

Scrutiny committee

Date: **Thursday, 23 November 2023**
Time: **16:30**
Venue: **Council chamber City Hall, St Peters Street, Norwich, NR2 1NH**

There will be a pre meeting for members of the committee at 16:00.

Committee members:

Councillors:

Ackroyd (Chair)
Thomas (Va) (Vice chair)
Carrington
Driver
Fox
Francis
Fulton-McAlister (M)
Galvin
Haynes
Osborn
Padda
Prinsley
Stutely
Thomas (Vi)

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Agenda

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| 1 | Apologies

To receive apologies for absence | |
| 2 | Declarations of interest

(Please note that it is the responsibility of individual members to declare an interest prior to the item if they arrive late for the meeting) | |
| 3 | Minutes

To approve the accuracy of the minutes of the meetings held on 20 July 2023, 25 July 2023 and 21 September 2023. | 5 - 22 |
| 4 | Report from the Retrofitting Task and Finish Group - Warm, low bills, no carbon - a plan for Norwich's council homes

Purpose - To assess the business case for retrofitting the council's housing stock, investigate how investment will be allocated and if there is capacity to deliver this and to adjust the corporate plan to include specified outcomes linked with these areas. | 23 - 48 |
| 5 | A review of the effectiveness of Scrutiny Committee

Purpose - The purpose of this report is to provide a summary of the scrutiny committee workshop on a review of the effectiveness of the committee. | 49 - 56 |
| 6 | Scrutiny Committee Work Programme 2023-24

Purpose - To assist scrutiny committee members to review and agree the scrutiny committee work programme 2023-24. | 57 - 92 |
| 7 | Report from the Norfolk Health and Overview Scrutiny Committee

To receive an update from the council's representative on the Norfolk Health and Overview Scrutiny Committee. | |

Date of publication: **Wednesday, 15 November 2023**



Scrutiny Committee

16:30 to 18:45

20 July 2023

Present: Councillors Ackroyd (chair), Carrington, Francis, Fulton-McAlister Galvin, Haynes, Kidman (substitute for Thomas (Vi)), Osborn, Padda, Peek (substitute for Thomas (Va)), Prinsley, Sands (M) (substitute for Driver) and Schmierer (substitute for Fox)

Apologies: Councillors Driver, Fox, Francis, Stutely, Thomas (Va) and Thomas (Vi)

Also Present: Councillor Kendrick

1. Declarations of interest

There were no declarations of interest.

2. Minutes

RESOLVED to approve the accuracy of the minutes of the meetings held on 29 June 2023.

3. Scrutiny committee review of the impact of the Elections Act 2022, particularly that relating to Voter ID on Norwich City Council Elections in 2023

(The chair took the item early).

The chair welcomed the elections team leader, the democratic and elections manager and the cabinet member for resources to the meeting.

The democratic and elections manager gave a presentation, (available [here](#)) and answered member questions.

A member commented that it was interesting to see the use of bus passes as a means of identification and considered that proof of age cards should be publicised as an acceptable form of voter identification. The democratic and elections manager commented that there was currently no charge to obtain a proof of age card but this might change. He emphasised the promotion and use of Voter Authority Certificates (VACs) which were free and issued by local authorities directly.

Applications for VACs were made by completing an online application, providing a national insurance number and uploading a photograph, if the photo was acceptable and the applicant was on the electoral register then a VAC was issued. If an individual was unable to get online they could be assisted to make the application in person at city hall including having a photograph taken. In response to a member question the elections team leader advised that the numbers of people presenting in person for assistance with VAC applications during the local elections was low. Even if the number increased fivefold there was capacity within the team to support this. The democratic and elections manager commented that in terms of what resource the team needed this could not be judged until secondary legalisation on Voter ID was in place.

In response to a member question the democratic and elections manager advised the government dictated which forms of identification were acceptable to use as voter ID. A member asked if there had been an issue with peoples forms of identification differing from what their names were listed as on the electoral roll. The elections team leader advised that there were no examples of a ballot paper not being issued due to a name discrepancy. The democratic and elections manager referred to polling station staff training which covered several possible scenarios. Mitigation was put in place in that if polling station staff were considering refusing a form of voter identification they would call the office to discuss and there was also the option to call in a polling station inspector.

The head of legal and procurement advised that in preparation for the local election consideration was given to the issues that minority groups might face such as the trans community or religious groups that wore face coverings. Adjustments such as the provision of a safe discreet space were used as mitigation. In response to a member question the elections team leader advised the trans community were consulted about the Voter ID process at a national level.

Members discussed the change of legislation requiring all postal voters to reapply every three years, and that all current postal voters had to submit a new signature by January 2026. A member asked if there was enough money in the budget to conduct a targeted mail shot to groups at risk of exclusion. The democratic and elections manager advised that the authority was awaiting the issuing of secondary legislation before it could decide where resources would be allocated.

The head of legal and procurement advised that there was forecast to be a budgetary overspend at the end of quarter 1 2023/24. This was largely due to the significantly above inflation increase of stationery and postage costs. If there was justification a case could be made to government for extra funding to target mailshots at cohorts.

In response to a member question on improving communications, the democratic and elections manager advised that the information conveyed on a poll card was subscribed by law. The elections team leader advised that there was greater scope to include information on the canvas form and this was being considered. The democratic and elections manager advised that all channels of communication the council had were used to publicise Voter ID including social media channels.

In response to a discussion on promoting the need for Voter ID with younger voters the democratic and elections manager referred to the good relationships which existed between the council and universities in the city, the University of East Anglia and

Norwich University of the Arts, this enabled students to be enrolled on to the electoral register when they registered for their course.

Members discussed the extension of the right to vote in general elections to all British nationals living overseas, previously it was only for overseas voters who had lived abroad for less than 15 years. The democratic and elections manager advised that these individuals would vote in the last ward they lived in, in terms of how this would work for those who had never registered, this information and more would hopefully come out in secondary legislation which was being awaited. The election team leader noted that in the last general election there were approximately 400-600 overseas electors registered in Norwich and this was expected to triple with the extension of eligibility.

A member commented that the problem with the Voter ID legislation was that it removed the right to vote from a significant percentage of people and asked what the likelihood was of a new government repealing the legislation. The cabinet member for resources noted that the Labour Party were committed to radical changes to the legislation including giving the right to vote to European Union Citizens with a permanent right to reside in the country. It was suggested that the committee should write to all party leaders asking for polling cards to be able to be used as voter identification

In response to a member question the elections team leader noted the key change of legislation which had happened since the production of the report was the extension from early 2024 to January 2026 of the need for all registered postal voters to reapply. Norwich had 20,000 registered postal voters and a communication strategy would be considered as part of the process but the council were still awaiting confirmation of detail within secondary legislation.

A member noted that 68 individuals were unable to vote in the last local election; he considered this figure likely to increase at the general election and asked how polling staff would be trained to deal with challenging behaviour. He also referred to feedback he had received from a gentleman who was able to use a passport which was 20 years old as the picture still looked like him. How would consistency be assured across polling stations. The democratic and elections manager advised that polling station staff were taught to take a positive assumption to enable voters to vote and were trained to manage conflict. If a potential voter was to be refused they were instructed to call the office for advice too therefore ensuring consistency. The elections team leader advised that no one had been refused at the local election because of a poor likeness to their identification.

A member commented that the issuing of VACs at city hall worked well during the election and thanked the team for their work. She asked if a theory of change model existed around voter inequalities, one that worked to see who would be excluded from voting long term and how they could be incorporated. The democratic and elections manager noted that there was data now from the local election which would be used to target excluded groups.

A member considered that a pertinent recommendation would be to ask cabinet to rerun the postal vote campaign run during covid which encouraged all non postal voters to register as this could help a significant proportion of people to navigate Voter

ID issues. The head of legal and procurement noted that calculations indicated the costs of this exercise would be £55,000 and it would be helpful if the council could secure funding from government to do this work. The democratic and elections manager advised that the process of applying for a postal vote was changing and moving to an online application. The detail on this was being awaited but would need to be considered as part of any communications campaign.

The democratic and elections manager advised that any recommendations would go to cabinet and then to the council's Returning Officer to consider as it was the Returning Officer who had the responsibility for elections. In terms of the response to a campaign to increase those registered for postal votes the last campaign garnered an increase in postal voters of 10,000. The change to registering for a postal vote online might impact registration depending on how this was to be managed and detail was still being awaited. The head of legal and procurement noted that the council had a new elections management system which was used at the last election and this had improved efficiency in the processing of postal votes.

A member proposed that committee consider a recommendation to ask cabinet to commission a trial of participatory democracy methods including citizen assemblies based on the model of the theory of change to ensure wide scale representation was achieved. Elections were only one part of democracy and the use of participatory democracy such as citizens assemblies could be considered as a means of increasing engagement during the election period. Members discussed that councillors were elected and represented citizens but it was noted that citizens assemblies were a different form of democracy and did not replace councillors. A member noted that however well commissioned a model of participatory democracy was, it rarely ensured that individuals of all socio-economic backgrounds were included and therefore it was incumbent upon councillors to be a conduit for democracy.

Following a vote it was:-

RESOLVED to ask cabinet to:

- 1) As part of a future council consultation process, investigate sources of funding to trial and potentially Commission demographically balanced participatory democracy methods including citizens assemblies based on the model of theories of change to ensure widescale representation is achieved;
- 2) Research those in Norwich who may be disenfranchised as a result of the introduction of voter ID and assess how the Council can promote uptake amongst those disenfranchised;
- 3) Ensure that communications planning for future elections includes:
- 4) Promoting the Voter Authority Certificate and Proof of Age passes as an avenue for securing voter ID and engage with local communities to raise awareness;
- 5) Promoting that acceptable Voter ID includes expired ID and, where relevant, EU passports and identity cards;

- 6) Promoting the concept of Voter ID to younger groups, including those able to vote for the first time, and the different communication methodologies that may be more relevant for younger groups such as alternative social media channels;
- 7) Ask the Electoral Registration Officer to re-run the postal vote registration programme as previously undertaken in 2020 to raise awareness amongst non-postal voters, requesting funding if available to do so;
- 8) Thank the Returning Officer and her team for the work undertaken to support the implementation of Voter ID and the successful undertaking of the May 2023 election in Norwich;
- 9) To write to all party leaders to request that if called on to form a government, they should prioritise the abolition of the Election Act 2022, and if not, to include the poll card as an acceptable form of ID.

4. Report from the Norfolk Health Overview and Scrutiny Committee (NHOSC)

Councillor Prinsley advised that at the last meeting of the Norfolk Health Overview and Scrutiny Committee (NHOSC) questions were asked of the three acute trusts about their waiting lists, the introduction of electronic patient records and the waiting times especially at outpatients and surgery. The point was made that extremely long wait times had reduced but there was an increase in those waiting a long time. In terms of progress on how the hospitals were integrating with each other, in order to achieve greater efficiencies, there were long delays with the introduction of electronic patient records which were key to this.

There was a discussion at the meeting regarding staff retention at hospitals especially in relation to nurses and he raised a question about parking. He considered that if it were difficult for staff to park at the hospital then this impacted staff retention. The second part of the meeting focussed on engagement with the Norfolk Eating Disorder Services which was a service in transition. A member commented that there were issues in relation to medical emergencies and eating disorders and the wait time for children and young people. He noted that wait times for adults were not measured and that he would like to see the data in relation to out of area placements.

It was noted that the full minutes of the meeting were publicly available on the County Council's website [here](#).

RESOLVED to note the update from the Norfolk Health Overview and Scrutiny Committee.

5. Report from the Norfolk Countywide Community Safety Partnership Sub Panel (NCCSPSP)

It was noted that the last meeting was held on 8 June 2023 prior to the appointment of the current representatives. The full minutes of the meeting were publicly available on the County Council's website [here](#).

6. Scrutiny committee work programme 2022-23

Members considered the work programme and following debate it was:

RESOLVED to

- 1) ask the committee officer to ask officers if the topic on how the council addresses anti-social behaviour could be moved from the October to September meeting of committee;
- 2) move the topic on the Corporate Plan update to October 2023 meeting of committee and to note this could be subject to change;
- 3) move the topic on the Parks and Open Spaces Strategy to the March 2024 meeting of committee; and
- 4) ask officers to circulate a terms of reference for a task and finish group in relation to Retrofitting by email and for the group to convene and to report back to committee at its November 2023 meeting.

CHAIR



Extraordinary Scrutiny Committee

16:30 to 18:45

25 July 2023

Present: Councillors Fulton-McAlister (chair following election), Carrington, Champion (substitute for Francis), Fox, Galvin, Haynes, Osborn, Prinsley, Stutely, Thomas (Vi) and Wright (substitute for Ackroyd).

Apologies: Councillors Ackroyd, Driver, Francis, Padda, Stutely, Thomas (Va)

Also Present: Councillor Giles

1. Declarations of interest

Councillor Carrington declared an other interest in item 2, Scrutiny review of welcoming Refugees and Asylum Seekers to Norwich and overcoming obstacles to their smooth integration, in that she is employed by Norfolk County Council as a social worker and could work directly with asylum seekers as part of her role.

2. Scrutiny review of welcoming Refugees and Asylum Seekers to Norwich and overcoming obstacles to their smooth integration

The head of legal and procurement provided an update on the report, she advised that the People from Abroad Team (PfAT) had previously indicated they would be able to attend the meeting but now felt unable to do so. Serco and their subcontractor Cromwood who provided dispersal accommodation on behalf of the Home Office had responded to enquiries to attend the meeting by advising that any issues should be raised with the Strategic Migration Partnership. Finally, enquiries with Health bodies indicated that they are accountable to the Norfolk Health Overview and Scrutiny Committee, and that the Norwich City Council Scrutiny Committee may wish to refer the topic of Refugee and Asylum Seeker support to the Health Overview and Scrutiny Committee.

The chair welcomed Abdul Al Dammad from the Red Cross, Gee Cook from New Routes, Beatrice Humarau from The Bridge Plus, Sarah Wynn and Rasha Ibrahim from the Zainab Project and Claire Wood from the Norwich City of Sanctuary to the meeting and invited them to introduce themselves and their organisation to the committee.

Abdul Al Dammad from the Red Cross advised the service provided refugee support services. He had received from complaints from families housed in the Norwich Hotel that it was not fit for purpose. He noted that equipment was needed for children's activities at the hotel over the summer holidays. He asked how the asylum seeker and refugee experience could be improved and considered that communication from the council could move from being formal to more friendly in nature.

Gee Cook from New Routes noted that the organisation had been working with migrants, refugees and asylum seekers for over 20 years. She considered from anecdotal evidence that the dispersal hotels had experienced teething problems. Measures had been put in place to make improvements and food provision had recently improved but there was still a need for more activities at the hotels. She highlighted that the support organisations coordinated with each other to advertise activities.

Ms Cook advised that New Routes had a good working relationship with PfAT, who took onboard their suggestions and recommendations and she confirmed that PfAT had taken measures to improve the situation at hotels. There were not enough activities taking place at the hotel in the context that people could be in their rooms all day.

Beatrice Humarau from the Bridge Plus advised the organisation worked with those who had received their refugee status and provided information, guidance and advocacy. The organisation didn't work with those refugees who came as part of the dispersal resettlement program as these households were supported by PfAT. She noted that in relation to housing there was an issue with lack of communication and the shift to digital by default was difficult for those who would benefit from face to face interaction.

Rasha Ibrahim from the Zainab project advised that the organisation started in November last year to help asylum seekers and refugees to gain work experience, to support their wellbeing and signpost to other services. The project was looking for a base. She noted that language and culture were barriers to integration and highlighted that many of their service users had not been educated in their home countries which presented a challenge.

Sarah Wynn, also from the Zainab project continued that the organisation worked to integrate service users with local services such as the police and health. She noted that refugees and asylum seekers found themselves in an alien environment where they were confronted with the formality of bureaucracy in a different language. A key issue was the food provision at the hotels and the project had households using their space to cook.

Claire Wood from Norwich City of Sanctuary advised the project's purpose was to foster a culture of welcome in Norwich and noted all the organisations present were on its steering group. The project worked with organisations such as cafes, theatres and schools to encourage them to be welcoming to asylum seekers and refugees. The organisation had been working with City Council to become a Council of Sanctuary and she hoped to link in with the new Leader of the council to progress this work.

A member asked the organisations for examples of some of the challenges they had experienced when communicating with the council. Beatrice Humarau from the Bridge Plus noted that it was difficult to come into the council and see someone face to face without an appointment. There was a lack of communication especially in regards to housing and homelessness services and this impacted negatively on service users mental health.

Members discussed the food provision at the dispersal hotels and questioned if the religious and cultural needs of the residents were being met. Ms Wynn from the Zainab project advised that they provided their service users with a voucher for the social supermarket to buy food but there were no cooking facilities available at the hotels. The head of legal and procurement advised that issues with the quality of food had been raised by the council with Serco who had provided information as to how provision was being developed.

Members discussed the needs of children at the hotels especially how their needs would be met over the summer holiday period. Abdul Al Dammad from the Red Cross advised he had been contacted by a housing officer at the hotel requesting activity equipment for children and the services were coordinating with each other to respond. Gee Cook noted that New Routes provided a summer programme of activities and this was made available to families in the hotel with transport being provided.

In relation to the provision of second hand goods, Rasha Ibrahim from the Zainab project advised that in some cultures there was a shame associated with wearing second hand clothing.

Councillor Giles the cabinet member for communities and social inclusion noted that the council offered three months free, then a discounted go for less membership to access leisure services at Riverside or the Norman Centre to asylum seekers but he appreciated that transport could still be an issue. He noted that Sports England funding had been secured to provide weekly 7 aside football close to the hotel accommodating single person households which had garnered 15-30 attendees weekly. Ms Ibrahim asked what the possibility of extending free membership until asylum seekers were awarded their refugee status was and the cabinet member agreed to take this away for consideration but noted that Riverside Leisure was not operated by the council.

Members discussed issues asylum seekers faced in relation to healthcare with Claire Wood noting that many were not registered with a General Practitioner or a Dentist. Beatrice Humarau noted many struggled to get face to face appointments and access to interpreting varied. The Bridge Plus had conducted a survey with their service users which highlighted that access to Wellbeing services was challenging.

A member asked in relation to council services such as anti-social behaviour, repairs and adaptations what improvements to access could be made. Ms Wynn noted that if English was not a person's first language it was difficult to use the website and there were long waits to get through on the phone. Ms Cook noted there was a long wait to hear back about complaints in relation to repairs. A member advised that if individuals were experiencing issues with repairs they could contact their local ward councillor for advice.

Members questioned if asylum seekers and refugees were engaged with when the website was being developed. A member suggested an audit of how the council communicated with service users other than via the website could be conducted.

In relation to a member question the neighbourhood and community enabling manager advised that the council's community centres were now all run by individual organisations. A list of what activities they provided could be collated and the council could suggest they offer reduced price or free access for the cohort to activities but it was ultimately the individual organisations decision.

Members asked the support organisations present if there were any other points they would like to raise. Mr Al Dammad wondered how many asylum seekers in the area were awarded refugee status and if it would be possible for the council to ring each and welcome them to the city. Ms Wynn referred to the effort to welcome those asylum seekers who had arrived from Ukraine. A member noted that if he was aware of those granted refugee status in his ward he would be happy to provide a telephone call to welcome them to the city.

As regards mental health services it was noted that more provision was needed. In terms of individuals that had experienced multiple trauma there was no provision in place. Finally it was noted that numbers receiving refugee status were increasing and there was an opportunity for the support organisations and the council to work more closely together to support their integration.

Following a vote it was:-

RESOLVED to:

- 1) Ask the committee officer to circulate the set of questions to members of the committee and then sent to People from Abroad Team for written answers;
- 2) Ask cabinet to engage with organisations that support asylum seekers and refugees, when making updates to the website to ensure that these changes are accessible;
- 3) Ask cabinet to explore becoming a Council of Sanctuary that will include a service user group of asylum seekers and refugees, to ensure that their voices and experiences are listened to on an ongoing basis;
- 4) Thank the organisations that have attended committee, and other organisations, and their work with asylum seekers and refugees;
- 5) Condemn Home Office policies in relation to refugee and asylum seekers;
- 6) Ask cabinet to include a strand within the Equality, Diversity and Inclusion policy review that relates to asylum seekers and refugees;
- 7) Ask cabinet to engage with community centres to provide free activities to asylum seekers and refugees;
- 8) Ask cabinet to engage with Places for Leisure to extend the provision of free gym services to asylum seekers;

- 9) Ask the leader of the council to write to the Norwich Business Improvement District to support refugees and asylum seekers to develop an outreach programme to asylum seekers and refugees;
- 10) To explore the potential for councillors to have training on using the INTRAN system;
- 11) To conduct user testing of the Norwich City Council website with service users;
- 12) To conduct an audit of communications that the council produces, this would involve service users;
- 13) To explore the use of City Hall for organisations that support asylum seekers and refugees;
- 14) To ask cabinet to explore the ability for asylum seekers, refugees and other residents that have limited English to book face-to-face appointments;
- 15) To ask the leader of the council and Lord Mayor to invite refugees and asylum seekers to City Hall to be able to engage with them directly;
- 16) To request that cabinet treat these recommendations as a matter of urgency;
- 17) To produce a social media campaign that details activities that are happening within the summer holidays and asking for donations of clothing and toys;
- 18) To explore funding streams to be able to provide a similar provision that is provided Ukrainian refugees to other asylum seekers and refugees.

CHAIR



Scrutiny Committee

16:30 to 18:00

21 September 2023

Present: Councillors Ackroyd (chair), Carrington, Champion (substitute for Galvin), Fox, Francis, Haynes, Kidman (substitute for Driver), Osborn, Peek (substitute for Thomas (Va)), Prinsley and Sands (M) (substitute for Padda).

Apologies: Councillors, Driver, Fulton-McAlister, Galvin, Padda, Stutely, Thomas (Va) and Thomas (Vi).

Also Present: Councillor Jones

1. Declarations of interest

There were no declarations of interest.

2. Review of how the council addresses anti-social behaviour (ASB)

The Acting Community Safety Manager presented the report. He provided an overview of the team and introduced the Safer Neighbourhoods Coordinator and the ASB Manager who were in attendance.

A member referred to the two current vacancies in the structure for Response Officers and asked if there were issues with the recruitment and retention of officers and what support was offered. He asked further if there were plans to extend the number of officers working with the Safer Neighbourhood Coordinator as real improvements had been seen since he came into post. The Acting Community Safety Manager advised that work had been done on recruitment over the last 18 months. In terms of staff retention, the team were offered training courses and qualifications in order that they felt they had the right skills to do the job.

The ASB Manager advised that she was now receiving enquires from staff in other teams that were interested in working in the ASB team. She had been looking at career development for officers and succession planning, ensuring that the triage staff had the necessary skills if an enforcement officer vacancy arose.

The Acting Community Safety Manager advised in reference to the Safer Neighbourhood Initiative that what had been achieved was to be reviewed and

analysed to ensure that other parts of the council were responding as appropriate to requests for assistance. The Safer Neighbourhoods Coordinator role should be a coordinating one, pulling together the work of all teams. The Safer Neighbourhoods Coordinator noted that this happened in some areas but that there was a lack of capacity in some teams.

A member referred to how helpful it had been to have the Safer Neighbourhoods Coordinator offer walkabouts in certain areas as residents felt their concerns were being listened to. He asked if what had been successful was being looked at and how the Safer Neighbourhood Areas mapped with other areas such as the Reducing Inequalities Target Areas (RITAs).

The Acting Community Safety Manager advised that he worked at a County-wide level with relevant partners to establish initiatives and strategize. He referred to the new Serious Violence Duty which was a priority for Community Safety Partnerships to ensure they had a strategy in place to counter serious violence in their area. This would involve reviewing different layers of information and evidence and looking at pockets of activity.

In response to a member question the Acting Community Safety Manager advised that CCTV monitors were located on the ground floor of City Hall and it was a modern and fit for purpose facility. There were over 100 cameras which were mainly focussed on the city centre, the council also had housing cameras in blocks and tower blocks and there were a number of redeployable cameras. In terms of redeployable cameras, access to wifi and electricity had to be considered. He noted that a bid was being made to the Safer Streets Fund for more redeployable cameras at present. Cameras were monitored live over peak periods Friday, Saturday night into Sunday morning and played an important role in ensuring the safety of the Nighttime Economy.

If councillors were aware of an issue in their ward there was a process to follow on the intranet to request a redeployable camera. Requests were considered in the round and if deployment of a camera was considered public consultation with people affected in the area would take place. The Safer Neighbourhood Coordinator noted that if an issue were identified where a camera would be of use then it was important that the police took the lead. It would be the police who would build a business case for a camera to be deployed and he advised councillors to contact local police Safer Neighbourhood Teams to discuss. The police took the lead because it would be they using the footage and it was important to have their buy in and support.

In response to a member question the Acting Community Safety Manager noted that staff training had added professionalism to the role. The ASB Manager noted that it had given staff the confidence to know what tools and powers were at their disposal and which was the right tool for the situation. Staff were able to escalate matters to court but also were able to advise if a matter was not ASB but a neighbour dispute. In response to a member question the ASB Manager advised that it was crucial to ensure that residents received the right support and were advised what things they could do for themselves.

In response to a member question the Acting Community Safety Manager advised that he represented the council at the Countywide Community Safety Partnership. The benefits of attending the meeting were that it increased partnership and multi-agency

working and it impacted positively on bids for funding, for example in terms of the Safer Streets Funding. The ASB Manager noted that it was about stakeholder management, understanding what mattered to external partners and what their challenges were, how could we support them and them us. The Safer Neighbourhood Coordinator referred to the Anti Social Behaviour Action Group which was held monthly with representatives of about 15 different agencies and noted that this was a very productive meeting in terms of information sharing and joint working.

In response to a member question the Acting Community Safety Manager advised that that the service cost approximately £800,000 for the council to deliver and that there was a statutory duty for the organisation to provide a service. He noted that the service aimed to develop to establish more resilient neighbourhoods, there was more work needed to analysis what was needed in the city going forward.

A member referred to the list of enforcement activity that the team had carried out since February 2022 as listed on page 39 of the agenda. The ASB Manager noted that that it was not about the number of actions taken but that the right resolution was achieved and the correct tool used. She considered that there had been a perception previously that the service was reluctant to take enforcement action. She advised that the service was learning what action was effective to deal with the root of the problem and was taking coordinated action with partners to resolve issues.

A member asked a question in relation to methods of engagement in the Safer Neighbourhood Areas. The Safer Neighbourhood Coordinator advised that a paper based survey was delivered to all households within the Safer Neighbourhood Areas as well as an online survey, this achieved a 14-20% response rate. He noted that where there was an established Facebook group in an area response rates were better. This learning would be taken forward when further engagement was conducted.

In relation to how ASB data in other areas was gathered the team were working to bring together data from different sources such as the police, ASB reports, street scene reports relating to sharps and street drinking to give a refined picture of where the issues were. In terms of learning from the Safer Neighbourhood Areas it was noted that six areas were too many to conduct satisfactory engagement in at once.

In response to a member question the Acting Community Safety Manager advised that the team conducted prevention work, each case was risk assessed and the needs of each individual considered and referrals for appropriate support made. The ASB Manager noted that by the time that cases came to the team they were beyond the prevention stage and the focus was on the prevention of future harm. She highlighted that work to reduce 'boomerang' cases was undertaken in order that issues were not just moved on but that a long lasting solution was found. This included referrals and joint working with drug and alcohol agencies and mental health services.

The Acting Community Safety Manager noted that the council worked in a joined up way by holding Complex Case Strategy meetings which pulled together departments working with an individual as well as outside agencies. He also referred to the work of the Specialist Support Team which provided support to individuals to manage their tenancies. Councillor Jones referred to the Safer Norwich Partnership which had

emerged out of the work on the Safer Norwich Strategy and would bring partners and resources together to consider how best to support each other.

A member asked if it was possible to breakdown the budget of the service into prevention and punitive activities. The Acting Community Safety Manager noted that every case varied and that if there was a serious incident then prevention was not possible. However, wrap around support was provided to individuals which was preventative. The ASB Manager compared Community ASB with Locational ASB, Community ASB was hard to separate out into preventative and punitive actions, the priority for the service was to look holistically at the issue in question. In terms of Locational ASB prevention activities might be easier to quantify as the aim was design out crime for example via the use of alley gates.

A member asked if CCTV was used in a preventative capacity as well as to catch people in the act as it were. He noted that when a redeployable camera was placed at Barnards Yard whilst no perpetrator was captured residents did report feeling safer. Further, he asked in relation to door access entry controls being installed what was the methodology used to decide which block would be prioritised and was the installation programme on track. In terms of alley gates what was the target number to be installed.

The Acting Community Safety Manager noted that CCTV worked in some cases but it was a finite resource and the location along with feedback from local residents had to be considered. He confirmed that CCTV could be used as a deterrent and noted that CCTV had been used to target fly tipping as part of the LOVE Norwich campaign and police had noted a corollary reduction in ASB. The Safer Neighbourhood Coordinator advised that a target had not been set for the installation of alley gates, he highlighted that residents had to want to have them installed and a target was not helpful. He advised that the door entry control programme was ready to go and blocks had been selected based on feedback from residents, councillors and the location of ASB across the city.

The installation of door entry systems incurred a cost for residents and the cost of living crisis might discourage residents from wanting them. The programme would be run by the Property Services Team and delivery would start in the next few weeks. Leaseholders had been consulted with but tenants were yet to be consulted and the Safer Neighbourhood Coordinator had spoken with the Property Services Team about resident engagement.

A member asked a question about sensitive lets and the ASB Manager advised that where the team were aware that a property had become vacant as a result of ASB a sensitive let was requested. She advised going forward that the team would assist with the short listing process for properties which had become vacant as a result of ASB. She noted that the biggest issue was the limited amount of information which was available on relet and that of course people's situation could change.

A member asked about the Prevent programme and the Acting Community Safety Manager advised that he sat on the Channel Panel. Channel is a multi-agency programme which identified and supported at risk individuals and the Channel Panel assessed the nature and extent of the risk and developed the most appropriate support plan for that individual. The council contributed through information sharing and did

not make many referrals itself, there was work ongoing to get the housing team trained in Prevent. The council had a responsibility too in relation to the booking of buildings and or rooms, to ensure these were not being used for terrorist related activities.

In response to a member question the Safer Neighbourhood Coordinator advised that the Public Space Protection Order (PSPO) in relation to vehicles had impacted positively on the number of calls to the police in relation to vehicle nuisance. For the period 26 July-12 September 2023 there were 24 calls in relation to vehicle nuisance and for the same period of the previous year it was 52. Anecdotally the Operational Partnership Team, (teams in each council district headed by a Police Sergeant) reported that residents were phoning in and reporting vehicles congregating in the city. The PSPO did not preclude vehicles congregating, there had to be ASB.

A member asked if there was any monitoring of work undertaken in areas by the Community Engagement Team and its impact on ASB. The Acting Community Safety Manager advised that there was a much stronger working relationship in place between the teams. The aim of the council was to create more cohesive and resilient neighbourhoods. The Safer Neighbourhood Coordinator noted that the assessment of the impact of such work was a real challenge as it was difficult to judge. Walkabouts were conducted in target neighbourhoods to promote engagement with residents and the Community Engagement Team were brought in to develop this.

The deputy leader and cabinet member for housing and community safety thanked the committee for their consideration of the topic. She noted that a lot of development of the service had taken place and it was useful to hear member's feedback.

RESOLVED to request that cabinet:

- 1) Consider whether the positive outcomes achieved by the ASB team justifies an increase in resource and funding for the service;
- 2) Thank the officers and the ASB team for the work they are doing and continue to do;
- 3) Continue to prioritise the service and support the ongoing training and development programme and ensure sufficient funding is available to achieve its objectives;
- 4) Expand the resources given to the programme of presentations to other partners;
- 5) Consider whether the resources for the safer neighbourhood scheme can be increased given the successful outcomes achieved from the scheme and consider the outcomes of the scheme;
- 6) Consider lessons learnt from the locational approach trialled for the safer neighbourhood initiative and how this can be expanded for other neighbourhoods;
- 7) Provide a briefing event for all Councillors on the PREVENT scheme; and

- 8) Consider surveying anti-social behaviour in areas where the community enabling team have focused to assess the impact of their work

3. Scrutiny committee work programme 2022-23

The chair proposed that at the October session the committee conduct a review of the effectiveness of the scrutiny committee. The Monitoring Officer referred to the Centre for Governance and Scrutiny's self-evaluation framework which she suggested the committee use as a basis for their review. The first stage would involve requesting all councillors complete a survey prior to the meeting, the responses from which would be used as a basis to conduct the self-evaluation exercise.

RESOLVED to agree that:

- 1) The October session focus on a self-evaluation exercise on the effectiveness of the scrutiny committee; and
- 2) A survey be sent to all members of the council to establish their views on the effectiveness of the committee.

CHAIR



Committee name: Scrutiny

Committee date: 23/11/2023

Report title: Report from the Retrofitting Task and Finish Group: Warm, low bills, no carbon: a plan for Norwich's council homes

Portfolio: Councillor Jones, Deputy leader and cabinet member for housing and community safety

Report from: Scrutiny Task and Finish Group: Councillors Ackroyd, Driver, Galvin (chair), Osborn, Prinsley and Stutely

Wards: All wards

OPEN PUBLIC ITEM

Purpose

To assess the business case for retrofitting the council's housing stock, investigate how investment will be allocated and if there is the capacity to deliver this and to adjust the corporate plan to include specified outcomes linked with these areas.

Recommendations

That the scrutiny committee recommends that cabinet approves the following recommendations:

It is recommended that Norwich City Council will:

- a) Recognise its key roles in essential decarbonisation, combatting fuel poverty and health and economic development, add retrofitting as a core and central theme to the new Corporate Plan.
- b) Develop a state of evidenced readiness for future funding to allow quality funding applications to be submitted efficiently for all available funding opportunities.
- c) Allocate sufficient resource to reach this state of readiness, enabling the council to plan strategically and to effectively manage projects, particularly in the housing team. Writing quality bids, planning strategically and managing the projects will take significant additional resource.
- d) Agree to monitor the effectiveness of the housing team restructure to ensure that the team includes the necessary skills and capacity to deliver retrofitting. Similarly, review the capacity of key support services in other teams within the council – e.g. procurement – to ensure an

understanding and culture of retrofit.

- e) Offer ongoing training and advice, including site visits, to all councillors and staff in relation to retrofitting so that they can be a conduit for information to residents.
- f) Aspire and plan to deliver retrofit services through its own companies. Long term, contracts need to be written with this possibility in mind, and development and business planning undertaken to support this as an income stream. This entails exploring opportunities for new builds in collaboration with Lion Homes, assessing the feasibility and ambition for Lion Homes to offer retrofit services, and consequently identifying the necessary support the company will require for successful implementation.
- g) Examine Norwich City Services Limited (NCSL) opportunities and ambition for income generation related to retrofit, and develop an early stage plan in readiness.
- h) Use the knowledge and experience of work already undertaken by Lion Homes to understand resident behaviours and identify the most effective way of communicating with residents around retrofit, as well as using research and experience from experts in this field.
- i) Develop a Retrofit Communications Plan and Engagement Strategy to share learning, best practice, and opportunities, and to ensure that local residents are well informed and engaged.
- j) Play a leading role with its own estate, using public buildings and community centres as demonstrators to showcase and highlight the potential for retrofit whilst working with communities and community associations to help them unlock energy and carbon savings for community benefit.
- k) Consider reworking the HRA business plan in order to deliver retrofitting at pace.
- l) Consider implementing an internal carbon value, alongside Net Present Value (NPV) modelling, to assess and capture the carbon benefits and implications of retrofitting the council's housing stock.
- m) Explore alternative funding, for instance community municipal bonds and other mechanisms in line with previous scrutiny recommendations. A project should be developed to fund the retrofit of community spaces or similar, in the near future, to start to build understanding and public support.
- n) Work with private sector investors to utilise potential external funding opportunities, i.e. in large scale heat networks.
- o) Investigate the potential for additional funding and partnership working resulting from the forthcoming County Deal, as has been the case from Manchester and Leeds' respective devolution deals.

- p) Explore the concept of “comfort charges”, following the lead of other local authorities’ trials, as a potential source of additional funding.
- q) Ensure that any contract for delivering retrofit delivers social value too.
- r) Assess the existing skills provision and capacity in the local economy, in partnership with other local authorities.
- s) Work with relevant partners, including trade unions, to ensure equal opportunities for all, including skill development, job creation, and community involvement, in the council’s retrofit initiatives.
- t) Work with planning officers to use the National Planning Policy Framework to develop local supplementary planning documents to promote and enable retrofit, and to respond to the Future Homes Standard consultation.
- u) Thank officers and external contributors for their significant work informing and writing this report.

Policy framework

The council has five corporate priorities, which are:

- People live independently and well in a diverse and safe city.
- Norwich is a sustainable and healthy city.
- Norwich has the infrastructure and housing it needs to be a successful city.
- The city has an inclusive economy in which residents have equal opportunity to flourish.
- Norwich City Council is in good shape to serve the city.

This report meets all five corporate priorities and cuts across several Corporate Plan actions and priorities.

Report details

Executive summary

1. In June 2023, Norwich City Council's scrutiny committee directed a task and finish group to investigate and report on the measures the council could take to retrofit its own housing stock. The group met five times with the benefit of support from several officers and evidence from external bodies such as Leeds City Council and Flagship Housing Group. The following summary is high level and should be read in conjunction with the full report. The group notes that:
 - a) The climate crisis is an escalating threat to life on earth and there is only a very short window of time to address it with measures to cut carbon emissions.
 - b) Housing in the UK emits a fifth of its carbon due to the use of fossil fuels like gas and oil. Domestic emissions – which include housing – are the greatest source of emissions in Norwich, higher than both industry and transport.
 - c) The cost of energy has doubled over the past two years, causing widespread fuel poverty.
 - d) Retrofit contributes to alleviating fuel poverty through making homes more energy efficient, whilst also reducing greenhouse gas emissions. However, nationally, the rate of retrofit is not sufficient to meet existing targets.
 - e) Retrofitting can contribute substantially to local economic development and rejuvenation, offering significant economic and social opportunity within the local areas.
 - f) Norwich City Council has a commitment to ensure its housing stock reaches Energy Performance Certificate (EPC) level C as soon as possible and by 2030 at the latest. There's also a commitment to deliver a roadmap by 2024, setting out how the council's homes will reach net-zero carbon emissions as soon as possible and by 2050 at the latest.
 - g) To meet these targets, the council will need to undertake significant energy efficiency work on its 14.5k properties. Successful retrofit projects have already been carried out, however efforts will need to significantly ramp up for these targets to be achieved. At present, £290m has been allocated as part of the HRA business plan for retrofitting over the next 30 years.
 - h) The set of recommendations at the end of this report are presented to scrutiny for consideration, prior to being presented to cabinet for approval and action.

The global and local environmental context

2. Climate change poses a significant threat to human well-being and planetary health. There is an urgent need to act swiftly in order to secure a sustainable and habitable future for all. Approximately 3.3 to 3.6 billion people worldwide live in contexts that are highly vulnerable to climate change.
3. All global carbon reduction pathways that limit warming to 1.5–2°C, as outlined in the 2015 Paris Agreement – to which the UK Government is a signatory – involve rapid and deep and, in most cases, immediate greenhouse gas emissions reductions across all sectors.
4. Exceeding the target global temperature increase of 1.5°C to 2°C will lead to adverse consequences such as heat stress, migration, increased rainfall and flooding, accelerated sea level rise, and biodiversity loss.
5. Acknowledging the imperative for action, Norwich City Council has set an ambitious target for the city to reach net-zero by 2045, encompassing all sectors of the economy. This is earlier than the UK Government's 2050 net-zero target.
6. A major source of emissions in the UK is housing, with approximately 22% of national carbon emissions coming from providing heat and electricity to its homes¹. It's therefore clear that if Norwich is to meet its net-zero commitments, addressing domestic emissions is an absolute priority, especially for the housing sector as it is lagging behind.
7. As well as emitting carbon, the fossil fuel energy market has become unstable due to global factors. The average UK energy bill is double what it was two years ago. British homes were the worst hit by the crisis in western Europe last year due to the high dependency on gas. This is causing a home heating crisis and widespread fuel poverty. Six million households are living in fuel poverty as we head into winter. ²

What is retrofit?

8. Retrofit, in the context of this report, refers to the process of making significant improvements or upgrades to an existing building, typically with the primary goal of reducing energy use and emissions but with the additional co-benefits of helping keep the house warm, enhancing indoor air quality and, if done right, reducing energy bills. Typical retrofitting measures can include air source heat pumps, ground source heat pumps, solar panels, battery storage and extra insulation. Insulation could range from

¹ [What's the link between net zero and homes? - Energy Saving Trust](#)

² [Annual fuel poverty statistics report: 2022 - GOV.UK \(www.gov.uk\)](#)

relatively minor measures, such as loft insulation, to more comprehensive measures, such as external wall insulation.³

9. The social, economic and environmental opportunities of retrofitting include:

- a) Reducing greenhouse gas emissions to net-zero;
- b) Improving socio-economic conditions and outcomes by providing energy sufficiency and reducing occupants' energy bills;
- c) Ensuring healthy living conditions and outcomes by providing thermal comfort and avoiding damp and mould;
- d) Ensuring safety and compliance;
- e) Bringing a refreshed sense of place to older housing developments;
- f) Improving biodiversity and access to nature;
- g) Improving asset value and lifespan;
- h) Developing retrofit delivery market capacity and capability including training and economic development and
- i) Adapting homes to better cope with the impacts of climate change.

10. The *potential* constraints and risks relating to retrofitting, if projects are not managed properly, are:

- a) Project affordability – retrofitting is capital intensive and so where limited resources exist, it competes with available capital for new-build projects;
- b) Worsening of fuel poverty – some approaches to retrofitting may reduce greenhouse gas emissions but increase energy costs to tenants;
- c) Unintended outcomes – making significant changes to the fabric and energy systems of buildings can cause damage to building elements if risks aren't managed properly;
- d) Loss of heritage value – retrofitting can affect the significant characteristics of heritage buildings if poorly managed;
- e) Poor engagement with tenants – if tenants fail to receive good quality information and support during the retrofit process, positive outcomes will be minimised.
- f) Workforce constraints – given the scale of the challenge and the volume of work that will need to be undertaken, the availability and skill of the existing workforce in relation to retrofit might act as a constraint.

11. The new PAS2035:2015 standard has been developed to mitigate these

³ Where to meet on heat? A conceptual framework for optimising demand reduction and decarbonised heat supply. Rosenow, Samuels www.elsevier.com/locate/erss

risks in retrofit projects. Introduced as a result of the Each Home Counts review, PAS2035 provides guidelines for assessing dwellings for retrofit, selecting the right energy efficiency improvements, designing and specifying those measures, and monitoring the impact/effectiveness of projects. Compliance with PAS 2035 is mandatory for all publicly funded retrofit projects, including the Energy Company Obligation, Social Housing Decarbonisation Fund, and Sustainable Warmth competition. This essentially means that any government-funded retrofit scheme must be undertaken with accredited retrofit assessors, coordinators and installers working on the projects. The Environmental Strategy Team have completed the accredited Retrofit Coordination and Risk Management course aligned to the PAS2035 standard, allowing the integration of the standard into council plans. More information about PAS2035 can be found here: <https://retrofitacademy.org/knowledge/pas-2035/>

12. There is an ongoing debate surrounding housing retrofitting versus demolition and new construction revolves around a trade-off between carbon cost-effectiveness and long-term financial considerations. Retrofitting existing housing can be more sustainable as it preserves the embodied carbon in the existing structures. However, there may be limitations to the level of energy efficiency that can be achieved on older properties. Demolishing and building new, energy-efficient dwellings can offer superior long-term energy efficiency, but the demolition and construction process can entail a substantial carbon footprint. It is *usually* the case that whole life carbon emissions are lower for retaining and retrofitting buildings than demolishing and building anew. The financial cost varies due to an array of factors, but most importantly the existing condition of the dwelling. Retrofitting is likely to be more cost-effective in the short term, whilst new construction will likely yield longer-term financial benefits, particularly on older stock – as long as replacement dwellings are built to a high energy efficiency standard. Ultimately, the choice between retrofitting and new construction should be based on a careful evaluation of the environmental, financial, and social factors specific to each dwelling. The potential impacts and disruption on residents and local communities will always be a key factor in decision making.
13. The most common and established method of measuring a properties energy efficiency is by EPC (Energy Performance Certificate). EPCs tell you how energy efficient a building is and give it a rating from A (very efficient) to G (inefficient). The methodology that underpins EPC data is continually updated, and so they are prone to change, but takes into account various factors such as the buildings fabric, construction type, appliances, and heating source. It is by EPC that all government funding is prioritised, and thus it will be EPC data that informs the Council's emerging Retrofit Strategy as set out in paragraph 44. However, it is worth noting that EPCs aren't without their criticism; the most notable in this context being that their underpinning methodology currently prioritises cost-efficiency over carbon

reduction based on outdated assumptions. Nevertheless, they still remain the best option for assessing and prioritising retrofit opportunities, with scheduled updates to the methodology likely improving their usefulness.

Central government policy and legislation relating to retrofitting

14. The UK has legally binding targets to reach net zero for 100% of national emissions by 2050 with an interim target to reduce emissions by 78% by 2035. There is no specific legal obligation placed upon local authorities or registered housing providers to meet these targets, but it will be impossible to meet them without housing playing a part.
15. The Climate Change Committee's (CCC) latest Progress Report (2023) stressed that there is currently a lack of urgency at the national political level, and that immediate action is needed in a range of areas to deliver on the Government's emissions pathways.⁴ Among the CCC's recommendations to Government were the following related to retrofit and energy efficiency:
 - “[Finalise] and [implement] plans to require privately rented homes in England and Wales to reach EPC C by 2028”
 - “Finalise and ensure the timely implementation of plans to prohibit fossil fuel boiler replacements in off-gas grid buildings from 2026 (2024 for large non-residential buildings).”
 - “Confirm the proposed regulatory mechanism for phasing out fossil fuel boilers, and clarify whether the required powers are devolved or reserved.”
 - “publicly [affirm] that electrical heat is the default option in all new buildings and existing properties off the gas grid; prohibiting connections to the gas grid for new buildings from 2025”
16. Following recent government announcements, namely the decision to scrap requirements for all rental properties to have an EPC rating of C, the legislative imperative for improving Norwich City Council's housing stock remains unclear. The Department for Levelling Up, Housing and Communities (DLUHC) plan to launch a consultation on Minimum Energy Efficiency Standards for the social housing sector in early 2024. The consultation is expected to outline future plans and establish potential EPC targets.

Norwich City Council existing environmental strategy and commitments

17. The council's current commitments in relation to retrofit are set out in the Environmental Strategy 2020-2025, summarised by Priority 4 which sets out to “increase the energy efficiency of all the housing stock in the city”. On

⁴ <https://www.theccc.org.uk/publication/2023-progress-report-to-parliament/>

a more granular level, the policy commits to:

- “Increasing energy efficiency in council-owned property”
- “Promotion of domestic energy efficiency”

18. The December 2022 HRA Business Plan Cabinet Report sets out a commitment to ensure Norwich City Council homes reach Energy Performance Certificate (EPC) level C as soon as possible and by 2030 at the latest. There’s also a commitment to deliver a roadmap by 2024, setting out how the council’s homes will reach net-zero carbon emissions as soon as possible and by 2050 at the latest. The 2050 net-zero target ultimately means that no dwellings are using gas for heating or appliances by this date.
19. As part of this Cabinet report, £53m to improve energy efficiency and install carbon reduction measures is included within the 5-year investment programme (2023/28). This work is crucial in making homes warmer and more affordable for the council’s tenants. The focus will be on a methodology that delivers the greatest affordable degree of benefit, depending on the existing characteristics of an individual dwelling. This is explored further in paragraphs 40-44.
20. The Council’s current estimation is that an investment of approximately £290m is available to meet EPC level C by 2030 and reach net-zero carbon emissions by 2050. This sum is included in the HRA Business Plan. Further development work is required to estimate the full cost of reaching the aforementioned targets, however early estimates suggest that £290m will not be sufficient.

Existing local partnerships concerned with retrofitting

21. The two primary local partnerships in Norwich (and Norfolk) dedicated to retrofitting are the Norfolk Climate Change Partnership and the Norfolk Warm Homes Partnership. Other groups in Norwich that deserve a mention undertaking retrofit or energy efficiency adjacent work – focused mainly on engagement rather than delivery – include Norwich for Warm Homes and the Norwich Climate Commission.
22. The Norfolk Climate Change Partnership (NCCP) comprises of all eight local authorities, as well as other key organisations such as the Tyndall Centre for Climate Change Research, the East of England Local Government Association, and the Greater South East Net Zero Hub. The NCCP recently agreed its three core priorities – determined by both lead officers and portfolio holders – one of which focuses on building retrofit. The NCCP has recently appointed a Partnership Manager who will be responsible for initiating and managing projects to advance the partnership’s objectives. More information about the NCCP can be found on

their website here: <https://www.norfolkclimatechange.co.uk/>

23. Additionally, the Norfolk Climate Change Partnership – on behalf of all Norfolk local authorities – has secured funding from Innovate UK’s Fast Followers programme to investigate the non-technical barriers to achieving net-zero. While project details are still being finalised, there will be a significant focus on the non-technical barriers to domestic retrofit, particularly the “able-to-pay” market. Non-technical barriers might include things such as finance, planning, bureaucracy, knowledge and trust, etc.
24. The Norfolk Warm Homes Partnership (NWHP) operates at a similar level and includes all Norfolk local authorities, with the exception of Great Yarmouth Borough Council. The Partnership is formally hosted by Broadland and South Norfolk councils, who employ dedicated officers to manage its operations and delivery. Its primary role is to bid for and deliver central-government retrofit funding on behalf of the wider Norfolk local authorities, essentially acting as a consortium. Whilst Norwich City Council previously managed the delivery of its Sustainable Warmth Competition/LAD funding internally, the NWHP are currently delivering HUG2 funding on its behalf. More information about the Norfolk Warm Homes Partnership can be found on their website here: <https://norfolkwarmhomes.org.uk/>
25. It’s also worth noting that Norfolk County Council are currently undertaking a piece of work to understand the county’s retrofit workforce and skillset. They’ve recently commissioned a consultancy to conduct an analysis of the skills requirement for Norfolk, and are also working with the Retrofit Academy to get training provision within Norfolk.

Norwich City Council housing stock – metrics and characteristics

Stock Condition Surveys

26. Norwich City Council Property Services is presently carrying out Stock Condition Surveys of its properties. Stock condition surveys are assessments conducted on properties within its housing portfolio. These surveys allow the council to evaluate the overall condition of each property, identifying any repairs or upgrades that may be required. The surveys collect detailed data on the state of critical building components including roofs, windows, doors, kitchens, bathrooms, and heating systems. This data enables us to prioritise maintenance activities and capital investments.
27. The council owns circa 14,200 homes, on top of circa 3,300 leasehold properties. A breakdown of these, in terms of property type, is summarised in the table below.

	Bungalow	Flat	House	Maisonette	Total
Council	866	7,004	5,838	463	14,171
Leased Out	1	8	29	7	45
Leasehold	0	3,033	28	283	3,344
(blank)	0	9	67	0	76
Total	867	10,054	5,962	753	17,636

28. Good progress has been made on the stock condition surveys over the last year. Property Services has now surveyed 5,524 domestic assets (38% of whole stock) and 1,895 blocks⁵ of the 2,298 target (82% of blocks) of the properties within the housing portfolio. The data collected so far has been very valuable, allowing the council to gain a clearer picture of repair and investment needs across the portfolio. However, the council is still validating data and inputting the results in the asset management database. This will take some time and the council will be approaching the consultants carrying out the surveys to ascertain if they can assist further with the analysis to increase the pace of this requirement. The council is on track to complete surveys on the remaining properties by the end of this fiscal year, at which point data will be available for analysis. The full dataset will enable the council to develop a comprehensive long-term asset management strategy. It will ensure the council is taking a proactive, data-driven approach to maintaining and enhancing its properties over the coming years.

29. While the survey process requires significant effort, it is a crucial exercise that will pay dividends through more strategic, cost-effective asset management. Property Services look forward to completing the exercise and using the insights to continue enhancing the council's housing stock.

Net Present Value (NPV)

30. Property Services are exploring the wider use of a net present value (NPV) exercise. When considering investments in council housing properties, a net present value analysis is extremely useful. It allows a proper evaluation of the financial viability of potential projects such as renovations, repairs, or acquiring new council housing properties. This exercise will allow Property Services to RAG rate (Red, Amber, Green: coding status for project status) properties to understand their ongoing viability.

31. Some key inputs and factors considered in the NPV analysis of council housing investments include:

- a) Upfront capital costs - Construction, materials, labour, acquisition fees etc.

⁵ "Blocks" in this sense refers to the structure where multiple dwellings might form a single block, i.e. a tower block or set of low-rise multi-floor flats.

- b) Ongoing maintenance and operating costs over the lifetime of the property
 - c) Projected rental income based on current and expected future rents.
 - d) Occupancy rates and any assumptions on vacancy periods
 - e) The usable lifetime of the property with proper maintenance
 - f) Applicable discount rates based on council's cost of capital.
 - g) Project risks and uncertainties such as higher costs or rental changes
32. Current NPV calculations do not cover the cost of carbon, and it is recommended that another metric, such as an internal carbon price, is used alongside, to help determine where investment is best directed for emissions reduction purposes. A sensitivity analysis which includes carbon cost and running costs for occupants needs to be factored in to plans.
33. By projecting the net cash flows from rental income minus the costs and applying an appropriate discount rate, we can determine whether the investment in council housing has a positive NPV that exceeds the hurdle rate, indicating it is financially worthwhile. Comparing NPVs of different projects allows us to recommend allocating limited capital budgets to the most value-adding council housing investments. We are targeting Q1 2024/25 for the identification and procurement of this activity.
34. When discussing the Council's housing stock in the context of retrofitting, it is important to acknowledge complexity involved around planning. The Council owns a uniquely diverse range of dwelling archetypes, each presenting distinct retrofitting requirements and (im)possibilities. Furthermore, within these archetypes, individual properties have varying conditions/characteristics which affect their retrofit starting point. Consequently, understanding what specific work is required on properties requires specific assessments, and one-size-fits-all strategies are only useful as a starting point. It is worth mentioning that this will work will require an increase in workforce capacity, which is likely to be brought in externally. This is currently the status quo due to the technical/specific knowledge involved.
35. It is worth noting that major programmes of work dealing with significant societal and economic changes have been successfully undertaken before, from toilets coming into houses to gas central heating being installed, this is just the latest (significant) challenge.

Norwich City Council retrofit funding and projects

36. Over the past two years the Environmental Strategy Team has delivered several retrofit schemes funded by central government. These include:
- a) Social Housing Decarbonisation Fund (SHDF) Wave 1: via the SHDF, External Wall Insulation (EWI) has been installed on 41 council-owned

properties. EWI will significantly reduce heat loss in these dwellings, enhancing thermal comfort and reducing the energy required for heating.

- b) Sustainable Warmth Competition (SWC): via the SWC, 289 different measures have been installed on a total of 252 dwellings. These are all low-income, owner-occupied properties, in line with the requirements of the scheme. The measures installed included varying degrees of insulation, solar PV systems, and/or air source heat pumps, depending on each dwelling's requirements.
 - c) Public Sector Decarbonisation Scheme (PSDS) – via the PSDS, the Environmental Strategy Team delivered a £650k project to install an air source heat pump on City Hall, providing the building with low-carbon heating. Whilst this is clearly not a *domestic* retrofit project, it nonetheless provides valuable learning opportunities for projects on large and/or historically sensitive buildings.
37. The Norfolk Warm Homes Partnership, on behalf of all Norfolk local authorities, has also recently successfully secured Home Upgrade Grant 2 (HUG2) funding. HUG2 focuses on heating and insulation upgrades for low-income households that are not connected to the gas grid. Again, the funding requirements of this scheme mean that only owner-occupiers are eligible. The Council's estimate suggests that around 100 households in Norwich meet these eligibility requirements.
38. The Council's bid for Social Housing Decarbonisation Fund Wave 2 was unfortunately unsuccessful, due to the competitive nature of these schemes. However the Department for Energy Security and Net Zero (DESNZ) have recently reopened the scheme under the guise of a wave 2.2. The Environmental Strategy Team, in conjunction with housing, are currently preparing a bid for wave 2.2. Whilst the details are still being confirmed this will again likely focus on EWI, loft insulation and improved ventilation for approximately 200 of the council's worst performing properties. The application deadline is the week commencing 15th January 2024.
39. Norwich has also been chosen as one of 28 cities included in a Department for Energy Security and Net Zero (DESNZ) funded study to identify the potential for heat networks and heat network zoning. Heat networks are centralised systems that distribute heat from a single source to multiple buildings, providing an efficient and sustainable way to supply heating and hot water. The Government is committed to introducing heat network zoning in England by 2025, though what this will actually look like is still unknown. However, it is expected that public buildings, large non-domestic and all new buildings should be connected to a heat network if within a heat network zone. Heat networks are a highly efficient and cost-

effective way of providing sustainable heating, and will be a significant step-forwards in helping Norwich reach net-zero. We're currently awaiting the findings from the DESNZ study and will be identifying next steps to help facilitate this work.

40. It's also important to note that, while not tied to any specific project or funding stream, the council has improved the energy efficiency of its stock over time. Such improvements include window and door upgrades, heating system upgrades and solar PV installations. However, as is established throughout this report, efforts will need to be massively and significantly ramped up to ensure that energy efficiency targets are met. Any heating system upgrade that is not electric will hamper net-zero by the time the electricity system is fully decarbonised (possibly as early as 2030).

Norwich City Council retrofit strategy development

Property Services and council-owned housing

41. As mentioned previously, the council has been improving the energy efficiency of its housing stock for many years. During 2022, the council commissioned the specialist consultants Delta Simons, to undertake a study of its housing stock with regards to developing a pathway to net-zero. Using data provided by the council, the Delta Simons study found that 87% of dwellings have had significant energy efficiency works completed, typically loft and cavity wall insulation (where cavity walls exist), double glazing and draft-proofing, finding that virtually all dwellings had efficient condensing gas boilers.
42. The study estimated the cost of applying solar PV and heat pumps to dwellings, as well as the cost of a 'deep-retrofit programme' to consider the feasibility of taking dwellings to EPC bands higher than C. The purpose of generating this information is to inform an options analysis and feasibility study for developing a comprehensive retrofit strategy for the housing stock. Further work was commissioned from the consultants Small World Consulting in 2023, to develop a cost model for estimating the cost of applying renewable energy and energy efficiency measures to the housing stock. These works, as well as the training of officers in the PAS 2035:2019 standard, gave important insight into the application of this standard in the retrofit programme.
43. A thermographic study of the housing stock was also undertaken over the winter of 2022/23 to understand the durability and extent of existing energy efficiency interventions, and where these might need to be replaced or added to.
44. Taking information from these studies and the SHDF project, whilst also considering the council's adopted Sustainable Warmth Strategy, the following main tenets of a retrofit strategy have been established:
- a) Retrofitting must always bring about a reduction in energy cost to help alleviate fuel poverty – Retrofit activity must not increase the cost of energy for tenants, as may in some cases be the case when replacing a

condensing gas boiler with a heat pump without also improving the energy efficiency of the dwelling, while electricity prices remain triple the price of gas. If electricity costs are reduced through the Government's Review of Electricity Market Arrangement proposals, then the running cost of heat pumps will fall significantly.

- b) Measure Prioritisation – The basis of the evolving retrofit strategy is to achieve an EPC band C across the housing stock and then apply renewable energy (i.e. heat pumps) for heating. The preferred methods of improving EPC ratings are improving the energy efficiency of the building's fabric by increased insulation and the installation of solar PV systems. The rationale of this strategy is to get the building's fabric to a stage where a heat pump is viable and cost-effective for tenants. For dwellings that are already at EPC C, it may still be necessary to further increase the EPC rating, so that the installation of heat pumps does not increase the cost of energy to tenants.
- c) Renewable heating – The evolving technology strategy for decarbonising heat is to apply air source heat pumps to detached, semi-detached and terraced dwellings and ground source heat pumps to dwellings in blocks. This will be the case where low carbon district heating systems do not exist. Where the local electricity network is insufficient for supporting the widespread adoption of heat pumps, and cannot be made more sufficient, then a greater emphasis shall be placed on fabric efficiency improvements to further reduce the need for heating energy. A Local Area Energy Plan (LAEP) is required to understand this in more detail. A LAEP sets out the change required to transition an area's energy system to Net Zero in a given timeframe. This is achieved by exploring potential pathways that consider a range of technologies and scenarios, and when combined with stakeholder engagement leads to the identification of the most cost-effective preferred pathway and a sequenced plan of proposed actions to achieving an area's Net Zero goal⁶. It is important to stress that any heating system still based on gas by 2050 means residual emissions.
- d) Compliance with PAS2035:2019 – Retrofitting must comply with the PAS2035:2019 standard and thus follow the 'whole house' approach, ensuring that works are planned and sequenced in a cost-efficient way. This approach brings about the most successful outcomes and greatest cost efficiency when delivering projects.
- e) Quality assurance of previous works – When planning the installation of retrofit measures, the quality of existing previous works, such as cavity wall insulation, must be inspected to ensure that it's still delivering the expected performance. Any issues where measures are found to be under-performing should be remedied.
- f) The use of EPC data – EPC data is being used throughout the retrofit industry as the basis for decision making and to measure retrofit outcomes. EPC data can be subjective to some degree depending on the opinions and practices of each individual EPC assessor. As part of the evolving retrofit programme, the council will review its existing EPC

data to ensure accuracy, consistency and to make sure it is targeting funding effectively, based on evidenced need. EPC data will be used to prioritise dwellings for work, so that the least energy efficient homes are prioritised. While EPCs are currently the most appropriate option decision-making, it is important to recognise their downsides, as highlighted in paragraph 12.

45. The studies completed to date provide the means to develop a comprehensive retrofit strategy for the housing stock. Work will continue over the winter of 2023/24 towards a consultation on a draft strategy document in 2024, which will set out how the works and identified funding will be sequenced.

Lion Homes Ltd

46. The scale of the retrofit challenge – for both Norwich City Council stock and the city more widely – poses a significant business opportunity; it's likely that the total value of the work will be in the *billions* of pounds. Questions remain whether there is a business opportunity for Norwich City Council – or its existing subsidiary companies – to capitalise on this opportunity.
47. Within their approved Business Plan, council subsidiary company Lion Homes Ltd are clear that their primary focus is building new homes. They are committed to delivering key strategies highlighted in that business plan which would enable the company to move into a growth phase. The key strategies are (1) Investment Strategy; (2) People Strategy; (3) Sales, Marketing & Branding Strategy; (4) Delivery Strategy.
48. The people strategy and delivery strategy are key and only by progressing these would the company be able to grow which in turn would potentially then allow the company to expand and develop new business development opportunities; such as investigating the possibility of a sub-division that delivers retrofit contracts.
49. The vision of the current team is that Lion Homes could move into the retrofit space, this is due in part to developing a better understanding of the building service package, further developing the city council's requirements as shareholder on new developments coming forward in 2024 (the company's renewable specification) and learnings and collaboration with the NCC asset team on handover of properties at Threescore.
50. Lion Homes currently has not engaged in any discussions with Norwich City Council (the shareholder) about taking forward new business opportunities other than delivering its core function which is to build new homes.
51. Lion Homes have undertaken a significant amount of resident and public engagement through their social obligations that are outlined in the approved business plan. They've delivered some excellent results in 6 local schools, working with partners to deliver learning content on the theme of sustainability, starting the conversation on next generation professionals, as well as engagement with parents and guardians on energy use in the home. This then potentially could open up private sector retrofit opportunities and funding.

52. In Q4, Lion Homes will be taking time to reflect and revisit the best way in which to engage and educate 'end users' on the build form and performance to ultimately minimise energy use. Linked to their handover review in Q4, Lion Homes are in process of analysing data from energy performance monitoring of their private rented stock. This assessment will create an understanding of the end users' energy consumption (actuals) compared to that of the predicted usage when the homes were designed.

Retrofit strategies and programmes of other LAs

53. Over the course of the Retrofit Task and Finish Group meetings, the work of other local authorities has been highlighted and discussed. The group received presentations and a Q&A session with representatives from Flagship Housing and Leeds City Council. The below points summarise what has been learnt from these sessions, as well as other successful initiatives from other local authorities.

Flagship Housing Group

54. The main driver of Flagship's retrofitting work was the requirement to meet net-zero by 2050, and for all properties to have an EPC rating of C or above by 2030. Flagship highlighted how addressing these goals had not only an environmental imperative, but was also underpinned by the need to provide their tenants with a better living experience by ensuring warm, damp-free homes and lower energy bills.
55. Over the past six years, Flagship has successfully installed approximately 2,500 air source heat pumps and 200 ground source heat pump systems in their properties. For this work, their primary focus has been on homes with two or more bedrooms, and heating systems powered by night storage, oil, or solid fuel, as these were considered priority candidates for retrofitting. Properties smaller than this were not usually deemed suitable due to the size of the radiators needed, although other technologies were coming to the market. This work was undertaken so that homes with an EPC of a D or below were prioritised. All EPC ratings – and subsequent work – was stored/inputted accurately into their central asset management system. This meant that works could be coordinated, for instance installing solar PV at the same time that roof maintenance was being carried out.
56. To undertake this work, Flagship has an in-house retrofitting team which includes one internal and two external co-ordinators, as well as administrative support for the team. The use of external coordinators helped manage the peaks and troughs inherent in retrofit work/funding.
57. One of the most significant challenges Flagship faced in their retrofitting efforts was tenant reluctance to have work done in their homes; this is something that Norwich City Council has also encountered when managing

larger retrofit projects. Factors that Flagship attributed this reluctance to included tenant age and a general aversion to property alterations. To overcome this barrier, Flagship employed two tenant engagement officers, who worked closely with tenants to address concerns and remove obstacles. This included arranging furniture moves and lifting carpets. The personalized approach played a crucial role in reducing refusal rates. Flagship also undertook post-installation monitoring and evaluation to address any additional issues and concerns raised by tenants. Flagship is also participating with the University of Oxford on the SHIFT-0 study which is looking at tenant behaviour when heat pumps are installed, in order to better understand what information tenants need post-installation. This study could provide valuable lessons.

58. Additionally, concerns about the running costs of air source heat pumps were mitigated by the simultaneous installation of solar PV panels, enhancing the overall energy efficiency of the properties and helping tenants manage their energy costs more effectively. This approach not only overcame the aforementioned barriers but also further reduced the emissions of Flagship's housing stock.

Leeds City Council

59. Leeds City Council has undertaken a significant programme of work across their own housing stock (circa 52k properties), utilising various funding streams to complete a wide range of projects. Of particular note are two standout projects in Holbeck and Holtdales.
- a) Holbeck is situated in the country's 1% most deprived neighbourhoods, facing significant social challenges and experiencing highly inefficient housing. Utilising different funding streams, the council invested approximately £10 million in 300 terraced homes, primarily focusing on enhancing the building fabric. This involved the installation of roof, loft, and external wall insulation. The resulting energy efficiency improvements are estimated to save residents over £600 annually on energy bills, concurrently reducing CO2 emissions by 85 tonnes per home over the dwelling's lifetime.
 - b) On Leeds' Holtdales estate, 190 low-rise flats have been retrofitted combining funding from the council (£5.62m) and the former Department for Business, Energy and Industrial Strategy (£4.18m). The dwellings received a comprehensive retrofit, with air source heat pumps, solar PV, improved ventilation and external wall insulation installed across the properties. It's estimated that this project has cut bills by up to 70%, with some households now generating more energy than they use.
60. Leeds' proactive approach to retrofit is aided by their significant staff resources. In the equivalent of their Environmental Strategy Team, there are

5.5 Full-Time Equivalents (FTEs) dedicated solely to working on initiatives related to retrofit, affordable warmth and domestic energy. Leeds estimate that a *further* 15-20 FTEs across the council work on retrofit as and when required; for instance, all capital investment in their council-owned housing stock is overseen by their Housing Leeds teams, alongside significant involvement in projects from private sector housing, procurement, internal quantity surveyors, etc.

Other Notable Examples

61. Thurrock District Council partnered with heat pump company Kensa to install a shared ground source heat pump array across 3 high-rise tower blocks, covering 273 individual properties, to replace the existing night storage heaters. It's estimated that fuel bills have reduced by up to 50% for some households due the improvements in efficiency compared to the previous heating systems. To fund this project, Thurrock secured £3.2m from the Government's SHDF Wave 1, with the total cost of the project approximately £5m. The project's success in implementing a shared ground loop array system showcases the immense potential of ground source heat pumps in rapidly and cost-effectively decarbonizing multiple properties on a significant scale.

62. Manchester City Council has spent £83m to date on energy improvements to council properties since 2005 leading to a 49% reduction in CO2 in the homes that have received investment. In parallel, 2,100 Residents received energy advice since 2013, saving them an estimated £370k and 500 tonnes of CO2. Investment in the Manchester City Council's own stock to date includes:

- 1,600 solid wall properties – external render and insulation (inc. 50 private properties)
- 14 high rise blocks of flats – external render and insulation
- 580 homes with heat pumps – high and low rise
- 2,350 roofs with solar photovoltaic (PV) systems
- 8 retirement blocks with solar thermal panels
- 300 blocks of flats with low energy lighting – high and low rise
- 11,000 homes with high efficiency condensing boilers
- 11,900 homes with double glazing
- 5,100 homes with cavity wall insulation
- 7,000 homes with loft top-up insulation

63. An innovative idea that other local authorities are beginning to explore (but not yet implement) is a “comfort charge” or Comfort Plan.⁷ This would be an additional payment from residents, tied to their rent, that would be payable if

⁷ [Energiesprong UK](#)

their home had received energy efficiency measures. The idea is that some of the savings accrued through reduced energy bills to the tenant are used to pay the charge, thus overall increasing funding for retrofitting. This would only be implemented to *new* tenants moving into properties. There are implications to such an idea that would need to be investigated further.

64. It's worth pointing out that Leeds and Manchester appear to have benefited significantly in financial terms from their respective devolution deals and the associated increased powers/funding. It is worth exploring the implications and potential opportunities of Norfolk's County Deal.

Findings and comments

65. The below points set out the key findings and comments from the Task and Finish Group meetings.

- a) The council's existing HRA budget commitments will not meet the full cost of retrofitting its housing stock to reach net-zero by 2050. Further analysis is required to understand more accurately what this shortfall will be. Significant external sources of funding will be required to meet targets, whether this is from central government or the private sector.
- b) There is a need for increased government funding with long-term certainty (opposed to the current nature of short-term funding bids), as well as policy support and stability for the retrofit sector.
- c) There is a need for quality engagement with residents to manage potential concerns about new technologies and ensure that the benefits of these are maximised. Work carried out by Lion Homes Ltd and Flagship Housing Group provide excellent examples. There is a role for the council not only as an educator itself, but as a convenor of conversations so that peer-to-peer communication and learning is maximised. A key result of this would be that retrofitting becomes normalised.
- d) There is a need for an agreed evidence-based approach following recognised retrofit principles, ensuring that the greatest degree of benefit (in all respects, not just carbon emissions) is achieved as cost-effectively as possible.
- e) The council should learn from first adopters elsewhere who have already piloted and tested new technologies to understand what works well, what doesn't, and the potential impact on residents.
- f) There is a need for a citywide Local Area Energy Plan to ensure that the city has the capacity to reach net-zero, and to further understand what is required to achieve this.
- g) Currently, there is a need for increased capacity in supply chains and local skills across Norfolk. However, work is already being undertaken by the County Council on this, and the market will likely drive provision and training.

- h) There is a need for increased skills and capacity across the council to design, manage and deliver retrofit projects at scale. One of the key lessons from Leeds was that there is a need for understanding of and involvement in retrofit across the council. There is an acknowledgement that it is not the job of one team, but that it impacts all areas and thus needs widespread support and involvement.

Recommendations

66. Based on this substantial research, it is recommended that Scrutiny Committee recommends to Cabinet the following recommendations from the task and finish group:

It is recommended that Norwich City Council will:

- a. Recognise its key roles in essential decarbonisation, combatting fuel poverty and health and economic development, add retrofitting as a core and central theme to the new Corporate Plan.
- b. Develop a state of evidenced readiness for future funding to allow quality funding applications to be submitted efficiently for all available funding opportunities.
- c. Allocate sufficient resource to reach this state of readiness, enabling the council to plan strategically and to effectively manage projects, particularly in the housing team. Writing quality bids, planning strategically and managing the projects will take significant additional resource.
- d. Agree to monitor the effectiveness of the housing team restructure to ensure that the team includes the necessary skills and capacity to deliver retrofitting. Similarly, review the capacity of key support services in other teams within the council – e.g. procurement – to ensure an understanding and culture of retrofit.
- e. Offer ongoing training and advice, including site visits, to all councillors and staff in relation to retrofitting so that they can be a conduit for information to residents.
- f. Aspire and plan to deliver retrofit services through its own companies. Long term, contracts need to be written with this possibility in mind, and development and business planning undertaken to support this as an income stream. This entails exploring opportunities for new builds in collaboration with Lion Homes, assessing the feasibility and ambition for Lion Homes to offer retrofit services, and consequently identifying the necessary support the company will require for successful implementation.
- g. Examine Norwich City Services Limited (NCSL) opportunities and ambition for income generation related to retrofit, and develop an early stage plan in readiness.
- h. Use the knowledge and experience of work already undertaken by Lion Homes to understand resident behaviours and identify the most effective way of communicating with residents around retrofit, as well as using

research and experience from experts in this field.

- i. Develop a Retrofit Communications Plan and Engagement Strategy to share learning, best practice, and opportunities, and to ensure that local residents are well informed and engaged.
- j. Play a leading role with its own estate, using public buildings and community centres as demonstrators to showcase and highlight the potential for retrofit whilst working with communities and community associations to help them unlock energy and carbon savings for community benefit.
- k. Consider reworking the HRA business plan in order to deliver retrofitting at pace.
- l. Consider implementing an internal carbon value, alongside Net Present Value (NPV) modelling, to assess and capture the carbon benefits and implications of retrofitting the council's housing stock.
- m. Explore alternative funding, for instance community municipal bonds and other mechanisms in line with previous scrutiny recommendations. A project should be developed to fund the retrofit of community spaces or similar, in the near future, to start to build understanding and public support.
- n. Work with private sector investors to utilise potential external funding opportunities, i.e. in large scale heat networks.
- o. Investigate the potential for additional funding and partnership working resulting from the forthcoming County Deal, as has been the case from Manchester and Leeds' respective devolution deals.
- p. Explore the concept of "comfort charges", following the lead of other local authorities' trials, as a potential source of additional funding.
- q. Ensure that any contract for delivering retrofit delivers social value too.
- r. Assess the existing skills provision and capacity in the local economy, in partnership with other local authorities.
- s. Work with relevant partners, including trade unions, to ensure equal opportunities for all, including skill development, job creation, and community involvement, in the council's retrofit initiatives.
- t. Work with planning officers to use the National Planning Policy Framework to develop local supplementary planning documents to promote and enable retrofit, and to respond to the Future Homes Standard consultation.
- u. Thank officers and external contributors for their significant work informing and writing this report..

Consultation

67. This report was compiled following a series of Task and Finish group meetings comprising of members of the Scrutiny Committee with input from various Norwich City Council officers.

Councillors in attendance:

- Cllr Galvin (Chair)
- Cllr Osborn
- Cllr Stutely
- Cllr Driver
- Cllr Prinsley
- Cllr Ackroyd

Officers in attendance:

- Phil Hunt, Environmental Strategy Manager
- Ben Spratling, Environmental Strategy Officer
- Paul Cook, Interim Head of Building Safety and Compliance
- Brian Burton, Interim Head of Asset Management
- Alex Hand, Senior Committee Officer

External Contributors:

- George Munson, Leeds City Council
- Tabitha Organ and Phillippe Demougin, Flagship Housing Group

Implications

Financial and resources

68. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan 2022-26 and budget.

69. There are no specific proposals or decisions associated with this report, but the findings and general recommendations carry significant financial and resource implications.

Legal

70. There are no direct legal implications as a result of this report.

Consideration	Details of any implications and proposed measures to address:
Equality and diversity	While there are no direct implications as a result of this report, providing safe, energy efficient and healthy housing has various social, economic and environmental implications.

Consideration	Details of any implications and proposed measures to address:
Health, social and economic impact	While there are no direct implications as a result of this report, providing safe, energy efficient and healthy housing has various social, economic and environmental implications.
Crime and disorder	While there are no direct implications as a result of this report, providing safe, energy efficient and healthy housing has various social, economic and environmental implications.
Children and adults safeguarding	While there are no direct implications as a result of this report, providing safe, energy efficient and healthy housing has various social, economic and environmental implications.
Environmental impact	<p>While there are no direct implications as a result of this report, providing safe, energy efficient and healthy housing has various social, economic and environmental implications.</p> <p>By improving the energy efficiency of the council's housing stock and decarbonising heating, there will be clear environmental benefits, as this report has highlighted.</p>

Risk management

Risk	Consequence	Controls required
There are no direct consequences as a result of this report, but failing to retrofit the council's housing stock does carry various environmental, legal, and social risks.	n/a	n/a

Other options considered

71. All the options explored are contained within this report.

Appendices: None

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Committee name: Scrutiny

Committee date: 23/11/2023

Report title: A review of the effectiveness of Scrutiny Committee

Portfolio: Councillor Kendrick, Cabinet member for resources

Report from: Head of legal and procurement

Wards: All wards

OPEN PUBLIC ITEM

Purpose

The purpose of this report is to provide a summary of the scrutiny committee workshop on a review of the effectiveness of the committee.

Recommendation:

It is recommended that the Scrutiny Committee agrees the recommendations to support the effectiveness of the Committee included at Appendix A to this report.

Policy framework

The council has five corporate priorities, which are:

- People live independently and well in a diverse and safe city.
- Norwich is a sustainable and healthy city.
- Norwich has the infrastructure and housing it needs to be a successful city.
- The city has an inclusive economy in which residents have equal opportunity to flourish.
- Norwich City Council is in good shape to serve the city.

The Scrutiny Committee is an important part of the democratic process, helping hold the cabinet to account and exploring how services are performing. As such, a well performing Scrutiny Committee can contribute to all corporate priorities.

Report details

1. At its meeting in September, the Scrutiny Committee requested that the October meeting of the Committee be used to support a review of the effectiveness of the Scrutiny Committee.
2. To start this work, officers designed a survey sent to all councillors which sought to understand members views on a range of questions posed by the Centre for Governance and Scrutiny (CfGS).
3. An informal meeting was held in October and debate focused on:
 - a. The CfGS design principles and understanding the different views in the room as to how to move forwards
 - b. The outcomes of the survey sent to all councillors
 - c. Establishing priority areas of focus
 - d. Agreeing how to move the work forward – for example, for a small group of members to periodically meet with officers to discuss areas of focus and agree how to progress these, or whether officers take forward the work and report back to future meetings
4. A summary of the discussion is as follows:

Setting the work programme

5. Members discussed the selection of topics for the work programme. Concern was raised that a number of items were matters over which the City Council had limited influence, and there should be more focus on areas that fell under the control of the City Council, enabling better outcomes as a result of the Committee's work.
6. Members were supportive of looking again at the TOPIC forms used to put forward work programme suggestions, and making sure that ahead of debates on items considered by the Scrutiny Committee, there was time and thinking on what outcomes were being sought and how the Committee should approach the review – for example, what data may be useful to help the Committee. It was also recognised it may be helpful to look at the current process for considering the work programme, for example having quarterly review meetings.
7. When discussing the work programme, it became apparent that there were concerns with the way the current work programme had been formed and whether there was a degree of political influence involved. Various suggestions were put forward to support the Committee in focusing on its role and the purpose of scrutiny, including a potential mission statement for scrutiny in the constitution; and reviewing its relationship with other members and the executive.

Training

8. Members discussed the training session which was held at the beginning of the year and it was noted that not all members had attended the session. Members considered that all members of the committee should attend training

even if they had sat on the committee before because it was important to reinforce the principles of good scrutiny and keep up to date with best practice.

9. The Head of Legal and Procurement suggested that Democratic Services could send records of who attended training to Group Leaders in order that they could reinforce the importance of attending. At the meeting, it was understood that a session was due to be held at the end of October on the role of the audit and scrutiny committees; this unfortunately has had to be rescheduled and a new date will be provided shortly.

Substitutes

10. Members discussed substitutes attending committee and it was discussed and considered that there should be standing substitutes in place who would have meetings marked in their diary in case they are called upon and who would attend the committee training session.

Relationship with Cabinet

11. Members noted that effective relationships with the executive is important for effective scrutiny. At present, there is limited interaction with the cabinet outside of scrutiny and cabinet meetings, and it would be helpful to look at good practice such as a working protocol and meetings between the Chair of Scrutiny and leading members (such as the leader, cabinet members and group leaders)
12. Cabinet members attended scrutiny committee meetings for items in their portfolio and this was welcomed. However, members were concerned that there is a heavy reliance on officers in presenting and answering questions, with the potential that the Cabinet members could take a more leading role.
13. A report from scrutiny committee with its recommendations was presented at cabinet. Members considered that it would be useful to have a report back from cabinet on which recommendations had been agreed and which refused and why this was the case. Where cabinet significantly disagreed with recommendations from the committee, the relevant cabinet member should be invited back to committee to explain why this was the case.
14. If there were concerns about recommendations made by scrutiny committee then the cabinet member in which portfolio they fell should raise a concern at the earliest opportunity and preferably at the committee which generated the recommendations.
15. Finally, it was considered that the chair of the committee should attend cabinet to present the recommendations of the scrutiny committee and if they were unable to attend volunteers from the committee be sought. It should be clear that they were not restricted in what they say at the meeting, ie not limited to one question.

Promoting Scrutiny

16. Members discussed how to promote the work of the scrutiny committee and ensure the wider membership was aware of its work and importance. Ideas included:

- a. The chair could do an update to all members which could be circulated on e-councillor after every meeting.
- b. Working with the communications team to consider how resident input could be sought on work programme items
- c. Looking at opportunities for the Committee to get “out and about” such as holding meetings in other venues.

Resources

17. Members noted that scrutiny committee did not have a dedicated scrutiny officer; that instead, it was part of the role of a Senior Democratic Services Officer, and proposed that Council should consider if there were sufficient resources to justify the appointment of a scrutiny officer to support work programme development and to arrange visits for the committee or for witnesses to be called.

Overall

18. Arising from the Committee’s debate, a set of recommendations were agreed that are included at Appendix A for the Committee’s agreement.
19. Committee members recognised that there may be opportunities for further development and exploration, however the recommendations put forward represented a significant step and it would be useful to revisit this topic once the initial recommendations had been moved forwards.

Consultation

20. This report is the result of consultation with members of the committee. No other specific consultation has been undertaken on this report.

Implications

Financial and resources

21. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council’s stated priorities, as set out in its Corporate Plan 2022-26 and budget.
22. Potential financial considerations will need to be assessed as the effectiveness work is developed. For example, if the Scrutiny Committee wish to receive more training, then resources would need to be identified for this.

Legal

23. The statutory basis for the Scrutiny Committee is established by the Local Government Act 2000. The Council is further obligated to consider and take into account the government’s statutory scrutiny guidance when discharging scrutiny functions.

Statutory considerations

Consideration	Details of any implications and proposed measures to address:
Equality and diversity	None
Health, social and economic impact	Health Scrutiny is undertaken by the statutory Norfolk Health Overview Scrutiny Committee, which the Council appoints a representative to
Crime and disorder	Police Scrutiny is undertaken by the statutory Police and Crime Panel, which the Council appoints a representative to
Children and adults safeguarding	None
Environmental impact	None

Risk management

Risk	Consequence	Controls required
Ineffective scrutiny can have a detrimental impact on the effective democratic operation of the Council	This risks ineffective decision making, insufficient accountability and opportunities for improvement being missed	Undertaking the review enabled the scrutiny committee to look at its effectiveness and assess how it could be most impactful in undertaking its role.

Other options considered

24. The Scrutiny Committee evaluated the options it would like to take forward in undertaking the review.

Reasons for the decision/recommendation

25. Effective scrutiny is an important part of the Council's governance systems. This review is intended to strengthen the role and purpose of the Committee.

Background papers:

None

Appendices:

Appendix A: Recommendations on the review of the effectiveness of the Scrutiny Committee

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Appendix A: Recommendations on the review of the effectiveness of the Scrutiny Committee

1. There should be quarterly meetings between the Chair of the Scrutiny Committee and group leaders to review the Scrutiny Committee work programme, recommendations and any areas of concern
2. The Council should develop a scrutiny-executive protocol to outline the relationship and expectations between the Scrutiny Committee and cabinet
3. There should be reinforcement of the need to attend training, supported by group leaders.
4. Democratic Services should send reports of training attendance to group leaders
5. The Scrutiny Committee to have named, standing substitutes who are expected to include meetings in their diaries in the event members of the Committee cannot attend, and should attend committee training
6. The Committee should have a mission statement in the constitution explaining its purpose and role
7. Each item on the work programme should be supported by a clear intention as to what outcomes are being sought from the review.
8. The TOPIC forums used to establish items on the work programme should be focused more on outcomes sought and what evidence, witnesses and data is desired to support a review by Scrutiny
9. TOPIC forms should be circulated to members ahead of consideration of each item and members should be expected to feedback on what evidence they would wish to see; key witnesses they expect to be present; what lines of enquiry they may wish to explore, and what areas should be covered in the report
10. For the review of the constitution being undertaken to look at how meetings of the whole council can focus most on matters which the Council has most influence on
11. Cabinet members should be expected to be the primary presenter of reports or issues at scrutiny, with operational support from officers; cabinet members should also lead on responding to questions, referring operational questions to officers to respond to
12. When recommendations are made to Cabinet, there should be a report back to the Scrutiny Committee on which recommendations were agreed, and which were disagreed (and why)
13. The Chair should attend Cabinet to present the scrutiny recommendations. If the Chair is unable to attend, a volunteer should be sought from the

scrutiny committee to attend in their place and present the findings

14. If Cabinet members have concerns with the scrutiny recommendations, they should ideally raise these at the meeting at which the recommendation was raised, and if that is not feasible, to raise them with the scrutiny committee as early as possible.
15. Where the Cabinet significantly disagrees with the Scrutiny Committee, the cabinet member will be asked back to the scrutiny committee to explain why that was the case
16. To review ways to promote the outcomes of the scrutiny committee and the benefits of scrutiny work done
17. To work with the communications team to look at ways to encourage feedback and input from members of the public head of each scrutiny item
18. The Chair of the Scrutiny Committee to do a circular to all members following each scrutiny committee summarising what happened and the outcomes, to be shared on eCouncillor
19. The Council should consider whether there are sufficient resources to justify the appointment of a scrutiny officer to support the work programme development and the consideration of items on the work programme, such as scheduling and briefing witnesses to attend
20. Review opportunities of the Scrutiny Committee to get out and about in the community and broaden how it undertakes its work
21. Look at changing the approach to the work programme setting, for example a quarterly more formal review
22. To present these recommendations to the November meeting of the Committee, with a 6 monthly check-in on how they have progressed



Committee Name: Scrutiny

Committee Date: 23/11/2023

Report Title: Scrutiny Committee Work Programme 2023-24

Portfolio: Councillor Kendrick, cabinet member for resources

Report from: Head of legal and procurement

Wards: All Wards

OPEN PUBLIC ITEM

Purpose

To assist scrutiny committee members to review and agree the scrutiny committee work programme 2023-24

Recommendation:

That members consider and agree the proposed scrutiny committee work programme for 2023-24.

Policy Framework

The Council has five corporate priorities, which are:

- People live independently and well in a diverse and safe city.
- Norwich is a sustainable and healthy city.
- Norwich has the infrastructure and housing it needs to be a successful city.
- The city has an inclusive economy in which residents have equal opportunity to flourish.
- Norwich City Council is in good shape to serve the city.

This report meets the Norwich City Council is in good shape to serve the city corporate priority.

Report Details

Developing a work programme for the scrutiny committee

1. Members had an informal work programme setting workshop on 25 May 2023 and agreed a work programme at the meeting held on 29 June 2023. Further discussions took place at the meetings on 20 July 2023 and 21 September 2023.
2. Members are asked to note that officers have requested that scrutiny committee consider the Equality Diversity and Inclusion Policy and Strategy 2024-2027 at the December meeting of the committee prior to its consideration at cabinet. The December meeting already had scheduled the Equality Information Report and these items will be presented at the same meeting. It is proposed that members agree this change to the work programme.

Recurring items

3. There are certain items that occur throughout the civic year that are programmed in. These are the scrutiny committee work programme (each meeting), Equality Information Report (December/ January), the Council's companies Business Plans (December) and pre-scrutiny of the proposed budget (February).
4. Lion Homes have requested that the business plan item be removed from the scrutiny committee work programme. This is because the business plan which was considered last year by the committee covered the period 2023-2033 and Lion Homes are not planning to make changes at this stage to their plans. The work programme has been amended to note this request.
5. It is currently anticipated that the Norwich City Services Limited business plan will be presented to Cabinet in January but will not be ready for scrutiny in December; if this is the case, it would be necessary to convene an additional meeting of the scrutiny committee specifically to pre-scrutinise the business plan.
6. Updates are periodically received from the council's representative on the Norfolk Health and Overview Scrutiny Committee (NHOSC) and the council's representative on the Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel (NCCSPSSP).

Scope for scheduling items onto the work programme

7. It has been previously agreed that 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 make fair and evidence based recommendations. Ideally one substantive item per meeting would be the aim.
8. Members are able to revise the work programme on a monthly basis if and when required due to changing events. This is done through the work programme standing item at each meeting. Members therefore may wish to consider keeping some space on the work programme to facilitate this.

Committee development

9. Members undertook training on how to undertake effective scrutiny from The Centre for Governance and Scrutiny on 22 June 2023. Members held an informal session for the 12 October 2023 meeting to look at a review of the effectiveness of the scrutiny committee. A report noting the update from this meeting is included in this agenda.

Consultation

10. Members of the scrutiny committee considered work programme setting at an informal meeting on 25 May 2023, the work programme was reviewed and agreed at the meeting held on 29 June 2023. It was further reviewed at the July and September meetings. Members of the public are encouraged to submit topics for scrutiny via a form on the council's website. The portfolio holder will be briefed as part of the regular portfolio holder briefings.
11. Members requested a Scrutiny Tracker to track the progress of recommendations made to cabinet by the committee, this is attached as Appendix B.

Implications

Financial and Resources

12. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan and Budget.
13. Any impact on resources resulting from this report will be accommodated within existing budgets or the relevant approvals will be sought if additional budget is required.

Legal

14. No specific legal implications of this report.

Statutory Considerations

Consideration	Details of any implications and proposed measures to address:
Equality and Diversity	None
Health, Social and Economic Impact	None
Crime and Disorder	None
Children and Adults Safeguarding	None
Environmental Impact	None

Risk Management

Risk	Consequence	Controls Required
None		

Other Options Considered

15. There have been no other options considered for this report.

Reasons for the decision/recommendation

16. This is a standing item on the scrutiny committee agenda to allow members to review the scrutiny committee work programme.

Background papers: None

Appendices:

Appendix A - Scrutiny committee work programme 2023-24

Appendix B - Scrutiny recommendations tracker

Contact Officer:

Name: Alex Hand

Telephone number: 01603 989398

Email address: alexhand@norwich.gov.uk

Scrutiny Committee Work Programme 2023-2024

Date	Item	Portfolio Holder Senior Officer Report author
20/07/2023	Updates from NHOSC and NCCSPSSP	
	Work programme setting	
	The Elections Act	Cllr Kendrick Stuart Guthrie Tom Henry
25/07/2023	Welcoming refugees and asylum seekers to Norwich TOPIC, hear from organisations that support refugees and asylum seekers.	Cllr Giles Max Griffiths Alex Hand
21/09/2023	Updates from NHOSC and NCCSPSSP	
	Work programme setting	
	Review of how the council addresses anti-social behaviour	Cllr Jones Chris Hancock
12/10/2023	Informal session on effectiveness of the scrutiny committee.	Leah Mickleborough
23/11/2023	Updates from NHOSC and NCCSPSSP	
	Work programme setting	
	Retrofitting – Task and Finish Group to report back	Cllrs Jones/ Hampton
07/12/2023	Updates from NHOSC and NCCSPSSP	
	Work programme setting	
	Equality Information report 2024	Cllr Giles Joe Siggins Helen Chamberlain
	Equality Diversity and Inclusion Policy and Strategy 2024-2027	Cllr Giles Nick Bodger Helen Chamberlain

Date	Item	Portfolio Holder Senior Officer Report author
25/01/2024	Updates from NHOSC and NCCSPSSP	
	Work programme setting	
	LOVE Norwich review	Andy Summers
	Corporate Plan Update	
01/02/2024	Updates from NHOSC and NCCSPSSP	
	Work programme setting	
	Budget	
21/03/2024	Updates from NHOSC and NCCSPSSP	
	Work programme setting	
	Biodiversity Strategy outcomes	
	Parks and Open Spaces Strategy	
TBC	NCSL Business Plan	

Scrutiny committee recommendation tracker 2023-24

APPENDIX B



NORWICH
City Council

Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
14/07/2022	Report from the Communal bins and fly-tipping task and finish group	1) Note the outcomes of the task and finish group investigations	N/A	Complete	
14/07/2022	Report from the Communal bins and fly-tipping task and finish group	2) Note the outcomes of the online survey	N/A	Complete	
14/07/2022	Report from the Communal bins and fly-tipping task and finish group	3) Recommend to Cabinet that the following proposals arising from the task and finish group be adopted: a) That the council decision in February 2007 to discontinue Waste Amnesty collections in areas of highest fly-tipping incidence is reviewed	Agreed - 16/11/2022	In progress	Details contained within cabinet report: "9. These implications can be mitigated in a number of ways, primarily as follows a. In March of this year, the Council submitted a bid to the UK Shared Prosperity Fund for a programme of neighbourhood improvements. £0.341m in capital and revenue funding has been requested to provide a programme of Neighbourhood Clean-Ups in areas identified by data. Activities will include removal of fly tipping, and an amnesty on waste which will be monitored so that anything usable can be donated or upcycled for further use. It is also proposed that relevant staff will be on

Document up to date as at 11:05 Wednesday, 15 November 2023 – please note that this is a live document. *Always* consult the electronic copy for the latest

Scrutiny committee recommendation tracker 2023-24

Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
					<p>hand to speak with residents about wider priorities for their local area to maximize engagement with the council and promote the formation of local community groups. This should address the recommendation in paragraph 3 a and mean that the re introduction of the waste amnesty and the review of the charging structure for bulky waste collections are no longer necessary"</p> <p>This will be included when the corporate plan is reviewed when all these actions should be incorporated as part of the Environmental Services KPIs. Officers have requested that this is brought to the scrutiny committee in January 2024</p>
14/07/2022	Report from the Communal bins and fly-tipping task and finish group	b)The number, locations, and types of bins in communal areas are reviewed in the fly-tipping hotspots identified, as well as developing designs for storage areas that prevent and deter fly-tipping	Agreed - 16/11/2022	In progress	<p>Details from cabinet report: "This recommendation would be considered best practice"</p> <p>This will be included when the corporate plan is reviewed when all these actions should be incorporated as part of the Environmental Services KPIs. Officers have requested that this is brought to the scrutiny committee in January 2024</p>
14/07/2022	Report from the Communal bins and fly-tipping	c) Pre Covid enforcement arrangements for fly-tipping are	Agreed - 16/11/2022	In progress	<p>Details contained within cabinet report: "9c. With regards to fly tipping, proposals include increased investigation of fly</p>

Scrutiny committee recommendation tracker 2023-24

Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
	task and finish group	re-established, and expanded to include the use of CCTV			tipping incidents in identified hot spots, increased use of CCTV where appropriate, improved engagement with residents and communities through the Neighbourhood and Community Enablement team. In addition, data relating to environmental anti social behaviour is now regularly reviewed by officers and used to develop interventions in known hot spots. This will allow Environment Services to contribute to actions arising from the new Community Safety Strategy" Received 100k funding for increased CCTV, pre-covid enforcement arrangements will be part of environmental services service resture due to be completed Autumn 2023
14/07/2022	Report from the Communal bins and fly-tipping task and finish group	d) Arrangements for engaging with residents with regards to fly-tipping are reviewed and improved, including consultation on proposed actions arising from this report. This should include improved partnership working between Citywide Services and Housing Estate Management in the	Agreed - 16/11/2022	In progress	Details contained within cabinet report: "9c. With regards to fly tipping, proposals include increased investigation of fly tipping incidents in identified hot spots, increased use of CCTV where appropriate, improved engagement with residents and communities through the Neighbourhood and Community Enablement team. In addition, data relating to environmental anti social

Scrutiny committee recommendation tracker 2023-24

Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
		design of services and facilities to reduce fly-tipping in our Housing Estates			behaviour is now regularly reviewed by officers and used to develop interventions in known hot spots. This will allow Environment Services to contribute to actions arising from the new Community Safety Strategy 9e. Environment Services has also started working with Housing Services to identify bin stores requiring upgrade. Housing Services have committed to funding these upgrades through its Estate Improvement programme. Timescales for carrying out the work have yet to be confirmed, but will take place as soon as possible once locations have been confirmed" This will be included when the corporate plan is reviewed when all these actions should be incorporated as part of the Environmental Services KPIs. Officers have requested that this is brought to the scrutiny committee in January 2024
14/07/2022	Report from the Communal bins and fly-tipping task and finish group	e) Local facilities for upcycling and reuse of unwanted items are considered in partnership with the County Council as Waste Disposal Authority	Agreed - 16/11/2022	In progress	Details from cabinet report: "This recommendation would be considered best practice" This will be included when the corporate plan is reviewed when all these actions should be incorporated as part of the Environmental Services KPIs. Officers

Scrutiny committee recommendation tracker 2023-24

Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
					have requested that this is brought to the scrutiny committee in January 2024
14/07/2022	Report from the Communal bins and fly-tipping task and finish group	f) The workflow and processes for managing fly-tipping between NCSL, Biffa and the council are reviewed and streamlined to improve efficiency and effectiveness	Agreed - 16/11/2022	Complete	Details contained within cabinet report: "9 d. Finally, the workflow between citywide services, Biffa and NCSL is under continuous review, and the work carried out by the Fly Tipping Task and Finish Group has allowed us to make a number of improvements in this regard"
14/07/2022	Report from the Communal bins and fly-tipping task and finish group	g) The charging structure for the Bulky Uplift service is reviewed to make accessing the service easier for residents on low incomes and Universal Credit	Agreed - 16/11/2022	Complete	Details contained within cabinet report: "11. The budget for Bulky Waste income is £0.054m per annum (£0.082m actual for FY 2021/22). Environment Services are reviewing the charging structure for the Bulky Uplift service to make accessing the service easier for residents on low incomes and Universal Credit." Further details on this would be included in the action plan as detailed in 5b)
14/07/2022	Report from the Communal bins and fly-tipping task and finish group	h) The service considers the use of an app for reporting fly-tipping	Agreed - 16/11/2022	In progress	Details from cabinet report: "This recommendation would be considered best practice" Review of customer contact for all environmental services to start by late 2023, the use of an app to report fly-tipping will be considered as part of this review

Scrutiny committee recommendation tracker 2023-24

Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
14/07/2022	Report from the Communal bins and fly-tipping task and finish group	i) The manner in which the council records and analyses Environmental Anti-Social Behaviour is reviewed	Agreed - 16/11/2022	Complete	Details from cabinet report: "9c. With regards to fly tipping, proposals include increased investigation of fly tipping incidents in identified hot spots, increased use of CCTV where appropriate, improved engagement with residents and communities through the Neighbourhood and Community Enablement team. In addition, data relating to environmental anti social behaviour is now regularly reviewed by officers and used to develop interventions in known hot spots. This will allow Environment Services to contribute to actions arising from the new Community Safety Strategy"
14/07/2022	Report from the Communal bins and fly-tipping task and finish group	j) The service continues to review best practice elsewhere	Agreed - 16/11/2022	Complete	Details from cabinet report: "This recommendation would be considered best practice" Further details on this would be included in the action plan as detailed in 5b)
14/07/2022	Report from the Communal bins and fly-tipping task and finish group	k) That the Council reviews current enforcement arrangements to ensure that the full range of sanctions available to the council are used more effectively	Agreed - 16/11/2022	Complete	Details contained within cabinet report: "9c. With regards to fly tipping, proposals include increased investigation of fly tipping incidents in identified hot spots, increased use of CCTV where appropriate, improved engagement with residents and communities through the Neighbourhood and Community

Scrutiny committee recommendation tracker 2023-24

Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
					Enablement team. In addition, data relating to environmental anti social behaviour is now regularly reviewed by officers and used to develop interventions in known hot spots. This will allow Environment Services to contribute to actions arising from the new Community Safety Strategy" Further information on this will be included in the action plan as agreed in 5b)
14/07/2022	Report from the Communal bins and fly-tipping task and finish group	4) Thank the operatives involved in waste management and dealing with fly-tipping and to ensure there is a process for gathering feedback from these operatives		Complete	Emailed to relevant officer for consideration
14/07/2022	Report from the Communal bins and fly-tipping task and finish group	5) Recommend cabinet: a) To ask officers to work with partners and local businesses on dealing with waste that arises from their products or services being used and promoting any existing services	Agreed - 16/11/2022	Complete	Details contained within cabinet report: "9b. The council is also about to launch its "Love Norwich – do your bit" campaign, which will also target environmental Anti Social Behaviour in our neighbourhoods. This recognizes the increasing demand for robust action to be taken against those committing environmental ASB. It will also address the recommendation at paragraph 4.a., that officers work with partners and local businesses on dealing with waste that arises from their products

Scrutiny committee recommendation tracker 2023-24

Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
					or services being used and promoting any existing services"
14/07/2022	Report from the Communal bins and fly-tipping task and finish group	b) To ensure that any actions and reviews arising from the task and finish group have a clear timeline for implementation so that they can be monitored and followed up on	Amended and then agreed - 16/11/2022	In progress	This recommendation was amended at cabinet to read "4) Agree a timeline is set to an action plan with Key Performance Indicators being considered at the annual refresh of the corporate plan." This will be included when the corporate plan is reviewed when all these actions should be incorporated as part of the Environmental Services KPIs. Officers have requested that this is brought to the scrutiny committee in January 2024
14/07/2022	Report from the Communal bins and fly-tipping task and finish group	6) Ask the leader of the council to write to the leader of Norfolk County Council to ask the county council to: a) Reverse charges on DIY waste at recycling centres. b) Provide funding for lower income residents of Norwich city centre to deal with their bulky waste	N/A	Complete	Letter has been sent to Cllr Proctor and response has been received by the committee
14/07/2022	Report from the Communal bins and fly-tipping task and finish group	7) Ask group leaders to write to Government to ask for cuts to local government to be reversed; and	N/A	In progress	Letters currently being looked at by group leaders

Scrutiny committee recommendation tracker 2023-24

Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
14/07/2022	Report from the Communal bins and fly-tipping task and finish group	8) To publish the results of the survey in the minutes of this meeting	N/A	Complete	Published on the website
13/10/2022	County Lines	1) note the update on county lines; and	N/A	Complete	
13/10/2022	County Lines	2) to ask the committee officer to circulate an update on the committee recommendations on county lines from the scrutiny committee meeting held in September 2018.	N/A	Complete	The recommendations are below:
13/10/2022	County Lines	Recommendations from 2018: 1) liaise with contractors to provide front line staff with training on safeguarding and awareness of County Lines and that there is a process for reporting incidents to contribute to intelligence gathering; 2) provide Norwich City Council Councillors with training on safeguarding and awareness of County Lines and that there is a process for	N/A	Complete	1) Process exists for contractors to raise concerns. 2) This was done at the scrutiny meeting 3) Regular meetings to raise issues of concern established with Police already. 4) update from officers: "Right now, the county lines issue is captured by the wider safeguarding sections of the policies & conditions. New drivers must complete safeguarding training prior to licensing and there is a safeguarding code of conduct for all drivers covering signs to look out for and how to report concerns.

Scrutiny committee recommendation tracker 2023-24

Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
		<p>reporting incidents to contribute to intelligence gathering;</p> <p>3) following consultation with the police, that the council explores the removal of tags which demarcate the territories of drug gangs;</p> <p>4) review the licensing policy and procedures to ensure that County Lines' activity is captured particularly in relation to the fit and proper test in relation to licences for private hire drivers and hackney carriage drivers; and</p> <p>5) review tenancy agreements and procedures for rapid response to County Lines' activities and treatment of vulnerable tenants "cuckooed" by criminals. Emails sent to relevant officers to provide update</p>			<p>Since 2018, there has been some legislative reform with county lines covered specifically in the Statutory Taxi & Private Hire Vehicle Standards published by the DfT July 2020. We must have regard to that document already and in the coming months our taxi policy and conditions are to be updated to implement the recommendations made in those statutory standards subject to consultation and committee agreement. Somewhat delayed but as I said that requirement to take those statutory standards into account exists without the policy changes. On individual applicants / licence holders, the DBS and police disclosure schemes are in operation to allow information sharing if people are suspected / charged / convicted of any relevant offences."</p> <p>5) The council already have the necessary tools to do this and brought in some guidance for staff in relation to this</p>
08/12/2022	Update on debt advice and support services	1) That the council maintains a 100% Council Tax reduction scheme;	Agreed - 18/01/2023	Complete	This will form part of the Local Council Tax Reduction Scheme report that will be considered by cabinet and council in February 2023.

Scrutiny committee recommendation tracker 2023-24

Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
					This was agreed at Budget Council on 21 February 2023
08/12/2022	Update on debt advice and support services	2) That the council maintain its financial support of the Financial Inclusion Consortium;	Agreed - 18/01/2023	Complete	This will form part of the Local Council Tax Reduction Scheme report that will be considered by cabinet and council in February 2023. This was agreed at Budget Council on 21 February 2023
08/12/2022	Update on debt advice and support services	3) That cabinet lobbies against the punitive elements of the benefit system such as the recovery of overpayments and the Spare Room Subsidy;	Agreed - 18/01/2023	Complete	Request passed to political assistant to action
08/12/2022	Update on debt advice and support services	4) That the council campaigns to encourage everyone to claim what benefits they are entitled to;	Agreed - 18/01/2023	Complete	Emailed relevant officers
08/12/2022	Update on debt advice and support services	5) That officers circulate a list to councillors of any additional subsidiary advice agencies that could assist residents;	N/A	Complete	This list does not exist so unable to circulate to members
08/12/2022	Update on debt advice and support services	6) That council tax and housing benefit letters when revised are brought to scrutiny committee to be reviewed and that partners such as the tenant improvement panel,	Agreed - 18/01/2023	Complete	Letters sent out to members and feedback received

Scrutiny committee recommendation tracker 2023-24

Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
		leaseholder group, Citizens Advice Bureau and Norfolk Community Law Service are consulted on changes;			
08/12/2022	Update on debt advice and support services	7) If collected, that information as to why households fall into debt is provided; and	Agreed - 18/01/2023	Complete	This data is not recorded as part of the questioning when dealing with customers, and there may be multiple reasons.
08/12/2022	Update on debt advice and support services	8) Illustrate how many people access debt information and by what means; in person, online or by telephone.	Agreed - 18/01/2023	Complete	<p>For council tenants we would hold some data through the income team. If someone, not a council tenant, contacted the council via the phone they would be referred through Norfolk Community Advice Network (NCAN).</p> <p>From 13 June 2022 to 31 March 2023 there were 136 budget adviser debt referrals (our tenants with in house debt e.g rent and council tax) and 121 money advice debt referrals (our tenants with multiple debts).</p> <p>In 2022 there were a total of 1610 debt referrals through the Norfolk Community Advice online referral and of those 281 (17.4%) were made by Norwich City Council). NCAN accept referrals from all residents regardless of tenure.</p>

Scrutiny committee recommendation tracker 2023-24

Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
08/12/2022	NRL Business Plan	RESOLVED to note the Norwich Regeneration Ltd business plan 2023-2033.	N/A	Complete	A recommendation was made at the cabinet meeting on 14 December 2022 which was as follows: To both grow, deliver and to mitigate overexposure to commercial risk from one sector, cabinet will support more detailed work on the part of NRL to spread risk and build resilience further into the business, by committing to its scoping in detail the business case for projects like energy saving pilots and skills building for young people.
19/01/2023	Green Financing	Members discussed and agreed that recommendations on this item would be best considered after the CEEEP meeting on 14 February 2023	N/A	Complete	
19/01/2023	Draft Equality information report	1) Ask officers to ensure that flags indicating a customer's vulnerability or extra needs are shared with the council's contractors;	N/A	Complete	Sent to relevant officer for consideration
19/01/2023	Draft Equality information report	2) Ask the senior strategy officer to include a strand in the next Equality Information report on flags and what they denote in terms of equalities data;	N/A	Complete	Sent to relevant officer for consideration

Scrutiny committee recommendation tracker 2023-24

Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
19/01/2023	Draft Equality information report	3) Ask the neighbourhood and community enabling manager to provide a report to scrutiny committee detailing the objectives of the RITAs and the progress made to meeting them;	N/A	Complete	The committee would need to consider this when setting their work programme for 2023-24
19/01/2023	Draft Equality information report	4) Ask the head of HR and organisational development to ensure that the socio-economic background of employees was recorded	N/A	Complete	Sent to relevant officer for consideration
19/01/2023	Draft Equality information report	5) Ask the senior strategy officer to include trend-based reporting in the Equality Information report in order that year on year comparisons can be made	N/A	Complete	Sent to relevant officer for consideration
02/02/2023	The council's 2023/24 budget	1) pilot a whole house approach to decarbonisation of our council homes. Use data, information and practice gathered from the pilot, alongside stock condition data and thermography surveys to support the development of the Housing Revenue Account Decarbonisation Plan.	Agreed - 8 February 2023	Complete	This was then agreed at full budget council on 21 February 2023

Scrutiny committee recommendation tracker 2023-24

Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
14/03/2023	Green Financing	Local Climate Bonds 1) To begin piloting blended finance models and identify a project to invest in, potentially the retrofitting of community centers.	14-Jun-23	Complete	All recommendations referred to the Climate and Environment Emergency Executive Panel to consider as part of their work programme.
14/03/2023	Green Financing	Green Mortgage Campaign 2) To seek further analysis of green mortgage providers and to understand how Norwich City Council can be a part of this and seek opportunities to work with partner providers, such as Lendology.	14-Jun-23	Complete	All recommendations referred to the Climate and Environment Emergency Executive Panel to consider as part of their work programme.
14/03/2023	Green Financing	Integrated retrofit finance: 3) To obtain statistics regarding take up rate from the pilot in Manchester, with a view to promoting such a campaign in Norwich and gather information on how the projects were delivered,	14-Jun-23	Complete	All recommendations referred to the Climate and Environment Emergency Executive Panel to consider as part of their work programme.
14/03/2023	Green Financing	4) See if the additional benefits data was available; and	14-Jun-23	Complete	All recommendations referred to the Climate and Environment Emergency Executive Panel to consider as part of their work programme.

Scrutiny committee recommendation tracker 2023-24

Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
14/03/2023	Green Financing	5) Explore working with partners, such as the Greater Norwich Growth Board to expand this work within the Greater Norwich area	14-Jun-23	Complete	All recommendations referred to the Climate and Environment Emergency Executive Panel to consider as part of their work programme.
14/03/2023	Green Financing	Green rental agreements: 6) To seek clarity on how green rental models work in practice, how these protect tenants and how tenants can be involved in the process, with LetNCC being considered as a pilot model.	14-Jun-23	Complete	All recommendations referred to the Climate and Environment Emergency Executive Panel to consider as part of their work programme.
14/03/2023	Green Financing	Property link finance: 7) To support the concept of property link finance and seek to be considered for a UK pilot or early adoption, whichever comes first.	14-Jun-23	Complete	All recommendations referred to the Climate and Environment Emergency Executive Panel to consider as part of their work programme.
14/03/2023	Green Financing	General recommendations: 8) To increase capacity for the delivery of green finance projects and seek assurance from cabinet that the council has the resources for these.	14-Jun-23	Complete	All recommendations referred to the Climate and Environment Emergency Executive Panel to consider as part of their work programme.
14/03/2023	Green Financing	9) To investigate how Norwich City Council can	14-Jun-23	Complete	All recommendations referred to the Climate and Environment Emergency

Scrutiny committee recommendation tracker 2023-24

Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
		benefit as a landlord from these projects			Executive Panel to consider as part of their work programme.
14/03/2023	Green Financing	10) Investigate how the council's wholly owned companies, NCSL and NRL can be part of the retrofit programme	14-Jun-23	Complete	All recommendations referred to the Climate and Environment Emergency Executive Panel to consider as part of their work programme.
14/03/2023	Green Financing	11) To ask cabinet to provide the scrutiny committee with details of the work already underway on whole house retrofit pilots, including details of funding.	14-Jun-23	Complete	All recommendations referred to the Climate and Environment Emergency Executive Panel to consider as part of their work programme.
14/03/2023	Welcoming Refugees and Asylum Seekers to Norwich and overcoming obstacles to their smooth integration	1) Investigate with partner organisations, and decide upon, a method of approach that is acceptable to asylum seekers and refugees, that allows the committee to gain data directly from service users so that the committee can understand the level of need within the city.	N/A	Complete	Completed as included within the scrutiny report on 25 July 2023
14/03/2023	Welcoming Refugees and Asylum Seekers to Norwich and overcoming	2) Ask the Head of legal and procurement to ask relevant managers to ensure that all customer contact assistants were aware of the	N/A	Complete	All staff can access guidance on the Intran service on the council's intranet. The customer contact manager will add to team meeting agenda to raise awareness.

Scrutiny committee recommendation tracker 2023-24

Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
	obstacles to their smooth integration	Intran translation service and that the availability of the service was advertised.			All managers emailed and offered 1 hour training.
14/03/2023	Welcoming Refugees and Asylum Seekers to Norwich and overcoming obstacles to their smooth integration	3) Ask officers if any data sets around refugees and asylum seekers were already available	N/A	Complete	Data difficult due to the fluid nature of the population.
14/03/2023	Welcoming Refugees and Asylum Seekers to Norwich and overcoming obstacles to their smooth integration	4) Ask officers to investigate if there were any council owned properties that the Zainab Project could use as a base; and	N/A	Complete	Property team looking at HRA portfolio
14/03/2023	Welcoming Refugees and Asylum Seekers to Norwich and overcoming obstacles to their smooth integration	5) Review the list of issues raised by service users at the Zainab Café and ask for an update to be brought to a meeting of the scrutiny committee early in the civic year.	N/A	Complete	Completed as included within the scrutiny report on 25 July 2023

Scrutiny committee recommendation tracker 2023-24

Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
20/07/2023	Review of the impact of the Elections Act 2022, particularly that relating to Voter ID on Norwich City Council Elections in 2023	1) As part of a future council consultation process, investigate sources of funding to trial and potentially Commission demographically balanced participatory democracy methods including citizens assemblies based on the model of theories of change to ensure widescale representation is achieved;	13-Sep-23	In progress	
20/07/2023	Review of the impact of the Elections Act 2022, particularly that relating to Voter ID on Norwich City Council Elections in 2023	2) Research those in Norwich who may be disenfranchised as a result of the introduction of voter ID and assess how the Council can promote uptake amongst those disenfranchised;	Not agreed	Complete	Cabinet stated that they would not take this recommendation forward as this research would be conducted by the Electoral Commission and would follow any advice from this
20/07/2023	Review of the impact of the Elections Act 2022, particularly that relating to Voter ID on Norwich	3) Ensure that communications planning for future elections includes:	13/09/2023	In progress	This would be considered by the Returning Officer

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Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
	City Council Elections in 2023				
20/07/2023	Review of the impact of the Elections Act 2022, particularly that relating to Voter ID on Norwich City Council Elections in 2023	4) Promoting the Voter Authority Certificate and Proof of Age passes as an avenue for securing voter ID and engage with local communities to raise awareness;	13/09/2023	In progress	This would be considered by the Returning Officer
20/07/2023	Review of the impact of the Elections Act 2022, particularly that relating to Voter ID on Norwich City Council Elections in 2023	5) Promoting that acceptable Voter ID includes expired ID and, where relevant, EU passports and identity cards;	13/09/2023	In progress	This would be considered by the Returning Officer
20/07/2023	Review of the impact of the Elections Act 2022, particularly that	6) Promoting the concept of Voter ID to younger groups, including those able to vote for the first time, and the different communication methodologies	13/09/2023	In progress	This would be considered by the Returning Officer

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Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
	relating to Voter ID on Norwich City Council Elections in 2023	that may be more relevant for younger groups such as alternative social media channels;			
20/07/2023	Review of the impact of the Elections Act 2022, particularly that relating to Voter ID on Norwich City Council Elections in 2023	7) Ask the Electoral Registration Officer to re-run the postal vote registration programme as previously undertaken in 2020 to raise awareness amongst non-postal voters, requesting funding if available to do so;	13/09/2023	In progress	This would be considered by the Electoral Registration Officer
20/07/2023	Review of the impact of the Elections Act 2022, particularly that relating to Voter ID on Norwich City Council Elections in 2023	8) Thank the Returning Officer and her team for the work undertaken to support the implementation of Voter ID and the successful undertaking of the May 2023 election in Norwich;	13/09/2023	Complete	Completed by agreeing resolution
20/07/2023	Review of the impact of the Elections Act	9) To write to all party leaders to request that if called on to form a government, they	13/09/2023	In progress	

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Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
	2022, particularly that relating to Voter ID on Norwich City Council Elections in 2023	should prioritise the abolition of the Election Act 2022, and if not, to include the poll card as an acceptable form of ID.			
25/07/2023	Scrutiny review of welcoming Refugees and Asylum Seekers to Norwich and overcoming obstacles to their smooth integration	1) Ask the committee officer to circulate the set of questions to members of the committee and then sent to People from Abroad Team for written answers;	13/09/2023	Complete	Circulated.
25/07/2023	Scrutiny review of welcoming Refugees and Asylum Seekers to Norwich and overcoming obstacles to their smooth integration	2) Ask cabinet to engage with organisations that support asylum seekers and refugees, when making updates to the website to ensure that these changes are accessible;	Considered on 13/09/2023	Complete	Please see note beneath the table
25/07/2023	Scrutiny review of welcoming Refugees and	3) Ask cabinet to explore becoming a Council of Sanctuary that will include a	Considered on 13/09/2023	Complete	Please see note beneath the table

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Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
	Asylum Seekers to Norwich and overcoming obstacles to their smooth integration	service user group of asylum seekers and refugees, to ensure that their voices and experiences are listened to on an ongoing basis;			
25/07/2023	Scrutiny review of welcoming Refugees and Asylum Seekers to Norwich and overcoming obstacles to their smooth integration	4) Thank the organisations that have attended committee, and other organisations, and their work with asylum seekers and refugees;	Considered on 13/09/2023	Complete	Please see note beneath the table
25/07/2023	Scrutiny review of welcoming Refugees and Asylum Seekers to Norwich and overcoming obstacles to their smooth integration	5) Condemn Home Office policies in relation to refugee and asylum seekers;	Considered on 13/09/2023	Complete	Please see note beneath the table
25/07/2023	Scrutiny review of welcoming Refugees and Asylum Seekers	6) Ask cabinet to include a strand within the Equality, Diversity and Inclusion policy	Considered on 13/09/2023	Complete	Please see note beneath the table

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Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
	to Norwich and overcoming obstacles to their smooth integration	review that relates to asylum seekers and refugees;			
25/07/2023	Scrutiny review of welcoming Refugees and Asylum Seekers to Norwich and overcoming obstacles to their smooth integration	7) Ask cabinet to engage with community centres to provide free activities to asylum seekers and refugees;	Considered on 13/09/2023	Complete	Please see note beneath the table
25/07/2023	Scrutiny review of welcoming Refugees and Asylum Seekers to Norwich and overcoming obstacles to their smooth integration	8) Ask cabinet to engage with Places for Leisure to extend the provision of free gym services to asylum seekers;	Considered on 13/09/2023	Complete	Please see note beneath the table
25/07/2023	Scrutiny review of welcoming Refugees and Asylum Seekers to Norwich and	9) Ask the leader of the council to write to the Norwich Business Improvement District to support refugees and asylum seekers to develop an	Considered on 13/09/2023	Complete	Please see note beneath the table

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Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
	overcoming obstacles to their smooth integration	outreach programme to asylum seekers and refugees;			
25/07/2023	Scrutiny review of welcoming Refugees and Asylum Seekers to Norwich and overcoming obstacles to their smooth integration	10) To explore the potential for councillors to have training on using the INTRAN system;	Considered on 13/09/2023	Complete	Please see note beneath the table
25/07/2023	Scrutiny review of welcoming Refugees and Asylum Seekers to Norwich and overcoming obstacles to their smooth integration	11) To conduct user testing of the Norwich City Council website with service users;	Considered on 13/09/2023	Complete	Please see note beneath the table
25/07/2023	Scrutiny review of welcoming Refugees and Asylum Seekers to Norwich and overcoming	12) To conduct an audit of communications that the council produces, this would involve service users;	Considered on 13/09/2023	Complete	Please see note beneath the table

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Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
	obstacles to their smooth integration				
25/07/2023	Scrutiny review of welcoming Refugees and Asylum Seekers to Norwich and overcoming obstacles to their smooth integration	13) To explore the use of City Hall for organisations that support asylum seekers and refugees;	Considered on 13/09/2023	Complete	Please see note beneath the table
25/07/2023	Scrutiny review of welcoming Refugees and Asylum Seekers to Norwich and overcoming obstacles to their smooth integration	14) To ask cabinet to explore the ability for asylum seekers, refugees and other residents that have limited English to book face-to-face appointments;	Considered on 13/09/2023	Complete	Please see note beneath the table
25/07/2023	Scrutiny review of welcoming Refugees and Asylum Seekers to Norwich and overcoming obstacles to their	15) To ask the leader of the council and Lord Mayor to invite refugees and asylum seekers to City Hall to be able to engage with them directly;	Considered on 13/09/2023	Complete	Please see note beneath the table

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Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
	smooth integration				
25/07/2023	Scrutiny review of welcoming Refugees and Asylum Seekers to Norwich and overcoming obstacles to their smooth integration	16) To request that cabinet treat these recommendations as a matter of urgency;	Considered on 13/09/2023	Complete	Please see note beneath the table
25/07/2023	Scrutiny review of welcoming Refugees and Asylum Seekers to Norwich and overcoming obstacles to their smooth integration	17) To produce a social media campaign that details activities that are happening within the summer holidays and asking for donations of clothing and toys;	Considered on 13/09/2023	Complete	Please see note beneath the table
25/07/2023	Scrutiny review of welcoming Refugees and Asylum Seekers to Norwich and overcoming obstacles to their	18) To explore funding streams to be able to provide a similar provision that is provided Ukrainian refugees to other asylum seekers and refugees	Considered on 13/09/2023	Complete	Please see note beneath the table

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Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
	smooth integration				
21/09/2023	Review of how the council addresses anti-social behaviour	1) Consider whether the positive outcomes achieved by the ASB team justifies an increase in resource and funding for the service;	Considered on 18/10/2023	TBC	Agreed to discuss these recommendations with officers to see how to progress these
21/09/2023	Review of how the council addresses anti-social behaviour	2) Thank the officers and the ASB team for the work they are doing and continue to do;	Considered on 18/10/2023	TBC	Agreed to discuss these recommendations with officers to see how to progress these
21/09/2023	Review of how the council addresses anti-social behaviour	3) Continue to prioritise the service and support the ongoing training and development programme and ensure sufficient funding is available to achieve its objectives;	Considered on 18/10/2023	TBC	Agreed to discuss these recommendations with officers to see how to progress these
21/09/2023	Review of how the council addresses anti-social behaviour	4) Expand the resources given to the programme of presentations to other partners;	Considered on 18/10/2023	TBC	Agreed to discuss these recommendations with officers to see how to progress these
21/09/2023	Review of how the council addresses anti-social behaviour	5) Consider whether the resources for the safer neighbourhood scheme can be increased given the successful outcomes achieved from the	Considered on 18/10/2023	TBC	Agreed to discuss these recommendations with officers to see how to progress these

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Date	Item	Recommendation	Agreed by cabinet?	Status	Updates
		scheme and consider the outcomes of the scheme;			
21/09/2023	Review of how the council addresses anti-social behaviour	6) Consider lessons learnt from the locational approach trialled for the safer neighbourhood initiative and how this can be expanded for other neighbourhoods;	Considered on 18/10/2023	TBC	Agreed to discuss these recommendations with officers to see how to progress these
21/09/2023	Review of how the council addresses anti-social behaviour	7) Provide a briefing event for all Councillors on the PREVENT scheme; and	Considered on 18/10/2023	TBC	Agreed to discuss these recommendations with officers to see how to progress these
21/09/2023	Review of how the council addresses anti-social behaviour	8) Consider surveying anti-social behaviour in areas where the community enabling team have focused to assess the impact of their work	Considered on 18/10/2023	TBC	Agreed to discuss these recommendations with officers to see how to progress these

Please note that in relation to “Scrutiny review of welcoming Refugees and Asylum Seekers to Norwich and overcoming obstacles to their smooth integration” cabinet agreed the following resolutions:

- 1) We will examine the need to update the website in consultation with representative organisations to ensure it is inclusive alongside the production of the EDI Development Plan.
- 2) To build on our City of Sanctuary status and remain committed in the medium-term to becoming an accredited Council of Sanctuary through cross-team working to ensure our services meet the necessary criteria.

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- 3) To recognise the critical importance of delivering equality for all our residents through our EDI Strategy and Development Plan, including asylum seekers and refugees.
- 4) To collate information relating to free activities taking part at our community centres for sending to representative organisations. To support community associations to apply for grant funds to support their charitable objectives as and when they become available.
- 5) To continue engaging with the Norwich BID and BITC through City Vision partnerships to support possibilities for asylum seekers and refugees to access training, work experience and employment.
- 6) To advertise INTRAN training sessions to councillors.
- 7) To ensure communications with residents (benefits letters etc) are as accessible as possible within the constraints of what we are legally obliged to incorporate.
- 8) To build on the relationships established since the Scrutiny Committee meeting between our neighbourhoods and community enabling team and the Serco housing officers at the asylum hotels in Norwich.
- 9) To fund a two year specialist housing officer role in Home Options to work with asylum seekers and refugees.
- 10) To seek to delegate some of the Government funding secured to work with asylum seekers and refugees to third sector organisations to address their gaps in capacity, working with such organisations and our partners at Norfolk County