

### **Scrutiny committee**

**Date: Thursday, 13 December 2018**

**Time: 16:30**

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

#### **All group pre-meeting briefing – 16:00 Mancroft Room**

This is for members only and is not part of the formal scrutiny committee meeting which will follow at 16:30. The pre-meeting is an opportunity for the committee to make final preparations before the start of the formal meeting. The public will not be given access to the Mancroft room before 16:30.

#### **Committee members:**

##### **Councillors:**

Wright (Chair)  
Fullman (Vice-chair)  
Carlo  
Coleshill  
Fulton-McAlister (M)  
Hampton  
Manning  
Raby  
Sands (S)  
Smith  
Stewart  
Thomas (Va)  
Thomas (Vi)

#### **For further information please contact:**

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#### **Information for members of the public**

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

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

## Agenda

### Page nos

- 1 Apologies**  
To receive apologies for absence
- 2 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 Monday 10 December 2018**  
  
Petitions must be received must be received by the committee officer detailed on the front of the agenda by **10am on Wednesday 12 December 2018**  
  
For guidance on submitting public questions or petitions please see appendix 1 of the council's constitution.
- 3 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)
- 4 Minutes** **7 - 16**  
To approve the accuracy of the minutes of the meeting held on 22 November 2018
- 5 Scrutiny committee work programme for 2018-19** **17 - 32**  
**Purpose** - To note the scrutiny committee work programme 2018-19
- 6 Update of the Norfolk Health Overview and Scrutiny Committee representative (verbal update)**  
**Purpose** - To receive the update of the NHOSC representative
- 7 Draft Corporate Plan 2019-2022** **33 - 56**  
**Purpose** - To consider the draft corporate plan 2019-2022
- 8 Equality Information Report** **57 - 76**  
**Purpose** - To consider the draft Equality Information Report

Date of publication: **Thursday, 06 December 2018**

- T** is this, the right **TIME** to review the issue and is there sufficient officer time and resource available?
- O** what would be the **OBJECTIVE** of the scrutiny?
- P** can **PERFORMANCE** in this area be improved by scrutiny input?
- I** what would be the public **INTEREST** in placing this topic onto the work programme?
- C** will any scrutiny activity on this matter contribute to the council's activities as agreed to in the **CORPORATE PLAN**?

Once the TOPIC analysis has been undertaken, a joint decision should then be reached as to whether a report to the scrutiny committee is required. If it is decided that a report is not required, the issue will not be pursued any further. However, if there are outstanding issues, these could be picked up by agreeing that a briefing email to members be sent, or other appropriate action by the relevant officer.

If it is agreed that the scrutiny request topic should be explored further by the scrutiny committee a short report should be written for a future meeting of the scrutiny committee, to be taken under the standing work programme item, so that members are able to consider if they should place the item on to the work programme. This report should outline a suggested approach if the committee was minded to take on the topic and outline the purpose using the outcome of the consideration of the topic via the TOPIC analysis. Also the report should provide an overview of the current position with regard to the topic under consideration.

By using the flowchart, it is hoped that members and officers will be aided when giving consideration to whether or not the item should be added to the scrutiny committee work programme. This should help to ensure that the scope and purpose will be covered by any future report. The outcome of this should further assist the committee and the officers working with the committee to be able to produce informed outcomes that are credible, influential with SMART recommendations.

**Specific, Measurable, Attainable, Relevant and Time-bound**

## Scrutiny committee and a protocol for those attending meetings of the scrutiny committee

- All scrutiny committee meetings will be carried out in a spirit of mutual trust and respect
- Members of the scrutiny committee will not be subject to whipping arrangements by party groups
- Scrutiny committee members will work together and will attempt to achieve evidence based consensus and recommendations
- Members of the committee will take the lead in the selection of topics for scrutiny
- The scrutiny committee operates as a critical friend and offers constructive challenge to decision makers to support improved outcomes
- Invited attendees will be advised of the time, date and location of the meeting to which they are invited to give evidence
- The invited attendee will be made aware of the reasons for the invitation and of any documents and information that the committee wish them to provide
- Reasonable notice will be given to the invited attendee of **all** of the committees requirements so that these can be provided for in full at the earliest opportunity (there should be no nasty surprises at committee)
- Whenever possible it is expected that members of the scrutiny committee will share and plan questioning with the rest of the committee in advance of the meeting
- The invited attendee will be provided with copies of **all relevant** reports, papers and background information
- Practical arrangements, such as facilities for presentations will be in place. The layout of the meeting room will be appropriate
- The chair of the committee will introduce themselves to the invited attendee before evidence is given and; all those attending will be treated with courtesy and respect. The chair of the committee will make sure that all questions put to the witness are made in a clear and orderly manner





**Scrutiny Committee**

**16:30 to 19:05**

**22 November 2018**

Present: Councillors Wright (chair), Fullman (vice chair), Carlo, Coleshill, Hampton, Manning, Raby, Sands (M) (substitute for Councillor Fulton-McAlister (M)), Sands (S), Smith, Stewart, Thomas (Va) and Thomas (Vi)

Apologies: Councillors Fulton-McAlister (M)

**1. Public questions/petitions**

There were no public questions or petitions

**2. Declarations of interest**

There were no public questions.

**3. Minutes**

**Norfolk County Council Consultation on Early Childhood and Family Service – Transforming Our Children’s Services**

The chair confirmed that he had written to the Councillor Stuart Dark, the acting chair of the county council’s children’s services committee and informed him of the committee’s concerns about the changes to children’s services and the closure of children’s centres. (The letter was circulated at the meeting and will be available on the council’s website with the papers for the meeting.)

The director of neighbourhoods said that the strategy manager had attached the scrutiny committee’s comments to the council’s response to the consultation.

**RESOLVED** to approve the accuracy of the minutes of the meetings held on 11 October 2018.

**4. Scrutiny Committee Work Programme 2018-19**

The chair referred to the topic paper for the New Anglia Local Enterprise Partnership and said that if the committee were to include it on the work programme there should be a joint scrutiny of the partnership involving other authorities, given that there were representatives from multiple organisations on the partnership board.

**RESOLVED** to consider the potential of a joint scrutiny of the New Anglia Local Enterprise Partnership and to ask the strategy manager to review the scope of the topic paper accordingly for consideration at a future meeting.

## **5. Council and Partner Responses to Domestic Abuse**

(Margaret Hill (Leeway) and Trudy Lock (Leeway) and John Lee (Spurgeons) attended the meeting for this item.)

The early intervention and community safety manager presented the report and introduced the guests Margaret Hill and Trudy Lock from Leeway, and John Lee representing Norwichconnect (Spurgeons), explaining that these organisations were the council's key partners in responding to domestic abuse.

Margaret Hill and Trudy Lock gave a Powerpoint presentation of the history of Leeway and its current services. This was followed by a presentation from John Lee on the Norwich Connect project. (Copies of the presentations are available on the council's website with the papers for the meeting.)

The early intervention and community safety manager then introduced Peta Waters, the council's domestic abuse adviser who had been in post for a year, and the tenancy and services and income manager.

The chair referred to a comment from John Lee that the clientele was from Norwich and asked whether there was a sense that Norwich had higher incidences of domestic abuse than the surrounding district council areas. The representatives of Leeway said that Norwich came at the top of lists requiring support for incidences of domestic violence and that 60 per cent of people seeking refuge were from the city. John Lee said that 25 per cent of reports of incidence of domestic abuse made to the police in Norfolk were from Norwich.

The chair then commented on the committee's concern that the closure of children's centres would reduce the opportunity to identify cases of domestic abuse. Margaret Hill said that the children's centres had been a place for families to drop in and had been a great support for families living at the refuges, particularly in helping them with parenting skills. As a place where perpetrators were unlikely to go, the centres were useful to display notices of support and assistance to people experiencing domestic violence and ran "Power to change" courses.

The early intervention and community safety manager said that there was a shift in how people could access services digitally. Norwichconnect was part of a wider beacon project and digital offer, which would act as a "front door" to ensure that partners directed people to appropriate services at the county council and Leeway. Digital services would include support through Skype counselling and online messaging that would be available to people of all ages, including families and children. The director of neighbourhoods said that domestic abuse was hidden and that support could only be offered if discovered. This meant that there was a role for all members of the community, particularly family and friends and that it was important to ensure that domestic abuse was talked about. The council provided



training in safeguarding so that councillors and officers were aware of what to do if they saw indications of domestic abuse.

A member referred to the “front door” and asked how people were triaged to ensure that they received the correct level of support. Margaret Hill said that a DASH (domestic abuse, stalking, harassment and honour) based violence assessment Tool was used. This comprised a series of questions to identify the level of harm and determine whether the person was in a medium or high risk.

In reply to a question, John Lee explained details of how Norwichconnect would work with the partners of perpetrators on a one to one basis and that representatives attended officer subgroups with the probation service and would be building on that relationship. The member pointed out that not all perpetrators were male and asked about work with female perpetrators and perpetrators in same sex relationships. John Lee said that the work and training was based on a model “Cheshire Without Abuse” which would work with the relationships that the member had described. The early intervention and community safety manager said that Norwichconnect was a 3 year project and had the potential to purchase or access services based on evidence that came forward.

A member referred to the higher incidence of domestic abuse reported in Norwich and asked whether in rural areas there was a lower level of detection. Margaret Hill said that there was a higher level of awareness of domestic abuse in the city, with the council being awarded White Ribbon Status and confidence that if identified then something could be done. This needed to be rolled out across the entire county.

Discussion then ensued on safeguarding work in schools to identify domestic abuse. Margaret Hill said, that Women’s Aid had developed a five week programme, Leeway funded by Children Services had delivered the programme to some schools. Schools were identifying champions to access domestic abuse training who would advise other teachers. Schools had champions who advised other teachers when children were referred through the police’s Operation Encompass. John Lee said that schools were a safe environment and that training would be provided for teachers. The pilot was focussing on five main areas, one of these was supporting young people aged 16, 17, 18 and 19 to prevent them forming unhealthy relationships. A member said that there could be funding available from local charities to provide arts and crafts work with children to help identify domestic abuse as early intervention was key.

The committee then considered the impact of universal credit on domestic abuse. A member said that where universal credit was paid to one member of the household this would have impact on a partner in a controlling relationship. Trudy Lock said that universal credit had been rolled out in Great Yarmouth and that a lot had been learnt around safeguarding and paying universal credit to one member of the household in joint names. The member said that she hoped that the secretary of state had picked up this issue and that universal credit could be split in these circumstances. Another member said that pressure should be put on the government to ensure that split payments were available.

Discussion ensued on the sources of funding and the typical client base. The representatives of Leeway said that they had a diverse clientele, including people ranging in age from 18 to older people, and people from same sex couples,

transgender and single people. The ages of the service users varied with the largest number being in the age 20 to 35 age range. People came from a variety of backgrounds, ranging from holders of high positions in society and people on benefits. In reply to a further question from a member, the representatives of Leeway said that some of its service users had complex needs, including mental health issues and drug abuse and coordinated support in partnership with other agencies including the health services, Magdalen Project and Sue Lambert Trust.

Funding for Leeway included funding from the Police and Crime Commissioner, the city and county councils and other funding streams including smaller donations.

John Lee said that the key performance indicators for the pilot project had targets for over 55s and the LGBT, black and ethnic communities. The project was funded by the Norfolk Constabulary and the Norfolk Police and Crime Commissioner, the city council, Norfolk county council children's services, adult services and public health and match funding was provided by Safe Lives using funds from the Big Lottery and Esmée Fairbairn Trust.

The representatives of Leeway answered questions on the arrangements for families living in the refuge. Families were responsible to pay for utilities. If no benefits payment had been received many relied on foodbanks and donations.

The director of neighbourhoods said that situations where families were in close proximity were trigger points for domestic violence, such as Christmas or the World Cup where alcohol was involved. Margaret Hill said that the long hot summer, where there had been more social events involving alcohol, had resulted in a rise in domestic violence. The chair referred to his wife's experience, as a head teacher and designated school lead in safeguarding, and said that prior to school holidays children were more likely to reveal domestic abuse as they were concerned about the holiday period.

A member said that historically mothers were unable to take older sons into the refuge and asked whether this was still the case. The refuge accommodation Leeway provide was a mixture of communal refuges and self-contained accommodation. Leeway policy was that male children could be accommodated in refuge up to the age of 17 years and 6 months, if in further education. A concern was that boys heard derogatory comments about men's behaviour in the refuge and Leeway was proactive in ensuring that there were positive male role models around. The length of time that people stayed at the refuge in Norwich was usually around 9 months to a year, and was dependent on suitable alternative accommodation being available.

The domestic abuse adviser and the tenancy services and income manager explained that it took time to find accommodation as it was for anyone on the council's waiting list but once a council property had been identified the family would have the support of tenancy services.

Discussion ensued on the Domestic Abuse Bill and whether it would strengthen powers to remove the perpetrator from the home rather than requiring the abused person to move out. Margaret Hill explained that making an order was resource heavy and that the sanctions available did not make it a powerful tool. The domestic

abuse adviser said that where council tenants were involved the person being abused would be supported to seek legal advice but often people in this situation did not want to return home and in such a case would not be deemed as intentionally homeless. The director of neighbourhoods commented that the “I walked away” poster was being reviewed because the focus was removing a person from the abusive relationship rather than a property.

In reply to a member’s question, about what more could be done to help the agencies, Margaret Hill and John Lee said that long term funding would be helpful as one year contracts meant that staff spent a proportion of their time seeking funding to sustain the project rather than providing the service and had no job security.

Discussion ensued on whether there was a cultural barrier for people where English was not their first language. Members were advised that Leeway employed five bi-lingual workers and have access to Language Line and Intran translation services/. John Lee said that in some cultures there was no word for “domestic abuse” because it was considered as part of a normal relationship. Communication was important.

The early intervention and community safety manager explained that the council’s chief executive chaired the Norfolk community safety partnership. The responsible authority partners, included the county council, all the local district councils, the police, fire and rescue service, probation service and the clinical commissioning groups, and its work included addressing problems such as domestic abuse and County Lines. Members considered that the lessons learnt from domestic homicide reviews should be made available to them.

Discussion ensued on endemic misogyny in society and the role of society to make sure that domestic abuse would not be tolerated. This message through campaigns and White Ribbon status raised awareness. Training in safeguarding was available to all councillors each year. A member said that she supported the Justice for Women campaign to help women who had snapped following years of abuse. Members were advised that training to change behaviours and make better choices was provided. It was also important to support children who had witnessed domestic abuse and provide them with tools to break the cycle.

The early intervention and community safety manager called on male councillors to become White Ribbon ambassadors and female councillors to become White Ribbon champions to raise awareness of domestic abuse and the support available in the community.

The committee discussed the recommendations as drafted by the strategy manager.

**RESOLVED to:**

- (1) thank Margaret Hill and Trudy Lock (Leeway) and John Lee (Norwichconnect/Spurgeons) for attending the meeting and asking questions;
- (2) make the following recommendations to cabinet, to:

- (a) commit to long-term funding arrangements when commissioning Domestic Abuse services;
- (b) continue to enable staff and members to spot potential signs of domestic abuse, including sharing lessons learnt from serious case and domestic homicide reviews with members;
- (c) liaise with the local Job Centre about equipping their staff to spot potential signs of domestic abuse, so that it can explore split payments within Universal Credit;
- (d) work with the county council to ensure that domestic abuse is factored in any work around locality development of early years provision in the light of proposed changes to children's centres;
- (e) consider how gendered language and stereotypes can form part of a wider social context that may increase the likelihood of domestic abuse occurring;

## **6. Norfolk Health Overview and Scrutiny Committee**

(The chair agreed to take this as an urgent item).

The vice chair reported on the meeting of the health overview and scrutiny committee held on 18 October where end of life care had been considered. He said that in 2016 half of the cases requiring end of life care had been in hospices and the remainder at home or in care homes. There was a disparity of service provision with no hospices at all in Great Yarmouth, which meant people were cared for in North Walsham, Norwich or Kings Lynn. There was an inherent problem in the way that services were commissioned which meant that service providers had to compete with each other. The NHS realised that this situation needed to be addressed. The committee had asked for a further report with more complete analysis about how the service provision in Norfolk competed with other regions in six months' time.

**RESOLVED** to note the report.

## **7. Call-in: Community Infrastructure Levy Exceptional Circumstances Relief Policy**

(Councillor Waters, leader of the council attended the meeting for this item.)

The chair introduced the report and said that he had called in the cabinet decision to recommend the community infrastructure levy (CIL) exceptional circumstances relief policy to council to give scrutiny committee members an opportunity to ask questions and be better informed before a decision was made on the policy at council on 27 November 2018

Councillor Waters introduced the report to cabinet on 14 November by explaining that CIL exceptional circumstances relief (ECR) would provide the council with a tool that, in exceptional circumstances and on a limited number regeneration sites, could facilitate development that would not otherwise take place. The report to the November meeting included information about the use of CIL exceptional circumstances relief by other local authorities and set out best practice for fees and charges being the responsibility of the applicant and not the council, allaying members' concerns about ECR policy being a financial burden to the council. He explained that the independent assessor would be independent from the applicant and must not have worked with the developer before and that it was important that the planning applications committee was assured of the integrity of the proposal for relief. The ECR policy would work in addition to existing measures such as the possibility to phase CIL payments over a period of time. He then referred to a number of elements that were built into the policy to ensure that it was a tight and rigorous process. The application for CIL exceptional circumstances relief would need to meet strict criteria which would be considered by the planning applications committee.

The chair said that economic viability assessments were made by the district valuer and asked about the power balance where the applicant appoints an independent person to make the assessment for CIL exceptional circumstances relief. The head of planning services said that this was specified in the regulations. The independent person was appointed by the claimant and therefore reduced the burden of costs on the local authority. However the local authority had the power to refuse to accept any appointment if they were not consider sufficiently independent or expert, therefore maintaining the balance of power.

The chair asked for confirmation that CIL exceptional circumstances relief was only relevant for Brownfield sites. Councillor Waters said that the purpose of the CIL exceptional circumstances relief was to bring forward development. Applications for relief for Greenfield sites or uncomplicated brownfield sites would be dismissed. Developers were expected to meet obligations and pay CIL. The council was not expecting "floodgates" of applications for CIL exceptional circumstances relief.

A member asked what legal safeguards there were in place to maintain the independence and integrity of the professional independent person to either parties. The head of planning services said that the contractual arrangements should cover the agreed qualified persons to make the assessment and that there should be no conflict of interests. This would vary case by case. When negotiating exceptional circumstances relief, the applicant would need to appoint someone who had no previous or current interest in the site. The independent person would be expected to be a professional and most likely a member of the Royal Institute of Chartered Surveyors.

A member asked why the council had not adopted the exceptional circumstances relief at the time when CIL had been adopted in July 2013. She asked whether the proposal was because of the number of large vacant Brownfield sites which had not been developed due to the financial crash or if there a specific site in mind where the relief would be employed. This proposal would be onerous on members of the planning applications committee who would be expected to go through the figures and make a decision. The head of planning services said that the council had been

one of the first authorities to adopt CIL and it had not been considered necessary to implement exceptional circumstances relief at the time but it was stated that this would be kept under review which was in effect the purpose of the report to cabinet and council. There were a couple of sites he had in mind where the exceptional circumstances relief could be applied to help a development go ahead. He considered that if we did “not have this tool in our armoury” then the development would not take place on certain sites. These sites still had to have viability assessments produced and be examined by the district valuer. The regulations for an application for CIL exceptional circumstances relief went further than normal viability assessments and required a breakdown of the commercial details of other parties concerned in the process. As for the role of the planning applications committee, members had already received training on developer viability issues and there would be further training on determining applications for CIL exceptional circumstances relief. The planning applications committee met in the public domain and was considered the most appropriate body to consider these applications, with maximum transparency and scrutiny of the process.

A member said that this would be onerous on members of the planning applications committee and that there should be more members appointed to the committee and allowances increased. The director of business services reminded members that allowances were proposed by the members allowance panel and approved at council. The scheme of allowances could be amended if required. A member of the planning applications committee said that he would appreciate lunch and refreshments at meetings as meetings were already lengthy.

Councillor Waters said that approval of any applications for CIL exceptional circumstances relief should be made exclusively by members for reasons of transparency of that part of the process. He considered that it would be wrong to delegate this to officers.

A member said that viability assessments were a key issue and that even with changes to the National Planning Policy Framework (NPPF) remained difficult to understand. The head of planning services said that professional advice was sought on viability assessments so that members could make a judgement. It was important that the people of the city were fully served by involving elected members in these decisions. A member suggested that viability assessments should be set out in an easy to read format, particularly where there are tables of figures. He suggested that standardised and simplified summary documents were prepared to assist members with their consideration of CIL exceptional circumstances relief applications. The head of planning agreed to take this point on board.

A member expressed concern that the application of CIL exceptional circumstances relief would set a precedent. The head of planning services said that theoretically the council would need to deal with each application for relief in the same way. However, it should only be applied in “exceptional circumstances.” It would be very difficult for an applicant to force through an application for CIL exceptional circumstances relief that did not meet the criteria. The council could also withdraw the policy if it saw fit.

Councillor Waters said that making a planning application and seeking CIL exceptional circumstances relief were separate processes. The head of planning

services outlined the processes that would be undertaken after planning consent had been granted and before CIL exceptional circumstances relief was considered. This included a S106 agreement being in place. A CIL exceptional circumstances relief would only likely be granted if S106 variance had been considered and the applicant was fully compliant. The applicant would in practice need to alert the council before signing the S106 agreement if considering applying for CIL exceptional circumstances relief. The planning applications committee need to be aware that CIL exceptional circumstances relief was only considered if all other options have been considered to close the gap in funding. A member asked whether there was a huge discrepancy between S106 payments and CIL. The head of planning services said that this would vary on a case by case basis but that CIL exceptional circumstances relief may be higher but he would still expect the applicant to inform the council as a matter of courtesy because there was no right of appeal for CIL exceptional circumstances relief.

A member asked whether a windfall profits clause could be added. The head of planning services said that most S106 agreements included clawback provision. CIL exceptional circumstances relief was the last “brick in the wall” to allow a development to go ahead. There were safeguards in the policy to ensure that where a development was not implemented within 12 months or was sold, then the developer would be disqualified from receiving CIL exceptional circumstances relief. In reply to a member’s concern that the ECR policy would lead to reduced levels of affordable housing, the head of planning services said that planning applications and applications for CIL exceptional circumstances relief were separate decision making processes. The ECR policy could be used positively to bring schemes with affordable housing forward. A member suggested that the relief could mean that Brownfield sites which required decontamination were brought forward for development of social housing or economic regeneration.

Discussion ensued on the reaction of the council’s partners on the Greater Norwich Growth Board to the proposed ECR policy. Councillor Waters confirmed that Broadland District Council and South Norfolk Council were aware that the council was considering implementing a CIL exceptional circumstances relief policy. He pointed out that the policy was to bring forward development on Brownfield sites and that the other two district councils were largely rural. The head of planning services said that CIL exceptional circumstances relief would be used to promote regeneration where no other development would take place and pointed out that if no development were to go ahead on the site there would be no generation of CIL income.

Members concurred that there were no specific recommendations to cabinet but that the minutes of the meeting should be made available to members before council on 27 November 2018.

**RESOLVED** to ask the committee officer to circulate this minute to members of the council for information before the meeting of council on 27 November 2018.

CHAIR





**Norwich City Council**  
**SCRUTINY COMMITTEE**

## **Item No 5**

**REPORT for meeting to be held on Thursday 13 December 2018**

### **Scrutiny committee work programme 2018/19**

- Summary:** The purpose of the report is to assist committee members in setting the work programme for 2018/19.
- Conclusions:** It is proposed that any discussion is as a whole committee using the TOPIC criteria. This will assist members in achieving the goal of an agreed work programme that is met by consensus.
- Recommendation:** To note the work programme for 2018-19. The programme is a standing item at each committee meeting and can be adjusted as necessary
- Contact Officers:** Lucy Palmer, democratic team leader  
Telephone (01603) 212416  
Email [lucypalmer@norwich.gov.uk](mailto:lucypalmer@norwich.gov.uk)

## **1. Developing a work programme for the scrutiny committee**

- 1.1 When the scrutiny committee considers which items to include on its work programme, it is useful to do so in the context of what the focus is for the council over the coming year and to look at how activity aligns to the council's corporate plan.
- 1.2 This is so that the scrutiny committee will be able to consider where and how it can add value to the work being carried out towards achievement of the council's priorities and ensure that resources are being focussed effectively.
- 1.3 The scrutiny committee has previously adopted the TOPIC flow chart as an aid to selection of scrutiny topics for its work programme. This is attached to the agenda for reference and members are encouraged to pay regard to this in ensuring that any topic that makes it onto the work programme has an agreed scope and may benefit from the scrutiny process.

## **2. Scope for scheduling items to the work programme**

- 2.1 Although sometimes not possible to achieve, it was previously agreed that the committee should agree as few as possible substantive topics per meeting. The main reason for this is to ensure that there is enough time for the committee to effectively consider the issues and has a fair chance of reaching sound, evidence based outcomes. Ideally, one main item per meeting would be the aim.
- 2.2 Although the future work of the committee has been set up to March 2019, members will have the opportunity on a monthly basis to revise the programme if and when required or due to changing events. This is done via the work programme standing item on the scrutiny committee agendas.
- 2.3 Along with this report, members have a copy of the cabinet forward agenda for consideration.
- 3.5 It is proposed that any discussion is as a whole committee using the TOPIC criteria. This will assist members in achieving the goal of an agreed work programme that is met by consensus.

## Scrutiny committee work programme 2018 – 2019

<b>DATE OF MEETING</b>	<b>TOPIC FOR SCRUTINY</b>	<b>RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR,</b>	<b>SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT</b>
24 May	<b>Setting of the work programme</b>	Joanna Rowan (Scrutiny liaison officer), Cllr Wright	To assist committee members in setting the work programme for 2018/19
28 June	<b>The impact of Airbnb type properties</b>	Anton Bull, Director of business services Cllr Wright	To consider the growth of short term letting of homes, and the impact of these on both income for the council and the wellbeing of local residents.
28 June	<b>Report of CLF inquiry for consideration</b>	Anton Bull, Director of business services; Jo Rowan, Scrutiny liaison officer	To provide an update to members the current position of Norwich city council in relation to the recommendations made by the communities and local government committee report 'Effectiveness of local authority overview and scrutiny committees'.
19 July	<b>The impact of universal credit on vulnerable groups of people, the impact of existing universal credit roll-out, preparation for full service of universal credit</b>	Anton Bull, Director of Business Services; Adam Clark, Strategy Manager; Nicki Bristow, Universal Credit Team Leader	The objective of this scrutiny would be to scrutinise the plans for UC full service implementation in Norwich based on the data and learning from the live service, and experience of other areas that have already implemented UC full service. This would form the basis of recommendations relating to the council's own preparation (as outlined below), as well as how the DWP nationally and locally are implementing full UC.

## Scrutiny committee work programme 2018 – 2019

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR,	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
1 August	<b>Approval to Place a Bid on a Potential Asset Investment</b>	Karen Watling, Chief Finance Officer; Andy Watt, Head of City Development Services	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.
20 September	<b>The impact of operation gravity/organised crime in Norwich since 2016, the role of the council and police when dealing with communities blighted by anti-social behaviour</b>	Bob Cronk, Director of neighbourhoods; Jo Sapsford, Early help and community safety manager	To provide members with key information on County Lines in Norfolk and the work that council officers are progressing with partners to help tackle the issue in Norwich
11 October	<b>Norfolk county councils consultation on Early childhood and family Service - transforming our children's centres</b>	Bob Cronk, Director of neighbourhoods	To identify where the biggest risks are for the children of Norwich so that the council can respond to the consultation.
11 October	<b>Responses to the discussion surrounding county lines</b>	Bob Cronk, Director of neighbourhoods	To ask members to formulate recommendations following the discussion on 20 September.

## Scrutiny committee work programme 2018 – 2019

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR,	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
22 November	<b>Responses to domestic violence in Norwich</b>	Jo Sapsford, Early help and community safety manager, Cllr Fullman	To understand and improve the City Council response, as part of multi-agency working, to how we as an organisation respond and help citizens facing this form of abuse.
22 November	<b>New Anglia Local enterprise partnership (LEP)</b>	Cllr Carlo	To consider adding an item to the future work programme which explores ways of improving democratic accountability of the New Anglia LEP and public input and increasing its effectiveness
13 December	<b>Corporate plan and performance framework</b>	Adam Clark, Strategy Manager	To consider the draft Corporate Plan 2019 - 2022 and agree any recommendations
13 December	<b>Equality information report</b>	Adam Clark, Strategy Manager	Pre scrutiny of the report before it goes to cabinet.
31 January <b>BELOW THE LINE</b>	<b>Pre scrutiny of the proposed budget, MTFA and transformation programme (before February cabinet)</b>	Karen Watling, Chief finance officer; Helen Chamberlin, Head of strategy and transformation	<p>To make suggestions to cabinet regarding the proposed budget's ability to deliver the council's overarching policy.</p> <p>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.</p>
31 January	<b>Budgets, Medium Term</b>	Cllr Kendrick, Karen Watling, Chief finance officer	To propose for approval the 2019-20 budgets, medium term financial strategy and capital

## Scrutiny committee work programme 2018 – 2019

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR,	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
	<b>Financial Strategy and HRA Business Plan 2019-20</b>		programme.
31 January	<b>Capital &amp; Investment Strategy 2019-20</b>	Cllr Kendrick, Karen Watling, Chief finance officer	To propose for approval the 2019-20 capital & investment strategy.
31 January	<b>Treasury Management Strategy 2019-20</b>	Cllr Kendrick, Karen Watling, Chief finance officer	To recommend to council the capital prudential indicators and limits, the borrowing strategy, the treasury prudential indicators and the minimum revenue provision.
14 February	<b>Good quality jobs in Norwich – the digital and emerging economy</b>	Cllr Fullman,	To explore how the Norwich economy is changing and how our economic strategy should respond to this so that the positive opportunities can be maximised for Norwich people.
21 March	<b>Viability assessments and impact on delivery of affordable housing</b>	Graham Nelson, Head of planning services	

# FORWARD AGENDA: CABINET and COUNCIL MEETINGS 2018 - 2019

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
<b>CABINET 12 DEC 2018</b>	Quarter 2 2018/19 quarterly performance report	To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 2 of 2018/19	Cllr Waters Adam Clark		Adam Clark	NO
<b>CABINET 12 DEC 2018</b>	Revenue and capital budget monitoring 2018/19 – Period 7	To update Cabinet on the forecast financial position of the council as at 31 October 2018	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>CABINET 12 DEC 2018</b>	Treasury management mid-year review 2018/19	To update members on the Treasury Management performance for the financial year to 30 September 2017.	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>CABINET 12 DEC 2018</b>	Emerging 2019/20 Budget, Medium Term Financial Strategy (MTFS) and HRA Business Plan	To update members on the emerging position, as currently known, for the General Fund revenue budget, the HRA Business Plan, and the Council's capital programme.	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>CABINET 12 DEC 2018</b>	Norwich City Council – Fit for the Future Update	To update cabinet on the progress made during 18/19 financial year	Cllr Waters Laura McGillivray		Laura McGillivray	NO
<b>CABINET 12 DEC 2018</b>	Scrutiny committee recommendations	To consider the recommendations from scrutiny committee.	Cllr Kendrick Adam Clark		Adam Clark	NO
<b>CABINET 12 DEC 2018</b>	Procurement of a housing structural repairs contract – <b>KEY DECISION</b>	To inform cabinet of the procurement process for a housing structural repairs contract and to seek approval to award the contract.	Cllr Harris Bob Cronk Carol Marney		Bob Cronk	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
<b>CABINET 12 DEC 2018</b>	Procurement of district heating works at Meadowsweet sheltered housing scheme – <b>KEY DECISION</b>	To inform cabinet of the procurement process and to seek approval to delegate authority to award the contract.	Cllr Harris Bob Cronk Carol Marney		Bob Cronk	NO
<b>CABINET 12 DEC 2018</b>	Commercial property investment strategy – <b>KEY DECISION</b>	To review and adopt revised guidance for the purchase of new investment property. To delegate authority to the director of service for regeneration and development, in consultation with the section 151 officer, the Leader, deputy leader, portfolio holder for resources and portfolio holder for sustainable and inclusive growth, to invest in income generating assets up to the limit in value described in the report and as budgeted for in the council's capital programme.	Cllr Stonard Karen Watling Andy Watt		Karen Watling	Yes (Para 3)
<b>CABINET 12 DEC 2018</b>	Procurement of demolition and remediation of the former Mile Cross depot – <b>KEY DECISION</b>	To inform cabinet of the procurement process and to seek approval to delegate authority to award the contract.	Cllr Kendrick Dave Moorcroft Carol Marney / Neil Watts		Dave Moorcroft	NO
<b>CABINET 12 DEC 2018</b>	Establishment of a new council owned company to manage private sector rental	To seek agreement to establish a new council owned company to manage private sector rental income collection	Cllr Stonard Karen Watling Miriam Adams		Karen Watling	NO



ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
	income collection					
<b>CABINET 12 DEC 2018</b>	Commercial services strategy	To review and approve the council's commercial services strategy	Cllr Kendrick Anton Bull		Anton Bull	NO
<b>CABINET 12 DEC 2018</b>	Commercial services strategy	To review and approve the exempt elements of the council's commercial services strategy	Cllr Kendrick Anton Bull		Anton Bull	Yes (Para 3)
<b>CABINET 12 DEC 2018</b>	Establishment of a new council owned company to manage private sector rental income collection	To seek agreement to establish a new council owned company to manage private sector rental income collection (exempt appendix)	Cllr Stonard Karen Watling Miriam Adams		Karen Watling	Yes (Para 3)
<b>CABINET 16 JAN 2019</b>	Quarter 2 2018/19 quarterly performance report	To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 2 of 2018/19	Cllr Waters Adam Clark		Adam Clark	NO
<b>CABINET 16 JAN 2019</b>	Risk management report	To provide an update on the review of key risks facing the council, and the associated mitigating actions, and the council's Risk management policy.	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>CABINET 16 JAN 2019</b>	Norwich Western Link	To consider shortlisted options for the route of the proposed Norwich Western Link road	Cllr Stonard Dave Moorcroft Andy Watt		Dave Moorcroft	NO
<b>CABINET 16 JAN 2019</b>	Scrutiny committee recommendations	To consider the recommendations from scrutiny committee.	Cllr Kendrick Adam Clark		Adam Clark	NO
<b>CABINET 16 JAN 2019</b>	Employment Practice Research	To advise cabinet of the results of the Employment Practice research project which was generated by a council	Cllr Waters Dave Moorcroft Sharon Cousins-Clarke		Dave Moorcroft	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
		resolution in March 2018.				
<b>CABINET 16 JAN 2019</b>	Greater Norwich Growth Board 5 year investment plan	To consider whether to endorse the 5 year investment plan	Cllr Stonard Dave Moorcroft Graham Nelson		Dave Moorcroft	NO
<b>CABINET 16 JAN 2019</b>	Norwich Airport Industrial estate - procurement of a developer partner	To approve the brief for procurement of a developer partner	Cllr Stonard Andy Watt Gwyn Jones		Andy Watt	NO
<b>CABINET 16 JAN 2019</b>	Norwich Airport Masterplan – <b>KEY DECISION</b>	To report back on revisions to the draft masterplan and to seek approval of the final masterplan document.	Cllr Stonard Graham Nelson Judith Davison		Dave Moorcroft	NO
<b>COUNCIL 29 JAN 2019</b>	Council approval for additional lending to NRL		Miriam Adams Snr Technical Accountant (Interim) LGSS Norwich			
<b>CABINET 06/13 FEB 2019</b>	Corporate plan 2019- 2022	To consider the corporate plan and performance framework 2019-22	Cllr Waters Adam Clark		Adam Clark	NO
<b>CABINET 06/13 FEB 2019</b>	Revenue and capital budget monitoring 2018/19 – Period 9	To update cabinet on the forecast financial position of the council as at 31 December 2018.	Cllr Kendrick Karen Watling		Karen Watling	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
<b>CABINET 06/13 FEB 2019</b>	Budgets, Medium Term Financial Strategy and HRA Business Plan 2019-20	To propose for approval the 2019-20 budgets, medium term financial strategy and capital programme.	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>CABINET 06/13 FEB 2019</b>	Capital Strategy 2019- 20	To propose for approval the 2019-20 capital strategy.	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>CABINET 06/13 FEB 2019</b>	Treasury Management Strategy 2019-20	To recommend to council the capital prudential indicators and limits, the borrowing strategy, the treasury prudential indicators and the minimum revenue provision.	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>CABINET 06/13 FEB 2019</b>	Council tax reduction scheme 2019-20	To consider and recommend to council a council tax reduction scheme for 2019-20.	Cllr Davis Cllr Kendrick			NO
<b>CABINET 06/13 FEB 2019</b>	Scrutiny committee recommendations	To consider the recommendations from scrutiny committee.	Cllr Kendrick Adam Clark		Adam Clark	NO
<b>CABINET 06/13 FEB 2019</b>	Procurement of housing mechanical and electrical repairs and maintenance of common areas – <b>KEY DECISION</b>	To inform cabinet of the procurement process and to seek approval to award the contract.	Cllr Harris Bob Cronk		Bob Cronk	NO
<b>CABINET</b>	Write off of non-	To provide an update on the position as	Anton Bull		Anton Bull	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
<b>06/13 FEB 2019</b>	recoverable national non domestic rate debts	at 11 January 2019 with regard to the write off of non- recoverable national non domestic rate (NNDR) debt and request approval for the write off of various matters which are deemed irrecoverable.	Carole Jowett Michelle Newell			
<b>CABINET 06/13 FEB 2019</b>	Bethel Hospital Repairs Notice	To consider the possible service of a Repairs Notice or Notices under Section 48 of the Listed Buildings Act 1990 specifying those works considered reasonably necessary for the proper preservation of the Bethel Hospital complex of buildings	Cllr Stonard Graham Nelson David Parkin		Dave Moorcroft	NO
<b>CABINET 06/13 FEB 2019</b>	Risk Based Verification Policy	Policy to determine verification standards for Housing Benefit and Council Tax Support claims	Cllr Karen Davies Anton Bull Adrian Mills (ARP)		Anton Bull	Yes (para. 3)
<b>CABINET 06/13 FEB 2019</b>	Norwich Regeneration Ltd – approval of business plan	To recommend to council to approve the business plan for NRL	Cllr Stonard Dave Moorcroft/ Karen Watling Dave Shaw		Dave Moorcroft/ Karen Watling	NO
<b>CABINET 06/13 FEB 2019</b>	Norwich Regeneration Ltd –approval of business plan	To recommend to council to approve the business plan for NRL (exempt appendix)	Cllr Stonard Dave Moorcroft/ Karen Watling Dave Shaw		Dave Moorcroft/ Karen Watling	Yes (Para 3)
<b>COUNCIL</b>	Revenue and capital	To update council on the revenue and	Cllr Kendrick		Karen	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
<b>19/26 FEB 2019</b>	budget monitoring 2017/18 – final outturn	capital outturns for the year 2017/18; the consequent General Fund and Housing Revenue Account balances; and to seek approval to delegate to officers the approval of carry-forward unspent capital budgets into the 2018-19 capital programme.	Karen Watling		Watling	
<b>COUNCIL 19/26 FEB 2019</b>	Budgets, Medium Term Financial Strategy and HRA Business Plan 2019-20	To propose for approval the 2019-20 budgets, medium term financial strategy and capital programme.	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>COUNCIL 19/26 FEB 2019</b>	Capital and investment Strategy 2019-20	To propose for approval the 2019-20 capital strategy.	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>COUNCIL 19/26 FEB 2019</b>	Treasury Management Strategy 2019-20	To recommend to council the capital prudential indicators and limits, the borrowing strategy, the treasury prudential indicators and the minimum revenue provision.	Cllr Kendrick Karen Watling		Karen Watling	NO
<b>COUNCIL 19/26 FEB 2019</b>	Council tax reduction scheme 2019-20	To consider and recommend to council a council tax reduction scheme for 2019-20.	Cllr Davis Cllr Kendrick			NO
<b>COUNCIL 19/26 FEB 2019</b>	Norwich Regeneration Ltd – approval of business plan	To approve the business plan for NRL	Cllr Stonard Dave Moorcroft/ Karen Watling Dave Shaw		Dave Moorcroft/ Karen Watling	NO
<b>COUNCIL 19/26 FEB 2019</b>	Norwich Regeneration Ltd –approval of business plan	To approve the business plan for NRL (exempt appendix)	Cllr Stonard Dave Moorcroft/ Karen Watling Dave Shaw		Dave Moorcroft/ Karen Watling	Yes (Para 3)

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
<b>CABINET 13 MARCH 2019</b>	Quarter 3 2018/19 quarterly performance report	To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 3 of 2018/19	Cllr Waters  Adam Clark		Adam Clark	NO
<b>CABINET 13 MARCH 2018</b>	Scrutiny committee recommendations	To consider the recommendations from scrutiny committee.	Cllr Kendrick Adam Clark		Adam Clark	NO
<b>CABINET 13 MARCH 2019</b>	An overview of external relationships, contracts and grants 2019-20 – <b>KEY DECISION</b>	To consider commissioned services for the period 2019-20. These are both planned and current relationships with external organisations including partnerships, grants, contracts and shared services.	Cllr Waters  Adam Clark Tracy Woods		Adam Clark	NO
<b>CABINET 13 MARCH 2019</b>	Economic strategy 2019-2024 - <b>KEY DECISION</b>	To approve for publication the economic strategy 2019-2024	Cllr Waters Dave Moorcroft Ellen Tilney		Dave Moorcroft	No
<b>CABINET 13 MARCH 2019</b>	Revised supplementary planning document for affordable housing	To endorse the supplementary planning document for affordable housing	Cllr Stonard Dave Moorcroft Graham Nelson/ Judith Davison		Dave Moorcroft	NO
<b>CABINET 13 MARCH 2019</b>						
<b>COUNCIL 19 MARCH 2019</b>						

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
<b>CABINET JUNE 2019</b>	Revenue and capital budget monitoring 2017/18 – final outturn	To update Cabinet on the revenue and capital outturns for the year 2017/18; the consequent General Fund and Housing Revenue Account balances; and to seek approval to delegate to officers the approval of carry-forward unspent capital budgets into the 2018-19 capital programme.	Cllr Kendrick Karen Watling		Karen Watling	NO





**Norwich City Council**  
**SCRUTINY COMMITTEE**  
**ITEM 7**

**REPORT for meeting to be held on 13 December 2018**

**Draft Corporate Plan 2019-2022**

- Summary:** This report sets out the background to the council's draft corporate plan for the period 2019-2022. The draft plan itself is appended.
- Conclusions:** The report is intended to enable the scrutiny committee with sufficient information to comment on the draft plan and make recommendations to cabinet in line with the council's constitution.
- Recommendation:** To consider the draft corporate plan 2019-2022 and to agree any recommendations.
- Contact Officer:** Adam Clark  
Strategy Manager  
01603 212273  
[adamclark@norwich.gov.uk](mailto:adamclark@norwich.gov.uk)

## 1. Background

### 1.1. The council's constitution states that:

- “Each year a draft corporate plan will be prepared setting out the overall strategic direction of the council including its vision, priorities and values. The plan guides everything the council will do for the city and its residents and visitors for the period. It, therefore, acts as the overarching policy framework of the council.
- The draft corporate plan is drawn up in line with the council's medium term financial strategy and in parallel to the development of the budget for the period to ensure the necessary resources are in place for its delivery.
- The draft corporate plan will be subject to discussion with the scrutiny committee, before being submitted, along with the comments and recommendations of the scrutiny committee, to the cabinet for agreement. Cabinet will then present the draft corporate plan to full council along with the draft budget for the coming year.”

### 1.2. The corporate plan is therefore the document that summarises and informs the scope of the council's activities so that internal and external audiences have a clear understanding of what the council is seeking to achieve and how, broadly, it will steer and focus resource to achieve those priorities in collaboration with other organisations and residents.

### 1.3. Over the last 10 years Norwich City council has faced significant financial challenges. The council has responded with a planned and carefully managed approach, looking ahead to smooth required savings out across future years, and seeking to protect front line services wherever possible.

### 1.4. The council's current corporate plan was adopted at a meeting of full council on 17 February 2015. It was originally intended to cover the period 2015-2020. It has been reviewed and refreshed to reflect changing circumstances every year, but the main vision, mission and priorities have remained the same. The corporate performance measures that track progress have also been reviewed annually.

### 1.5. In June 2016 Cabinet resolved to adopt a forward looking approach to ensure it had the best possible opportunity to meet these financial challenges and match the shape and style of the council to the resources available noting in particular that “the council has reached the point where the potential for reconfiguration of services is increasingly limited and a redesign of the council is necessary. With the resources available to the council in future it will not be able to meet the aspirations of the corporate plan and new priorities need to be set that can be delivered within the resources available”.

### 1.6. A report was approved by Cabinet to initiate a process to:

- Work with partners in the public, private, voluntary and community sector to develop a new city vision

- Develop a revised corporate plan, priorities and performance measures which reflect that council's part in supporting that vision
- Determine a new blueprint or operating model to guide how the council works in future, which reflects available resources.

1.7. This has resulted in a fundamental review of the council's corporate plan, which ends the current corporate plan a year earlier than was originally intended. The rest of this report covers the development of a replacement plan and an overview of the content.

## **2. Corporate plan 2019-2022**

2.1. A draft of a new corporate plan covering the period 2019-2022 has been appended to this report. This has been developed in the light of the wider city vision work, which has been undertaken under the 'Norwich 2040' banner. This started with a significant piece of resident and stakeholder engagement to identify consensus about what the strengths and challenges of Norwich are. It then continued with analysis of the findings to shape a vision for Norwich in 2040 which provides a shared set of aspirations for Norwich to be:

- A creative city
- A liveable city
- A fair city
- A connected city
- A dynamic city

2.2. The full details of the city vision and how it was developed can be found on the city council website.

2.3. This city vision provides a framework within which the city council can articulate its role. The city vision is therefore the starting point for this corporate plan. This has been combined with information and analysis including:

- Analysing information on levels of need in the city such as looking at demographics, economic, environmental and equalities data
- Assessing the current environment the council operates in, including the national and local economic climate and policy and legislation for local government.
- Understanding how other local authorities are responding to similar challenges
- Looking at the potential future factors that may impact on Norwich and the council
- Discussions with councillors and officers
- Reflecting the Medium Term Financial Strategy and transformation programme which helps plan resource allocation

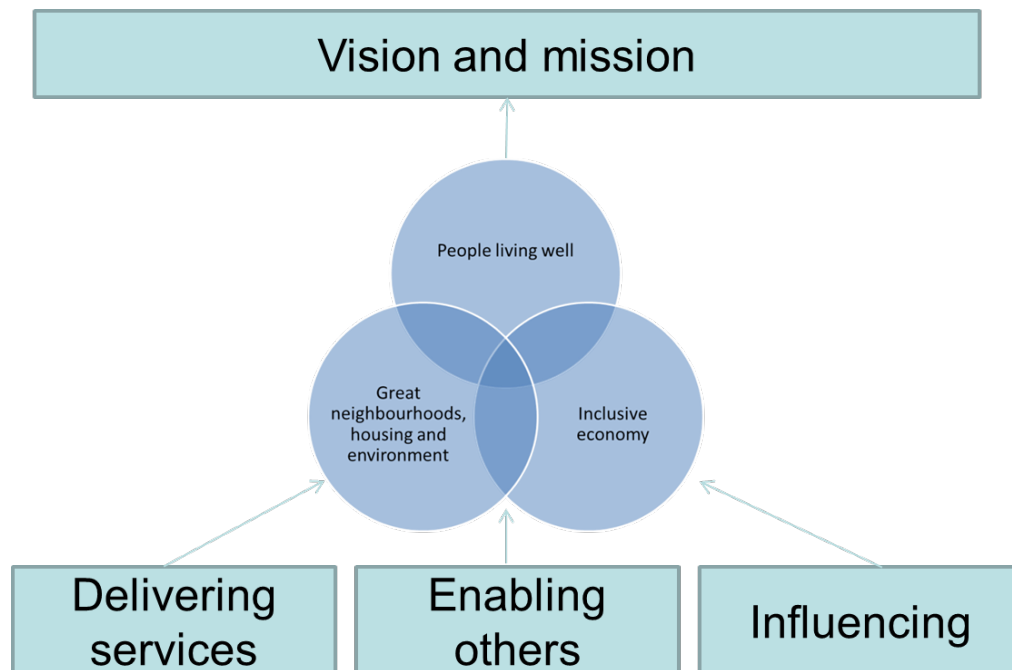
2.4. The revised corporate plan retains the same vision and mission statements as in the preceding plan:

- The corporate vision – To make Norwich a fine city for all
- The corporate mission – To put people and the city first

2.5. Three new priorities are proposed:

- People living well
- Great neighbourhoods, local environment and housing
- Inclusive economy

2.6. The priorities are being developed to recognise their interconnected nature and the likelihood that many areas of work will impact on two or three of them, or require trade-offs between them. The strategies behind each priority are also being developed to recognise the different roles the council may play: delivery, enabling and influencing, linking back to the collective responsibilities of the city vision. This can be represented as follows:



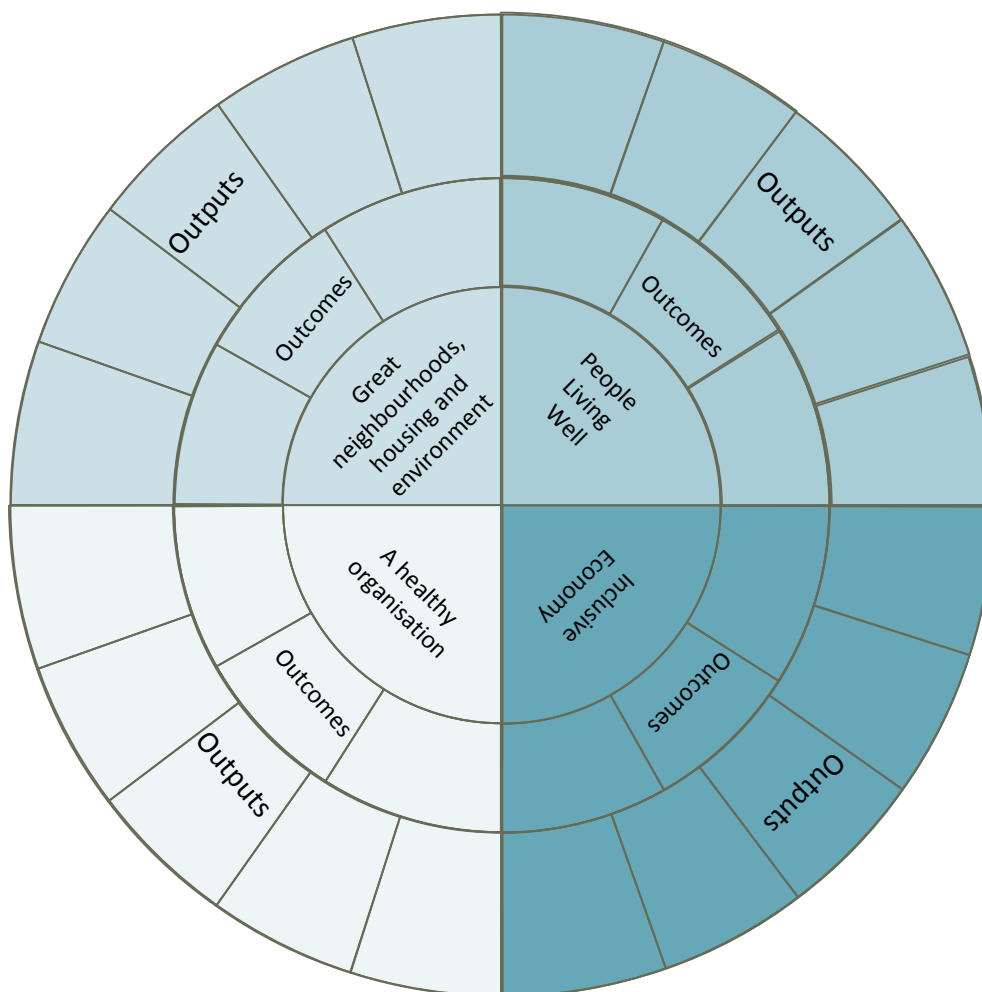
2.7. Employee engagement and clarity around their roles in delivering these new objectives will be important. Consequently the strategies that sit underneath these priorities are being developed in a collaborative way with colleagues from across the council. Service plans will be replaced by cross cutting strategies and team plans will be adapted to ensure a golden thread from each employee up to the corporate priorities and encourage a more joined up way of working as envisaged in the Fit for the Future Programme. A draft of the corporate plan will go to Cabinet on 16th January and Budget Council in February.

### 3. Performance Framework

3.1. Alongside changes to the corporate plan, the council is also developing a new performance framework to better measure its impact and to ensure the link to the wider city vision is maintained. It is proposed that this should include output measures; quality or quantity measures of the council's own

activities, and outcome measures; measures of the “real world” position. The current performance framework includes a mixture of output and outcome measures and showing them separately will allow for greater clarity around how the council is delivering its own activities, whilst ensuring a continued focus on the real world impact and identification of areas where an enabling or influencing role could be adopted.

- 3.2. The proposed performance framework will be clustered around the new corporate priorities as well as metrics that indicate the performance of the council’s corporate functions, such as finance, IT and HR under the banner of ‘A healthy organisation’. This is shown in the following schematic:



- 3.3. The new performance framework is being built in the following way:
- Establishing the overall outcomes that contribute to the corporate priorities
  - Identifying key outcome measures that indicate whether that outcome is being achieved. It should be underlined that these are the overall outcomes for the city not the specific outcomes for which the city council is exclusively responsible
  - Identifying key outputs that measure the efficacy, quality or quantity of the council's own activity which make a contribution to the outcome and then onto the priority

3.4. The individual proposed outcome and output measures are derived from a number of sources, including national data, data generated by the council's own activities, specific surveys and data sourced from other organisations. We expect that the framework will need to be reviewed annually to improve it.

3.5. As stated above, the outcomes and the outcome measures within the framework are not exclusively related to the council's own activities, but there should be a clear and logical link between the council's output measures and the outcomes they are intended to achieve. This provides employees and members with a framework within which to understand the 'why' of the council's services and activities.

3.6. An example of the distinction between outcome measures and output measures is in the table below. This shows how one of the component parts of the overall corporate priority of 'people living well' is that residents feel safe. This outcome then sets the context for our Anti-social behaviour responses and how we measure it:

Corporate Priority	People living well
Outcome	People feeling safe
Outcome measure	People feeling safe measured through the Local Area Survey
Output measures	Satisfaction with how ASB reports were handled
	Satisfaction with the outcome of ASB reports

3.7. Clearly the outcome of people feeling safe is also affected by a range of other factors, such as levels of crime in the city, visibility of policing, media stories, personal character, individual and community networks, all of which can impact on the outcome. The council's own activity in responding to Anti-social behaviour has a role, but not an exclusive one.

3.8. Below this there are team and individual objectives that contribute to the output, and ultimately to the outcome and corporate priority. This therefore provides the 'golden thread' that links every individual employee's work to the overall aims of the council.

3.9. This is one example of the full range of measures that will make up the performance framework. As this is a significant change to our performance framework, it has not been possible to provide the full framework with this report, but members will be taken through the details at the scrutiny committee meeting on 13 December. The detail of the framework will accompany the paperwork taken to cabinet in January 2019 and will be informed by the discussion at scrutiny committee.

## APPENDIX 1

### **CORPORATE PLAN 2019 – 22**

#### **Intro**

Leader's statement.

#### **Plan on a page**

Infographic showing vision, mission, values and priorities

DRAFT



### Norwich 2040

The city of Norwich, like many others, is at a pivotal point in time. Over the last 12 months the city council has worked together with businesses, local authorities, young people, the voluntary sector, and community groups to develop a bold and ambitious vision, a clear long-term statement of what we want the future of Norwich to be, and things we can do together to get there.

The 2040 Norwich City Vision is rooted in the views of everyone in it, as well as those who visit it. Following significant engagement conducted over eight months by independent research company, Ignite, feedback reflects what we know Norwich to be: a vibrant growing city with social, economic and cultural strengths, offering a variety of experiences, which truly make it a unique destination city to live, learn, work and visit.

Jointly developing our city vision and sharing its ownership provides real direction for our journey to 2040, enabling the city to build on its strengths, tackle the challenges and maximise opportunities over the coming months and years, making Norwich a world-class city.

It also provides us with an insight into what role the city council can play in achieving that vision, which informs this corporate plan.

The key strengths and challenges for Norwich that were identified by the consultation were as follows:

#### Strengths

Safe  
Good place to make a life  
Friendly with a strong sense of community  
Diversity  
Events  
Arts and culture  
Retail and food scene  
Rich history but forward looking  
Parks and open spaces  
Sustainability  
Universities and research parks

#### Challenges

Inequality and lack of social mobility  
Street homelessness and substance misuse  
Traffic  
Mixed, high quality, affordable housing  
Secondary and vocational education and lifelong learning  
Local jobs and economic growth  
Social isolation  
Diversity not seen as universally positive

This has given us a platform to develop the following themes for Norwich 2040 to be:

- A creative city
- A liveable city
- A fair city
- A connected city
- A dynamic city

You can read more about the city vision here. The rest of this document lays out how the city council proposes to play its part in delivering this shared vision.

## **Vision, Mission and Values**

**The corporate vision** – To make Norwich a fine city for all

**The corporate mission** – To put people and the city first

### **The mission statement**

Norwich City Council is at the heart of the city of Norwich.

We work creatively, flexibly and in partnership with others to create a city of which we can all be proud.

We provide good services to our residents, visitors and businesses, whilst enabling people to help themselves and ensuring that those who need extra help can access it.

We aim to be financially self-sufficient, to ensure the sustainability of our services.

### **Characteristics of the council**

This means that we:

Understand our city and our customers, recognising the interconnected nature of the objectives we are seeking to achieve.

Take decisions based on a full understanding of the evidence and risks

Build relationships proactively and work collaboratively internally and externally and leverage resource where possible to deliver the best outcomes

Are agile and adaptable, to enable us to adjust our resources to deliver our priorities

Adopt commercial approaches where appropriate

Value and trust our staff and our partners and respect PACE values

### **Putting the characteristics into practice**

Change is likely to be a constant in the future, and so putting this vision into practice will require us to create an organisation which is not rigid, but which is adaptable and can respond to change. And all this will require changes to our culture and skills, internal infrastructure and relationships with partners and citizens which need to be clearly articulated and shared across the organisation.

### Financial challenge

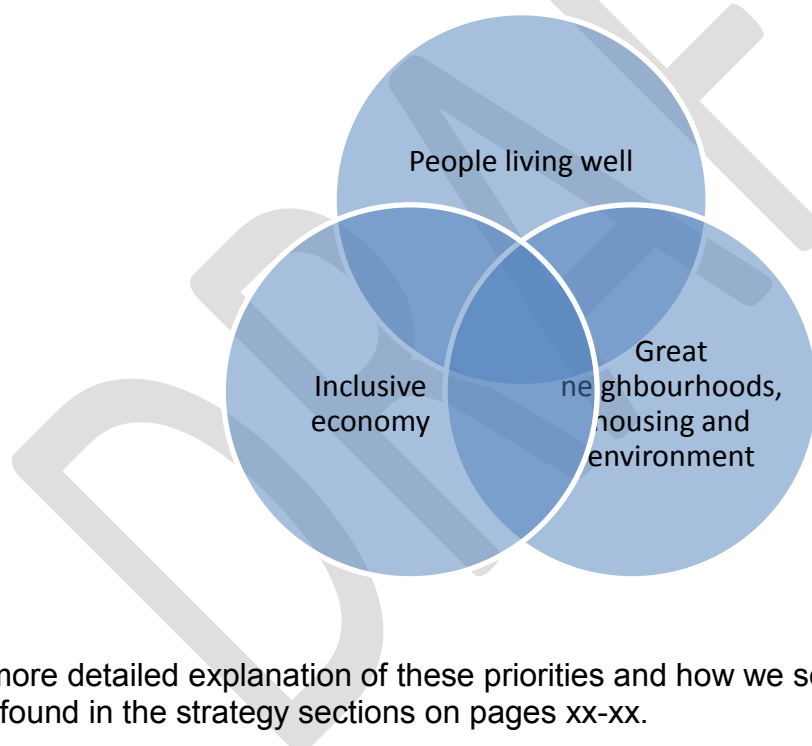
At a glance infographic

#### Values

- Pride
- Accountability
- Collaboration
- Excellence

#### Our corporate priorities

Our corporate priorities are the outcomes that we want to see in Norwich. They steer everything we do, whether that be the services we deliver, other agencies' activities that we enable or the wider landscape that we influence. Even our corporate services, such as IT, HR and finance should support us to achieve these priorities. We use these to inform and align our strategies, policies and plans, so that all staff know how their role supports these priorities.



A more detailed explanation of these priorities and how we seek to achieve them can be found in the strategy sections on pages xx-xx.

#### Our core services

Some copy to explain that this is not an exhaustive list of everything we do that there is 'business as usual' that is not necessarily covered in the following pages.

## **People living well**

### **What is our vision for this priority?**

Norwich is a city in which many people enjoy a good quality of life, and is a social and cultural hub for the entire county. We want Norwich to continue to be a city which supports wellbeing, and one in which people enjoy living and working as well as visiting. This will entail playing our part in addressing the very real inequalities between the most and least deprived residents of the city.

### **How will this be achieved?**

Working with our partners, we will:

- Support people in Norwich to feel safe and welcomed
- Provide means for people to lead healthy, connected, fulfilling lives, particularly those who are most vulnerable
- Ensure there is a range of cultural, leisure and social opportunities and activities for all
- Tackle homelessness and rough sleeping

### **How will we know we are having an impact?**

Outcome measures

Output measures

### **What will the city council do?**

Support those who visit, study, live and work in Norwich to feel safe and welcomed

- The city council have a range of roles in achieving this outcome. We will continue to deliver core services that help keep people safe, including community safety activities, safeguarding vulnerable people and providing CCTV.
- We will also continue to play an active role in key local partnerships around safety, such as the community safety partnership and working with our police colleagues and other partners to tackle anti-social behaviour and organised crime such as county lines, particularly where this occurs in our housing stock. We acknowledge that we are not always best placed to have the relationships with those most at risk, so where necessary we will commission or co-produce solutions with others where this is relevant, with the Voluntary, Community and Social Enterprise sector.
- We will celebrate and reflect Norwich's tradition of embracing diversity, whether that is through our ongoing support of Pride or tackling hate crime. We will also work with the county council to ensure that the public realm is accessible to all; we cannot guarantee universal accessibility but our commitment is to maintain meaningful dialogue with those who are most likely to be affected and work with them to implement an accessibility charter.

Provide means for people to lead healthy, connected, fulfilling lives, particularly those who are most vulnerable

- As a district council our services have a key role in addressing the wider determinants of health, which are all the things that help people to live healthily, such as having enough money to live on, good housing and being connected to family and friends. So, even though we care about health and social care services, we are not the ones to ensure that they are working locally. What we will do is to work with colleagues in the health sector through our Healthy Norwich partnership and ensure that our assets such as housing, parks and open spaces support people to be active and well. Ultimately we want to see a reduction in the life expectancy gap between residents in the least and most deprived areas of the city, which will be supported through embedding health and wellbeing outcomes in all our policies.
- We will ensure that our frontline services are linked into wider health and wellbeing services. For example we will continue to build on existing social prescribing initiatives and early help arrangements that ensure that people reach the support they need more efficiently and before they reach crisis point. To achieve this, we will improve our use of our own and partners' evidence to identify when people may need some additional support.
- We will streamline and modernise our systems in order to enable self-serve for our customers accessing council services and will support people to develop the knowledge, skills and confidence to manage their lives online through our digital inclusion work. We will continue to provide access to services by telephone and by appointment for those who cannot go online, and for vulnerable customers with more complex needs. We will combine this universal approach of self-service by default with dedicated resource for those who are particularly vulnerable, such as our specialist support unit's work with tenant households. We will do this by building on the lessons learnt from our targeted approach to reducing inequalities, informed by data and evidence including our own, partners' and national information. This approach will not only inform the way that we apportion resource but we will also share this evidence with partners to help shape their delivery.
- We are committed to tackling poverty in the city, through addressing the drivers of poverty rather than simply stepping in when people have crisis. As Universal Credit continues to roll-out, we will ensure that residents have access to benefits, money and budgeting support with our own advisers and through commissioning services from others. We will also make sure our processing of benefits is efficient, accessible, automated and fair, and that our council tax reduction scheme reflects our commitment to supporting vulnerable people such as care leavers and people experiencing domestic abuse. We will have a firm but fair approach to collecting income and debt from residents, tenants and businesses which is transparent and joined-up so that people have the best opportunity to pay what they owe, whilst taking proportionate legal remedy where they choose not to.
- Food poverty is on the rise, both as a short-term crisis that drives people towards emergency provision, as well as a longer-term absence of a nutritious diet. The causes are complex and cover access to and affordability of food, elements of knowledge, skills and social norms, which require multi-faceted responses so we will work with the incipient Norwich food network to pilot and develop responses that address the drivers of food poverty locally.
- We will build on progress made over recent years in tackling fuel poverty in the city, which has financial and health benefits. A major component of this is

## APPENDIX 1

to support residents to reduce their utility costs through switch and save, our white label energy project and works to improve the energy efficiency of the council's own housing stock.

Ensure there is a range of cultural, leisure and social opportunities and activities which are accessible to all

- Residents and visitors value the extensive range of cultural and social opportunities that Norwich provides, from large-scale events such as the Lord Mayor's procession, Pride and the Halloween celebrations to smaller, local events in parks and communities. We want these to continue and will work to secure support and investment from other sources, such as the Business Improvement District and local businesses.
- Norwich is a hotbed of creativity and culture and our role in some arenas is simply to enable that to continue, through core services such as licensing and discretionary funding for arts and cultural activity of all scales. Our challenge to those delivering these is to find ways in which these can be as inclusive and accessible and to ensure that the opportunities are truly universal and reflect issues of low social mobility. We cannot guarantee that we will be able to provide the same amount of direct funding forever but we will continue to support the creative sector to source investment from key national funders.
- We know that that 'things to do' in the city such as leisure and cultural events brings vibrancy, employment and people to the city, so we will focus our activities where there is likely to be an opportunity to enhance economic and social benefit.
- As well as supporting people's physical health, physical activity of all sorts also contributes to wider wellbeing. We will continue to provide mechanisms for residents to access a range of activities, through direct provision and contracting of leisure facilities, and working with key partners, such as Active Norfolk to bring investment and to connect communities to diverse activities. As with the cultural offer in the city, we would like this to support wider social aims, such as community cohesion, employability and combatting social isolation.
- Ultimately we think that our residents and tenants are best placed to decide what activities they want to see in their community. Our role is primarily to help them access tools, skills and resources to enable them to realise these, such as access to space or equipment and opportunities to market their activities. Although we may provide small pots of funding to initiate new activities, we will not provide ongoing funding, but instead look to enable organisations to access external funding. We will continue to support sharing economy initiatives such as our Active Hours community currency and our 'stuff hubs'.

Work with others to tackle rough sleeping and homelessness

- Addressing the supply of affordable housing in the city is central to addressing the increasing issues of homelessness in the long-term, but other measures are required to resolve the recent rise in rough sleeping and homelessness in Norwich. Homelessness can often be a symptom of wider issues such as mental illness, drug and alcohol misuse or a history of offending made worse by reductions in housing support. First and foremost we have a legal

responsibility to assess people who present as homeless or at risk and to develop an appropriate way forward to prevent their being homeless. We will continue our proactive approach to delivering this duty, including the extended duties under the Homelessness Reduction Act.

- However, this alone is not sufficient to tackle the complexities of rough sleeping and homelessness. So we will continue our collaborative work with public and other sector partners and commission services, jointly where possible, to address these. We will be implementing a 'Housing First' model that seeks to stabilise people in accommodation with wrap around support as a basis for addressing wider needs, whether they be mental health, substance misuse or social welfare needs. We will continue to use our resources to leverage funding for appropriate support so that we enable a systematic approach to homelessness rather than simply tackling the visible manifestations of this.
- It is evidenced that people who are sleeping rough in the city do not always lack accommodation, so we need to maintain a focus on addressing wider issues, and we will continue to collaborate with health colleagues around these, particularly where we have a dual responsibility as a landlord.
- We will also collaborate with neighbouring councils to ensure that whilst Norwich is a centre for services, it does not attract more vulnerable people and we will not simply plug gaps in services such as Supporting People that have been cut by other bodies.

## **Great neighbourhoods, housing and environment**

### **What is our vision for this priority?**

As a district council, much of what we do focuses on 'place' – the physical fabric that makes Norwich what it is, whether it be housing, green spaces, our approach to urban planning or keeping the city clean and resilient in the face of a changing climate and adverse weather. We aspire to be good stewards of the city, maintaining the character that makes Norwich a unique place, whilst taking opportunities to regenerate and develop the city to enhance it and support thriving communities.

### **How will this be achieved?**

Working with our partners, we will:

- Maintain a clean and sustainable city with a good local environment that people value
- Ensure our services mitigate against any adverse effects of climate change and are efficient to reduce carbon emissions
- Build and maintain a range of affordable and social housing
- Improve the quality and safety of private sector housing
- Continue sensitive regeneration of the city that retains its unique character and meets local needs

### **How will we know we are having an impact?**

Outcome measures

Output measures

### **What will the city council do?**

Maintain a clean and sustainable city with a good local environment that people value

- The way we deal with waste as a system has huge environmental and economic impacts, as well as keeping the city clean, safe and pleasant for everyone. We will work with the Norfolk Waste Partnership to continue to decrease residual waste, with a particular focus on working with residents to increase recycling and food waste collection.
- We will also address the pockets of significant air pollution in the city. This will include encouraging a move from conventional motor vehicle usage, increasing the ease, safety and appeal of public transport, walking and cycling and improved transport management and enforcement making use of investment opportunities such as Transforming Cities.
- Steps will be taken to reduce emissions from motor vehicles as well, such as enforcing the switching off engines when stationary or requiring cleaner vehicles
- We will try to reduce fine particulate pollution from local sources based on better understanding of the sources of this and where practicable to do so.
- We will work with residents and tenants to keep our neighbourhoods and estates clean & tidy to encourage pride in communities and discourage ASB and crime. As well as managing our waste and recycling contracts, we will continue to support local groups who wish to take an active part in the



protection and enhancement of their local area, through taking an enabling approach.

- We still have a significant amount of green space under our own management, and we will develop an action plan through which we can retain this for residents and visitors within our financial constraints, whilst optimising access and environmental outcomes, such as biodiversity. This includes looking after and enhancing the abundance of trees that the city enjoys

Ensure our services mitigate against any adverse effects of climate change and are efficient to reduce carbon emissions

- We have a long-term environmental strategy which sets out our ambition that the needs of today's citizens can be met without compromising the ability of future citizens to meet their own needs. This means the City will continue to work on reducing its own carbon emissions whilst engaging with our communities to help them make more sustainable lifestyle choice, such as recycling more, wasting less food, travelling on foot or by bicycle, improving energy efficiency or taking up renewable energy.
- We will also work to increase and improve the electric vehicle charging provision in the city as well as supporting organisations that provide alternatives to car ownership
- We will ensure our services are planned with an awareness of the latest UK climate impact projections to ensure they adapt as necessary to the effects of climate change.

Build and maintain a range of good quality affordable and social housing

- We are the largest provider of social housing in the city and ensuring that our own housing is safe, well-maintained and that our tenants have the level of support that is appropriate to their needs is the biggest contribution we can make to addressing housing need in the city. We will take a risk-based approach, informed by evidence, to ensure that we are proportionate in our approach; this means that for many tenants, they are able to live happy independent lives, whereas others will be offered a range of support to ensure that they and their neighbours enjoy a healthy tenancy. We will also develop a longer-term plan for the maintenance and regeneration of our own housing and estates that explores how these assets can address persistent deprivation in the city.
- We need to address the shortage of housing in the city and this will partly be through our development company, Norwich Regeneration Limited, which builds both affordable and private sector housing, and via other partners such as housing associations. To do this the council will focus activity on land it owns to regenerate areas more generally, although it may purchase additional land where required.
- We need to strike a balance between numbers of houses, affordability, and quality. Where there is a tension between these factors, we will always try to optimise the numbers of affordable houses whilst still ensuring that they are of a good environmental standard. In tandem with this, we will explore innovative construction methods, such as modular housing.
- As well as committing our own resource to build affordable housing we will work with our fellow councils to prepare and implement the Greater Norwich Local Plan maximising the delivery of housing that meets the needs of the

people of Norwich and especially the delivery of affordable housing, where possible within the constraints of national planning policy and viability considerations.

- We will keep our evidence base on housing needs up to date to inform decisions on an appropriate housing mix in the city. We will seek to meet identified needs through a range of mechanisms including building specialist housing (for example for older people) or influencing developers to deliver specific accommodation (for example for students).

### Improve the quality and safety of private sector housing

- Private sector rental has become an increasingly prevalent part of the housing mix in the city and is also now the fastest rising source of statutory homelessness. This means that some of the most vulnerable households in the city are in private sector rental properties. We will continue to deliver our statutory duties including the extended licencing of Homes of Multiple Occupation (HMOs), and will explore discretionary licencing where evidence indicates specific issues that need addressing. Ultimately, where necessary we will continue to take enforcement action against landlords who have unsafe and unhealthy properties.
- We will also seek ways to incentivise private landlords and owner-occupiers to go beyond this bare minimum and make sure that their properties are of good quality. This will include schemes like Cosy City which provides grants to improve insulation and address fuel poverty and our Disabled Facilities Grants.
- As a private landlord, our development company, Norwich Regeneration Limited aims to be an exemplar of good practice. As well as benefitting those tenants directly, we hope that by so doing, this will influence other private landlords to follow this example in order to compete effectively.
- With the advent of Universal Credit there is a risk that private landlords will withdraw from the market so we need to work with landlords' associations and the DWP to mitigate this risk, through ensuring that landlords know where their tenants can get support to manage their Universal Credit claim, to budget effectively and to increase their income

### Continue sensitive regeneration of the city that retains its unique character and meets local needs

- We will work with landowners and developers to bring forward development in the City in accordance with our adopted development plan;
- Norwich has a significant number of derelict and underused brownfield sites which are in need of redevelopment if the potential of Norwich is to be maximised. We will continue to work with willing and realistic owners and developers to make this happen but will also consider use the use of our statutory powers where funding allows to ensure that development is brought forward on stalled sites;
- We will work with Homes England and other partners to seek to maximising funding for address infrastructure and other constraints that may prevent the regeneration of sites;

## APPENDIX 1

- We will continue to promote high standards of design on all development requiring extensive engagement with the public and design review in relation to major redevelopments;
- We will improve the public realm in the City both through enhancement of current spaces where possible (such as the recent improvement to Westlegate and All Saints Green) and through the creation of new area of public realm within developments. Where new spaces are created we will continue to learn from best practice and engage to ensure that new places are welcoming and accessible to all.
- We have a convening role which will help influence how a range of stakeholders collaborate to use specific spaces and assets to support long-term shared aims. An example of this is our 10 year River Wensum strategy to make use of the river that runs through the city as an asset that can deliver economic and social benefits to the city.
- We will work with Historic England and local stakeholder groups to preserve and enhance the heritage of Norwich, taking direct action where heritage is at risk and working positively with owners to ensure that buildings are retained in active use. The City Council owns a large number of heritage assets in the City and these will be managed in accordance with our Heritage Investment Strategy.

## **Inclusive Economy**

### **What is our vision for this priority?**

Our overall aim, in partnership with others, is to continue to develop Norwich as a strong, vibrant and inclusive economy which is the key driver of growth and prosperity regionally, and one in which the benefits of economic activity are shared by all.

### **How will this be achieved?**

Working with our partners, we will:

- Mobilise activity and investment that promotes a growing, diverse, innovative and resilient economy
- Address barriers to employability and enhance social mobility
- Improve the quality of jobs, particularly in low pay sectors
- Increase the impact of our assets and purchasing power on reducing inequality

### **How will we know we are having an impact?**

Outcome measures

Output measures

### **What will the city council do?**

Mobilise activity and investment that promotes a growing, diverse, innovative and resilient economy

- We are an ambitious city which is growing fast, particularly in digital and tech sectors. We are open for business and investment and want to work with the local businesses and universities to ensure that local young people have the opportunity to benefit from that growth. We will be making the case to central government, the LEP and others that Norwich is a key driver of regional growth and that investment in the city's economy is of wider benefit and requires place-based approaches rather than wider sectoral investment. We will work with the Fast Growth Cities Network to share learning on inclusive growth and lobby central government on the common issues that hinder it.
- We will continue to work with partners in the Greater Norwich Growth Board to deliver the City Deal for Greater Norwich which serves as a catalyst for additional homes and jobs. In so doing, our ambition remains to deliver on the planned growth whilst ensuring that the benefits of that benefit all. This ambition also shapes our approach to regenerating strategic brownfield sites and vacant properties that will attract investment to the city.
- We will develop under-used land held by the council to help regenerate the city economically, as well as socially and in terms of its environment. In addition the council will consider acquiring land and property to achieve economic and other outcomes (for example to address local market failure).
- We will buy commercial property to generate income which mitigates financial pressures.
- We have always sought to support local people to start and grow businesses; this remains our ambition, despite limited resource. This will include exploring how our buildings and other assets can support a diversity of businesses. This will necessitate finding a balance between income generation and social and

wider economic benefit, through developing a social value framework for use of our assets. For example we will continue to offer reduced rates and pop-up opportunities for new traders on Norwich Market.

- We will work with colleagues in the county council, other districts, the LEP and central government to develop infrastructure that will support businesses to thrive. This includes digital infrastructure (such as broadband), transport infrastructure and commercial incubation infrastructure, such as flexible workspaces and hubs. Our role in this is primarily to convene key stakeholders around this and support the development of clear priorities and consensus that will allow for competing agendas to be balanced.
- We will work with others to raise the profile of Norwich as a high quality city to invest and do business in, and to work, live and visit. For example, tourism is a key sector in the local economy so we will also continue to work closely with the Business Improvement District (BID) and local businesses to develop initiatives that attract people to the city centre and enhance the city centre experience so that a range of businesses flourish. As the key urban centre for the county and region, the economic benefits of this will be felt far beyond the city council boundaries.

Address barriers to education, training and employability to enhance opportunity, inclusion and social mobility

- We will boost the productivity of the workforce by securing investment in infrastructure to support better communications and transport, especially public transport, cycling and walking. This will reduce congestion and help people to reach all the major employment and education sites in the city without needing to use a car. Norwich has been shortlisted for a share of £1.28bn and we will work with Norfolk County Council and the Department for Transport to develop the programme, the business case and the detailed design and implementation of projects;
- We will continue to work with the social mobility opportunity area to ensure that this reflects the socio-economic factors that can hamper educational outcomes and limit access to good quality employment
- We will use our role as local employer to provide opportunities to those who face particular disadvantage in accessing work. We will continue to operate our guaranteed interview scheme in recruitment. We will explore opportunities to pool our own apprenticeship levy contribution with other local public service providers to develop a systematic approach to apprenticeships that will link local people to shortage occupations. We will develop work experience opportunities to target local people in groups that are disproportionately under-employed, such as claimants of disability benefits.
- We will continue to support 'Building Futures in Norwich', which provides construction industry placements for local young people. Building on this we will develop Community Employment Plans as part of the Greater Norwich Local Plan which will support local employment in construction in specific sites as well as in the longer terms usage of developments.

Improve the quality and diversity of jobs, particularly in low pay sectors

- We have a long-standing commitment to paying the real living wage to our workers and throughout our supply chain, including our commissioning of Voluntary, Community and Social Enterprise sectors. As well as increasing

individuals' income there is a benefit to the local economy in spending power and to businesses who see an increase in productivity and staff retention. We will continue to provide civic leadership around this and encourage ever more employers to adopt the real living wage.

- We will also build the evidence base about the low wage and precarious jobs market in the city in order to inform the development of a coherent approach to this. Although we cannot change national and international forces that will inevitably impact on our city (such as Brexit) we will aim to support a local response to them that mitigates the helps local people and businesses. Again, our role is primarily one of developing an evidence base and facilitating discussions and collaborative working between key stakeholders.

Increase the impact of our assets and purchasing power on reducing inequality

- Building on our existing social value in procurement framework, we will develop a partnership with key local organisations that have a long-term stake and presence in Norwich (sometimes known as 'Anchor Institutions'). This partnership will initially be focused on identifying how the collective influence of these organisations can impact positively on the local economy.
- We will scope an Inclusive Economy Commission with key partners to identify what issues and opportunities for collaborative action exist so that we can ensure that economic activity and growth in the city benefits all.

### **A healthy organisation**

In order to achieve our corporate priorities, we aim to be financially self-sufficient and ensure the sustainability of our services. We want efficient and effective corporate services, such as IT, HR and finance, and optimal staff wellbeing.

#### **How will this be achieved?**

This means we need to be:

- financially resilient
- a well-networked organisation

And to have:

- enabled staff with optimised wellbeing
- enabled customers

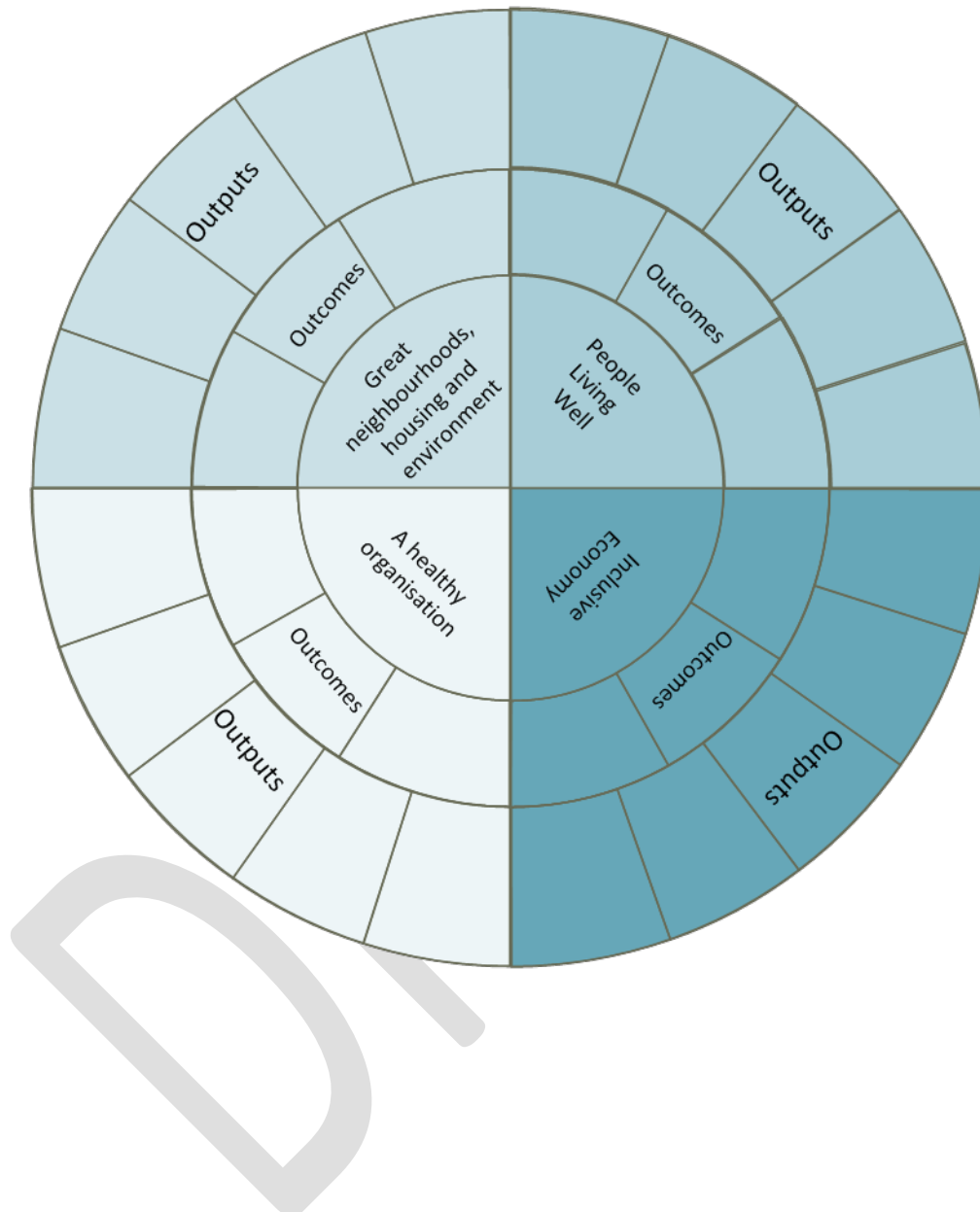
#### **How will we know we are having an impact?**

Outcome measures

Output measures

## Performance Framework

The measures from across the three corporate priorities as well the organisational health measures constitute us the performance framework as follows:







**Norwich City Council**  
**SCRUTINY COMMITTEE**  
**ITEM 8**

**REPORT for meeting to be held on 13 December 2018**  
**Draft Equality Information Report**

**Summary:** The report accompanies the council's current draft statutory Equality Information Report which is appended

**Conclusions:** The report is a statutory requirement and needs to be published by 31 January each year. It will be signed off by cabinet in January. This report should enable the scrutiny committee to determine any recommendations or comments they would wish to make.

**Recommendation:** To determine any recommendations scrutiny would wish to make to cabinet

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## **1. Draft Equality Information Report**

- 1.1. As a local authority, the council has a statutory requirement to publish an annual Equality Information Report. Given the timing of previous reports, this document needs to be published before 31 January 2019. It will be considered by cabinet in January before publication. The draft Equality Information Report is appended to this report.
- 1.2. Previous years' reports have been largely textual documents that have provided key data and commentary about Norwich residents and city council customers and employees, especially those with protected characteristics under The Equality Act 2010. These reports can be found on the council website.
- 1.3. Although previous reports have been comprehensive and met the statutory duty, they have not necessarily supported the wider equality duty of the council. We have therefore revamped the format for the latest version to make it more infographic led, so that the key messages are clear. By doing this we anticipate that it will make it easier for stakeholders to source the key data that they need quickly, as well as making it more accessible to a range of audiences.
- 1.4. The review of the format has taken into account a wider review of how we can support officers to undertake Equality Impact Assessments for specific pieces of work. The simplification of the Equality Information Report is intended to ensure that the key data about residents, tenants and employees is easily available to officers so that they can include this in their scoping of projects and services. Once they have identified key groups who may be affected, they can then draw on wider evidence and work with those groups to shape projects and services.
- 1.5. The report also includes brief commentary on some of the key data, especially where there are notable changes or local variances. The information is mainly provided at a city level, but some of the data is also available at other geographies through national and local data sources. Where possible, these sources are referenced at the end of the Equality Information Report.
- 1.6. At the time of writing, we are still waiting for some key data, including numbers of hate crime and hate incidents; we are expecting these to be available by the date of the scrutiny committee meeting, so will share these with members at the meeting if available.
- 1.7. The data covering the gender pay gap for city council employees that is included in the current draft of the report is for the year 2016-17. When this is updated for 2017-18, it will be circulated to scrutiny members but it is likely to be after the scrutiny committee.
- 1.8. This year there is no comprehensive data on the working age population claiming benefits. Due to the launch of Universal Credit, working age benefits split by type has been discontinued, so we are unable to show a true picture during this transition period. Once the claimant count data has been updated to include Universal Credit, this will be included in the future.



# Equality Information Report 2019



# Introduction

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

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

The council must also publish equality data about the people:

- who live in Norwich
- who work at the council
- who use its services.

The council aligns its equality objectives with its corporate priorities.

# Our residents



## Ethnicity

	Norwich	England
<b>Total White</b>	<b>90.8%</b>	<b>86.0%</b>
White non-British	6.1%	5.5%
<b>Total Black, Asian or minority ethnic group</b>	<b>9.2%</b>	<b>14.0%</b>
Asian/Asian British	4.4%	7.0%
Black/African/Caribbean/Black British	1.6%	3.3%
Mixed heritage	2.3%	2.2%
Other ethnic group	0.8%	1.0%

## Age



	Norwich	Norfolk	England
<b>0-14</b>	16.2%	15.9%	18.1%
<b>15-39</b>	42.7%	28.1%	32.1%
<b>40-64</b>	26.2%	31.9%	31.8%
<b>65-84</b>	12.4%	20.7%	15.7%
<b>85+</b>	2.4%	3.4%	2.0%



## Gender

<b>Female</b>	50.5%
<b>Male</b>	49.5%

**140,400 people live in Norwich**

## Disability

### Physical Disability 18-64 year olds

	Moderate	Serious
<b>Norwich</b>	6.8%	1.9%
<b>England</b>	7.8%	2.3%



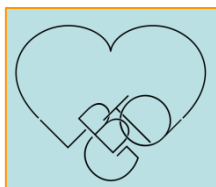
### Day to day activity limited due to disability

	A little	A lot	Total
<b>Norwich</b>	9.80%	8.60%	18.40%
<b>England</b>	9.30%	8.30%	17.60%

# Our residents

## Sexual orientation

2/5 respondents to the national LGBT survey 2018 had experienced harassment or violence due to their sexual orientation in last 12 months



	East	England	Great Britain
<b>Heterosexual or straight</b>	94.6	93.0	93.4
<b>Gay or lesbian</b>	0.6	1.2	1.2
<b>Bisexual</b>	0.6	0.7	0.8
<b>Other</b>	0.9	0.5	0.5
<b>Don't know or refuse</b>	3.3	4.5	4.1

% Estimates based on Annual Population Survey



## Religion or belief

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



## Marriage and civil partnership

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

# Our residents

## Gender reassignment



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

## Pregnancy and maternity



### Births in 2017

Norwich	1,554
Norfolk	8,670
England & Wales	679,106

### Age of birth mothers in England and Wales

	Under 20	20 to 24	25 to 29	30 to 34	35 to 39	40 and over
England & Wales	3.0%	14.4%	28.0%	31.9%	18.4%	4.3%

## Looked after children

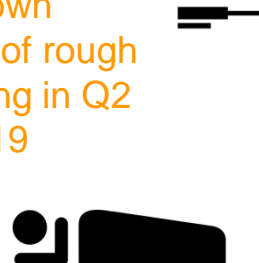


Number and rate per 10,000 children aged under 18

Norfolk	69
East of England	49
England	64

## Rough sleepers

51 known cases of rough sleeping in Q2 2018/19



## Carers

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

# Our residents - commentary

1. A revised method for calculating population estimates provides more accurate figures:

	Norwich	East of England	Great Britain	% increase on previous year
<b>2014</b>	136,600	6,017,300	62,756,300	
<b>2015</b>	138,100	6,076,000	63,258,400	1.1%
<b>2016</b>	139,900	6,129,000	63,785,900	1.3%
<b>2017</b>	140,400	6,168,400	64,169,400	0.4%

2. Disability figures remain relatively consistent. This year estimated figures for those with a moderate or serious disability are included, showing Norwich to have below the national average in both cases.
3. For the first time the report includes information on the other protected characteristics, and other relevant groups, where available.



# Supporting Communities



#NoToDomesticAbuse



Zimbabwean Community Association Norwich



NORWICH REFUGEE WEEK 2018

NORWICH INDEPENDENT LIVING GROUP

The council has either funded and/or supported the following projects, events and organisations over the last year.

# Our customers



## Gender

<b>Female</b>	58.4%
<b>Male</b>	41.6%



## Disability

<b>Not disabled</b>	67.6%
<b>Disabled</b>	30.9%
<b>Unknown</b>	1.5%

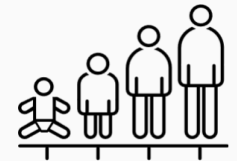
The data on this page is based on lead Norwich City Council tenants as of November 2018.

## Ethnicity



<b>Total White</b>	<b>94.0%</b>
White non-British	7.1%
<b>Total Black, Asian, or minority ethnic group</b>	<b>5.3%</b>
Asian/Asian British	1.6%
Black/African/Caribbean, Black British	2.1%
Mixed heritage	1.1%
Other ethnic group	0.5%
Unknown or prefer not to say	0.7%

## Age



<b>15-24</b>	4.7%
<b>25-34</b>	17.1%
<b>35-44</b>	17.9%
<b>45-54</b>	19.2%
<b>55-59</b>	7.9%
<b>60-64</b>	6.5%
<b>65-74</b>	13.3%
<b>75-84</b>	8.6%
<b>85+</b>	4.8%

# Our customers

## Complaints 2017-18



	Amount	Percentage
<b>Ethnicity</b>		
White	1048	53.8%
BAME	48	2.5%
Not specified / DTA	852	43.8%
<b>Gender</b>		
Female	767	39.4%
Male	615	31.6%
Not specified / DTA	528	27.1%
<b>Disability</b>		
Non disabled	662	34.0%
Disabled	495	25.4%
Not specified / DTA	657	33.7%
<b>Age</b>		
<=19	34	1.7%
20 - 29	184	9.5%
30 - 39	264	13.6%
40 - 49	235	12.1%
50 - 59	190	9.8%
60 - 69	113	5.8%
70 - 79	73	3.7%
80 - 89	26	1.3%
90 - 99	200	10.3%
Not specified / DTA	616	31.6%
<b>Total no of complaints 2017-18</b>	<b>1947</b>	

## Hate crime



Currently  
awaiting  
data

## Translations & interpretations 2017-18

LANGUAGE	BOOKINGS	% OF BOOKINGS
ARABIC	75	15.9%
HUNGARIAN	62	13.2%
LITHUANIAN	60	12.7%
FARSI	53	11.3%
POLISH	43	9.1%
PORTUGUESE	36	7.6%
KURDISH - SORANI	22	4.7%
LATVIAN	13	2.8%
BULGARIAN	12	2.5%
BENGALI	12	2.5%
Other	83	17.6%
<b>Total</b>	<b>471</b>	



# Our customers- commentary

1. For the first time the report includes information relating to Norwich City Council tenants, where available.
2. It is worth noting that 54% of tenants are between the age of 25 and 54, with over a quarter of tenants being of pensionable age. Almost a third have a disability.
3. This year sees a 35% increase in the number of complaints received.
4. The ethnicity breakdown of complainants remains largely unchanged from last year, as does the gender split.
5. There are marked changes compared with last year in both disabled complainants, up by 25%, and those who do not specify, down by 33%. This is also the case with the age of complainants between 90 and 99 rising from 0% to 10%, and those not specifying an age falling by 23%.

# Our economy

## Pay



Median hourly pay (residents)	Norwich	East of England	Great Britain
<b>Full Time Workers</b>	11.66	14.77	14.36
<b>Male Full Time Workers</b>	12.78	15.56	14.89
<b>Female Full Time Workers</b>	10.85	13.75	13.56

Median hourly pay (workplace)	Norwich	East of England	Great Britain
<b>Full Time Workers</b>	12.66	13.85	14.35
<b>Male Full Time Workers</b>	13.65	14.45	14.88
<b>Female Full Time Workers</b>	11.29	12.95	13.55

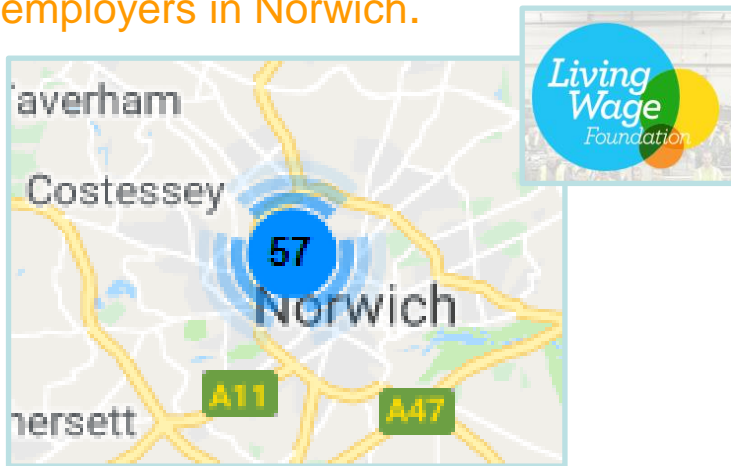
## Employment

	Norwich	East of England	Great Britain
% who are economically inactive - aged 16-64	23.8%	18.9%	21.6%
% who are economically inactive - aged 50+	59.5%	56.8%	57.2%
% who are economically inactive - aged 65+	89.9%	89.7%	89.5%
% of males who are economically inactive - aged 16-64	20.8%	13.9%	16.6%
% of females who are economically inactive - aged 16-64	26.7%	23.8%	26.5%
% of whites aged 16-64 who are economically inactive	22.6%	18.4%	20.2%
% of ethnic minority aged 16-64 who are economically inactive	35.7%	22.7%	29.5%

# Our economy

## Living Wage

There are **57** accredited living wage employers in Norwich.



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

## Digital Inclusion

People supported from October 2017 to September 2018

### Age group

Under 25	3
25-65	93
65+	54

### Type of Support

Basic Support	64
Job search related	30
Email	25
Social, games and shopping/selling	22
Technical support	20
NCC Council related	14
Other (incl. security)	7



# Our economy- commentary

1. For the first time the median full-time hourly pay for male residents in Norwich (excluding overtime) has decreased, by 58p, and whilst the rate for females has only risen very slightly, by 4p, the pay gap between male and female residents has reduced by 24% since the last report.
2. In contrast to above, the pay gap between males and females working in Norwich, which includes those residing outside the city council's boundary, has increased by 35%. In the previous report, this gap had seen a significant decrease over the 12 month period.
3. For every indicator relating to pay, Norwich is below the East of England and national average.
4. In the past 12 months there has generally been an increase in the proportion of residents economically inactive, although it has decreased by 3% amongst men aged between 16 and 64. Without a true picture of benefit claimant data, it is still fair to assume that a greater than average number of residents need to claim benefit to support their income.
5. A caveat to the district level data for pay and employment is that due to a smaller sample size, some of the results contain a reasonably large margin of error.
6. This year there is no data on the working age population claiming benefits. Due to the launch of Universal Credit, working age benefits split by type has been discontinued, so we are unable to show a true picture during this transition period. Once the claimant count data has been updated to include Universal Credit, this will be included in the future.
7. For the first time living wage and digital inclusion data features in the report.

# Norwich City Council employees

## Gender



Male	42%
Female	58%

## Disability



Yes	13.3%
No	79.7%
Unknown	7.5%

The data from this page is for the period April 2017- March 2018 & taken from internal records.

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

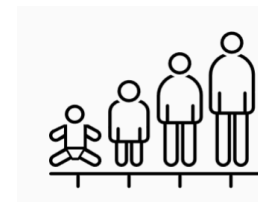
As of 31<sup>st</sup> March 2018, there were **664** employees of Norwich City Council



## Ethnicity

Non-white	3%
White	94%
Unknown	3%

## Age



16-29	6%
30-44	38%
45-59	47%
60-64	7%
65+	1%



# Norwich City Council employees

**1944 corporate training courses in total**

## Training



### Age

<b>16-29</b>	10.2%
<b>30-44</b>	43.6%
<b>45-59</b>	41.9%
<b>60-64</b>	4.1%
<b>65+</b>	0.2%

<b>Male</b>	40.6%
<b>Female</b>	59.4%
<b>Disability</b>	11.0%
<b>No Disability</b>	82.7%
<b>Unknown</b>	6.3%
<b>Non-white</b>	2.9%
<b>White</b>	95.1%
<b>Unknown</b>	2.0%

**Applicants**  
**Shortlisted**  
**Offered**

**Applicants**  
**Shortlisted**  
**Offered**

**Applicants**  
**Shortlisted**  
**Offered**



## Equal pay

Difference in mean hourly rate of pay	0.9% women lower
Difference in median hourly rate of pay	0% women lower
Difference in mean bonus pay	100% women lower
Difference in median bonus pay	100% women lower

## Recruitment

Ethnicity				
White	Non-white	Unspecified	Totals	
732	67	68	867	<b>Applicants</b>
394	38	37	469	<b>Shortlisted</b>
96	4	10	110	<b>Offered</b>
Disabled				
Yes	No	Unspecified		
81	552	234	867	<b>Applicants</b>
46	298	125	469	<b>Shortlisted</b>
6	74	30	110	<b>Offered</b>
Gender				
Female	Male	Unspecified	Totals	
407	405	55	867	<b>Applicants</b>
226	208	35	469	<b>Shortlisted</b>
60	45	5	110	<b>Offered</b>

Pay quartile	% Male workers	% Female workers
Top	43.8	56.2
Upper middle	43.2	56.8
Lower middle	45.9	54.1
Lower	48.3	51.7

# Employees - commentary

1. The data for disciplinary, grievance, leavers and promotions for the year 2017/18 is not appropriate to publish as some datasets have fewer than the employees and lower number which poses a threat to employee confidentiality.
2. There has been a 5% increase in the number of female employees and a 7% drop in male employees. This is linked to an 80% increase in the number of positions recruited to, of which women are more likely to work in part-time positions.
3. The proportion of employees with a disability remains largely unchanged, and there is still an under-representation of black, Asian and minority ethnic (BAME) employees.
4. The percentage of employees by age range again remains largely unchanged with the majority of employees between 30 and 59 years old which reflects the working age population. However, there continues to be an under representation of younger employees.
5. There are no further updates in terms of the other protected characteristics since the last report.
6. Employees attending corporate training courses has increased by 17%, and largely reflects the make up of employees.
7. The number of non-white or disabled applicants has increased in line with the higher number of positions recruited to, as has the number of applicants shortlisted and being offered a position.
8. The data in relation to equal pay has not been updated since the last report so 2017 data has been referenced until the most up to date figures become available.

## Our residents

**Population-** Mid-year population estimates 2017, ONS

**Ethnicity** – Census 2011

**Disability** – Census 2011 & ONS estimated physical disability 18-64 year olds (2016)

**Gender** – Mid-year population estimates 2017, ONS

**Age** – Mid-year population estimates 2017, ONS

**Sexual orientation-** Annual Population Survey (2017)

**Religion-** Census 2011

**Marriage or Civil Partnership-** Census 2011

**Gender reassignment-** NHS Gender Dysphoria

**Looked after children-** Department of Education 2017-18, children looked after as of 31<sup>st</sup> March 2018 per 10,000 children.

**Pregnancy and maternity-** Birth summary statistics 2017, ONS

**Rough sleepers-** St Martin's Q2 Statistical report 2018/19

**Carers-** Census 2011

# Data sources

## Our customers

**Our tenants-** All data based on our lead tenants as of 05/11/2018

**Complaints-** Formal complaints received by the Council for 2017-18

**Translations-** Data from INTRAN for 2017-18

**Hate crime-** Data from the Police 2017-18

**Customer satisfaction-** Text based customer satisfaction sent to residents (2017-18)

## Our economy

**Pay-** Annual hours and earnings survey, ONS, 2018

**Employment-** Economic inactivity July 2017-June 2018, Annual Population survey, ONS

**Living Wage employers-** Living Wage Foundation Accreditation list November 2018

**Norwich City Council contractors-** Internal procurement records November 2018

## Norwich City Council Employees

**Our employees-** Internal HR data for 2017-18 and as at 31/03/2018