f. Making a demolition order
- g. Declaring the area in which the premises are situated to be a clearance area

77. Where a category 2 hazard is identified, the council may take the following:

- a. Serving an improvement notice
- b. Making a prohibition order
- c. Serving a hazard awareness notice
- d. Making a demolition order
- e. Declaring the area in which the premises are situated to be a clearance area

78. Under the Housing and Planning Act 2016, the council is able to impose a civil penalty up to a maximum of £30,000, on an individual or organisation

as an alternative to prosecution for the following offences under the Housing Act 2004:

- a. Failure to comply with an improvement notice
- b. Offences in relation to licensing of houses in multiple occupation
- c. Offences in relation to licensing of houses under Part 3 of the Act
- d. Offences of contravention of an overcrowding notice
- e. Failure to comply with management regulations in respect of houses in multiple occupation

79. The council will consider the use of civil penalties in all cases where it is satisfied beyond reasonable doubt that an offence has been committed. In each case, the council will also consider whether the civil penalty is in the public interest.

80. Within many of these powers, the council is able to recover costs. The council is able to keep the penalty money collected from penalties under Housing and Planning Act 2016 and under other regulations such as redress scheme regulations. The penalties collected must be used to cover the costs incurred in carrying out its enforcement functions in relation to the private rented sector.

81. A successful prosecution will usually result in costs being awarded to the Council.

82. The council receives about 400 reports a year from tenants about poor conditions and management and we act upon these in line with council policies and legislation.

83. With the budget constraints faced by the council and the number of properties within the private sector, the work has to be prioritised and the focus of enforcement action is to target the worst cases. These issues come to light from complaints; proactive targeting of properties and landlords; and intelligence from other public agencies where there is a known problem.

84. Last year the council:

- a. Empowered 76 private rental tenants to deal with their issues directly with their landlord through providing a toolkit with information and guidance on how to resolve these
- b. Identified 51 houses as having a 'category 1 hazard'
- c. Made safe 64 properties by direct action
- d. Brought in over £83,000 in civil penalties imposed on non-compliant landlords
- e. Undertook emergency remedial action and prohibited from use, 47 flats at St Faith Lane due to serious safety concerns and a failing alarm system. Further formal actions include issuing civil penalties and prosecution for failure to comply with improvement notices and failure to comply with the management regulations. The Council gave evidence to the Upper Tier Tribunal at the Royal Courts of Justice in January, the outcome of which is waiting to be received.

85. It is important that the public protection team have access to the fullest range of information to support enforcement action in the private rented sector.
86. It is important to highlight, that the private rented sector is the tenure that most people are living in when they approach Norwich City Council's housing options team for help. It is therefore vital, that the conversations had at this point of contact with housing advisors, are drawing out all the relevant information and that there is close liaison between housing options and the council's public protection team to ensure a property is improved and made safe.

### **Raising the standards: Liaison with landlords**

87. Local landlords, agents and their associations are key parts of the housing sector.
88. We recognise the responsible landlords have an interest in promoting better standards to raise the overall standing of the sector and avoid the need for further regulation.
89. The council will explore how it can work more effectively with good landlords where this will benefit the private rented sector and tenants specifically.
90. Clearly, when we become aware of landlords who are not providing accommodation that does not meet the required standards, action will be taken.

### **Conclusion**

91. Residents living in the private rented sector in Norwich should expect and deserve to receive a high standard of rented accommodation. Unfortunately, where private rented accommodation fails to meet the legal standard, residents can expect to experience a range of harmful consequences ranging from poor health; fuel poverty; reduced life chances for children and in extreme cases early death.
92. Residents should expect high standards of service and peaceful enjoyment of their homes.
93. The council's renewed approach aims to raise standards in private rented accommodation by empowering tenants, encouraging best practice and taking action when it is needed.

## Integrated impact assessment



**NORWICH**  
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	11 March 2020
<b>Director / Head of service</b>	Director of people and neighbourhoods
<b>Report subject:</b>	The Norwich private renters charter
<b>Date assessed:</b>	25 February 2020

	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"/>	Where properties fail to meet legal standards enforcement action will be taken for which civil penalties may be levied which will be invested in the service
Other departments and services e.g. office facilities, customer contact	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Providing good quality information to tenants on their rights will support improved customer contact
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The charter will improve fuel poverty for private renters
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The charter will help safeguard vulnerable children and adults from living in poor quality accommodation
<u>S17 crime and disorder act 1998</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The charter will help protect residents living in poor quality unsafe accommodation
Human Rights Act 1998	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The charter will improve the rights of private renters
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The charter will improve the health and wellbeing for private renters living in poor quality accommodation

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The charter will improve the information available for private renters on their rights and the responsibilities of landlords thereby reducing the risk of harassment where it exists
Advancing equality of opportunity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The charter will improve the health and wellbeing for private renters living in poor quality accommodation
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The charter will help improve the quality of private rented accommodation
Waste minimisation & resource use	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The charter will help improve fuel poverty and use of resources by private renters to heat their homes
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The charter will help improve fuel poverty and use of resources by private renters to heat their homes

	Impact			
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

<b>Recommendations from impact assessment</b>
<b>Positive</b>
The proposals will make positive improvements to the lives and living conditions of private renters
<b>Negative</b>
<b>Neutral</b>
<b>Issues</b>



## Raising the standards: The Norwich private sector renters' charter action plan

### Aim

To ensure that tenants living in the private rented sector are able to access a safe, decent and affordable home and live their lives with confidence and without harassment.

### What we will do

1. Publish a **Norwich private renter's charter** – which sets out the responsibilities and standards that private landlords and agents must meet; the rights of tenants and the condition of the property that should be expected; so the tenants can live safely and confidently in their home. This will empower tenants and help support the raising of standards within the sector.
2. Provide **good quality information** to tenants on their rights.
3. Explore the development an **enhanced Norwich standard for private rented properties** that sets out to raise the standard of rented properties. This will set a higher standard for the condition and fixtures tenants can expect within a private rented home. This will be an enhanced standard which exceeds what is prescribed by legislation and which is at least on par with the council's Norwich standard for its own housing stock. This would be developed on consultation with tenants, landlords, agencies and landlord associations.
4. **Create a tenancy relations role** - who will provide help and support to tenants with advice to take action against landlords where this is required and enhance landlord knowledge in the private rented sector. This will be resourced by an additional post of **private sector tenant liaison officer**. The post holder will also liaise and share information with advice organisations in the VCSE sector.
5. **Take enforcement action** against landlords who break the law. To ensure that the council has access to and able to assess all relevant information, a new role of **private sector housing intelligence officer** will be established to ensure that action is taken to address hazards in the poorest performing dwellings. This role will increase the capacity in the team that enforces compliance with this legalisation by improving our data and intelligence gathering capacity and increasing our activity to prosecute landlords who break the law.
6. **Joining up our work within the council – across all the teams that work with private renters**. It is important that all teams that work with tenants living in the private rented sector and who have concerns about the conditions of a property or where tenants are at risk of eviction are working together effectively and efficiently.
7. **Liaison with landlords** – the council will continue to work closely with landlords that meet or are willing to meet the requirements of the Norwich charter.

8. **Lobbying government** – local government cannot resolve the issues within the private rented sector alone and Government action is also required. The council will continue to lobby Government for a better deal for private renters.
9. **Communication** - provide clear and concise information to tenants and landlords about their respective rights and responsibilities, using digital and interactive information that is easy to read.
10. **Consultation** – see the views of stakeholders on the Norwich private renters' charter

## **Raising the standards: Norwich city council private renters' charter**

Residents living in the private rented sector in Norwich should expect and deserve to receive a high standard of rented accommodation. Unfortunately, in some cases, private rented accommodation fails to meet the legal standard and residents experience a range of harmful consequences ranging from poor health; fuel poverty; reduced life chances for children, unsafe housing conditions and in extreme cases early death.

The council wants to raise standards in private rented accommodation by empowering tenants, encouraging best practice and taking action when it is needed.

This charter sets out the standards that private landlords and agents must meet and aims to help people live in the private rented sector to have a better understanding of they can expect and if things go wrong, what they can do and where to get help.

More detailed information is available on the council's website or from a number of voluntary sector advice organisations.

### **Tenants must be treated fairly**

#### **Before you move in**

##### **No discrimination**

It is against the law to discriminate against your nationality, race, religion, sexuality, disability or gender. However, you have to provide proof that you have a right to live in the UK.

##### **Letting agency fees**

Until letting agency fees are banned, they must be displayed clearly in agents' offices and websites – you shouldn't have to ask to see them.

##### **Complaints**

Agents must be registered with an independent organisation for dealing with complaints. The logo of the complaints redress scheme they belong to must be displayed.

##### **Money protection**

Ask whether your letting agent belongs to a client money protection scheme. These schemes protect any money you pay to the agent as deposit and rent - even if the agent closes down.

##### **Fixtures and fittings**

Do all the fixtures and fittings work – do the light switches work and water come out of the taps?

#### **Moving in**

##### **Legal Information**

Your landlord or agent must give you the government's 'How to Rent' booklet when you move in.

##### **Deposit protection**

Your landlord must protect your deposit with 1 of 3 schemes, and provide you with proof, within 30 days of taking your deposit money. (TDS, DPS, my deposit logos).

**Tenancy terms**

Your tenancy terms must be fair and understandable. You shouldn't be hit with surprise fees.

**Rent increases**

Your rent should not go up during the fixed period of your tenancy.

**Tenancy agreement**

Good landlords/agents will provide a written tenancy agreement. At a minimum, they must put in writing the address of the room or flat, length of the agreement, the rent you will pay and the landlord's name and contact address.

**Moving out**

Landlords must follow a strict legal process if they want you to move out - and that process takes time. If your landlord or agent wants you to move out, get immediate advice.

**Permission to rent**

Check that your landlord has the necessary permission to rent. You can check what permission they need on our website.

**Having a home that is safe and secure****Alarms**

Your home must have a working smoke alarm on every floor. If you have a gas supply, decent landlords also provide carbon monoxide alarms.

**Gas safety**

If you have a gas supply, you must be given a valid gas safety certificate when you move in. Gas appliances must be checked by a certified Gas Safe engineer every 12 months.

**Electrical safety**

The wiring and any electrical items supplied with your home must be safe.

**Reasonable repair**

Your home must be safe, and its structure must be kept in reasonable repair.

**Damp, mould and heating**

Your home should be free from damp and mould problems and have heating that is controllable.

**It's your home!**

Your landlord or agent must not disturb or harass you. Your landlord can only visit when it is convenient for you, unless it's an emergency. They must give you at least 24 hours' notice.

**Report to** Cabinet  
11 March 2020  
**Report of** Strategy manager  
**Subject** Reducing inequalities: review and priorities 2020-2022

**Item**

**6**

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**Purpose**

To provide an update on the range of activity carried out under the reducing inequalities action plan

**Recommendation**

To endorse the development of the approach and priorities for 2020-22 for the reducing inequalities action plan.

**Corporate and service priorities**

The report helps to meet all of the corporate priorities

**Financial implications**

The activities arising from this report will be met from existing budgetary provision.

**Ward/s:** Multiple Wards

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

**Contact officers**

Adam Clark, Strategy Manager 01603 212273

Kate Price, Neighbourhood & community enabling manager 01603 213281

**Background documents**

None

## Background

1. Norwich is a city in which many experience a good quality of life, wealth and wellbeing. However, 40% of the city council area is amongst the 20% most deprived areas of the country, which leads to lower financial, mental and physical wellbeing for many of the residents of those areas. Since 2015 the city council has explicitly sought to reduce these inequalities in the city, whilst acknowledging that this may only be partial mitigation of wider economic and political forces.
2. The approach agreed by cabinet in March 2015 recognised that in order to reduce inequalities, more focus and resource would be targeted at those residents of the city who face the highest levels of deprivation. These include those groups who are deemed to have 'protected characteristics' under The Equality Act 2010, and those who live in specific areas of the city in which deprivation and poor outcomes in terms of health, education and income for example are concentrated.
3. The approach established in 2015 followed the underlying principle that wherever possible this should build upon existing work and service plans and tweak or draw into sharper focus particular activity that:
  - a) Coordinates and maximises advice and support for residents hardest hit by welfare changes.
  - b) Maximises opportunities for residents to access apprenticeships and jobs.
  - c) Ensures the council's services, procurement and assets have maximum impact in reducing inequality.
  - d) Trials locality-based solutions to improving wellbeing amongst disadvantaged groups.'
4. The approach was initially developed under the corporate priority of 'A Fair City', and although new corporate priorities have been developed, political and corporate commitment to reducing inequality remains, and is reflected through the current corporate priorities and performance framework. This has been given further strategic impetus with the development of the Norwich 2040 Vision identifying inequality in the city as a key issue. Addressing this underpins the Norwich 2040 vision theme of 'A Fair City'.
5. As this approach has been developed, a range of projects and initiatives have been developed that complement the council's wider commitment to financial and digital inclusion. This includes its ongoing commissioning of a range of social welfare advice providers in the city and retaining a 100% council tax reduction scheme.

## Locality approach

6. There have been particular successes with the locality approach to reducing inequalities. The initial phase piloted a way of working at the local 'place' level, to develop a further evidence base. The core of this was the establishment of a collaborative and action-focussed set of projects in Lakenham and Tuckswood. Learning from this (Appendix A) has led to a way of working and a co-produced

framework (Appendix B) that the council and others are using to steer community activity and investment.

7. Using internal and external data, this framework identified those areas of the city with a range of sub-optimal outcomes, and to identify the opportunities to influence these outcomes. This led to the development with partners of a set of seven Reducing Inequality Target Areas (RITAs) and a shared set of outcomes. It has also provided a platform to identify the role of the city council in terms of service delivery, enabling others and influencing the wider system.
8. The city council's role as a convener and catalyst can clearly be seen to be key to the success of this approach, which is also ensuring wider impact. Recent research undertaken by the UEA around our 'whole-systems' project in Heartsease indicates that the presence of a well-connected partnership of voluntary, community and social enterprise sector agencies supported by the council makes for an environment where there is a greater chance of residents engaging with professionals, compared with an area that has a greater number of 'assets'. In short, the connections forged in the place optimise the value of other public sector provision.

### **Emerging areas of activity**

9. In addition to the geographic focus, lessons learnt from our work to date has informed ongoing community enabling, digital and financial inclusion work and has led to the development of several other strands of work that relate to the corporate priorities.
10. People living well:
  - a) This includes our work around food poverty, initiated after the council's scrutiny committee had considered the issue in 2018 in response to increasingly apparent food poverty in the city. The council supported the development of a food poverty action plan produced by a consortium of local organisations who have collaborated and shared assets, resources and approaches to develop a set of actions that a wider network can deliver.
  - b) Alongside this, funding was secured from the Norwich CCG to initiate a participatory budgeting project in Heartsease which has brought a range of local stakeholders together to co-design the project. This is being externally evaluated.
11. Great neighbourhoods, housing and environment:
  - a) The council's long-standing work around fuel poverty continues to provide a wide range of social, environmental and economic benefits to the city, with households at risk of fuel poverty benefitting from a range of support such as the big switch and save, that reduce their fuel bills.
  - b) Increasing concerns about community safety in recent years have resulted in the development of the safer neighbourhoods' initiative that also has a targeted geographic focus. There is some overlap with the target areas mentioned above, and the approach draws on the lessons learnt, data and networks developed previously to engage with residents in target neighbourhoods.

12. An inclusive economy:

- a) The city council has undertaken a range of activities that are intended to influence the way that the local economy reduces or exacerbates inequalities. This includes the long-standing commitment to being a real living wage employer, and champion of the real living wage, and running annual jobs fairs.
- b) The council has also adopted a social value framework to inform procurement and developed the Norwich good economy commission with the UEA, whilst collaborating in the Norfolk inclusive growth coalition with other councils.

13. In addition to this, the following areas of work are being developed:

- a) Community Conversations – a new project which will work in each of the seven target areas to support them to create their own local interpretation of the Norwich 2040 Vision. This will create a steering group of local groups and residents in each area to act as a sounding board for local initiatives. A project bank for each area will be developed for partners to understand how they can best support each area.
- b) Neighbourhood CIL – The process for allocating the neighbourhood portion of Community Infrastructure Levy (CIL) has been redesigned to reflect the link to corporate priorities, various council strategies and to positively weight spending allocations towards areas of higher need while still ensuring the projects link to city growth.
- c) Debt prevention – teams across the council that deal with payment and debts from individuals are working together to ensure that processes and practices are joined-up and intervening at the earliest stage to prevent debt.
- d) Social value in procurement – the council is working with other councils in the county to develop a shared approach to measuring social value in our procurement of goods and services.

**Strengths and challenges**

- 14. The approach can therefore be deemed to have successfully followed the stated principle of building 'upon existing work and service plans and [which] tweak or draw into sharper focus particular activity'. However, in some ways this principle has also acted as a constraint on a more fundamental alignment of the organisation behind the ambition.
- 15. There have been some notable successes, particularly with the locality focus and this has resulted in successful engagement with and resources allocated from external agencies and actors. This highlights the successful role played by the council to influence and enable others to reduce inequalities. Further work is required to deploy and maximise the input from the council's core services and resource to reflect the ambition.
- 16. Some constraints have been due to the external landscape (e.g. for example maximising the number of apprenticeships within the city council requires appropriate apprenticeship standards being available), which naturally imposes



limits on what the council has been able to achieve in some areas. In these areas we have sought to influence the wider landscape through lobbying and advocating, often in tandem with wider local government.

17. In terms of council delivery of services, some council services naturally have a significant role to play in inequality, others are less explicitly related, but there is potential for both to have an impact on inequality. Even if not making a positive contribution to the agenda, a lack of alignment to the objective of reducing inequalities risks exacerbating inequality if it is not considered appropriately. Were this to be addressed, there could be a much more significant impact on the overall ambition, albeit against strong political and economic headwinds.
18. The challenge therefore is to ensure that the collective 'clout' of the whole council is brought to bear on reducing inequalities, as well as other strategic objectives, within the available resource.

### **Priorities 2020-22**

19. Building on the evaluations and lessons learnt, and applying these to the current landscape and opportunities, the following priorities are recommended to further embed our approach to reducing inequalities across the council:
  - a) Continuing to build on and implement existing and emerging projects
  - b) Developing a clear structure to ensure that there is internal coherence and alignment to the objective of reducing inequalities
  - c) Developing a mechanism for aligning external activities that are focused on reduction of inequalities and 'prevention' in the city
  - d) Developing more robust models for measuring the impact of resource allocation and service development on inequalities. This will include making use of tools such as Equality Impact Assessments, the RITA framework, and tools that clarify and measure social value across a range of council activities
  - e) Ensure that council's core transactional services mitigate financial and digital exclusion
20. Some of this will be delivered from existing council resource, including the new safer neighbourhoods and community conversations activities, however there may be a need to deploy additional resource in specific areas to support the transformation of services.
21. Cabinet are asked to comment on the report and endorse the development of the approach and priorities for 2020-22 by officers, in dialogue with the portfolio holder for social inclusion.

## Integrated impact assessment



**NORWICH**  
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	11 March 2020
<b>Director / Head of service</b>	Adam Clark, Strategy Manager
<b>Report subject:</b>	Reducing inequalities
<b>Date assessed:</b>	25 <sup>th</sup> February 2020

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
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"/>	The report outlines the ways in which the council could continue to enhance its services alignment to and impact on reducing inequalities
ICT services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Inequality represents an economic and productivity 'drag factor'
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Much of the activity outlined includes addressing financial exclusion
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"/>	There is an explicit commitment to addressing health and wellbeing inequalities within much of the work outlined

	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"/>	Many of the 'faultlines' of inequality align to the protected characteristics of The Equality Act, so our compliance with the Public Sector Equality Duty will support our addressing wider inequality
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The continued improvement of our social value in procurement will support sustainable procurement
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There are opportunities through our work around fuel poverty in particular to fuel poverty in ways that also reduce CO2 emissions
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments

	Impact			
<b>Risk management</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

## Recommendations from impact assessment

### Positive

Development of toolkits and mechanisms to support the whole council to understand and address inequalities will enhance the impact of the council on this ambition, whilst minimising the risk of undermining this

### Negative

### Neutral

### Issues

To transform the council behind this agenda may require additional resource – this will need to be built into budget and business planning processes

# LAKENHAM AND TUCKSWOOD PILOT - case study

The council is committed to reducing inequalities. In March 2015, we adopted an action plan with a focus on:

- **maximising:**
  - support for residents hardest hit by welfare changes
  - opportunities to access apprenticeships and jobs

- ensuring our services, procurement and assets have impact in reducing inequality
- trialling locality-based solutions to reducing inequalities, with an initial focus on Lakenham.

## Main objectives

- To trial an area-based, preventative approach to improving wellbeing in a target area.
- To evaluate new ways of working with partners and the community to join up local services and tackle local issues.



## What we learned

- Co-producing shared local priorities and pooling resources to deliver these is key
- Strengthening community capacity, especially in deprived areas, is vital in enabling communities to address local issues themselves
- The council can help coordinate and target resource and services within an area, and work with partners to draw in funding and other support
- Improved outcomes locally must be supported by change at a city-wide level to address bigger picture issues like jobs and mental health, which local networks can then help deliver
- Partnership working in a local area is effective and should be rolled out as a long-term approach to other deprived neighbourhoods



## What next?

We have taken the key learning and, working with partners, have developed a reducing inequalities target area (RITA) framework which we are now rolling out to other areas within the city. These areas were identified by analysing a range of data, including indices of multiple deprivation, physical and mental health, ASB, education, skills and employment and crime and combining this with knowledge from frontline officers. From this analysis seven priority areas were identified:

**Pilling Park  
Castle  
Lakenham  
Bullard Road**

**Heartsease  
Mile Cross  
North Earlham**



We are using this data and our work with partners and communities to develop local priorities for each RITA area

and to identify opportunities to address these. As well as developing specific projects in the RITAs, such as Heartsease Healthy Living, we are looking for ways to use our own services, assets and resources to support delivery of these priorities, while supporting partners to do the same.

## Projects

*Key achievements:* drew in £250,000 of external funding, as well as a huge amount of in kind resource.

# £250,000

### A holiday hunger club – Food and Fun



*Working with:* the foodbank, Norse, a local church group, and Lakenham Primary.

To provide free hot meals, activities and advice for families in the summer holidays. Volunteers have continued to run the club each summer since the initial project.

### Physical activity programme – Energise



*Working with:* Active Norfolk and Community Action Norfolk.

To deliver a programme of activities including health walks, dance classes, swimming sessions, walking football and forest school experiences.

*Example of success:* Participants reported a 60 per cent increase in the use of local green spaces three months after the project and an increase in physical activity and wellbeing.

### Developing a services and activities finder section in the digital sharing platform (now called LUMi)

*Working with:* Community Action Norfolk and local groups and organisations.

To develop a section on the LUMi web platform which would help community organisations understand and provide advice to residents about available local support.

### Social prescribing pilot at Tuckswood GP surgery



*Working with:* Norwich CCG and Castle Partnership (GP practice).

For GPs to refer patients to services, advice, activities and support to help address social needs linked to poor health.

*Example of success:* Participating patients found it improved their wellbeing – reducing the number of GP appointments they needed over the following 12 months by 44 per cent.

### Tuckswood Food Growing Project

*Working with:* TCV, housing, planning and Healthy Norwich  
To trial using developer (Section 106) contributions differently, working with the voluntary sector and the community to bring a green space into better use.

### Securing pupil premium and free school meals funding



*Working with:* Lakenham Primary.

To increase uptake of pupil premium and free school meal benefits in Lakenham.  
*Example of success:* £125,000 additional funding for Lakenham Primary School and £6,000 in free school meal benefit for families. The campaign was subsequently rolled out across Norwich with funding from Norfolk County Council.

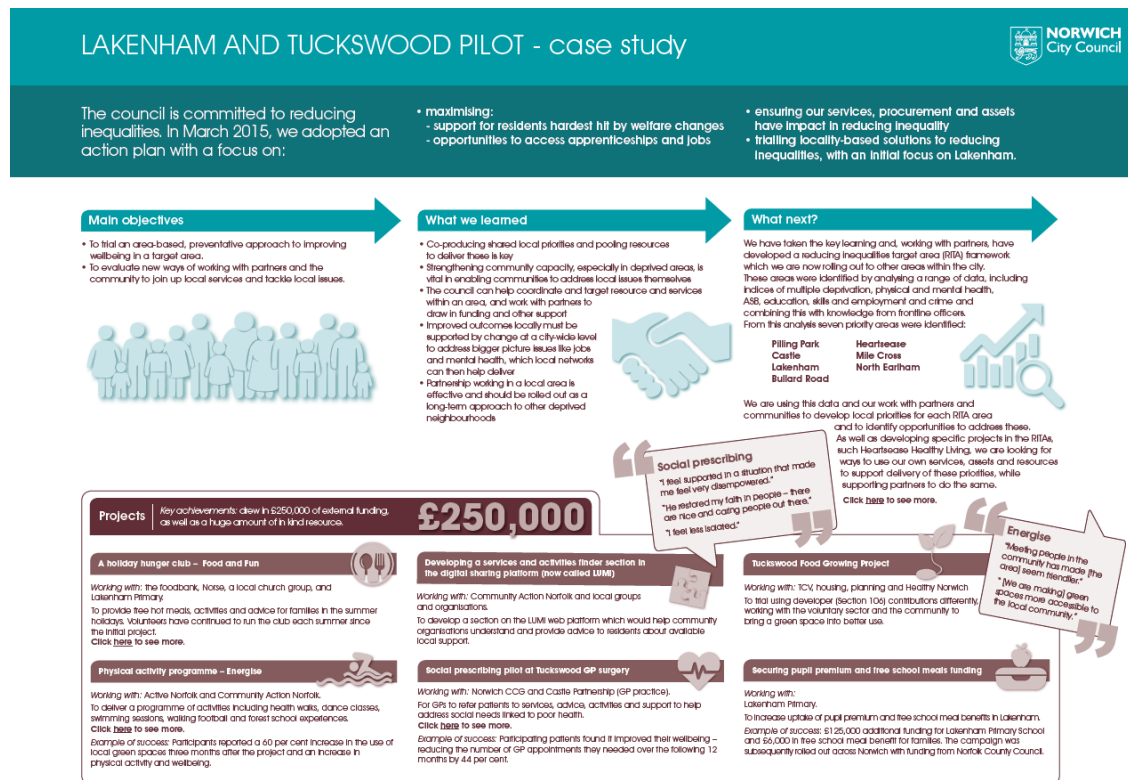
**Social prescribing**  
“I feel supported in a situation that made me feel very disempowered.”  
“He restored my faith in people – there are nice and caring people out there.”  
“I feel less isolated.”

**Energise**  
“Meeting people in the community has made [the area] seem friendlier.”  
“[We are making] green spaces more accessible to the local community.”

# Reducing Inequalities Target Areas (RITAs): a framework for joined up action to reduce inequalities

# Learning from Lakenham: piloting and developing the RITA approach

- Programme drew in **£250,000 funding** plus in kind resource, and further funding in legacy.
- Energise: Participants reported a **60% increase in the use of local green spaces** three months after the project and an increase in physical activity and wellbeing.
- Social prescribing: Participating patients reported improved wellbeing – **reducing their GP appointments by 44% over the following 12 months**. The model has now been rolled out with Norfolk County Council and NHS funding.
- Pupil premium uptake pilot: generated **£125,000 additional funding for Lakenham Primary School and £6,000 in free school meal benefit for families**. The campaign was subsequently rolled out across Norwich with funding from Norfolk County Council.
- Food growing and holiday hunger projects: have **continued and expanded** led by local organisations and volunteers, **new groups and projects have been created**, for example a local junior ParkRun.





# What are RITAs?

7 neighbourhoods facing most significant levels of disadvantage in the city (identified using data and intelligence)...

...but also rich in history, stories, assets and commitment

How can we better work together and with these areas to address the disadvantage citizens here face and deliver the outcomes service providers are looking to achieve?

## Target Areas

- Pilling Park - Crome
- Castle - Mancroft
- Lakenham
- Bullard Road - Catton Grove
- Heartsease - Crome
- Mile Cross
- North Earlham - Wensum

# What outcomes are we looking to deliver?

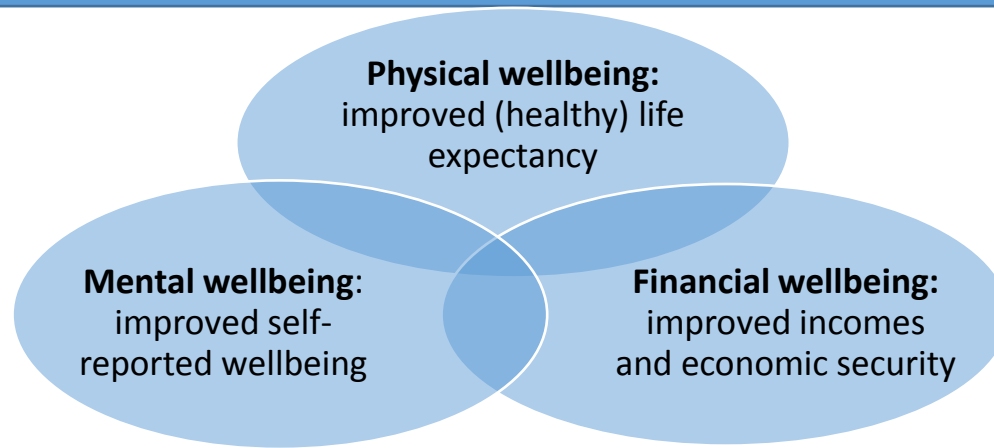
To reduce inequalities in physical, financial and mental wellbeing across the city by targeting improved outcomes in neighbourhoods facing the highest levels of disadvantage

Long-term  
outcomes

Medium-term  
outcomes

Short-term  
outcomes

Capacity  
building  
outcomes



- Healthy weight
- Housing need
- Fuel poverty rates
- Early years outcomes
- Education attainment
- Unemployment rates
- Social mobility
- Self harm
- Diabetes prevalence

- Use of parks
- Levels of physical activity
- Cycling rates
- Fear of crime
- Childcare take up
- Increased participant wellbeing
- Debt/rent arrears
- ASB incidents
- Benefit take up

- Number and strength of community assets and networks
- Resident feelings of being part of community
- Amount of grant funding received within area

# Key principles

## ➤ Engagement as the primary goal

- Developing relationships, networks and trust
- Building the capacity of local organisations to engage with residents and partners – starting with what matters to them

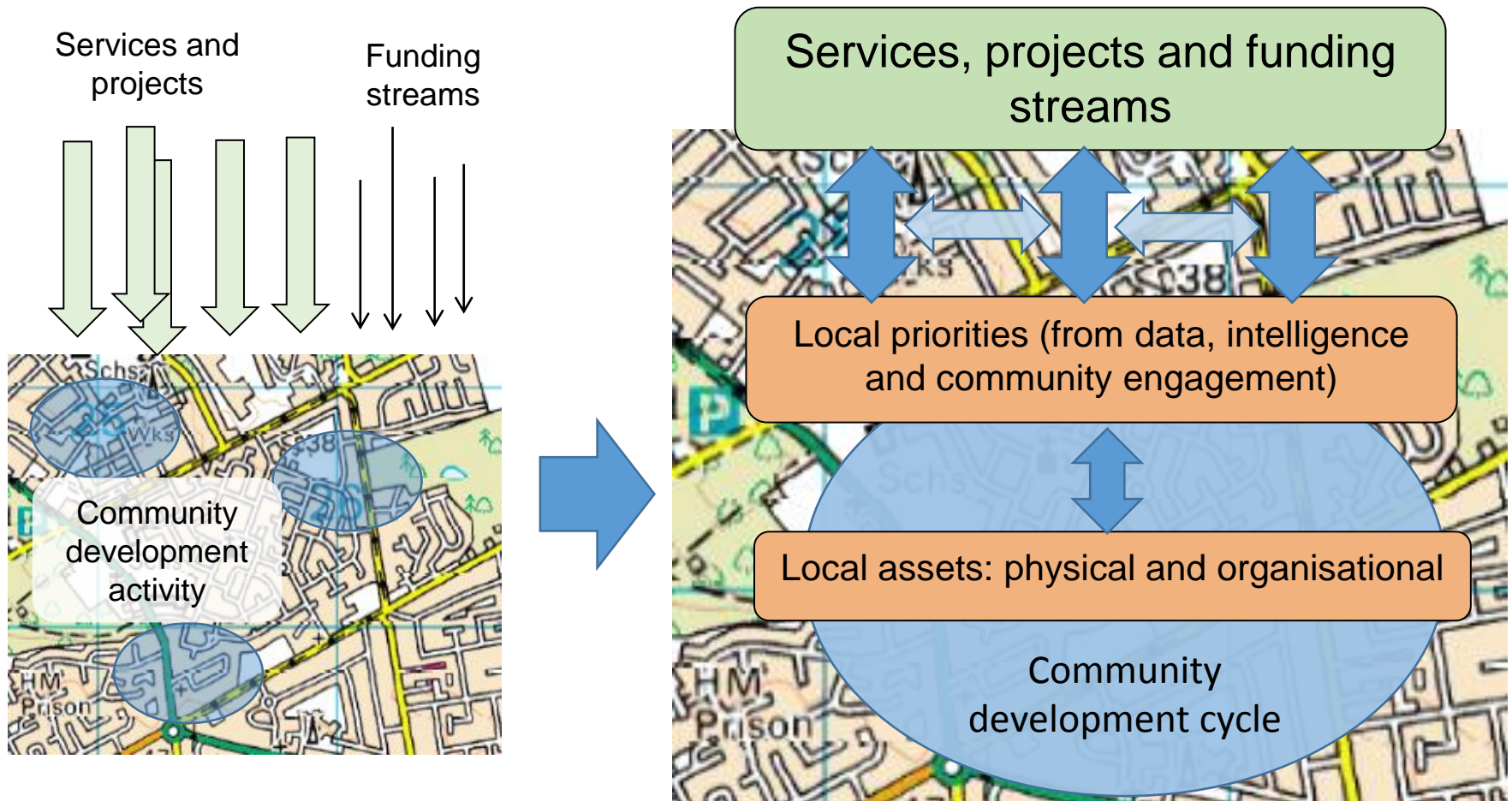
## ➤ Long-term presence and continuity of approach

- Providing an ongoing framework for partners to join up community development and wider service delivery with the community
- Minimises negative impacts of short term projects and funding streams

## ➤ Shared priorities drive longer-term resource allocation and strategy

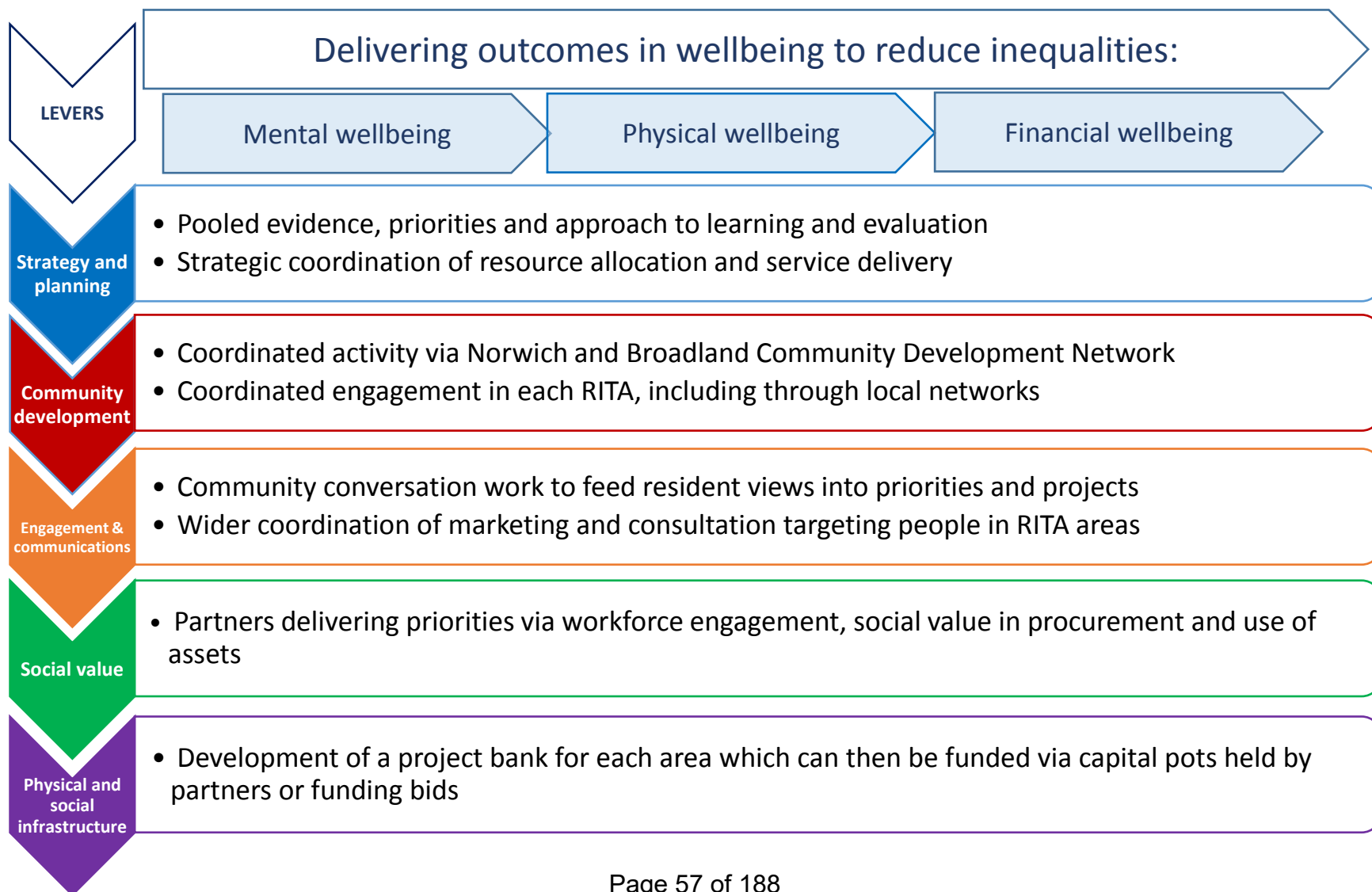
- Targeting new resource and funding bids into RITAs
- Organisational strategy and levers coordinated around agreed priorities in a flexible way

# Strategic approach





# What role can your organisation play?





**Report to** Cabinet  
11 March 2020  
**Report of** Director of place  
**Subject** Towns Fund and Norwich Town Deals Board

**Item**

**7**

## **KEY DECISION**

### **Purpose**

To advise on the Towns' Fund and the opportunity to secure a Town Deal in 2020/21.

### **Recommendation**

To:

- 1) agree outline the timetable for production of a Town Investment Plan and note the proposed use of £173,029 revenue funding to support its development; and
- 2) endorse the membership of the Town Deal Board and its Terms of Reference.

### **Corporate and service priorities**

The report helps to meet the corporate priority inclusive economy

### **Financial implications**

The council has received £173,029 revenue funding to support the production of a Town Investment Plan, at this stage there are no funding requirements from the Council.

**Ward/s:** All Wards

**Cabinet member:** Councillor Waters - Leader

### **Contact officers**

Ellen Tilney: Economic Development Manager

01603 212501

### **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 to drive forward long term economic and productivity growth via the development of a Town Deals Investment Plan. The eligible intervention area of Norwich for the purposes of the Town's Fund is the built-up area of Norwich as defined by the Office for National Statistics - map herewith  
[https://www.norwich.gov.uk/downloads/download/2565/town\\_deal\\_fund](https://www.norwich.gov.uk/downloads/download/2565/town_deal_fund)
2. The first stage of this process required Norwich to submit a "Readiness Checklist" by 19 December ([https://www.norwich.gov.uk/downloads/download/2565/town\\_deal\\_fund](https://www.norwich.gov.uk/downloads/download/2565/town_deal_fund)), and to establish a Town Deals Board, chaired by a member of the local business community no later than 31 January 2020.
3. Further progress and information on key actions and timeframe provided below.

## Introduction

4. The Towns' Fund and Town Deals present a tremendous opportunity to secure significant investment for transformative urban regeneration and economic development in Norwich.
5. Timeframe/key milestones

Readiness checklist to be submitted	19 December 2019 ✓
Establish Town Deals Board	31 January 2020 ✓
Capacity Funding £173,029 Received	31 January 2020 ✓
Further guidance published	April 2020
Town Investment Plan produced	End Summer 2020 latest
Town Deal agreed	During 2020/21

6. The Fund will support proposals to drive the economic regeneration of towns to deliver long term economic and productivity growth under three key objectives:
7. **Urban regeneration, planning and land use:** ensuring towns are thriving places for people to live and work including by: increasing density in town centres; strengthening local economic assets including local cultural assets; site acquisition, remediation, preparation, regeneration; and making full use of planning tools to bring strategic direction and change.
8. **Skills and enterprise infrastructure:** driving private sector investment and ensuring towns have the space to support skills and small business development.
9. **Connectivity:** developing local transport schemes that complement regional and national networks, as well as supporting the delivery of improved digital connectivity.
10. The Town Deal Board will advise and support the development of a Town Investment Plan, informing the second stage of agreeing a Town Deal, which will include completing a business case. Capacity funding of £173,029 has been provided to support the development and costs associated in convening a Town Deal Board and preparing the Town Investment Plan and business case.
11. There will be a requirement to provide match funding/leverage against the Town's Fund monies, as yet the ratio of match funding required has not been confirmed but this funding could come from a number of different sources and does not have to be drawn solely from city council funds.



## **Towns Fund Board and #MyTown Campaign**

12. The governance structure and membership of the Board must be made public, together with a statement of how the board will engage stakeholders and agree decisions; this will include setting out clear Terms of Reference and agreeing a Code of Conduct with board members required to adhere to the Nolan Principles.
13. The government is developing a communications and community engagement toolkit to be complemented by a media campaign entitled the #MyTown campaign.
14. Town Deal Boards can build upon pre-existing governance structures and relationships; they must also include certain statutory bodies and local MPs. The 2040 Vision Group forms the basis of Norwich's Town Deal Board, there are some additional members in line with the government requirements and also the flexibility to co-opt additional members where specific expertise is required, membership below:

Andrew Dernie, Aviva (Chair)  
Minnie Moll, Jarrold  
Chris Sargisson, Norfolk Chamber of Commerce  
Stefan Gurney, Norwich Business Improvement District  
Graham Nelson, Norwich City Council  
Stephen Evans, Norwich City Council  
Cllr Alan Waters, Norwich City Council  
Cllr Mike Stonard, Norwich City Council  
Sarah Steed, NUA  
Helen Lewis, UEA  
Phil Courtier, SNDC/Broadland District Council  
Vince Muspratt, Norfolk County Council  
Chris Starkie, New Anglia LEP  
Chloe Smith MP  
Clive Lewis MP  
Julia Nix, Jobcentre Plus  
Linn Clabburn, Cambridge Norwich Tech Corridor  
Shan Lloyd, Cities & Local Growth Unit

15. The Board will meet monthly (minutes, agendas etc. of the Board's meetings, including the two meetings already held are published here [https://www.norwich.gov.uk/downloads/download/2565/town\\_deal\\_fund](https://www.norwich.gov.uk/downloads/download/2565/town_deal_fund)).

## **Town Investment Plan**

16. This will set out investment priorities to drive economic growth, supported by clear evidence and targeting investment into economic infrastructure. Plans should complement existing strategies and build on these. It is important that the Plan aligns with the Local Industrial Strategy, Local Plan and the government's clean growth objectives.
17. The plan should focus upon high value for money interventions with capital projects at its core including activity that can be locally funded, other public investment and ambitions for private sector investment with high level cost estimates. The "Town Deal grant" will be paid directly to lead councils and it will be the responsibility of the S151 officers to give final approval of project business cases, and to assure that value for money is delivered. Town Investment Plans must be supported by the Town Deal Board and the LEP but they will be the responsibility of the lead council as will the funding itself.

## **Developing Projects**

18. A number of potential projects are currently at an early stage of development for the Town Investment Plan with a strong focus on economic development, urban regeneration and city centre vitality to deliver against key 2040 Vision themes. It is unlikely that all of the current ideas under consideration will be able to be included in the final Town Investment Plan; at present, all require further work to assess their viability, strategic fit and what outcomes they will deliver.

## **Next steps**

19. Further formal guidance on the process and format of Town Investment Plans along with information on the capital/revenue split of funding is scheduled for publication in April. This guidance will further inform which projects are taken forward for more detailed work.
20. Further updates on the development of the Town Investment Plan will be brought to Cabinet along with final approval of the Plan before submission.

## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	11 March 2020
<b>Director / Head of service</b>	Director of Place
<b>Report subject:</b>	Towns Fund and Norwich Town Deals Board
<b>Date assessed:</b>	27 February 2020

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	x	<input type="checkbox"/>	The Towns Fund represents a significant opportunity to attract up to £25million to support economic development and urban regeneration projects in line with the Norwich 2040 Vision.
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	<input type="checkbox"/>	x	<input type="checkbox"/>	The opportunity to attract up to £25million will unlock the delivery of key objectives within the Norwich Economic Strategy and 2040 Vision.
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	It has not been possible to quantify the impact upon financial inclusion at this stage but it is likely that several of the projects within the final Town Deal bid will contribute positively to economic inclusion.
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"/>	

	<b>Impact</b>			
<b>Health and well being</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<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 it is highly likely that the final bid will contain projects that will make a positive contribution to equalities.
<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 is unlikely to 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>Natural and built environment</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<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"/>	

	Impact			
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"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

<b>Recommendations from impact assessment</b>
<b>Positive</b>
The Towns Fund provides an opportunity to attract significant funding to deliver a programme of economic development and urban regeneration in line with the objectives set out in the Norwich 2040 Vision and Norwich Economic Strategy.
<b>Negative</b>
<b>Neutral</b>
<b>Issues</b>

## Norwich\* Town Deals Board – Terms of Reference

### Purpose:

To help drive forward long term, inclusive economic and productivity growth in Norwich\* via the development of a Town Deals Investment Plan. Identifying additionality and key measures of success for each intervention and ensuring that progress is communicated to and co-ordinated with the activities of other key economic stakeholders and groups in Norwich.

### Responsibilities

Contribute to the development of the Town Investment Plan in line with the opportunity presented by Town Deals no later than summer 2020. Identify evidence requirements, and draw on existing evidence as appropriate to support the development of a Town Investment Plan. Advise on the recommended actions or interventions to address priorities within the Town Investment Plan. Advise the Town Deals Board of other strategic economic interventions across Norwich to ensure coordinated and effective delivery, and to identify gaps and opportunities and to drive forward new initiatives. Influence stakeholders to ensure there is sufficient resources and co-investment to deliver the Town Investment Plan. Champions the potential Norwich has to significantly contribute to New Anglia Local Industrial Strategy and Economic Strategy growth targets.

### Membership and Appointment

The Board will comprise up to 20 members to include:  
 MP for Norwich North  
 MP for Norwich South  
 Norwich City Council  
 Chair of Norwich 2040 Vision  
 Aviva  
 Jarrold  
 Norwich BID  
 South Norfolk/Broadland District Council  
 UEA  
 NUA  
 Norfolk Chamber of Commerce  
 Cities & Local Growth Unit  
 Jobcentre Plus

It may be desirable to add additional members to the Board or to co-opt individuals who have specific expertise to offer in the development of the Town Deals Investment Plan from time to time. As such, this may be discussed when necessary by the Board and names put forward by the Chair to the Board for approval.

**Attendance of non-members at meetings**

The Board will be supported by senior management at Norwich City Council, including Director of Regeneration and Development and other officers where appropriate.

**Meeting Frequency**

The meetings will be monthly, but can move to quarterly if the Board decide this is more appropriate.



<b>Report to</b>	Cabinet	<b>Item</b>
	11 March 2020	
<b>Report of</b>	Strategy Manager	<b>8</b>
<b>Subject</b>	Quarter 3 Corporate Performance Report for 2019-20	

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## **Purpose**

To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 3 of 2019-20.

## **Recommendations**

To:

- 1) consider progress against the corporate plan priorities for quarter 3 of 2019-20;
- 2) suggest future actions and / or reports to address any areas of concern.

## **Corporate and service priorities**

The report helps to meet all the corporate priorities.

## **Financial implications**

The direct financial consequences of this report are none.

**Ward/s** All wards

**Cabinet member** Councillor Waters - Leader

## **Contact officers**

Adam Clark, Strategy Manager 01603 212273

Ruth Newton, Senior Strategy Officer 01603 212368

## **Background documents**

None

## **Report**

### **Introduction**

- 1) This report sets out progress against the key performance measures that are designed to track delivery of the corporate plan priorities. This is the third quarterly performance report for the corporate plan 2019-2022.
- 2) The corporate plan 2019-22 established three corporate priorities: people living well; great neighbourhoods, housing and environment; and inclusive economy. It also contained the objective of maintaining a healthy organisation. The performance framework aims to measure progress against these through a suite of outcome and output measures:
  - a) Outcome measures for each of the corporate priorities show the context in which the council is delivering its services. They indicate progress towards the outcomes that the city council is seeking to achieve in the city in collaboration with others. There are no numeric targets for outcome measures.
  - b) Output measures show how well the council is playing its part in achieving the outcomes. These are the key indicators of the council's performance and show the quantity or quality of the council's own services. There are targets for output measures from which a red, amber or green (RAG) status is derived.
- 3) Data for most of the output measures is available and reported quarterly, while data for the contextual outcome measures is more variable with some are reported quarterly (included in this report) but others six monthly or annually.
- 4) RAG status for output indicators is based around a traffic light concept where green is on target, amber provides an early warning for possible intervention and red suggests intervention is necessary.
- 5) Performance status for each of the output measures is then combined for each priority to show at a glance high level performance. This should enable members to see at a high level how the council is performing against its priorities.
- 6) The target for the indicator '% of council homes at 'C' or higher energy efficiency rating' has been increased from 72% to 80% since targets for output measures were agreed by Cabinet on 10<sup>th</sup> July 2019. This is due to an improved methodology which excludes homes where the rating is not yet known.
- 7) A copy of the full performance report can be found at appendix A.

### **Headlines for quarter 3 performance output measures**

- 8) Overall performance on output measures this quarter has improved and sees three of the council priorities showing as green (people living well, great neighbourhoods, housing and environment and a healthy organisation) and one

priority (inclusive economy) as red. Overall 62% of target indicators are green, which is an improvement on the previous quarters. There are areas where the council is performing well and exceeding its targets but also some specific issues highlighted below. Each of the performance measures are provided within the relevant section of the performance report at appendix A.

- 9) The following areas of performance on output measures are brought to your attention:
- a) Street Cleaning on inspection performance has been severely affected by mechanical failures in an ageing vehicle fleet. New vehicles have been procured and new cleaning schedules commenced in February.
  - b) The amount of additional income clients have gained via debt/ money advice has increased for Q3 this reflects commonly increased service take-up after the summer school holidays.
  - c) The percentage of households who asked for help and were prevented from homelessness is again above target for the quarter. 90% of applicants threatened with homelessness being prevented from becoming so. This figure reflects the success of our prevention focussed model and the hard work of the housing options team to maintain such high performance despite high caseloads and an often challenging external environment.
  - d) The improvement in food safety standards remains steady. The new tablet inspection App is in testing but not yet been released for use.
  - e) The percentage of people reporting an increase in digital skills and confidence is above target again for the quarter. This is the number of newly engaged learners this quarter, including Digital Stuff Hub loans, but excluding repeat learners (who engaged in at least one previous quarter) and people we assisted with UC activities (who usually seek one-off help, and thus are not fully engaged with the project).
  - f) 32% of people accessing community centres live in areas within the bottom quarter of national deprivation data. This is positive and we continue to work with centres to improve this and also improve the access from those living locally to each centre.
  - g) Quarterly returns for cumulative volunteer hours in parks and open spaces are showing a good level of volunteer hours. Based on the previous 3 quarters we are on target to achieve the annual target.
  - h) Number of visitors to council run events has fallen for the second continuous quarter, though inclement weather during recent major events has been a factor here. This indicator is now in red.
  - i) Norwich Market occupancy rates remain high. Rates of occupancy has increased the last two quarters and currently stands at 98.95% occupied for Q3.
  - j) In Q3, 362 planning applicants, both professional and personal, were surveyed regarding their experience in dealing with us with a recent application. We received 74 complete responses. The survey questions cover how well customers felt the planning department communicated with them and how satisfied they were with the handling of their application. 83% of participants were satisfied or very satisfied with the service they received. Comments received suggest customers were pleased to find staff available, approachable, quick to respond, and pragmatic in their communications. The comments also suggest that updates on the progress of applications could be

improved, either manually or automated by the online planning application system.

- k) 100% of planning decisions were upheld at appeal in this quarter, meaning that the council's original decision were correct, exceeding the target.
- l) The quarter 3 general fund forecast outturn for the 2019/20 financial year is an under-spend of £2,283,000 against budget.
- m) Performance is encouraging for channel shift as work continues to improve and streamline online web-forms and ease of accessing services on our website. Targets for both channel shift – online usage and avoidable contact were met this quarter.
- n) For quarter 3, 51% of tenants said they feel safe (a combination of feeling safe during the day, and after dark). This is an improvement of two percentage points over the result for the previous quarter. The result for all residents (tenants and non-tenants combined) also went up, from 64% in Q2 to 66% in Q3. There can be seasonal variations with this survey (e.g. length of daylight) but continued analysis of data over a longer period is the best way to see whether these improvements are sustained.

### **Headlines for quarter 3 outcome measures**

- 10) Footfall figures for Norwich during Q3 are down slightly (by 0.5%) on the previous quarter. This may seem surprising given it covers the period up to and including Christmas but note that the figures include all those who work in the city centre as well as shoppers. It is likely that the number of workers in the city centre fell during Christmas week.
- 11) Residents who feel part of their communities, and who believe their communities pull together are both below 40% again this quarter however there was a small increase compared to last quarter on both measures. This data has only been collected for three quarters, so will both be monitored for trends as additional data is collected. These questions will also be asked in specific parts of the city pre- and post-intervention as part of the Safer Neighbourhoods programme to evaluate the impact of interventions.
- 12) The further year on year reduction in rough sleepers reflects the resources that the council dedicates to helping this vulnerable client group, our innovative approach at looking at new solutions and our ongoing work with partners to achieve successful outcomes.
- 13) Total amount of additional income clients have gained through debt/money advice (via commissioned partner organisations) increased again this quarter to £64,111.06. Figures do not include debt prevented, written off, or reduced which totalled £663,606.

## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	11 March
<b>Head of service:</b>	Adam Clark
<b>Report subject:</b>	Quarter 3 performance report 2019/20
<b>Date assessed:</b>	February 2019
<b>Description:</b>	This report sets out progress against the key performance measures that are designed to track delivery of the Corporate Plan priorities for quarter 3 of 2019/20.

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)		<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"/>	
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
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"/>	
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"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment
<b>Positive</b>
<b>Negative</b>
<b>Neutral</b>
<b>Issues</b>
The range of council activity represented by this report means that it is not possible to identify the aggregate impact; this is covered by the individual impact assessments that are conducted as part of routine council business





**NORWICH**  
City Council

## Q3 Corporate Performance report



Next page

People Living well

Great neighbourhoods,  
housing and environment

Inclusive economy

A healthy organisation

This report sets out a series of measures that are designed to track delivery of the corporate plan. This is the **third** quarterly performance report for the corporate plan 2019-2022.

The corporate plan 2019-22 established three corporate priorities: people living well; great neighbourhoods, housing and environment; and inclusive economy. It also contained the objective of maintaining a healthy organisation.

There are two sets of metrics within this report:

- **Outcome measures** for each of the corporate priorities show the context in which the council is delivering its services. They indicate progress towards the outcomes that the city council is seeking to achieve in the city in collaboration with others. There are no numeric targets for outcome measures.
- **Output measures** show how well the council is playing its part in achieving the outcomes. These are the key indicators of the council's performance and show the quantity or quality of the council's own services. There are targets for output measures from which a red, amber or green (RAG) status is derived, showing whether the targets are being met.


This report is laid out with the full suite of output indicators first, followed by the full suite of outcome indicators, to give salience to the council's own performance


Taken together, these two set of metrics show how well the vision, mission and priorities of the corporate plan are being met. The overall RAG status of the three corporate priorities and the 'healthy organisation' objective only reflect the council's own performance (i.e. the output measures).

For further information regarding the corporate plan, please click on the link below:


[https://www.norwich.gov.uk/info/20277/performance\\_and\\_open\\_data/1859/corporate\\_plan](https://www.norwich.gov.uk/info/20277/performance_and_open_data/1859/corporate_plan)

## OUTPUT INDICATORS START HERE

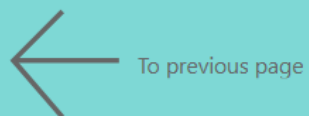
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Output indicators: People living well

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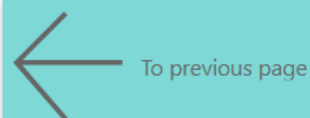
Priority	Measure	Target	RAG status	Q3 actual	Q3 commentary
CPlan 2019-22 People Living Well	% of food premises moving from non-compliant to compliant	80	●	85	The improvement in food safety standards remains steady. The new tablet inspection App is in testing but not yet been released for use.
CPlan 2019-22 People Living Well	% of households who asked for help who were prevented from homelessness	60	●	90	Excellent performance is maintained, with 90% of applicants threatened with homelessness being prevented from becoming so. This figure reflects the success of our prevention focussed model and the hard work of the housing options team to maintain such high performance despite high caseloads and an often challenging external environment.
CPlan 2019-22 People Living Well	% of people engaged through the digital inclusion project reporting an increase in digital skills and confidence	70	●	75	This is the number of newly engaged learners this quarter, including Digital Stuff Hub loans, but excluding repeat learners (who engaged in at least one previous quarter) and people we assisted with UC activities (who usually seek one-off help, and thus are not fully engaged with the project).
CPlan 2019-22 People Living Well	% of respondents satisfied with the outcome of their ASB case -	65	◆	28	Satisfaction with the council's response to anti-social behaviour remains low due to reduced capacity with the teams concerned. Officers continue to focus on the most high risk cases as a priority. Action is being taken to achieve improvements.
CPlan 2019-22 People Living Well	% of respondents satisfied with the service provided to deal with ASB -	59	◆	34	Satisfaction with the council's response to anti-social behaviour remains low due to reduced capacity with the teams concerned. Officers continue to focus on the most high risk cases as a priority. Action is being taken to achieve improvements.
CPlan 2019-22 People Living Well	% of tenants feeling safe	60	◆	51	For quarter 3, 51% of tenants said they feel safe (a combination of feeling safe during the day, and after dark). This is an improvement of two percentage points over the result for the previous quarter. The result for all residents (tenants and non-tenants combined) also went up, from 64% in Q2 to 66% in Q3. There can be seasonal variations with this survey (e.g. length of daylight) but continued analysis of data over a longer period is the best way to see whether these improvements are sustained.
CPlan 2019-22 People Living Well	£ Total amount of additional income clients have gained through debt/money advice (via council-provided advice)	43000	●	64111	Q3 results reflect commonly increased service takeup after the summer school holidays.



## Output indicators: People living well

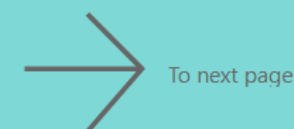


Priority	Measure	Target	RAG status	Q3 actual	Q3 commentary
CPlan 2019-22 People Living Well	Additional quarterly income identified for users through use of the Better Off website	6500	●	6942	Stats provided by Looking Local Ltd.
CPlan 2019-22 People Living Well	Average saving of switch and save beneficiaries (£)	100	●	226	
CPlan 2019-22 People Living Well	Number of insulation measures completed	150	●	259	
CPlan 2019-22 People Living Well	Participation in physical activity sessions in our assets		●	122773	Target agreed at 2% increase compared to the previous years total. The data from this year will be used as a baseline for 2020-21 YTD target.
CPlan 2019-22 People Living Well	Proportion of benefit decisions upheld at review stage	40	●	49	KPI achieved for Q3 and remains at a similar level to that reported in Q2 (around 49%) while there was a small increase in total appeals dealt with (+12).
CPlan 2019-22 People Living Well	Revenue and Benefits satisfaction levels	75	●	83	Q3 satisfaction exceeded at 83.1% for Revs & Bens combined. Revs - 85.29%, Bens - 80.65%, whole council - 80.41%. Revs & Bens YTD exceeds KPI at 81.5%



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## Output indicators: Great neighbourhoods, housing and environment



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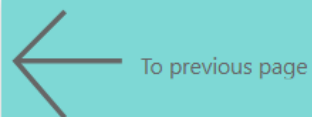
Priority	Measure	Target	Q3 actual	RAG	Q3 commentary
Great Neighbourhoods, Housing and Environment 2019-22	% of council homes at 'C' or higher Energy Efficiency rating (%)	80.00	79.02	▲	
Great Neighbourhoods, Housing and Environment 2019-22	% upgrades complete (Norwich standard proxy measure)	55.00	58.00	●	
Great Neighbourhoods, Housing and Environment 2019-22	Assets maintained by community groups	60.00	50.00	◆	
Great Neighbourhoods, Housing and Environment 2019-22	% of community accessing community centres by income decile (%)	30.00	32.00	●	32% of people accessing community centres live in areas within the bottom quarter of national deprivation data. This is positive and we continue to work with centres to improve this and also improve the access from those living locally to each centre.
Great Neighbourhoods, Housing and Environment 2019-22	Customers satisfied with the Planning Development Management Service (%)	75.00	82.43	●	In Q3, 362 planning applicants, both professional and personal, were surveyed regarding their experience in dealing with us with a recent application. We received 74 complete responses. The survey questions cover how well customers felt the planning department communicated with them and how satisfied they were with the handling of their application. 83% of participants were satisfied or very satisfied with the service they received. Comments received suggest customers were pleased to find staff available, approachable, quick to respond and pragmatic in their communications. The comments also suggest that updates on the progress of applications could be improved, either manually or automated by the online planning application system.
Great Neighbourhoods, Housing and Environment 2019-22	Streets clean on inspection	88.00	85.10	▲	Performance has been severely affected by mechanical failures in an ageing vehicle fleet. New vehicles have been procured and new cleaning schedules commenced in February.
Great Neighbourhoods, Housing and Environment 2019-22	Cumulative Volunteer hours in parks and open spaces	6000.00	9,729.50	●	Quarterly returns are showing a good level of volunteer hours. Based on the previous 3 quarters we are on target to achieve the annual target.
Great Neighbourhoods, Housing and Environment 2019-22	% domestic waste recycled/ composted, residual (%)	40.00	38.57	▲	There is a national trend of falling recycling rates, partly due to consumers making more effort to avoid excess packaging. Disappointingly there is also still far too much recyclate being disposed in the residual waste bins.
Great Neighbourhoods, Housing and Environment 2019-22	% of planning appeals overturned on review (%)	66.00	100.00	●	We have won 100% of appeals in this quarter exceeding the target.
Great Neighbourhoods, Housing and Environment 2019-22	Residual household waste (Kg)	93.75	99.60	◆	This figure remains low for an entirely urban local authority. Officers are considering what factors have caused this figure to vary considerably over the past 12 months.


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## Output indicators: Inclusive economy


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Priority	Measure	Target	RAG status Q3	Q3 Actual	Q3 commentary
Cplan 2019-22 Inclusive Economy	Norwich Market occupancy rate (%)	90.00	▲	98.95	
Cplan 2019-22 Inclusive Economy	Proportion of top earners with protected characteristics (compared to the whole workforce) - Female	42.60	▲	37.00	Change relates to recruitment of 1 employee during the period
Cplan 2019-22 Inclusive Economy	Number of visitors to council run events	140,000.00	◆	119,089.00	
Cplan 2019-22 Inclusive Economy	Proportion of top earners with protected characteristics (compared to the whole workforce) - Ethnic minorities	3.10	◆	2.11	Change relates to recruitment of 1 employee during the period
Cplan 2019-22 Inclusive Economy	Proportion of top earners with protected characteristics (compared to the whole workforce) -Disability	11.30	◆	2.11	Change relates to recruitment of 1 employee during the period



## Output indicators: Healthy organisation



Priority	Measure	Target	Q3 actual	RAG status Q3	YTD	Q3 commentary
CPlan Healthy Org 2019-22	Overall council performance - % of output indicators on target -	75.00	61.8	❖	57.7	21 out of 34 indicators are green. This is an increase compared with the last 2 quarters, though still below target. Corporate performance will continue to be monitored and areas for improvement identified.
CPlan Healthy Org 2019-22	Presence rate of employees (proportion of employees with 100% attendance)	70.00	64.0	▲	73.5	Below target and reduction from previous quarter. Seasonal sickness in Qu 3 resulted in higher number of employees taking short term sickness absence
CPlan Healthy Org 2019-22	Channel shift - online usage -	22.00	27.4	●	25.4	Target met. Work continues to improve and streamline online web-forms and ease of accessing services on our website.
CPlan Healthy Org 2019-22	Customer satisfaction -	76.00	80.4	●	77.7	Target met. Consistent increase in customer satisfaction.
CPlan Healthy Org 2019-22	Absence rate of employees	9.80	2.4	●	9.5	Projected outturn based on Qu3 is 9.52 days per employee
CPlan Healthy Org 2019-22	Avoidable contact - failure demand (by service area)	32.00	29.4	●	29.9	The target has been achieved. Development of services for benefitS online should help further reduce levels of avoidable contact.
CPlan Healthy Org 2019-22	Council on track to remain within General Fund budget	250,000.00	-2283000.0	●		The quarter 3 general fund forecast outturn for the 2019/20 financial year is an underspend against budget of £2,283k.



## OUTCOME INDICATORS START HERE

### Outcome indicators: People living well

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Priority	Measure	Q3 actual	Q3 commentary
CPlan 2019-22 People Living Well	Total number of foodbank visits per quarter	3336	Total fed for this quarter stands at 3,336. November and December 2019 both saw over 1,000 parcels distributed. Food parcels distributed peaked in December with 1305 parcels distributed (a 28% increase on December 2018 when 929 parcels were distributed).
CPlan 2019-22 People Living Well	Number of people presenting in housing need - broken down by local connection	121	Number of presentations remained steady despite the Christmas closedown.
CPlan 2019-22 People Living Well	% people feeling safe (including by protected characteristics)	66.11	For quarter 3, 51% of tenants said they feel safe (a combination of feeling safe during the day, and after dark). This is an improvement of two percentage points over the result for the previous quarter. The result for all residents (tenants and non-tenants combined) also went up, from 64% in Q2 to 66% in Q3. There can be seasonal variations with this survey (e.g. length of daylight) but continued analysis of data over a longer period is the best way to see whether these improvements are sustained.
CPlan 2019-22 People Living Well	Total amount of additional income clients have gained through debt/money advice (via commissioned partner organisations)	584010	Figures do not include debt prevented, written off, or reduced which totalled £663,606. NCLS estimate that of the £629, 010 they quote only 50% are Norwich residents
CPlan 2019-22 People Living Well	Community Tension statistics	Data not available this quarter	
CPlan 2019-22 People Living Well	Council ASB statistics	Data not available this quarter	
CPlan 2019-22 People Living Well	Overall crime statistics	Data not available this quarter	
CPlan 2019-22 People Living Well	Police ASB statistics	Data not available this quarter	

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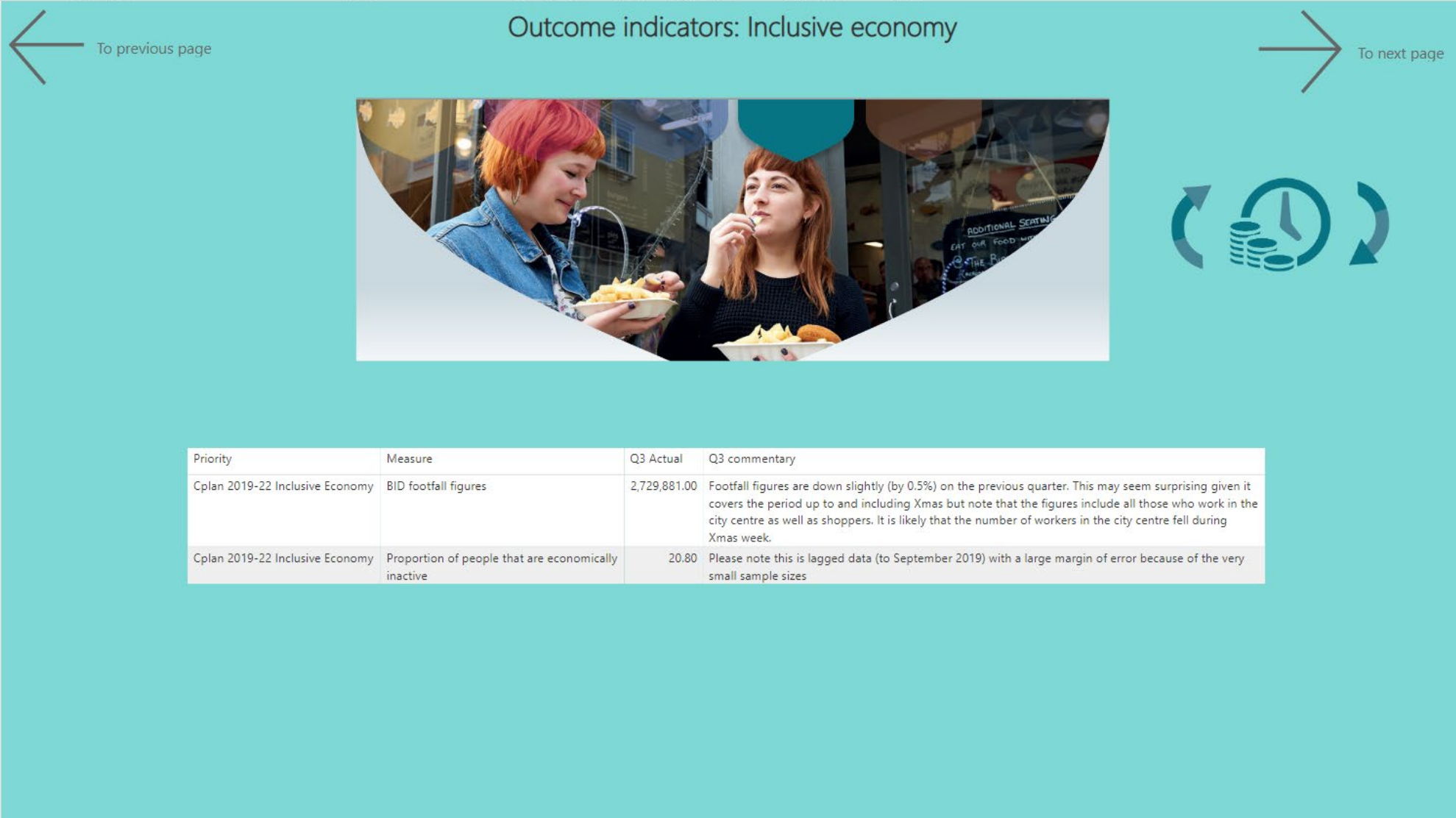
## Outcome indicators: Great neighbourhoods, housing and environment

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Priority	Measure	Q3 actual	Q3 commentary
Great Neighbourhoods, Housing and Environment 2019-22	Food waste per household (Kg)	12.20	
Great Neighbourhoods, Housing and Environment 2019-22	Resident perception of how much part of a community they feel (%)	30.92	
Great Neighbourhoods, Housing and Environment 2019-22	Resident perception of how the community pulls together (%)	32.43	
Great Neighbourhoods, Housing and Environment 2019-22	Resident perception of street cleanliness		
Great Neighbourhoods, Housing and Environment 2019-22	Residents satisfied with their neighbourhood (%)		
Great Neighbourhoods, Housing and Environment 2019-22	People satisfied with parks and open spaces (%)	79.78	There is a small drop however, this may be due to seasonal trends as parks and open spaces are not at their best in Q3. Quarterly data from previous years has been requested to identify any seasonal impact trend.







<b>Report to</b>	Cabinet	<b>Item</b>  <b>9</b>
	11 March 2020	
<b>Report of</b>	Director of resources	
<b>Subject</b>	Scrutiny committee recommendations	

### **Purpose**

To consider the recommendations from the scrutiny committee meeting held on 11 February 2020.

### **Recommendation**

To ask cabinet to consider 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**

Adam Clark, strategy manager

01603 212273

Emma Webster, scrutiny liaison officer

01603 212417

### **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.
3. The following is a summary of the visit by the Police and Crime Commissioner (PCC) for Norfolk to overview and scrutiny committee on 11 February 2020 with the recommendations that were made accordingly.
4. Lorne Green, Police and Crime Commissioner for Norfolk, Superintendent Terry Lordan, Norfolk Constabulary and Dr Gavin Thompson, Director of Policy and Commissioning at the office of the Police and Crime Commissioner for Norfolk attended overview and scrutiny. This was an opportunity for members to question the PCC on issues which concerned them and table questions on behalf of their constituents. Topics were wide ranging and included;
  - Value for money
  - County lines activity
  - The effect on crime of cuts to mental health services.
  - Reporting of criminal activity
  - PCSOs and neighbourhood policing
  - Allocation of police officers to the east of the city
  - Decision of the PCC to stand down at the next election
  - Racial profiling and 'stop and search' procedure
  - Wellbeing support for police officers and staff
  - Costs associated with calling the non-emergency policing number
  - Public Space Protection Orders
  - Provision and monitoring of CCTV
  - Security doors on council owned estates
  - Safer Streets Fund
  - Safe drug consumption spaces
  - Cycling on the pavement
  - Knife crime
  - Provision of accommodation for those leaving prison
5. It was **RESOLVED** to ask cabinet to:
  - (1) Consider monitoring of CCTV provision in the city, including investigating pooling of resources,

- (2) Explore all avenues of collaboration between the office of the Police and Crime Commissioner and the city council; and
- (3) Conduct research into how Public Space Protection Orders are used in other cities to give the council an informed position on these, including working in partnership with the police.

## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	11 March
<b>Director / Head of service</b>	Anton Bull
<b>Report subject:</b>	Scrutiny Committee Recommendations
<b>Date assessed:</b>	25 February 2020
<b>Description:</b>	A summary of scrutiny committee discussions and recommendations from 11 February 2020.

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



**Report to** Cabinet  
11 March 2020  
**Report of** Head of HR and Learning  
**Subject** Pay Policy Statement 2020-21

**Item**

10

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**Purpose**

To consider the pay policy statement for 2020-21.

**Recommendation**

To recommend that Council approves the pay policy statement for 2020-21.

**Corporate and service priorities**

The report helps to meet the corporate priority inclusive economy.

**Financial implications**

The pay policy statement sets out current remuneration arrangements and there are no additional or increased financial implications or risks arising from the pay policy.

The financial implications have been factored into the budget setting process.

**Ward/s:** All Wards

**Cabinet member:** Councillor Waters - Leader

**Contact officers**

Dawn Bradshaw, head of HR and learning

01603 212434

**Background documents**

None

# Report

1. Section 38 (1) of the Localism Act 2011 requires the Council to consider, approve and publish a pay policy statement for each financial year. The pay policy statement must be approved by a resolution of the full Council by 31 March.
2. The pay policy statement (attached at appendix 1) must as a minimum set out the councils policies relating to:
  - (a) The remuneration of its chief officers
  - (b) The remuneration of its lowest paid employees
  - (c) The definition of the lowest paid employees adopted by the council for the purposes of the pay policy statement and the reasons for adopting that definition.
  - (d) The relationship between the remuneration of its chief officers and employees who are not chief officers.
  - (e) The publication of and access to information relating to remuneration of chief officers.
3. The pay policy statement for 2020 -21 incorporates the following changes:
  - a) Reference to the gender pay gap has been added at 6.18.
4. A pay offer of 2% was made by the national employers on 5 February 2020 for the period 1 April 2020 to 31 March 2021. The offer has been rejected by the trade unions. Pay rates included in the pay policy statement will be updated in line with any agreed pay increase.
5. The pay and grading structure will also be updated to incorporate additional pay grades following a transfer under TUPE regulations on 1 April 2020. This will include a statutory officer.
6. The pay policy statement meets the statutory requirements of the Localism Act

## Integrated impact assessment



**NORWICH**  
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	11 March 2020
<b>Director / Head of service</b>	Head of HR and learning
<b>Report subject:</b>	Pay Policy Statement 2020/21
<b>Date assessed:</b>	February 2020

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	x	<input type="checkbox"/>	<input type="checkbox"/>	
Other departments and services e.g. office facilities, customer contact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Not applicable
ICT services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Not applicable
Economic development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Not applicable
Financial inclusion	<input type="checkbox"/>	x	<input type="checkbox"/>	Councils pay policy supports financial inclusion
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Not applicable
<u>S17 crime and disorder act 1998</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Not applicable
Human Rights Act 1998	x	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	x	<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 type="checkbox"/>	<input type="checkbox"/>	Not applicable
Eliminating discrimination & harassment	x	<input type="checkbox"/>	<input type="checkbox"/>	Nationally agreed non-discriminatory job evaluation scheme used. A full equality impact assessment was carried out on the pay and grading structure in 2019 and discussed with the recognised trade union
Advancing equality of opportunity	x		<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Not applicable
Natural and built environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Not applicable
Waste minimisation & resource use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Not applicable
Pollution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Not applicable
Sustainable procurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Not applicable
Energy and climate change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Not applicable

	Impact			
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	x	<input type="checkbox"/>	<input type="checkbox"/>	

<b>Recommendations from impact assessment</b>
<b>Positive</b>
<b>Negative</b>
<b>Neutral</b>
<b>Issues</b>





## **PAY POLICY STATEMENT 2020-21**

### **Introduction**

This pay policy statement is provided in accordance with Section 38 of the Localism Act 2011 and is effective from 1 April 2020. The pay policy statement was approved at a meeting of full council on *(add date)*.

### **Scope**

This document sets out the council's pay and reward arrangements for the whole workforce including senior pay arrangements but excluding a small number of employees whose terms and conditions of employment are protected under TUPE regulations.

### **1. Employee remuneration up to and including heads of service**

- 1.1 Employees up to and including head of service grades are subject to the National Joint Council (NJC) for local government services national agreement on pay and conditions of service. These are supplemented by locally agreed collective agreements reached with trade unions recognised by the council.
- 1.2 The councils pay structure commences at spinal column point (SCP) 4 up to SCP 59L. SCP'S 4 to 43 reflect the NJC national pay points, SCP'S 44L to 59L are locally agreed pay points.
- 1.3 There are 14 grades within the pay structure. Grade 1 is the lowest grade and grade 14 is the highest grade. Grades 13 and 14 apply to head of service posts. Grade 13 is not currently used.
- 1.4 Salaries in these pay grades are updated in line with pay awards notified from time to time by the NJC for local government services.
- 1.5 Posts are allocated to the pay grades through a process of formal job evaluation using the NJC job evaluation scheme.

# 1.6 Pay and grading structure – pay rates from 1 April 2019\*

Grade	JE score	SCP	Annual salary	Hourly rate
Grade 1	Up to 260	4	£18,426	£9.55
		5	£18,795	£9.74
Grade 2	261 - 291	6	£19,171	£9.94
		7	£19,554	£10.14
Grade 3	292 - 332	8	£19,945	£10.34
		9	£20,344	£10.54
		10	£20,751	£10.76
		11	£21,166	£10.97
		12	£21,589	£11.19
		13	£22,021	£11.41
Grade 4	333 - 373	14	£22,462	£11.64
		15	£22,911	£11.88
		16	£23,369	£12.11
		17	£23,836	£12.35
		18	£24,313	£12.60
		19	£24,799	£12.85
Grade 5	374 - 414	20	£25,295	£13.11
		21	£25,801	£13.37
		22	£26,317	£13.64
		23	£26,999	£13.99
		24	£27,905	£14.46
Grade 6	415 - 455	25	£28,785	£14.92
		26	£29,636	£15.36
		27	£30,507	£15.81
		28	£31,371	£16.26
Grade 7	456 - 501	29	£32,029	£16.60
		30	£32,878	£17.04
		31	£33,799	£17.52
		32	£34,788	£18.03
Grade 8	502 - 547	33	£35,934	£18.63
		34	£36,876	£19.11
		35	£37,849	£19.62
		36	£38,813	£20.12
Grade 9	548 - 593	37	£39,782	£20.62
		38	£40,760	£21.13
		39	£41,675	£21.60
		40	£42,683	£22.12
Grade 10	594 - 644	41	£42,928	£22.25
		42	£44,632	£23.13
		43	£45,591	£23.63
		44L	£47,086	£24.41

Pay and grading structure – pay rates from 1 April 2019\*(continued)

Grade	JE score	SCP	Annual salary	Hourly rate
Grade 11	645 - 695	45L	£48,039	£24.90
		46L	£49,312	£25.56
		47L	£50,618	£26.24
		48L	£51,961	£26.93
Grade 12	696 - 751	49L	£53,338	£27.65
		50L	£54,750	£28.38
		51L	£56,201	£29.13
		52L	£57,691	£29.90
Grade 13	752 - 812	53L	£59,220	£30.70
		54L	£60,789	£31.51
		55L	£62,401	£32.34
		56L	£64,403	£33.38
Grade 14	813+	57L	£65,570	£33.99
		58L	£67,492	£34.98
		59L	£69,281	£35.91
TUPE grades				
I		28L	£25,877	£13.41
		29L	£26,889	£13.94
		30L	£27,780	£14.40
		31L	£26,648	£13.81
		32L	£29,485	£15.28
P2		5	£38,443	£19.93
		6	£39,431	£20.44
		7	£40,420	£20.95
		8	£41,408	£21.46
		8a	£42,448	£22.00
		8a	Non-consolidated	

\*National employers made a pay offer of 2 % on 5 February 2020 for the period 1 April 2020 to 31 March 2021, which was not accepted by trade unions. Pay and grading information will be updated when the pay increase is agreed.

1.7 Employees on Grade 1 are defined as our lowest paid employees.

1.8 The council pays employees no less than the Living Wage Foundation living wage rate. The rate is reviewed and updated by the Living Wage Foundation annually in November. If the council's lowest pay grade falls below the living wage rate, a supplement will be paid to equate to the living wage rate from 1 April following any increase.

## 2. Chief executive and chief officer pay

- 2.1 The council's chief executive is the head of paid service and the directors are chief officers.
- 2.2 The current pay arrangements are locally determined and operated. Salaries in these pay grades are updated in line with pay awards notified from time to time by the Joint Negotiating Committee (JNC) for Chief Executives and Chief Officers.
- 2.3 Recommendations on chief executive and chief officer pay above head of service level are considered and agreed by Cabinet. A senior pay remuneration panel established from April 2013, review the pay and reward arrangements as required, and make recommendations in relation to the remuneration of the chief executive and director posts. The remit of the senior pay remuneration panel is laid down in the membership and terms of reference agreed at Cabinet on 18 February 2013, updated from 1 April 2015.
- 2.4 New appointments to be paid a salary package of £100,000 per annum or above are approved by full Council. The post of chief executive is the sole post which carries a salary range of over £100,000 per annum.
- 2.5 Chief executive and chief officer grading structure

Grade	SCP	From 1 April 2019	
		Annual Salary (FT) £	Hourly rate £
<b>Chief Executive</b>	150	£126,181	£65.40
	151	£129,048	£66.89
	152	£131,916	£68.38
	153	£134,784	£69.86
	154	£137,651	£71.35
<b>Director</b>	106	£74,203	£38.46
	107	£77,737	£40.29
	108	£81,270	£42.12
	109	£84,804	£43.96

- 2.7 One director post has additional responsibilities for deputising for the chief executive and receives an honorarium equivalent to 10% of their basic annual salary.
- 2.8 The terms and conditions of employment for the chief executive and chief officers are determined in accordance with collective agreements, negotiated from time to time, by the JNC for Chief Executives and the JNC for Chief Officers, as set out in the Scheme of Conditions of Service. These are supplemented by local agreements reached with trade unions recognised by the council and by the rules of the council.

### **3. Heads of service and senior managers**

- 3.1 Some senior officers are classed as non-statutory chief officers or deputy chief officers under the Local Government and Housing Act 1989, due to the council's organisational structure.
- 3.2 In accordance with the Local Government and Housing Act 1989 a non-statutory chief officer for the purposes of this pay policy statement is defined as a person who reports directly to or is accountable directly to the head of paid service. A deputy chief officer is defined as a person who reports directly to or is directly accountable to a statutory or non-statutory chief officer. This definition excludes secretarial, clerical and support services.
- 3.3 These senior officers and heads of service are not subject to the pay and conditions of service determined by the JNC for Chief Officers of local authorities but are employed under NJC terms and conditions and are paid in line with the pay structure detailed in 1.6.

### **4. Other arrangements**

#### **4.1 Election fees**

The Returning Officer has overall responsibility for the conduct of elections and is appointed under the Representation of the People Act 1983. The role of returning officer is carried out by an employee of the council but is carried out in a personal capacity and is distinct and separate from their duties as an employee. Election fees are paid for the additional duties and are paid separately to the normal salary arrangements.

The chief executive is the council's Returning Officer.

Fees for Parliamentary, Police Commissioner, Referendum and European elections are set by parliamentary statutory order.

Fees for undertaking County and District elections are calculated in accordance with a formula agreed annually by the Norfolk Chief Executives' Group, based on a recommendation by the County Electoral Officers' Group.

The setting of Returning Officer fees is considered by a meeting of the Chairpersons of the Norfolk authorities' member remuneration panels.

Other employees of the council, including senior officers within the scope of this policy may receive additional payment for specific election duties.

#### **4.2 Monitoring officer (S51 Local Government and Housing Act 1989)**

The council's monitoring officer is provided by an employee of Norfolk County Council who carries out the role under a delegation of function agreement. The remuneration arrangements for the post of monitoring officer are not covered under this pay policy statement.

## **5.0 Lowest and highest paid employees**

- 5.1 The councils lowest paid employees are paid on Grade 1 of the pay structure. The minimum pay point paid to any employee is SCP 4 of the pay structure. This equates to a basic salary of £18,426 per annum. The salary range for Grade 1 is £18,426 to £18,795 per annum.

The council's highest paid employee is the chief executive. The chief executive salary scale ranges from £126,181 to £137,651 per annum.

## **5.2 Pay Multiples**

The ratio between the highest paid employee and other employees based on the median earner for 2019/20 is: *(to be calculated and published following March 2020 pay run but expected to be circa 1:5).*

The pay multiple is calculated based on taxable earnings for the period 1 April to 31 March each year.

The ratio of the highest and lowest pay point, based on full time equivalent salaries at 31 March 2020 is: 1:7.47

In calculating the pay ratios, full time equivalent salaries have been used.

- 5.3 The council does not have a policy on maintaining or reaching a specific pay ratio between the highest and lowest paid employees.

## **6.0 General principles applying to remuneration of all employees**

### **6.1 Living wage**

The council is an accredited Living Wage Foundation living wage employer and has adopted a living wage policy for employees and agency workers and contractors engaged through the council's procurement processes.

### **6.2 Pay on appointment**

Starting salary on appointment is determined by assessment of relevant experience and competence to undertake the job role and taking account of current salary level. Salary on appointment will be within the salary range for the post.

### **6.3 Pay progression**

All employees are remunerated on a pay range. The pay policy recognises that movement through defined pay ranges should continue as employees increase their effectiveness and expertise through knowledge and experience and most employees will normally receive an annual increment on 1 April each year up to the maximum point of the pay grade

Employees appointed between 1 October and 31 March receive their first increment after 6 months in post and any subsequent increments on 1 April each year.

Accelerated increments can be awarded on the basis of special merit or ability, subject to the maximum of the scale not being exceeded.

#### **6.4 Relocation and disturbance**

Relocation expenses may be granted where new employees are required to move to the area in order to take up employment and their circumstances meet the criteria laid down in the relocation assistance scheme.

Existing employees required to move home for their employment or who incur additional costs as a result of a decision of the council in respect of their employment may be eligible for reimbursement of some expenses depending on the circumstances.

#### **6.5 Expenses and Travel**

- **Travel for work**

Employees are not required to provide a car for work purposes and pool cars are available for official business travel.

Employees may choose to use their own transport for official business travel and are reimbursed at the following rates:

Mileage per mile first 8,500 miles	46.9 p
Mileage per mile after 8,500 miles	13.7 p

Employees required to have access to a vehicle, because of the nature of their duties are classified as operational users. Operational users have access to pool cars but may use their own vehicle and be reimbursed mileage.

- **Car Parking**

Operational users who work in or from city hall and use their own vehicle for work purposes are provided with a city centre car park pass.

Employees who are required to remain at work or return to work to attend an evening meeting will be provided with a city centre car park pass to enable them to attend the evening meeting.

Employees working at other council buildings may use the parking at the site, where this is available.

- **Subsistence**

Subsistence will be paid to employees who necessarily incur additional expense in the course of their work. Claims will generally be supported by a receipt. Actual expenditure is reimbursed, subject to locally agreed maximum amounts.

#### **6.6 Bonus scheme**

The council does not operate a bonus scheme.

#### **6.7 Performance related pay**

The council does not operate a performance related pay scheme.

#### **6.8 Professional fees and subscriptions**

The council reimburses professional fees and subscriptions as follows:

- employees undertaking approved studies towards a professional qualification, which require professional membership. The subscription is paid for the period of the studies, subject to satisfactory progress being made.
- specified professions where there are proven recruitment difficulties as a recruitment and retention incentive.
- statutory chief officers where the professional membership is a requirement in accordance with their statutory function.

#### **6.9 Overtime and enhancements**

Some posts within the council attract enhancements and/or overtime payments. Overtime and enhancements are applied in accordance with set criteria which are nationally and locally agreed.

#### **6.10 Honoraria**

If it is appropriate for an honorarium to be paid, this will be in accordance with agreed principle for payment of honoraria.

#### **6.11 Severance arrangements**

On ceasing to be employed by the council, employees will only receive compensation where this is appropriate as outlined below:

Employees who are dismissed for redundancy and who have a minimum of two years' continuous service with the council will normally be entitled to be paid statutory redundancy pay, which is calculated according to the individual employee's age, length of service and gross weekly pay subject to a statutory maximum.

The Local Government (early termination of employment) (Discretionary Compensation) England and Wales Regulations 2006 enable local authorities to increase redundancy payments above the statutory maxima subject to certain limits and to pay discretionary compensation in certain circumstances. Norwich city council has exercised its discretion to increase the redundancy payment as follows:

- the council will disregard the statutory upper pay limit when calculating a week's pay for the purposes of the statutory redundancy payment. This means that the employee's actual week's gross pay will be used for this purpose

and



- the statutory redundancy payment with the upper pay limit disregarded as set out above will be enhanced by a factor of 1.5.

Such discretionary enhanced redundancy payments will be made to employees who:

- are entitled to receive a statutory redundancy payment;
- or
- have voluntarily agreed to the termination of their employment where, had they been dismissed, the dismissal would have been by reason of redundancy.

Redundancy payments paid by the council may therefore comprise the required element: which is the statutory redundancy payment and the discretionary element: which provides for a discretionary enhanced redundancy payment.

Redundancy calculation is the same across the council irrelevant of position and pay grade.

Employees aged 55 and over and who are redundant and are members of the local government pension scheme immediately become entitled to receive their pension benefits. Pension benefits are not increased or augmented in these circumstances.

Outplacement support is offered to all employees who are redundant.

Severance packages in excess of £100,000 will be considered at full council.

## **6.12 Pension**

All employees who have a contract of employment for at least 3 months and are under age 75 are eligible to join the Local Government Pension Scheme. Employees who are eligible for membership automatically become members of the scheme unless they opt out.

The council make a contribution to the employee's pension, expressed as a percentage of the employee's pensionable pay. The contribution rate is assessed and set every three years following an actuarial valuation of the Norfolk Pension Fund.

The employee also makes a contribution to their pension. The employee contribution rates vary from 5.5% to 12.5% of actual pensionable pay.

The council auto enrolls all eligible employees into the Local Government Pension Scheme in accordance with legislative requirements.

## **6.13 Flexible retirement**

The council gives consideration to requests for flexible retirement from employees aged 55 and over who reduce their grade and/or hours of work. This enables the employee to have immediate access to their Local Government Pension Scheme benefits whilst retaining employment.

Requests are normally only granted when the overall financial impact is neutral or results in savings for the council.

The council does not waive any actuarial reductions resulting from early payment of pension benefits for flexible retirement.

#### **6.14 Market supplements**

The council does not currently pay market supplements. Should there be a future requirement for payment of market supplements a protocol for payment of market supplements will be agreed.

#### **6.15 Re- engagement**

All posts are advertised in accordance with the council's recruitment policies. Appointments and any decision to re-employ a former employee, who left employment in receipt of a severance or redundancy payment, will be made on merit.

Interim management appointments are made in accordance with the council's procurement policies and the provisions for contract for services.

The council will not engage a former city council employee within the scope of this policy outside of these arrangements.

#### **6.16 Tax avoidance**

The council will seek to appoint individuals to vacant posts using the recruitment procedures on the basis of contracts of employment and apply direct tax and national insurance deductions from pay through the operation of PAYE.

Consultants and agency workers are not employees of the council and are not covered by this pay policy statement. Where there is a need for consultant/interim support, the council will seek to avoid contractual arrangements which could be perceived as being primarily designed to reduce significantly the rate of tax paid by that person, such as paying the individual through a company, effectively controlled by him or her.

#### **6.17 Salary sacrifice**

The council provides salary sacrifice arrangements for childcare vouchers and the cycle to work initiative.

#### **6.18 Gender pay gap**

The Government implemented mandatory gender pay gap reporting for employers with 250 or more employees in April 2017.

As at 31 March 2018 women were paid 3% lower than men based on mean hourly rates and 3.4% more than men based on median hourly rates. The gender pay gap at 31 March 2019 will be reported and published no later than 30 March 2020.

Gender pay gap information can be viewed on the gender pay gap service.  
<https://gender-pay-gap.service.gov.uk>

## **7.0 Amendment and review of pay policy**

The council's pay policy statement will be reviewed and agreed by full council on an annual basis and before 31 March each year.

If it is necessary to amend the pay policy statement during the year that it applies, any amendment will be by resolution of the full Council.

The policy and any subsequent amended policy will be published on the council's website within 21 days of full council approval.



**Report to** Cabinet  
11 March 2020  
**Report of** Head of neighbourhood housing services  
**Subject** Investment in sheltered housing communal areas

**Item**

**11**

## **KEY DECISION**

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### **Purpose**

To consider a future investment to maintain and refurbish communal areas within the sheltered housing stock.

### **Recommendation**

To authorise the investment to upgrade the communal areas at identified sheltered housing schemes, to ensure they remain 'fit for purpose'.

### **Corporate and service priorities**

This report helps to meet the corporate policy great neighbourhoods, housing and environment.

### **Financial implications**

The financial implications of this report are an investment of £363,000 over 3 years, to complete the communal upgrades recommended, following a stock survey completed by NPS in April 2018.

The 2020/21 proposed HRA capital programme includes £110,000 for the regeneration and renewal of sheltered housing communal areas. NPS has recommended further investment of £132,000 within the 2021/22 financial year and £121,000 within the 2022/23 financial year to complete this work, which will form budget proposals for the HRA capital programme in future years.

**Ward/s:** All Wards

**Cabinet member:** Councillor Harris - Deputy leader and social housing

### **Contact Officers:**

Lee Robson – Head of neighbourhood housing services 01603 212120

### **Background documents**

None

# Report

## Background

1. The council's sheltered housing stock consists of 923 properties. There are 26 schemes made up of a mixture of one and two bedroom bungalows and flats in all parts of the city. 21 of these sites have communal facilities.
2. In April 2018, NPS carried out an asset appraisal of each sheltered housing scheme. The appraisal process uses new survey information and a range of existing data to establish a score out of 100. The surveys and assessments consider:
  - Age
  - Construction Type
  - Community and Amenities
  - Accessibility and Access System
  - Frequency, type and cost of day to day repairs
  - Norwich Standard Works
  - Demand and Voids
  - Estimated 30 Year Cost Plan
  - Income and Expenditure.
  - Energy Efficiency
  - Development Potential
3. A high number of schemes were assessed to be core stock or require some refurbishment as they are in high demand, in a good and maintainable condition, in popular locations and exceed the Norwich Standard.
4. An investment of £321,812 has already been made to eight of these schemes in recent years, to ensure they remain fit for purpose and provide good quality accommodation.
5. This report, focuses on a further eight schemes that require investment. These are, Alnwick Court, Harry Perry Close, Silver Birch Court, Bradecroft, Millers Lane, Waddington Court, Alfred Nicholls Court and Meadowsweet.
6. This investment will focus on upgrading flooring throughout the communal area (this included toilets and laundry facilities); internal decoration, and upgrading internal doors where this is required in the communal areas.
7. Minor building work may be recommend by NPS Norwich to improve the use of the communal building, as well as to upgrade the current front door to the communal area with a 'sensor controlled' door for easier access for wheelchairs users and tenants with mobility issues.
8. £60,000 has also been included within the proposed 2020/21 HRA revenue budget to replace white goods and furniture.

9. With the proposed financial investment, the sheltered housing properties and schemes identified in this report will be 'fit for purpose' at least for the life of the HRA 30 year business plan and will help tenants to live independently by helping reduce social isolation.

## Integrated impact assessment



**NORWICH**  
City Council

The IIA should assess **the impact of the recommendation** being made by the report  
Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

Report author to complete	
Committee:	Cabinet
Committee date:	11 March 2020
Director / Head of service	Lee Robson - Head of neighbourhood housing
Report subject:	Investment in sheltered housing communal areas
Date assessed:	4 February 2020



	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	x	<input type="checkbox"/>	Future proofing the sheltered housing stock
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>	<input type="checkbox"/>	X	<input type="checkbox"/>	Improved security features
Human Rights Act 1998	X	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	X	<input type="checkbox"/>	Reduce isolation

	Impact			
<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 type="checkbox"/>	X	<input type="checkbox"/>	Avoid social isolation
<b>Eliminating discrimination &amp; harassment</b>	X	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Advancing equality of opportunity</b>	X	<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>
<b>Transportation</b>	X	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Natural and built environment</b>	X	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Waste minimisation &amp; resource use</b>	X	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Pollution</b>	X	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Sustainable procurement</b>	X	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Energy and climate change</b>	X	<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>
<b>Risk management</b>	X	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment	
Positive	
Negative	
Neutral	
Issues	



**Report to** Cabinet  
11 March 2020  
**Report of** Head of neighbourhood housing services  
**Subject** The award of contract for a decoration allowance scheme  
for new housing tenants

**Item**

12

## KEY DECISION

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### Purpose

To consider an award of a contract for a decoration allowance scheme for new housing tenants

### Recommendation

To delegate authority to the director of people and neighbourhoods in consultation with the deputy leader and cabinet member for social housing to award the contract for a decoration allowance scheme for new housing tenants.

### Corporate and service priorities

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

### Financial implications

The costs arising from this decision will be met from approved budgetary provision within the Housing Revenue Account to a value of approximately £132,500.00 in total for each financial year, depending on the need for vouchers or decoration packs.

The contract usage will be based on the available budgets to provide the services. If the Councils approach changes in this area and there is no available budget we would simply cease obtaining the vouchers or packs.

**Ward/s:** All Wards

**Cabinet member:** Councillor Harris - Deputy leader and social housing

### Contact officers

Lee Robson – Head of neighbourhood housing 01603 212939

Angie Pelling – Housing team leader lettings 01603 213572

### Background documents

None

# Report

## Introduction

1. The Council has a contract for the provision of voucher and paint packs for an allowance scheme for tenants. These are with:
  - a) B&Q who provide a plastic card which is loaded with £25.00 per room – to the amount allocated. For example, three rooms = £75.00. Tenants can purchase items such as paint/brushes/rollers/ filler.
  - b) Crown Paints Ltd and PPG Johnstones who provide paint packs which are awarded from one room to a four bedroom house and are delivered free.
2. Appendix 1 shows an example of the paint packs available for a two bedroom flat from.
3. Other options available for tenants to access the scheme includes:
  - i) Use a local supplier, R E Thorns Ltd, which sits outside of this contract. This operates on a similar voucher basis costed at £25.00 per room.
  - ii) A BACS (cash) payment of £25.00 plus up to £50.00 per room (with a maximum of £75.00 per room) which can be awarded to any disabled tenants who are unable to decorate or have family who are unable to undertake the decoration on their behalf. This assists in paying someone to decorate the home.
4. The amounts paid out last year through this scheme were:

• Cash Payments	£15,500
• Plastic cards	£73,796.81
• Paint packs	£14,394.83
• Local supplier plastic cards	£0
5. These items are given for new tenancies for the decoration of the property, by the tenant, to a reasonable standard.
6. A lettings officer will determine the number of rooms which require decoration by the current standard of decoration, which is based on the council's current lettings standards. This is undertaken via an inspection of the property by officers.
7. At the viewing of the property the applicant is advised of the amount and the choice of supplier available to them. They are also asked for the supplier they would like to receive their decoration supplies from. Completion of the works is reviewed by the tenancy management officer at a settling in visit.

8. The current allowance is -
- either £25 per room for a voucher
  - or based on size of property for other suppliers.
9. The current contract was awarded via a procurement framework open to local authorities to access. This framework is still considered the best way to obtain the requirements. It provides a variety of options for tenants to access the paint and materials which is useful as needs and locations within the city may preclude tenants from going to one source.
10. The benefits of the scheme are that:
- a) At the end of each financial year the council receives a rebate from the providers which is based on the level of spend. In the last financial year (2018/2019) the council received a 19% rebate totalling £14,062. This money is returned to the Housing Revenue Account (HRA).
  - b) Tenants are able to choose their own colours and decorate to their own wishes.
  - c) Current feedback is generally good for the choices of goods and providers.
  - d) The scheme keeps void times down.
  - e) The scheme keeps costs down. For example, the approximate price to decorate a one bedroom flat is £1,258.00; two bedroom flat/house is £1,455.00; three bedroom flat/house is £2,100.00 with neutral colour scheme.

### **Risk implications**

11. Currently the risks of not offering the decoration vouchers or paint packs to tenants are:
- a) That the council would have to decorate each property at a greater cost than the vouchers offered.
  - b) People may not take up tenancies because of the state of the properties leading to a higher viewing turnover.

### **Conclusion**

12. It is recommended to delegate approval to the Director of people and neighbourhoods in consultation with the cabinet member for social housing to award the contract for a decoration allowance scheme for new housing tenants for the next two years following a procurement exercise.
13. The total value across all suppliers will be up to a maximum spend of £132,500 per annum.

## Integrated impact assessment



**NORWICH**  
City Council

The IIA should assess **the impact of the recommendation** being made by the report

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	11 March 2020
<b>Director / Head of service</b>	Lee Robson
<b>Report subject:</b>	The award of contract for a decoration allowance scheme for new housing tenants
<b>Date assessed:</b>	25 February 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Opportunity for a better environment for the tenant.

	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>

	Impact			
<b>Risk management</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>1. Risk of challenge from unsuccessful suppliers:</p> <p>The tenders and frameworks have followed a restricted process carried out by Procurement for Housing, with award criteria being based on the most economically advantageous tender, there is no risk of challenge from unsuccessful suppliers at this stage as the framework allows for direct award to any supplier.</p> <p>2. Risk of supplier failure:</p> <p>There is a risk that the appointed suppliers could fail during the life of the contract. This is low risk the supplier is a multi-national company but if it does happen our services would continue to be provided via alternative suppliers on the framework. In addition the Council is not investing in the supplier and so the risk is one of service continuity rather than financial, which is further mitigated by the fact that this contract is planned in nature.</p>

Recommendations from impact assessment
<b>Positive</b>
<b>Negative</b>

## Paint Packs 2017 - Customer Handouts

Pack C - 2 Bedroom Flat

Pack C Price £98.45



## Average room size

Living area - 17m sq

Kitchen - 15m sq

Bathroom - 4m sq

Bedroom - 15m sq and 8m sq

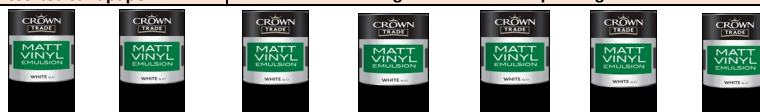
Hall - 6m sq

Paint - please select up to 4 colours from the Crown Colour Card

Quantity	Can Size	Product	Colour Choice	Used for .....	Item Cost	Code	Total Cost
2	5 litre	Crown Trade Acrylic Eggshell	Up to 2 colours	Walls	£20.88	5066078	£41.76
1	2.5 litre	Crown Trade Acrylic Eggshell	1 Colour	Walls	£11.97	5066077	£11.97
1	5 litre	Crown Trade Vinyl Matt Emulsion	White	Ceilings	£10.10	5024058	£10.10
1	2.5 litre	Crown Trade Satin Finish	White	Woodwork - skirting boards etc. No need for undercoat unless covering very dark colour or new wood	£11.35	5074312	£11.35
1	2.5 litre	Crown Trade Acrylic Eggshell	White	Walls or Ceilings	£10.61	5064685	£10.61

## Accessories

Product	Used for .....	Item Cost	Code
1 kg Ready Mixed Filler	Filling in small cracks in plaster, wood, bricks and stone	£1.15	6047709
9" Roller & Tray Kit	To apply emulsion to walls and ceilings supplied with spare roller sleeve	£3.70	6049069
1" Brush	For touching up emulsion and to apply undercoat and gloss to woodwork	£0.64	6048801
1.5" Brush		£1.05	6048802
2" Brush		£1.27	6048803
2" Masking Tape	To protect windows, door frames etc.	£1.16	6048810
12' x 9' Polythene Dust sheet	To protect furniture or carpet from drips	£1.27	6047951
750 ml White Spirit	White spirit for cleaning brushes	£1.36	6048269
Assorted sandpaper	To smooth down rough surfaces before painting	£1.06	6053561

To place your order please call 01603 760914, call in to the branch: Units 12 & 13 Kingsway, Norwich, NR2 4UE or email [Norwich@crownpaints.co.uk](mailto:Norwich@crownpaints.co.uk)

**Report to** Cabinet  
11 March 2020  
**Report of** Head of neighbourhood housing services  
**Subject** The award of contracts to re-roof Seaman and Markham Towers

**Item**

13

## KEY DECISION

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### Purpose

To consider the award of contracts to renew two flat roofs at Seaman and Markham Towers.

### Recommendation

To delegate authority to the director of people and neighbourhoods, in consultation with the deputy leader and portfolio holder for social housing, to award two contracts for the removal of existing flat roofs and the installation of new and fully insulated roof coverings to Seaman and Markham tower blocks.

### Corporate and service priorities

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

### Financial implications

The costs arising from this decision will be met from the approved budget provision in the Housing Revenue Account (HRA) capital programme. The budget estimate for works in 2020/21 will be £180,000.

**Ward/s:** Mile Cross

**Cabinet member:** Councillor Harris - Deputy leader and social housing

### Contact officers

Lee Robson, Head of neighbourhood housing services 01603 212939

John Hodson, Housing operations manager NPS Norwich 01603 227911

# Report

## Introduction

1. Due to the current condition of the main flat roof areas on both Seaman Tower & Markham Tower both flat roofs require renewal.
2. The work will include:
  - a. the stripping off and disposal of the existing flat roof coverings including the existing insulation
  - b. the installation of new tapered insulation to establish new falls to improve the existing surface water drainage disposal and to improve the thermal insulation to meet current building regulations
  - c. the application over the new insulation of a cold applied polyurethane liquid roof covering.
3. With a minimum 25-year warranty period for materials and labour the work is designed to improve the energy efficiency of Seaman and Markham towers. The benefit of the work will be less heating required as the insulation of a property is improved, thereby reducing energy requirements and tenant's energy bills.
4. The contract will assist the council's aim of reducing fuel poverty, increasing financial inclusion and becoming a net zero carbon city. Less heat will be lost through the roof, thereby reducing CO2 emissions.

## Procurement Process

5. An open tender opportunity will be advertised on the council's e-procurement portal and contracts finder in March 2020.
6. Suppliers will be asked to submit details of their organisation in terms of finance, contractual matters, insurances, quality assurance, environmental standards, health and safety, equality and diversity credentials and previous experience in the relevant installations. These aspects will be evaluated to ensure that suppliers meet the council's basic requirements.
7. Suppliers will also be asked to submit details in the form of method statements proposing how they will meet the requirement to deliver the package of works and a price. These will be evaluated when it has been confirmed that the suppliers meet the council's basic requirements.
8. As NPS Norwich have not yet completed the full tender process and the estimated value is close to requiring a key decision, this report is being presented to cabinet with a recommendation to delegate the award of the contract to the director of people and neighbourhoods, in consultation with the deputy leader and portfolio holder for social housing.

## Tender Evaluation

9. The selection process requires suppliers to complete a questionnaire. Responses are evaluated against pre-determined criteria. This quality assessment carries a maximum of 40% of the marks. The lowest price will be allocated 60% of the marks and marks deducted, pro-rata, with each increasing tender price. The supplier with the highest total score will be deemed the best value submission.
10. The procurement timetable does not allow time for tender submissions, evaluation and contract award in time for cabinet in March 2020. A delay in approving a successful contractor may result in a delay to programme delivery.

## **Recommendation**

11. Delegated authority is requested to ensure the contract can be awarded in sufficient time to allow for a full years delivery programme.
12. The decision to award will be published as a key decision, therefore members will have the opportunity to review the decision prior to confirmation of the contract award.
13. The work will require leaseholder consultation.

## Integrated impact assessment



**NORWICH**  
City Council

The IIA should assess **the impact of the recommendation** being made by the report  
Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	11 March 2020
<b>Director / Head of service</b>	Bob Cronk
<b>Report subject:</b>	The award of two separate contracts for the Tower Block roof renewals at Seaman Tower & Markham Tower for housing properties 2020-21
<b>Date assessed:</b>	19/02/2020



	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"/>	This procurement process ensures the Council achieves the best value for money. In comparison to previous tender returns, it is competitively priced.
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"/>	Reduce energy bills and fuel poverty for tenants. In lowering energy bills tenants have more money, some of which may be spent on the local economy. Through employment of local labour, the project assists in social economic benefits for the city and county.
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above
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"/>	

	<b>Impact</b>			
<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 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>
<b>Transportation</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Natural and built environment</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<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"/>	The project will contribute to reducing the council's overall carbon emissions and footprint.

	Impact			
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

<b>Recommendations from impact assessment</b>
<b>Positive</b>
Reduced fuel bills therefore preventing fuel poverty, reduction in carbon emissions within the housing stock and for the city contributing to our overall reduction target.
<b>Negative</b>
<b>Neutral</b>
<b>Issues</b>



**Report to** Cabinet  
11 March 2020  
**Report of** Director of people and neighbourhoods  
**Subject** The award of contract for the delivery of the Norwich Parks Tennis service

**Item**

14

## KEY DECISION

---

### Purpose

To consider the award of a contract for the delivery of the Norwich Parks Tennis service.

### Recommendation

To delegate authority to the director of people and neighbourhoods, in consultation with the portfolio holder for health and wellbeing, to award a contract for ten years for the delivery of the Norwich Parks Tennis service.

### Corporate and service priorities

The report helps to meet the corporate priority of people living well.

### Financial implications

There are no costs arising from this decision. The council will receive an income from the provider that will cover court and floodlight replacement and maintenance costs in future years plus other ancillary costs. The estimated income per annum is £30,600 per court and floodlight costs, once all courts are in operation and approximately £2,000 for ancillary costs.

**Ward/s:** Multiple Wards

**Cabinet member:** Councillor Packer - Health and wellbeing

### Contact officers

Simon Meek, parks and open spaces manager

01603 212403

### Background documents

None

# Report

## Introduction

1. The current contract for the operator of Norwich Parks Tennis (NPT) comes to an end on 31 March 2020. This contract only relates to tennis courts based at Eaton Park, Norwich.
2. There is therefore a requirement for a new contract for a service provider to deliver NPT at Eaton Park and also new sites at Waterloo Park, Heigham Park and Lakenham Recreation Ground.
3. The expansion of NPT will require new playing surfaces to be laid and floodlighting installed at Heigham Park and Lakenham Recreation Ground. The capital funding to deliver these works has been approved and works will start and be completed in the financial year 2020/21. The new service provider will not be expected to operate at these sites until the works have been completed.
4. NPT started in 2012 at Eaton Park with the current service provider and support and matched funding from the Lawn Tennis Association. The aim being to improve people's physical and mental health and wellbeing through the specific objectives of;
  - a) providing high quality all weather floodlit tennis facilities, available for use 14 hours per day, 365 days of the year;
  - b) providing tennis on a financially sustainable basis;
  - c) providing affordable tennis;
  - d) making tennis accessible to all regardless of income, age or ability;
  - e) providing opportunities to develop regardless of ability; and
  - f) encouraging people to get active.

## Quality year round tennis

5. Prior to NPT delivering parks tennis Eaton Park hard courts had a total of 710 court sessions booked in the year 2011/12.
6. The current service provider was contracted to develop and deliver NPT in 2012. NPT started with no membership and had grown to 580 household memberships, this equates to approximately 1,450 individual members playing tennis.
7. In the year 2019 in excess of 14,554 court sessions were booked. NPT also promoted free come and try sessions in partnership with Active Norfolk, delivered 15 sessions specifically tailored for disabled tennis and worked closely with a number of special needs schools.

## Financially sustainable

8. Norwich Parks Tennis was one of the first, if not the first, to use this model for the delivery of parks tennis. The model has proved a great success, and is used as

an exemplar for sustainable tennis provision by the Lawn Tennis Association and is now being rolled out nationally.

9. NPT has to date generated £72,528 of income to cover annual maintenance and future repainting and relining cost.

#### **Affordable**

10. Membership of NPT currently costs £30 per year per household or £50 for a multi-site membership. Court time is free unless floodlighting is required and then there is an additional charge of £5 per hour. Pay and play is also catered for and costs £3 per half hour.
11. NPT will accept Norwich Notes to enable those from deprived areas of the city who give up their time volunteering on specific community projects which benefit the city and its residents, to play tennis. Norwich Notes is the councils' community currency which incentivises new volunteers by rewarding their time spent on projects with a time-based currency which they can use to redeem time on other activities such as museum visits, swimming and gym sessions, theatre tickets and other activities.

#### **Accessibility and getting people active**

12. NPT delivers sessions aimed at attracting new players to the sport through free get into tennis sessions, getting retired players back into tennis, women only sessions, holiday sessions, disabled tennis and cardio tennis.

#### **Procurement Process**

13. The procurement exercise will adhere to Norwich City Council's contract procedures. It will be conducted fairly, transparently, in an open and regularised way that conforms to relevant legal requirements.
14. An open tender opportunity will be advertised on the council's e-procurement portal and contracts finder in late February 2020.
15. The contract is for a five year term with an option for 5 additional years subject to performance.
16. Suppliers will be asked to submit details of their organisation in terms of finance, contractual matters, insurances, quality assurance, environmental standards, health and safety, equality and diversity credentials and previous experience in the relevant operator contracts. These aspects will be evaluated to ensure that suppliers meet the council's basic requirements.
17. Suppliers will also be asked to submit details in the form of method statements proposing how they will meet the requirement to deliver the package of services and confirmation they will be able to meet the council's income requirements.

#### **Tender Evaluation**

18. The selection process requires suppliers to complete a number of specific quality questions which are to be evaluated against pre-determined criteria. This is a quality only procurement. The supplier with the highest quality score will be deemed the best value submission.
19. The procurement timetable does not allow time for tender submissions to be evaluated and a contract award to be reported to cabinet at this meeting. A delay in approving a successful supplier may result in a delay to any programme of delivery.
20. Delegated authority is requested to ensure the contract can be awarded in sufficient time to allow for a full years delivery programme in the first instance.

21. The decision to award will be published as a key decision, therefore members will have the opportunity to review the decision prior to confirmation of the contract award.



## Integrated impact assessment



**NORWICH**  
City Council

The IIA should assess **the impact of the recommendation** being made by the report  
Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	11 March 2020
<b>Director / Head of service</b>	Bob Cronk
<b>Report subject:</b>	The award of contract for a tennis court operator.
<b>Date assessed:</b>	19/03/2020

	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"/>	Model is based on financial sustainability and is cost neutral to the council.
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"/>	Potential for new employment opportunities and development of city college sports student coaching qualifications.
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The pricing structure and acceptance of Norwich Notes along with free sessions within the year is aimed to at enabling those who may be struggling financially to participate.
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	There will be an increased presence in the park from park opening and beyond park closing time all year round. Increased use increases natural surveillance and reduces ASB
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"/>	Increasing opportunity and programmes to encourage activity with associated mental and physical health benefits.

	<b>Impact</b>			
<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 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>
<b>Transportation</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Natural and built environment</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<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 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>

	Impact			
<b>Risk management</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Delivery model is quite specific and sudden collapse of service provider would be problematic.

## Recommendations from impact assessment

### Positive

Ensure service provider has an obligation and is aware of mechanisms for reporting asb and other sites issues. Responsibility to assist signposting other enquiries concerns raised with them by general park users.

Monitoring of employment increases and student development.

Monitor outcome of Norwich Notes (incl use and what on) to feedback to Community Enabling.

### Negative

Risk associated with service provider failing need to be managed through quarterly meetings and open book assessments to ensure that council charges do not set up the expansion to fail but support its development and development of membership base and court income.

### Neutral

### Issues





**Report to** Cabinet  
11 March 2020  
**Report of** Director of strategy, communications and culture  
**Subject** To award a contract(s) for the printing and distribution of  
the Citizen magazine

**Item**

15

## KEY DECISION

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### Purpose

To consider the award of contract(s) for the printing and distribution services for Norwich City Council's Citizen Magazine.

### Recommendation

To award the contract for the printing and distribution services for Norwich City Council's Citizen Magazine to the best value supplier (s) ( outcome of the procurement process to be advised at the meeting) for the period 1 April 2020 to 31 March 2024.

### Corporate and service priorities

The report helps to meet all the corporate priorities.

### Financial implications

The award figure will be advised at the meeting. The annual contract (s) to be funded from existing general fund budget. This annual cost is subject to any Royal Mail postage increases that will be passed on to the council.

**Ward/s:** Mutiple Wards

**Cabinet member:** Councillor Waters - Leader

### Contact officers

Nikki Rotsos: Director of strategy, communications and culture 01603 212211

Sharon Page: Communications manager 01603 212336

# Report

## Introduction

1. Previously the council had two separate contracts for the printing and distribution of the citizen magazine. Both contracts are shortly ending so approval was granted to retender both requirements within one tender package.
2. The tender will give the council the opportunity to award two separate contracts as we currently have or to give an opportunity for a single supplier to provide both services. The recommended award route would now provide the best value for money option to provide these services.
3. Having a high-quality, plain speaking publication like Citizen gives the council the opportunity to reach every household within the city council's boundary to pass on important information about the essential services that our residents and businesses rely on us to provide. Producing and delivering a hardcopy version of the magazine to homes means we purposely use all the available channels to reach our residents and businesses – this includes online content and social media channels as well as more traditional methods such as letters and Citizen magazine.
4. Feedback from Citizen readers has regularly and repeatedly shown that the clarity of content regarding the council's services and the overall quality of this in-house produced publication are held in high regard.
5. Here are four comments received about Citizen magazine in 2019 to illustrate this:

- 1) "I just wanted to say AMAZING JOB on the recent issue of the citizen. More amazing are the achievements inside, especially with food waste recycling. I am a big environmentalist and was about to start putting my own leaflets through peoples doors about using their food waste caddy as yours came thorough the post.  
"Also the cycle lanes being improved is awesome, and the eco-hero stuff! I just really appreciate what the city council is doing to make our city greener and more sustainable. I feel proud to call this city my home".
- 2) "I work as a volunteer teaching English to newcomers to Norwich and think that 'The Citizen' is a very useful text from which to assist groups, not only to know what is happening in the city and to gain a sense of belonging, but also to read and understand important vocabulary in simple and straightforward sentences, designed for everyone, in an attractive format".
- 3) "Many congratulations on the latest issue of Citizen. It shows what public bodies can do: readable, positive, well laid out, informative and the ads don't crowd out your text. Well done!"
- 4) "Many congratulations on the clarity and excellent information in Citizen. As a relative newcomer to Norwich I am constantly surprised at what a truly wonderful city it is and one to be very proud of. "The magazine adds regularly to my knowledge of how things go on - mostly behind the scenes - and what great services are on offer.

"Please thank all those in the council and beyond who work tirelessly to make Norwich the interesting and welcoming place it is to live with our wider family."



## **Procurement Process**

6. The procurement exercise will adhere to Norwich City Council's contract procedures. It will be conducted fairly, transparently, in an open and regularised way that conforms to relevant legal requirements.
7. An open tender opportunity was advertised on the council's e-procurement portal and contracts finder on 12 February 2020.
8. Suppliers will be asked to submit details of their organisation in terms of finance, contractual matters, insurances, quality assurance, environmental standards, health and safety, equality and diversity credentials and previous experience in the relevant provision. These aspects will be evaluated to ensure that suppliers meet the council's basic requirements.
9. Suppliers will also be asked to submit details in the form of method statements proposing how they will meet the requirement to deliver the package of services and a price for either one aspect of the need or both. These will be evaluated when it has been confirmed that the suppliers meet the council's basic requirements.
10. The contract(s) period is for an initial two year term with an option to extend for another two years in one year increments, dependent on performance.

## **Tender Evaluation**

11. The selection process requires suppliers to complete a questionnaire. Responses are evaluated against pre-determined criteria. This quality assessment carries a maximum of 40% of the marks. The lowest price for each service type will be allocated 60% of the marks and marks deducted, pro-rata, with each increasing tender price. The supplier with the highest total score(s) was deemed the best value submission(s).

## **AWARD**

12. As the evaluation process for this requirement will extend past the date for issuing this report both the recommended supplier(s) and contract value are not known at this time.

Both items will be available in readiness for the details to be reported at cabinet on 11 March 2020.

## Integrated impact assessment



**NORWICH**  
City Council

The IIA should assess **the impact of the recommendation** being made by the report  
Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	11 March 2020
<b>Director / Head of service</b>	Nikki Rotsos
<b>Report subject:</b>	To award a contract(s) for the printing and distribution services for Norwich City Council's Citizen Magazine
<b>Date assessed:</b>	19/02/2020

	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"/>	This procurement process ensures the Council achieves the best value for money. In comparison to previous tender returns, it is competitively priced.
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above
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 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Magazines printed on paper from sustainable sources. Distribution not using plastic wrapping. Fully recyclable from home.
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Magazines printed on paper from sustainable sources. Distribution not using plastic wrapping. Fully recyclable from home.
<b>(Please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>

	<b>Impact</b>			
<b>Risk management</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

<b>Recommendations from impact assessment</b>				
<b>Positive</b>				
<b>Negative</b>				
<b>Neutral</b>				
<b>Issues</b>				



**Report to** Cabinet  
11 March 2020  
**Report of** Director of place  
**Subject** The award of contract for cash collections.

**Item**

16

## KEY DECISION

---

### Purpose

To consider the award of a contract for cash collections.

### Recommendation

To delegate authority to the director of place in consultation with the portfolio holder for sustainable and inclusive growth to award a contract for cash collections for the period 01 April 2020 to 31 March 2024.

### Corporate and service priorities

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

### Financial implications

Cash collections currently cost approx. £120,000 for the on the on street pay and display machines and the off street car parks. These are financed through the on and off street enforcement budget.

**Ward/s:** All Wards

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

### Contact officers

Joanne Deverick – Transportation & network manager 01603 212461

Andy Watt – Head of city development 01603 212691

### Background documents

None

# Report

## Background

1. Cash collections are required across the council in the following areas:
  - Parking services, on and off street collections including multi storey car parks
  - Finance, although the council is becoming increasingly 'cashless' there is still a limited requirement at City Hall
  - Leisure services, at the Norman Centre
2. A corporate cash collection contract was adopted by the council in 2013. The impact of cashless processes across the council has reduced the requirement with collections from City Hall and the Norman Centre being reduced from weekly to four weekly. Cashless payments for off street car parks should be rolled out in 2020/2021, and it is likely that the on street pay and display machines will also offer cashless payments within a similar timeframe. These introductions are anticipated to significantly reduce the contract value. The ability to future proof the contract and reduce the number of collections will be built in to the contract.

## Value

3. The value of the contract is anticipated to be a maximum of £440,000 over the full four year term; however given the move to cashless payments options for parking it is expected that it will be significantly less. The contract will have annual breaks to allow for re-assessment of value for money services.
4. The budget is primarily met from parking services, with the cost of collections from on street pay and display ticket machines deducted from Norfolk County Council surplus.

## Procurement process

5. It is proposed that the contract for cash collections is let under a framework, jointly run by Eastern Purchasing Organisation (ESPO) and Crown Commercial Services (CCS). The old framework has recently expired and a new one will be in place in April 2020.
6. The current timetable of cabinet meetings and the procurement timetable doesn't allow a report to cabinet identifying the winning supplier. The decision to award will be published as a key decision and therefore members will have the opportunity to review the decision in the usual way.

7.



## Integrated impact assessment



**NORWICH**  
City Council

The IIA should assess **the impact of the recommendation** being made by the report  
Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	11 March 2020
<b>Director / Head of service</b>	Graham Nelson, Director of Place
<b>Report subject:</b>	The award of contract for cash collections
<b>Date assessed:</b>	24 February 2020

	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"/>	Contract will ensure that it is value for money for the city council and will include clauses for price reductions when cash volumes drop
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"/>	
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 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	
<b>Positive</b>	
Contract will ensure that it is value for money for the city council and will include clauses for price reductions when cash volumes drop	
<b>Negative</b>	
None	
<b>Neutral</b>	
None	
<b>Issues</b>	
None	

**Report to** Cabinet  
11 March 2020  
**Report of** Director of people and neighbourhoods  
**Subject** Compulsory purchase of the former King's Arms pub site,  
100 Mile Cross Road

**Item**

17

## KEY DECISION

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### Purpose

To consider the compulsory purchase of the former Kings Arms pub site on 100 Mile Cross Road

### Recommendation

To agree the next steps (as outlined in para 40 of the report) on all matters related to the compulsory purchase of the former Kings Arms site

### Corporate and service priorities

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

### Financial implications

The site acquisition and CPO costs would be covered within the affordable housing opportunity budget which is included within the existing budget and hence the base HRA business plan. Adding the build costs to the HRA BP does not extend the repayment of existing HRA borrowing. This has been modelled in isolation on the base plan. There are a number of potential schemes within the 2020/21 proposed HRA capital ambition plan and bringing forward a number of these schemes at the same time, would have an overall impact. The scheme has been included within the modelling of the proposed HRA capital ambition plan which remains sustainable over the 60 year planning period.

The financial implications are covered in more detail in the exempt appendix.

**Ward/s:** Mile Cross

**Cabinet member:** Councillor Harris - Deputy leader and social housing

Councillor Stonard - Sustainable and inclusive growth

### Contact officers

Gwyn Jones – City Growth and Development Manager      01603 212364

### Background documents

None



## **Report**

### **Background documents**

1. Following reports to Cabinet in October 2018 and September 2019, work has progressed on an initiative to expedite delivery of a number of stalled privately owned development sites in the City. The initiative aimed to bring forward development on the sites which had become eyesores and attracted anti-social behaviour. It sought to achieve regeneration and deliver much needed new housing.
2. As part of this initiative, in September 2019, Cabinet agreed to seek to acquire the site of the former King's Arms public house, 100 Mile Cross Road for development for social housing via the council's housing Revenue Account (HRA). Specifically, Cabinet authorised the steps below :
  - To continue the dialogue with the landowner to seek to acquire the freehold interest by way of open market negotiation (acquisition in 2019/20 was to be funded from the affordable/social housing opportunities fund budget )
  - To bring back a further report to Cabinet with recommendations to use the Council's compulsory purchase powers in the event that open market acquisition could not be agreed within a reasonable period of time.
  - To agree to commission initial design work for the site so that a scheme could be agreed prior to serving any Compulsory Purchase Order (CPO). (This was to be funded through the 2019/20 site formation budget).
  - That budgetary provision for detailed design, acquisition and development as required would need to be approved for future years as part of the 2020/21 capital programme, in the context of work on other priorities. Costs were to be kept to the minimum necessary to progress the project to the next stage.
3. The site which would form the order land in the CPO is shown on plan 3. The Kings Arms site is owned by a company. The CPO site includes the roads that would be affected or altered in route as a result of the proposals which are outside of the Kings Arms title, one is registered and one is unregistered.

### **Progress update.**

4. Avison Young were appointed as the council's professional advisors to provide commercial surveyors' advice on CPO and to negotiate to acquire the site. Avison Young have now managed to make contact with the sole director of the company owning the former Kings Arms site and have begun negotiations over a voluntary purchase. However at the time of writing the report there is no certainty over whether the site will be acquired voluntarily within a reasonable timeframe or at a reasonable cost.

5. The council has also been successful in acquiring the neighbouring property (42 Glenmore Gardens), a former council home, sold under right to buy. The incorporation of part of the garden of this property will provide for a much better access and development of the former Kings Arms pub site. The dwelling and remaining garden will be retained as part of the council's stock– as shown on Plan 1.
6. Nplaw is also continuing to provide the legal advice required for CPO

## **Planning**

7. Whilst the site is not covered by any specific site allocation, the proposal complies with planning policy, specifically:
  - a) The National Planning Policy Framework (NPPF) underlines the importance of creating high quality places and taking opportunities to improve the character and quality of areas and how they function (paragraphs 124 and 130). The 2018 revisions to the NPPF introduced a new section encouraging the effective use of land to provide new homes and meet other identified needs (section 11). In particular, substantial weight should be given to the use of brownfield land, opportunities to remediate degraded and derelict land and develop under-utilised land (paragraph 118 (c) and (d)). Local planning authorities are advised to take a proactive role and use their full range of powers (including CPO) to identify and bring forward land that may be suitable to meet development needs (paragraph 119).
  - b) With regard to the Council's adopted development plan policies, the principle of redeveloping the site with housing is in accordance with Policy DM12, subject to consideration of the details and impacts of the proposal in relation to:
    - Policy JCS1 Addressing climate change and protecting environmental assets
    - Policy JCS2 Promoting good design
    - Policy JCS3 Energy and water
    - Policy JCS4 Housing delivery
    - Policy DM1 Sustainable development principles for Norwich
    - Policy DM2 Ensuring satisfactory living and working conditions
    - Policy DM3 Delivering high quality design
    - Policy DM5 Planning effectively for flood resilience
    - Policy DM6 Protecting and enhancing the natural environment
    - Policy DM7 Trees and development
    - Policy DM9 Safeguarding Norwich's heritage
    - Policy DM11 Protecting against environmental hazards
    - Policy DM30 Access and highway safety
    - Policy DM31 Car parking and servicing



8. The site has previously held planning consent for residential development which has not been implemented. It appears that some foundations were constructed on site pursuant to the 2005 permission, but pre-commencement conditions were not discharged and correspondence in 2011 advised that the permission had lapsed. The planning history is as follows:
- 4/2001/0679/O Redevelopment of site with four detached houses. Approved 11/02/02
  - 4/2001/0700/O Redevelopment site with three detached houses. Approved 11/02/2002
  - 4/2001/0871 Redevelopment of site with five houses. Refused 11/02/02
  - 4/2002/0357/O Redevelopment of site with two semi-detached houses and four flats. Approved 05.06.02
  - 4/2002/0448 Redevelopment of site to 8 flats. Approved 07/06/2002
  - 05/00173/F Refurbishment and extension of former pub to form 6 flats and erection of 5 new flats with associated access and parking. Approved subject to S106 11/08/05
  - 15/01714/DEM Demolition of former Kings Arms public house. Prior approval given 10/12/15
9. Following the September 2019 decision, Chaplin Farrant, architects were appointed to produce an initial design for a new social housing scheme for the site. Their design includes 5 dwellings (1 x 5 bed and 3 x 4 bed houses plus a 2 bed bungalow), which is considered the most appropriate type of development in this location to meet local housing need. The proposed layout is shown on Plan 2 attached.
10. The proposed scheme has been submitted to the council's planners for an initial review to provide some assurance that the scheme, when designed in more detail, is likely to secure planning permission. Clearly the comments provided are made without prejudice to the formal planning process. The planning comments indicate:
- a) The layout responds well to the identified constraints and opportunities on the site and has raised no highways objection. A section of adopted footpath between Half Mile Road and Glenmore Gardens will need to be stopped up and re-routed and this can be dealt with through a diversion order following grant of planning, with the order sought in parallel with the CPO.
  - b) An elevation design and landscape strategy which responds to the character of the area and delivers appropriate enhancement to the site and the adjacent Conservation Area shall be necessary. Surveys and assessments in relation to daylight and sunlight, surface water flooding, trees and contamination shall need to be prepared in due course for detailed consideration to be given to these impacts.
  - c) Subject to consideration of these matters, the scheme prepared to date would, in principle, be considered favourably by officers.

## Design and quality standards

11. The housing design includes a “fabric first” approach to reducing energy use, and to ensure properties will be compliant with emerging standards for low-carbon heating and hot water. Properties are also designed to exceed national space standards and to be compliant with standards such as *Building for Life* and *Secured by Design*.
12. The enhanced specification (aimed at achieving an ‘A’ rated Energy Performance Certificate).includes the following upgrades beyond current Building Regulations
  - Increased insulation in the fabric throughout,
  - Reduced thermal bridging throughout,
  - Improved air tightness,
  - Triple glazing,
  - Air Source Heat Pumps & Cylinder (for heating and hot water) – compared to the standard notional building with a gas combi boiler
  - Additional Photo voltaics
  - Additional Mechanical Ventilation and Heat Recovery.
13. Based on a 4 bed house, the enhanced scheme provides a 60% reduction in energy demand, 20% reduction in carbon emissions and 25% reduction in energy costs compared with a property built to current Building Regulations’ standards. Although energy costs are taken from 2012 SAP, they have increased by 17.2% since then (source ONS Domestic energy price indices 31 January 2020) and it is not unreasonable to assume future increases. The proposed scheme will therefore make a significant contribution towards tackling fuel poverty for tenants.
14. Chaplin Farrant have supplied costs, for the enhanced specification. The enhanced scheme represents a 15% increase in build costs, resulting in around 12% increase in overall development costs. This increase in costs is considered justified given the additional environmental and social benefits that can be achieved. For comparison, achieving a Passivhaus standard would represent a 25% increase in build costs (due the relatively modest scale of this scheme).
15. Further details of the financial appraisals are set out in the exempt Appendix

## The CPO process

16. A CPO allows a public authority to acquire third party interests in land compulsorily. It must be progressed concurrently with a strategy to acquire the land voluntarily. A CPO is viewed as a serious interference with private property rights, is a complex process and should only be used following careful consideration of other options. Preparation of a CPO requires attention to detail and strict adherence to statutory requirements. Making the Order does not give the Council the power to acquire the land – this power arises only when the Order is exercised

after it is confirmed either by the Council, the Planning Inspectorate or by the Secretary of State.

17. Following making of the CPO, the Council must notify the affected persons that the CPO has been made and is to be submitted to the Secretary of State for confirmation and then submit the CPO for consideration. The council needs to prepare a Statement of Reasons to be submitted to the Secretary of state when the CPO is served.
18. There may also be other land interests and rights which need to be extinguished or overridden but they will not be known until the full referencing process is complete. Affected persons have the opportunity to object to the Secretary of State. If no one objects, the Secretary of State is likely to invite the Council to confirm the CPO, following which, the Council has the power to exercise the CPO and acquire third party interests in land.
19. Where there are objections, the Secretary of State will appoint an inspector to hold a public inquiry into the CPO. The inspector's report will summarise the evidence and come to a view as to whether there is a compelling case in the public interest for the confirmation of the CPO. Considering the nature of the case the inspector is likely to constitute the decision maker, however in some cases the Secretary of State makes the decision in light of an inspectors recommendations.
20. If the CPO is not confirmed, the Council may have the option of bringing a judicial review to challenge the legality of the decision-making process. If and when the CPO is confirmed there is a 6-week window during which affected parties may bring a High Court challenge to the legality of the decision-making.
21. As per Government Guidance on the use of CPO, the Council has been and will continue to seek to reach a negotiated settlement. Implementation of a confirmed CPO will only arise where agreement cannot be reached on reasonable terms and in a reasonable timeframe. The authority given in this report assists the Council by making it clear to the land interests that the Council intends to deliver the scheme and is willing to secure and exercise a confirmed CPO, if required.
22. As part of the CPO process the Council needs to demonstrate that funding is in the place to acquire the land and property interests, as well as to complete the development of the site

### **Funding for the proposal**

23. Funding for site acquisition is available through the councils Opportunities Fund. This fund was established in 2019 to allow the council to acquire land and property for social housing through the Housing Revenue Account (HRA). The fund has a balance of £9.6m in 2019/20 and a budget provision of £2.5m in 2020/21. Design and other

fees will be funded through the council's Site Formation Budget (in the HRA). £150K was available in 2019/20 and a further £50K will be available in 2020/21. The development of the site is included in the council's Capital Ambition programme, which sets out the council's priorities for capital funding in advance of inclusion of the project in the capital programme for the coming year.

### **Delivery of the scheme**

24. Subject to Cabinet resolution, the architects will be commissioned to continue to progress the design in further detail and it is envisaged that a planning application will be submitted in April 2020 with determination likely in July 2020. Once the council has acquired the site there will be a period of further design development (post planning) prior to commencing work on site in order to secure building regulations approval and to provide design details for construction purposes.
25. The council will shortly commence a process to determine the route to procurement of a contractor to develop the site- likely to be a traditional construction contract. The procurement will commence later in 2020/21 so that a contractor is appointed to commence work on site as soon as reasonably possible after the council takes possession of the site and design development is complete. The delivery of the scheme will be overseen by the council as client and delivered by the appointed contractor.
26. Assuming a public inquiry is held as set out in the timetable below, it is envisaged that work could commence on site in the summer of 2021 with completion by summer 2022.
27. Set out below is an indicative project programme- the precise timings will depend on whether there is a public inquiry or if agreement can be reached to acquire the site through a negotiated route. Date of inquiry/ decision are approximate as this will be determined by the Inspectorate/ Secretary of State.

<b>Milestone</b>	<b>Estimated Date</b>
CPO Resolution	March 2020
Make and notify CPO	April 2020
Period of objections to Secretary of State	During April/ May 2020
Pre-inquiry period	April 2020- Autumn 2020
Public inquiry (if required) Secretary of State	Autumn 2020
Secretary of State decision	Winter 2020
Take possession	Spring 2021

### **The legal case for CPO**

28. By section virtue of s.17 of the Housing Act 1985 the Council has the power to acquire compulsorily, subject to confirmation by the Secretary of State, land for the erection of houses. Compulsory purchase powers should only be used where there is a compelling case in the public

interest and where the Council has been unable to acquire the site through negotiations within a reasonable timeframe or budget. The Council has already taken various steps to seek to see development undertaken or acquire the relevant land by private treaty and at this stage there is no certainty over whether the land can be acquired within a reasonable timeframe or budget, resulting in the Council needing to exercise its compulsory purchase powers

29. The proposal for the council to acquire and develop the site will achieve the following key benefits:

### ***Removing derelict eyesore sites/ regeneration***

- The site has been unused for some considerable time- since around 2000- following the closure of the public house. The public house was vacant for more than 10 years until the property was demolished in 2015. Prior to the demolition of the pub the council served a section 79 Building Act notice on the owner, due to problems with pests such as rats and foxes, considerable quantities of waste tipped onto the land, including dozens of tyres, mattresses, general household waste, used pet bedding, furniture and plastics. The uneven ground was covered with mounds of brambles and weeds and trenches, hidden by the overgrowth were considered to present a risk of injury to any visitors to the site. The building was in a very poor state of repair and residents were concerned about fire risk due to people accessing the site. The owner secured prior approval consent for demolition in 2015 and arranged the demolition himself, before any further action was required.
- Although the building has been demolished, the site is still vacant, overgrown, is an eyesore and subject to antisocial behaviour and fly tipping. Over the years, the council has spent considerable officer time and money responding to complaints, checking the site, arranging notices for clearing up the site and preventing unauthorised access.
- The council has recently re-secured the site by mending the front gates (free of charge to the owner) to prevent access by large scale fly tippers.
- The council has also recently served notices under Prevention of Damage by Pests Act 1948 to ensure removal of fly-tipping/harbourage and destroy rats. This was served on 12/02/2020 with a compliance date after 21 days. Direct action may follow if no action is taken to resolve, costs for this can be recharged as a debt secured by charge on the property.
- The council has also recently commenced a Community Protection Notice Process under the Anti-Social Behaviour Crime and Policing Act 2014 to secure the site against entry by unauthorised persons for the purpose of protection of the public and reducing occurrences of fly tipping. This was also served on the 12/02/2020 with a compliance date after 42 days. Direct action may follow if no action is taken to resolve, costs for this can be recharged as a debt secured by charge on the property.

- Development of the site by the council will regenerate the eyesore site and remove the health, safety hazards associated with its current state

### ***Delivering new social housing***

- The Strategic Housing Market Assessment (SHMA) 2017 identified an annual need for 240 affordable homes for rent. The highest need identified by the SHMA is for 1-bedroom flats however, there are a number of developments across the city with a requirement for affordable housing that are delivering flats but very few that are providing larger family accommodation. The SHMA identified an annual need for seventeen 4-bedroom+ houses and therefore we look to secure opportunities to meet this need wherever possible. The SHMA is a snapshot in time so whenever considering the most appropriate mix of housing for a particular site data is also sought from the council's Home Options waiting list to consider current need and demand.
- Issues such as Right to Buy have had a significant impact on the supply of four and five bedroom houses within the council's stock. Over the past 10 years the council has sold 27 four and five bedroom properties from its housing stock. Over the same period the council has allocated an average of 9 x four bed houses and 1 x five bed house per year from its stock through the Home Options scheme. There are now 335 households on the Home Options scheme in need of such properties, many of whom have a significant or severe housing need and face little chance of being suitably rehoused. The current imbalance of supply and demand means that any addition of 4 and 5 bedroom houses to stock meets a significant need. This will also enable a through-flow of households from overcrowded 3 bed properties, particularly in the local NR3/Mile Cross area where 96 households are currently waiting for a 4 or 5 bedroom house to become available

### **Options Appraisal**

30. Other options were considered- (as set out in September 2019 Cabinet report.). The council had previously considered the option of acquiring the site and selling it on to a registered provider who would develop the site and cover the council's acquisition costs in full. No willing party could be identified who would enter into such an arrangement with the council. The council could acquire the site, obtain planning consent and sell it on to a local developer or as serviced plots. Although this would be less costly for the council, there would be less control over the timeframe for delivery and the scheme would not deliver affordable housing. The only realistic option for the council to achieve the development of the site for affordable housing within a reasonable timeframe is for the council to intervene and develop the site itself. The scheme proposed will provide new housing to higher environmental standards than required by current building regulations and therefore higher standards than are likely to be achieved by any developer delivering a market housing scheme.

31. Without the council's intervention it is highly likely that the site will remain derelict for years to come and will continue to cause problems for the local community and result in ongoing complaints from residents. A more detailed options appraisal of the 2 remaining options- do nothing and develop the site for social housing- is provided as part of the exempt appendix

## **Equality Duties**

32. The Council has taken account of its duties under section 149 of the Equality Act 2010. We have not been able to carry out a public sector equalities duty assessment on the owner because the site is owned by a company and there has been limited response from the sole director.
33. The site is currently unoccupied and does not provide its owner with an income, and does not constitute the owners home. At the present time the Council considers that the director has the capacity to understand and deal with the Council over a voluntary purchase and the CPO process and is not therefore a person disadvantaged by that process. Furthermore the council has offered to reimburse the reasonable costs of the owner taking specialist professional advice and has offered to acquire the site on a basis which reflects the Statutory Compensation Code. The Code requires landowners to be put back in the position they were prior to the acquisition so far as money can. The Council will keep its duty under the Equality Act under review and report further as required.

## **Human Rights**

34. Section 6 of the Human Rights Act 1998 prohibits public authorities from acting in a way that is incompatible with the European Convention on Human Rights. The Convention rights likely to be relevant to the CPO are:
- First Protocol Article 1: Peaceful enjoyment of possessions. This right includes the right to peaceful enjoyment of property and is subject to the State's right to enforce such laws as it deems necessary to control the use of property in accordance with the general interest.
  - Article 6: Entitlement to a fair and public hearing in the determination of a person's civil and political rights. This includes property rights and can include opportunities to be heard in the consultation process.
  - Article 8: protects the right of the individual to respect for private and family life
35. The European Court has recognised that "regard must be had to the fair balance that has to be struck between the competing interests of the individual and of the community as a whole". Both public and private

interests are to be taken into account in the exercise of the Council's powers and duties. Any interference with a Convention right must be necessary and proportionate.

36. The Council must consider whether its actions would infringe the human rights of anyone affected by the making of the CPO. So, it must carefully consider the balance to be struck between individual rights and the wider public interest.
37. In this case it is considered that there is little interference with article 8, the order land being a vacant commercial site. With respect to article 1 the public interest is served by removing the amenity and environmental harm arising from the site and by its regeneration and development of the site with social housing to meet housing need. It is considered that these public benefits outweigh the necessary interference with the private rights and interests and in the absence of a voluntary acquisition creates a compelling case in the public interest for a CPO.
38. In addition, the individuals affected by the order have the right to object and have their objection heard at a public inquiry and, additionally, appropriate compensation will be available to those entitled to claim it under the relevant provisions of the CPO Statutory Compensation Code. These rights have been held by the courts as compliant with article 6.
39. Therefore, it is considered that in making the CPO the Council has struck a fair and proportionate balance between the interests of those whose Convention rights will be affected and the wider public interest

## **Next steps**

40. Cabinet is asked to agree the following next steps;

- a) To approve the making of a compulsory purchase order under section 17 of the Housing Act 1985 for the land edged red on Plan 3 to enable the delivery of social housing
- b) Delegate authority to the director of people and neighbourhoods in consultation with the portfolio holder for social housing to take all steps necessary to secure a confirmed compulsory purchase order including but not limited to:
  - the carrying out of land referencing including without limitation the service of notices under section 16 of the Local Government (Miscellaneous Provisions) Act 1976 and/or section 5A of the Acquisition of Land Act 1981.
  - the entry onto the Land and other land for the purpose of carrying out surveys
  - the completion of the statement of reasons
  - preparation of a draft Order, Order Map and Order Schedule



the preparation of notices to owners, lessees and occupiers, site notices and any other notices required to be served or advertised in accordance with the Acquisition of Land Act 1981

- c) Delegate authority to the director of people and neighbourhoods in consultation with the portfolio holder for social housing to make General Vesting Declarations (GVDs) under the Compulsory Purchase (Vesting Declarations) Act 1981 or to serve notices to treat and notices of entry following confirmation of the order.
- d) Delegate authority to the director of people and neighbourhoods in consultation with the portfolio holder for social housing, to issue and serve any warrants to obtain possession of property acquired by the Council following the execution of a GVD or service of a notice of entry relating to the order if it is considered appropriate to do so.
- e) Delegate authority to the director of people and neighbourhoods in consultation with the portfolio holder for social housing, to acquire third party interests in the land within the CPO either by agreement or compulsorily.
- f) Delegate authority to the director of people and neighbourhoods in consultation with the portfolio holder for social housing to develop the scheme design further based on the enhanced environmental specifications proposed and to submit a planning application for the proposals

## Integrated impact assessment



**NORWICH**  
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	11/03/2020
<b>Director / Head of service</b>	Andy Watt
<b>Report subject:</b>	Compulsory purchase of the former King's Arms pub site, 100 Mile Cross Road
<b>Date assessed:</b>	20/01/2020

	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"/>	There is a cost to the council's capital budgets in acquiring/developing site, however this will assist with spending RRTB receipts.
Other departments and services e.g. office facilities, customer contact	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Development of the site will reduce complaints about anti-social behaviour etc.
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Regeneration of currently undeveloped site
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Provision of affordable housing
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"/>	Development of derelict site will have a beneficial effect on local residents

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Provision of affordable housing on site
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Redevelopment will have minimal impact on transportation
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Regeneration of eyesore site
Waste minimisation & resource use	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Redevelopment will involve use of resources
Pollution	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Redevelopment could have an impact on pollution although this will be minimised through the development process
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Redevelopment could have an impact on energy and climate change although this will be minimised through the development process

	Impact			
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	There are risks associated with the CPO process including the unknown of any site contamination

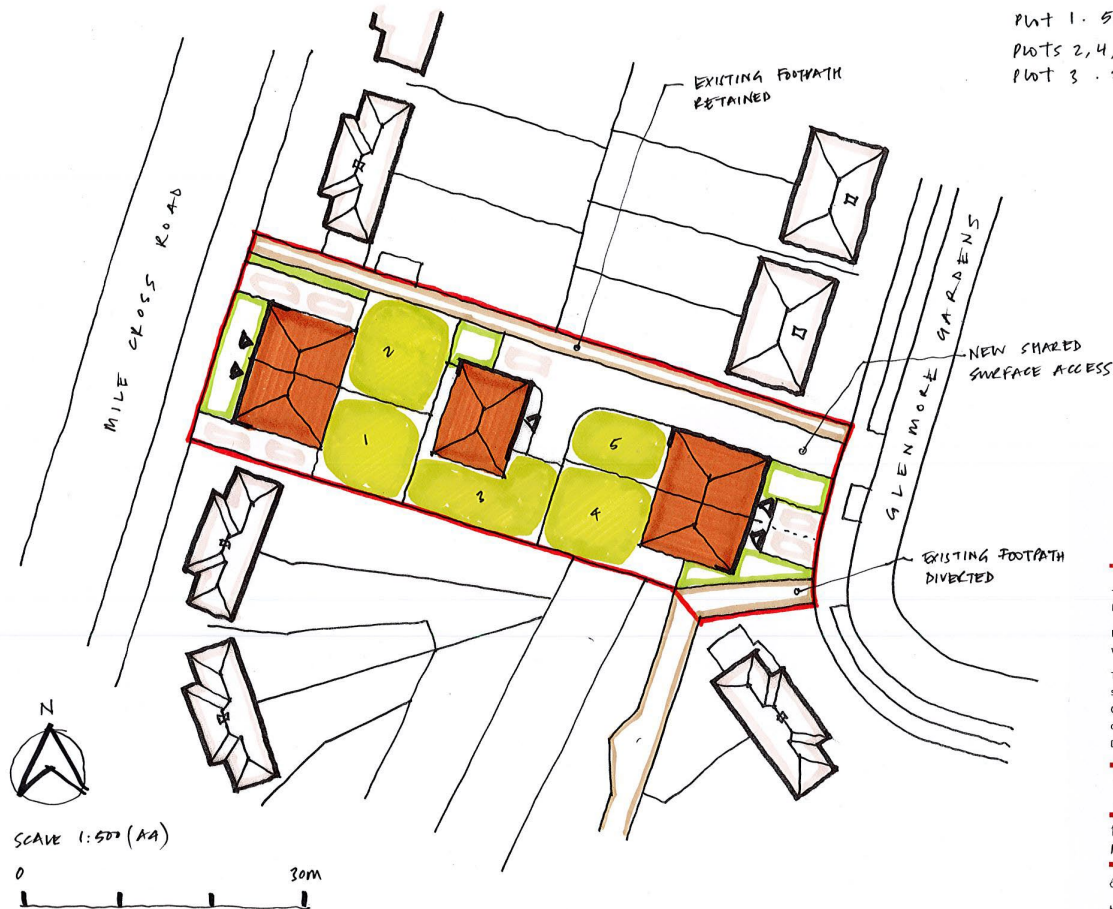
<b>Recommendations from impact assessment</b>
<b>Positive</b>
The report aims to achieve regeneration of a vacant stalled site in the City which will bring new affordable housing and improve the site which is currently an eyesore
<b>Negative</b>
There will be some negative impact as a consequence of development e.g. resource use although this will be minimised through the approach to development and through the planning process
<b>Neutral</b>
<b>Issues</b>

# Plan1- Land acquired at 42 Glenmore Gardens

H.M. LAND REGISTRY		TITLE NUMBER	
		NK84498	
ORDNANCE SURVEY PLAN REFERENCE	COUNTY	SHEET	NATIONAL GRID
	NORFOLK		TG 2110
Scale: 1/1250		NORWICH DISTRICT	SECTION U
		© Crown Copyright 1968.	



## Plan 2- Development proposals



Plot 1 - 5B/9P House (119m<sup>2</sup>)  
 Plots 2, 4, 5 - 4B/6P House (106m<sup>2</sup>)  
 Plot 3 - 2B/4P Bungalow (70m<sup>2</sup>)

Chaplin  
 Farrant  
Architects, Engineers and Cost Consultants



Tel: 01603 700000  
 Fax: 01603 700001

Email: office@chaplinfarrant.com  
 www.chaplinfarrant.com

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Do not scale from this drawing.

■ Client

NORWICH CITY COUNCIL

■ Project

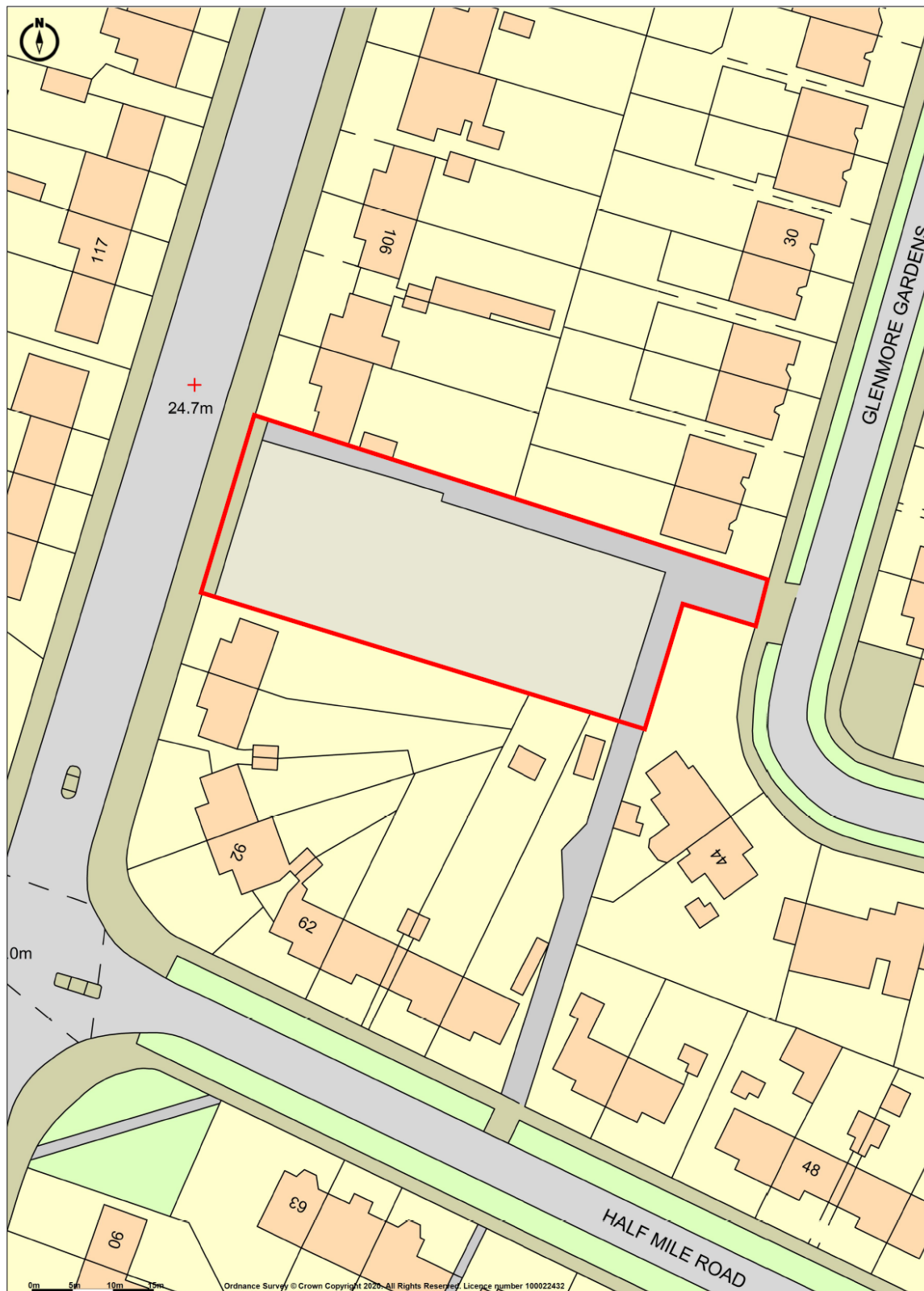
FORMER KING ARMS  
 MILE CROSS RD, NORWICH

■ Drawing

6141/SK.004 SKETCH SITE PLAN

DEC'13 - WMC

**Plan 3- The site which will form the order land in the CPO.**



**Promapv2**  
 LANDMARK INFORMATION

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 Plotted Scale - 1:750. Paper Size - A4



**Report to** Cabinet  
11 March 2020  
**Report of** Director of people and neighbourhoods  
**Subject** Norwich Norse (Environmental) Ltd Business Plan

**Item**

18

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### **Purpose**

To consider the Norwich Norse (Environmental) Ltd business plan for 2020/21.

### **Recommendation**

To approve the Norwich Norse (Environmental) Ltd business plan for 2020/21.

### **Corporate and service priorities**

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

### **Financial implications**

The services provided by Norwich Norse Environmental are funded through approved budgetary provision within the General Fund and Housing Revenue Account. Where there is a surplus at the end of each trading year, 50% is returned through a volume discount to the council.

**Ward/s:** All Wards

**Cabinet member:** Councillor Kendrick - Resources

### **Contact officers**

Chris Eardley, Environmental services manager 01603 212551

Hannah Leys, Operations Director, Norwich Norse  
(Environmental) Ltd 07768692811

### **Background documents**

None

# Report

## Background

1. Norwich Norse (Environmental) Ltd was formed on 1 March 2013 as a joint venture to provide a range of environmental services on behalf of Norwich City Council. This joint venture is part of a wider group of companies including NPS Norwich Ltd and builds on the experience gained from other local authority joint ventures around the country with Norse Group Ltd.
2. From 1 March 2013, Norwich Norse (Environmental) Ltd took on the responsibility for delivering the grounds maintenance, streets and other cleansing, arboricultural and sheltered housing cleansing services. Other services have subsequently transferred into the service.
3. The full services now include grounds maintenance, streets and other cleansing, arboricultural services, pest control, stray dog service, building cleansing, lifebuoy management, park and playground inspections, sports bookings, car park cleansing and other associated works.
4. Having initially operated on a cost plus basis, the joint venture moved to a budget based process on 1 April 2014. Norwich Norse (Environmental) Ltd is financially stable and has held its profitability over the last three years.
5. The business plan for 2020/21 has been drafted recognising the council's decision to return control of the services delivered by the company to the Council in April 2021.

## Purpose

6. The purpose of this business plan is to set out the overarching objectives and resources available to support service delivery in 2020/21.
7. The company prepares to enter the eighth year of operation. In accordance with the governance requirements of the joint venture contract the annual business plan for 2020/21 has been developed in collaboration with council officers for consideration and sign off by cabinet.
8. Should cabinet agree to the approval of the business plan, it will then be for the Norwich Norse (Environmental) Ltd board to then formally sign off the business plan ready for 1 April 2020.

## Objectives

9. The past year has seen a continuation of the collaborative working between the council and Norwich Norse (Environmental) Ltd colleagues in order to further refine and determine the changing priorities and requirements of the

Joint Venture. The company will support the Council's objectives and this will be underpinned through delivery of the following:

- Maintaining an attractive environment for residents and visitors to enjoy
- Assisting the Council in delivering set service standards for all parts of the service
- Delivering a service that reflects the needs of a particular area
- Minimising the amount of waste arising and increase the amount that is recycled
- Providing high performing services recognised by residents of, and visitors to, the city as being effective and efficient
- Assisting in the delivery of key operational strategies
- Where possible, the joint venture service delivery will be integrated ensuring maximum efficiency is achieved especially with regard to housing and non-housing operations

10. Norwich Norse (Environmental) Ltd is committed to contributing to the community with its corporate social responsibility agenda in particular the employability agenda and removing barriers to work. A corporate social responsibility log is used to monitor and record commitment and successes.
11. Norwich Norse (Environmental) Ltd has identified key objectives, actions and performance measures for 2020/21. These are documented in a performance scorecard (also known as the balanced scorecard) which is reported on monthly to the Council and reviewed by the company board on a quarterly basis.
12. The business plan sets out the joint venture ambitions to return a company-operating profit of £223,000 of which 50% would be returned to the council.
13. Norwich Norse (Environmental) Ltd remain fully committed to delivering a successful final year of operations under current joint venture model and in line with the agreed priorities for the business.

## Integrated impact assessment



**NORWICH**  
City Council

The IIA should assess **the impact of the recommendation** being made by the report  
Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

Report author to complete	
Committee:	Cabinet
Committee date:	March 2020
Director / Head of service	Bob Cronk
Report subject:	NNE Business Plan 2020/2021
Date assessed:	11/03/2020

	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 type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input type="checkbox"/>	<input checked="" 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	

