

Cabinet

Date: Wednesday, 13 March 2019

Time: 17:30

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

Committee members:

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Agenda

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|----------|--|---------|
| 1 | Apologies

To receive apologies for absence | |
| 2 | Public questions/petitions

To receive questions / petitions from the public.

Please note that all questions must be received by the committee officer detailed on the front of the agenda by 10am on Friday 8 March 2019 .

Petitions must be received by the committee officer detailed on the front of the agenda by 10am on Tuesday 12 March 2019 .

For guidance on submitting public questions or petitions please see appendix 1 of the council's constitution. | |
| 3 | Declarations of interest

(Please note that it is the responsibility of individual members to declare an interest prior to the item if they arrive late for the meeting) | |
| 4 | Minutes
To agree the accuracy of the minutes of the meetings held on 6 and 13 February 2019. | 7 - 20 |
| 5 | Safer neighbourhoods initiative
Purpose - To update cabinet on the partnership working undertaken by the council on crime and disorder issues. To report progress on the recommendations from the scrutiny committee report on county lines to cabinet in November. To propose some new areas of work to complement our partnership approach to safer neighbourhoods. | 21 - 30 |
| 6 | Quarter 3 2018-19 corporate performance report
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| 8 | An overview of external relationships, contracts and grants
Purpose - To review planned and current relationships with external | 55 - 68 |

organisations; including contracts, partnership arrangements and grants in kind for 2018-19 and grants for 2019-20.

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| 9 | The award of contract for an early intervention rental income management tool - Key Decision
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| 10 | The award of a contract for housing mechanical and electrical repairs and maintenance of common areas - Key Decision
Purpose - To advise cabinet of the procurement process for the provision of a new contract to deliver a responsive repairs and maintenance contract for mechanical and electrical services located within the council's housing asset communal areas. | 77 - 84 |
| 11 | The award of contract for Winchester Tower and Normandie Tower - replacement of the electrical power distribution system and communal lighting - Key Decision
Purpose - To seek approval to delegate authority to award a contract for Winchester Tower and Normandie Tower - replacement of the electrical power distribution system and communal lighting. | 85 - 92 |
| 12 | The award of contract for architectural services for the potential development of leisure and community facilities at the former Mile Cross depot site - Key Decision
Purpose - To seek approval to delegate authority to award a contract for architectural services needed to produce a full business case including financial viability for the potential development of leisure facilities at the former Mile Cross depot site. | 93 - 100 |
| 13 | Procurement of postal collection and delivery services - Key Decision
Purpose - To seek approval to delegate authority to award a contract for postal collection and delivery services. | 101 - 108 |
| 14 | Exclusion of the public
Consideration of exclusion of the public. | |

EXEMPT ITEMS:

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

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

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

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***15 Managing assets (housing) - Key Decision (Para 3)**

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

***16 Managing assets (non-housing) - Key Decision (Para 3)**

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

***17 Grant of right to buy one for one receipts - Key Decision (Para 3)**

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

***18 Future provision of contracted services - Key Decision (Paras 3 and 4)**

- This report is not for publication because it would disclose information relating to the financial or business affairs of any particular person (including the authority holding that information) as in para 3 of Schedule 12A to the Local Government Act 1972.
- This report is not for publication because it would disclose information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority as in para 4 of Schedule 12A to the Local Government Act 1972.

Key decisions

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

(a) result in the council incurring expenditure which is, or making savings which are, significant in relation to the council's total budget for the service or function to which the decision relates (for these purposes the presumption is that "significant" means any sum exceeding whichever is greater of the thresholds established by the European public contracts directive 2014/24/EC for local government in respect of contracts for supplies or services), or;

(b) be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the Norwich city area.

Date of publication: **Tuesday, 05 March 2019**

Cabinet**17:30 to 18:15****6 February 2019**

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

Also present: Councillors Carlo and Lubbock

Apologies: Councillor Maguire (other council business)

1. Public Questions/Petitions

There were no public questions or petitions.

2. Declarations of Interest

There were no declarations of interest.

3. Minutes

RESOLVED to agree the accuracy of the minutes of the meeting held on 16 January 2019.

4. Council Tax Reduction Scheme 2019-20

(A copy of the report of the director of business services to the cross-party working group – council tax reduction scheme’s meeting on 15 September 2019 was available on the council’s website with the papers for this meeting.)

The chair moved that recommendation 1(f) be amended by deleting the words “to maintain a single person discount” and replacing it with “for a local discount of 25%”.

Councillor Davis, cabinet member for social inclusion, presented the report. The city council’s council tax reduction scheme was probably the only one in the country to retain the 100 per cent council tax discount; continue to provide the local discount provision for care leavers and residents absent from the main dwelling due to domestic abuse and, as part of the council’s commitment to Norwich City of Sanctuary, to create a local discount of 25 per cent for 3 months for liable persons where they give a home to an asylum seeker or refugee who has no ability to work. The maintenance of the scheme had a negative impact on the council’s budget as it was not fully funded by the reducing revenues support grant, but did save the council from pursuing a large number of small debts which were difficult to recover and caused stress and anxiety to people in precarious financial circumstances.

Councillor Davis then referred to the response from Norfolk County Council. The county council was in agreement with the proposed council tax reduction scheme

2019-20 but in addition had asked the city council to give consideration to exploring the following proposals: to limit council tax support where a claimant has savings at a lower level than the current requirement of £16,000; limit council tax support to occupants of properties no higher than Band D council tax; and to work with district colleagues across the county to establish the cap for the council support discount for working age claimants at a uniform amount across the county, which was suggested to be 75 per cent (the current range across the county was 75 to 100 per cent with only the city council offering 100 per cent). These proposals did not fit into the council's social inclusion strategy and would not be considered.

Councillor Kendrick, cabinet member for resources, referred to the scheme and said that the council was able to maintain the 100 per cent discount in its council tax reduction scheme by meeting costs through its financial management, which included its commercial activity.

RESOLVED to recommend that council:

- (1) makes the following changes to the council tax reduction scheme (CTRS) for 2019-20 by continuing with the 2018-19 scheme with the following modifications:
 - (a) as in previous years, increase the working-age applicable amount by the 2019-2020 composite rate of council tax (excluding adult social care);
 - (b) increase the level of income brackets used to decide non-dependent deductions, and the level of non-dependent deductions, by the 2019-2020 composite rate of council tax (excluding adult social care);
 - (c) increase the level of income brackets used to decide entitlement to second adult reduction by the 2019-2020 composite rate of council tax (excluding adult social care);
 - (d) retain the local discount provision for care leavers;
 - (e) retain the local discount provision for liable persons absent from a main dwelling due to domestic violence events;
 - (f) create provision for a local discount of 25% for 3 months for liable persons where they give a home to an asylum seeker or refugee who has no ability to work;
- (2) removes the previous local discount for liable persons where a property is uninhabitable or in need of major repair work or structural alteration (currently 12 months at 50 per cent);
- (3) removes the unoccupied furnished/second home discount (currently 5 per cent);
- (4) subject to the relevant regulations being enacted, increases the surcharge on empty properties and increases the empty homes premium by:
 - (a) 100 per cent for properties empty and unoccupied for 2 years or more;

- (b) 200 per cent for properties empty and unoccupied for 5 years or more;
- (c) 300 per cent for properties empty and unoccupied for 10 years or more.

5. Business Rates Retail Relief

Councillor Kendrick, cabinet member for resources, presented the report. The full cost of granting relief to certain retail business premises, with a rateable value below £51,000, would be met by central government.

During discussion members commented that this was good news, particularly for businesses eligible for the relief.

RESOLVED to approve the award of a business rates retail relief in line with the government's announcement in the autumn 2018 budget as detailed in the report.

6. Revenue and Capital Budget Monitoring 2018/19 – Period 9

Councillor Kendrick, cabinet member for resources, presented the report.

The chief finance officer said that this was a half year monitoring report. She explained that the underspend in the commercial acquisitions programme was due to the use of cash holdings rather than external borrowing, thus saving on financial costs which had been allocated in the budget. These savings would be earmarked in reserves for the commercial programme to mitigate future risks.

During discussion, Councillor Carlo referred to the underspend on repairs and maintenance in the housing revenue account and said that as investment in heating systems, and other measures to save fuel, was showing benefits it should be rolled out. The director of neighbourhoods said that there was usually a gap between significant capital investment and revenue spending, and that as part of the budget setting process, the housing management team and NPS were looking at a cyclical budget which could be rolled out to provide a planned investment programme, which would include heating systems. Councillor Harris, deputy leader and cabinet member for social housing, said that the underspend could be attributed to improved contracts. However, she said that she would like to see this money spent more quickly to ensure that the council's housing was maintained to the best possible standard for its tenants.

The director of neighbourhoods confirmed that he could provide Councillor Carlo with details of the numbers of properties which have been upgraded and the numbers of properties which had still to be done.

RESOLVED to:

- (1) note the forecast outturn for the 2018-19 General Fund, HRA and capital programme;
- (2) note the consequential forecast of the General Fund and Housing Revenue Account balances;

- (3) approve the addition to the General Fund capital programme, as detailed in paragraph 11 of the report; and,
- (4) note the General Fund capital programme virement, as detailed in paragraph 12 of the report.

7. Write Off of Irrecoverable National Non Domestic Rate Debt – Key Decision

Councillor Kendrick, cabinet member for resources, presented the report. He explained that there were situations where it was not possible to collect business rates despite the council's best endeavours. The council could still seek to recover these debts should the circumstances change in the future.

RESOLVED to approve the proposed write off of £579,628.90 of National Non-Domestic Rate debt, which is now believed to be irrecoverable.

8. Procurement of Various Housing Upgrade and Maintenance Contracts – Key Decision

(The completed impact assessment for this report was circulated in advance of the meeting and available on the council's website.)

Councillor Harris, deputy leader and cabinet member for social housing, presented the report which she said confirmed the council's commitment to good standard housing for its tenants and determination to reduce fuel poverty. The contracts were procured through the Eastern Procurement Ltd framework to help provide good value for money. The budget for the housing improvements would be subject to approval at full council as part of the budget setting for 2019-20.

In reply to a question, the interim operations director, NPS Norwich, explained that there was a new standard for composite doors, which had been introduced after the Grenfell Tower fire, and there was a delay whilst manufacturers caught up with demand. Composite doors installed previous to the new standard were resistant to fire and had met the standard at the time of installation.

RESOLVED to:

- (1) approve the award of the heating installation contract to three contractors as set out in the report:

PH Jones Ltd
Dodd Group
Gasway Services Ltd

- (2) approve the award of installation of composite doors to two contractors as set out in the report:

Ashford Windows Ltd
Anglian Building Products Ltd

- (3) delegate authority to the director of neighbourhoods in consultation with the deputy leader and cabinet member for social housing, to award a contract to

the best value supplier for the external wall insulation, and loft and cavity insulation contracts.

9. Procurement of the Housing Communal Area Mechanical and Electrical Repairs and Maintenance Contract – Key Decision

RESOLVED to defer consideration of this item in order to consider a revised report at the meeting on 13 March 2019.

10. Procurement of a Housing Structural Repairs Contract

Councillor Harris, deputy leader and cabinet member for social housing, presented the report which demonstrated the council's investment to keep its housing stock in a good state of repair. Expenditure on the proposed structural repairs for flats in Godric Place; and, Sale Road and Woodside Road, Heartsease, would be subject to approval at full council as part of the budget setting process for 2019-20 and both contracts would be subject to leaseholder consultation.

RESOLVED to award two contracts for structural repairs at Godric Place (Phase 3) and Heartsease (Omnia blocks) to JB Specialist Refurbishments Ltd.

11. The Award of Contract for Insurance – Key Decision

Councillor Kendrick, cabinet member for resources, presented the report.

RESOLVED to delegate approval for the director of business services, in consultation with the cabinet member for resources, to award the contract for insurance for the three year period 1 April 2019 to 31 March 2022, together with an optional two, twelve month extensions to cover the period 1 April 2022 to 31 March 2024.

12. Risk Management Report

Councillor Kendrick, cabinet member for resources, introduced the report. He said that the assessment of A8 Housing Investment Strategy and B1 Public Sector Funding, which both scored 20, were higher than the council would like but reflected the reality of the situation and the potential consequences.

The director of business services presented the report. The risk register would be re-evaluated against the new corporate plan which was subject to approval at council on 26 February 2019. The chief finance officer said that steps to mitigate the risk of uncertainty of external funding in future years would be considered as part of the budget papers for consideration at the next cabinet meeting.

Councillor Carlo said that she considered that C1 Emergency Planning and Business Continuity should be scored higher because of the inevitability of Climate Change. Councillor Waters, as chair and leader of the council, advised Councillor Carlo that there would be an opportunity to debate the Corporate Plan at full council and that her observations had been noted. He pointed out that the risk register was under review in line with the emerging Corporate Plan. The council had reinforced its commitment to addressing climate change at full council on 29 January 2019, but a

key element of that motion was that central government had a responsibility to provide councils with resources.

RESOLVED to note the risk management report.

***13.Exclusion of the Public**

RESOLVED to exclude the public from the meeting during consideration of item *14 (below) on the grounds contained in the relevant paragraphs of Schedule 12A of the Local Government Act 1972 (as amended).

***14.Risk Based Verification Policy - (Paragraph 7)**

Councillor Davis, cabinet member for social inclusion, presented the report. The audit committee had recommended the Risk Based Verification Policy to cabinet and it had the support of the director of business services, internal audit and the chief finance officer. The policy would be reviewed annually.

The strategic manager, Anglia Revenues Partnership, explained how the policy would be applied and that said it would be more effective in terms of customer services and better use of resources.

RESOLVED to approve and adopt the Risk Based Verification Policy, as detailed in the report.

CHAIR



Cabinet

17:30 to 19:00

13 February 2019

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

Also present: Councillors Carlo and Wright

1. Public Questions/Petitions

One public question had been received.

Mr Robert Hammond asked the cabinet member for sustainable and inclusive growth, the following question:

“Will Norwich City Council be compensating any of the traders whose business has been affected by the unnecessary roadworks across the city? With bus companies cancelling services and city centre stores closing, why are the council determined to eradicate traffic from the city centre when this has been proven to cause the reduction of visitors into Norwich? Who is providing the funding for the latest round of planned roadworks?”

Councillor Stonard, cabinet member for sustainable and inclusive replied:

“The roadworks referred to by Mr Hammond are a combination of planned maintenance, planned and emergency utility works, and highway improvement schemes. All of these are deemed to be essential works and are carried out under the powers to maintain and improve the highway, bestowed on councils by the Highways Act 1980. There is no provision under this or other highways legislation for a highway authority to pay compensation in these circumstances.

Funding for these works comes from a variety of sources, including private funding (utilities), local government funding (highway maintenance) and ‘external’ central government and Local Enterprise Partnership funding (highway maintenance and highway improvement).

Contrary to Mr Hammond’s assertion, the county and city councils intention is not to eradicate traffic from the city centre. The two councils are keen to improve access for all road users whilst, making best use of the space available and to ensure a good experience for pedestrians once they have arrived. Schemes such as pedestrianizing Westlegate are entirely consistent

with this but far from reducing the number of visitors to the city, numbers have increased.

Unfortunately the figures for 2018 are not yet available however the total number of day trip visitors to the city increased by 5.5% between 2016 and 2017 to 11,834,000 from 11,215,000. The number of overnight trips also increased by the same percentage, from 420,900 to 444,200.

Similarly Norwich Business Improvement District (BID) measures city centre footfall and this rose by 2% in 2017. Since 2013 average pedestrian footfall in town centres declined by almost 6.6% whereas in Norwich it has increased by 6.8%. Further the rate of unoccupied buildings in the city centre catchment area was 4%, below the national average of 12%. So it is wrong to talk of “the reduction of visitors to Norwich” because the opposite is the case. The Evening News headline of the 9th of this month stated that the city is booming. It is regrettable and potentially counterproductive when people try to talk down the city’s success.

Norwich’s success as a business and visitor destination continues to grow therefore. The retail heart of the city is described as thriving by analysts and the contraction that we have seen in retailing is far more likely to be attributable to global economic trends and technology/socially driven change in retail rather than any response to roadworks or traffic movement. Norwich’s diverse visitor offer is actually extremely user-friendly with high quality options to access the centre by park and ride, regular bus services, on foot or by cycle for those living close to the centre and an award-winning city centre parking offer.”

By way of a supplementary question Mr Hammond asked if the figures for day and night time visits and trips into the city could be broken down into how those visits were made, by foot, cycle, taxi, bus or car. Councillor Stonard advised that he would check if that information was available and if so provide it.

2. Declarations of interest

Councillor Stonard and Councillor Kendrick declared an ‘other’ interest in item *7 below in that they were the chair and board member respectively for Norwich Regeneration Ltd.

3. Norwich Highways Agency Agreement

(The chair referred to the supplementary agenda which had been circulated.)

Councillor Stonard, cabinet member for sustainable and inclusive growth, presented the report. The agreement engendered joint working and the sharing of expertise and had resulted in successful bids to government for transport projects. A recent independent report commissioned by Norfolk County Council highlighted the strengths and benefits of the agreement and it was disappointing this had not been presented to county’s Environment, Development and Transport (EDT) committee when they made their decision to terminate it.

Reviewing a transcript of the meeting it was clear the decision was informed by statements which had passed unchallenged and were misleading including the “killing off of the city” and that “footfall falling because of pedestrianisation”. These comments were patently untrue, the footfall for the city had increased, day trips were up and the number of unoccupied buildings lower than the national average. In fact the city had bucked national trends and was “booming”.

The picture presented to EDT committee was that by ending the agreement it could reverse the installations of bus lanes and pedestrianisation of the city. However funding for schemes from central government were for this type of project only. It was a matter of national government policy and not Norwich City Council's policy.

The EDT committee had a narrow focus concentrating on operational matters and costs. Ending the agreement would lead to more opaque and less democratic decision making. It would impact negatively on future government funding bids which in the current financial climate was the only way to fund schemes.

Members discussed the impact on staffing and highlighted the skill and expertise of the city council staff and how TUPING staff to Norfolk County Council risked losing that expertise.

Councillor Wright said it was highly valuable to be able to make representations on behalf of ward residents and the decision to end the agreement was regrettable.

Councillor Carlo said she endorsed the excellent officer report and Councillor Stonard's comments and that the city council's highways team understood the city well which was useful as the majority of ward councillors work related to highways issues. She questioned if EDT appreciated the breadth and complexity of issues that the city council dealt with.

Councillor Waters, leader of the council said there was an opportunity to engage with the county council to address some of the issues that drove the decision. We want to build on and enhance a successful partnership to deliver ambitious projects which will benefit the city and wider hinterland.

RESOLVED to:

- (1) To ask Norfolk County Council to reconsider its decision not to renew the Norwich Highways Agency Agreement based on the implications for Norwich and Norfolk set out in this report that were not made clear in the report to the Environment, Development and Transport committee; and
- (2) Either:
 - a) Renew the agreement for a further period; or
 - b) Develop with the city council alternative arrangements that continue to deliver the best transport outcomes for Norwich and Norfolk.

4. Employment practice research

Councillor Waters, leader of the council presented the report.

Many people were impacted by poor pay and conditions, lack of stable income and predictable wages excluded them from financial benefits such as affordable credit and mortgages. The research was the result of a resolution by council and analysed the labour market. It had proved challenging to encourage employers to engage with the project. It was recognised such sectors such as the retail and care industries struggled to pay living wage to their employees.

The work tallied with the themes of 2040 City Vision of a fair and dynamic city. The research provided an important sense of people's experiences.

Members discussed the next steps following on from the research.

It was noted that the scrutiny committee were to discuss the research at their next meeting on 14 February 2019.

RESOLVED to:

- (1) ask relevant officers to speak to trade unions active in this area; and
- (2) consider what practical actions the council could take in response to the research, incorporating comments from the scrutiny committee.

5. Corporate Plan 2019-2022

Councillor Waters, leader of the council presented the report.

This corporate plan focussed on what the council can do and what it can measure to create meaningful outcomes recognising the role of partners and wider stakeholders. The scrutiny manager discussed the performance framework and said it was a departure from the previous framework as it was now a single set of metrics. It was a working document which would change year on year. The technical details of the framework were yet to be finalised and once this work was completed, the framework would return to cabinet for consideration.

The leader of the council said the corporate plan and the performance framework were being co produced in line with 2040 city vision work as more was learnt about the city.

RESOLVED to:

- (1) note the draft corporate plan 2019-2022; and
- (2) to defer agreeing any amendments to full council.

***6. Exclusion of the Public**

RESOLVED to exclude the public from the meeting during consideration of item *7 (below) on the grounds contained in the relevant paragraphs of Schedule 12A of the Local Government Act 1972 (as amended).

***7. Norwich Regeneration Ltd Business Plan – Key decision (para 3)**

(Councillors Stonard and Kendrick had declared an 'other' interest in this item)

Councillor Stonard, cabinet member for sustainable and inclusive growth, presented the report. Norwich Regeneration Ltd (NRL) was a significant achievement the city council providing a good quality supply of housing.

RESOLVED to:

- (1) approve the 2019/20 Business Plan for Norwich Regeneration Limited and the arrangements for resourcing it within the parameters of the business plan including the continued employment of the Managing Director; subject to approval of the budget implications by council;
- (2) agree the governance arrangements set out in the business plan; and
- (3) ask the board to consider amending the wording on the business plan to make the environmental enhancement of the physical realm a more explicit value.

(The public were readmitted to the meeting at this point.)

8. The council's 2019/20 budget and medium term financial strategy

Councillor Kendrick, cabinet member for resources presented the report. The budget achieved three main priorities; firstly it protected the most vulnerable, Norwich City Council was one of the only local authorities to offer a 100% Council Tax Reduction Scheme, it was a living wage employer which extended to the city council's contractors too. Secondly, it avoided any substantial cuts to services and lastly it maintained the council as a financially prudent authority which included commercial portfolio holdings which had inputted £500,000 into the budget this year.

In response to Councillor Carlo's question on the existing maintenance backlog the chief finance officer said that the authority had large asset holdings and a review was needed which would begin next year. The leader of the council said the budget existed in a wider political landscape; the fair funding review was skewed towards rurality, the revenue support grant was run down and business rates were not an effective replacement.

RESOLVED to note:

- a) The budget consultation process that was followed and the feedback gained as outlined in Appendix 2 (I).
- b) Section 8 on the robustness of the budget estimates, the adequacy of reserves, and the key financial risks to the council.
- c) That the Council Tax resolution for 2019/20, prepared in accordance with Sections 32-36 of the Local Government Finance Act 1992 as amended by the Localism Act 2011, will be calculated and presented to Council for approval once Norfolk County Council and the Office of the Police and

Crime Commissioner for Norfolk have agreed the precepts for the next financial year.

To recommend to Council to approve:

General Fund

- (1) The council's net revenue budget requirement as £16.772m for the financial year 2019/20 including the budget allocations to services shown in Appendix 2 (C) and the growth and savings proposals set out in appendices 2 (F) and 2 (G).
- (2) An increase to Norwich City Council's element of the council tax of 2.99%, meaning that the Band D council tax will be set at £264.13 (paragraph 2.19) with the impact of the increase for all bands shown in Appendix 2 (E).
- (3) The planned use of £0.958m of General Fund reserves to finance the budget requirement in 2019/20 (shown in table 2.4).
- (4) The prudent minimum level of reserves for the council as £4.3m (paragraph 2.41).

Housing Revenue Account

- (5) The proposed Housing Revenue Account gross expenditure budget of £59.3m and gross income budgets of £67.4m for 2019/20 (paragraph 3.4).
- (6) Of the estimated surplus of £8.2m, £6m is used to make a revenue budget contribution towards funding of the 2019/20 HRA capital programme (paragraph 3.4).
- (7) The implementation of the minimum 1% rent reduction in accordance with legislation set down in the Welfare Reform and Work Act 2016 (paragraphs 3.11 to 3.12).
- (8) A 3.4% increase in garage rents for 2019/20 (paragraph 3.13).
- (9) The transfer of £1m of underspend forecast to be achieved in 2018/19 to the HRA's spend-to-save earmarked reserve (paragraph 3.3).
- (10) The prudent minimum level of housing reserves as £5.837m (paragraph 3.33).

Capital Strategy

- (11) Changes to the 2018/19 approved capital budget as set out in paragraphs 4.28 to 4.30.

- (12) The proposed general fund capital programme 2019/20 to 2022/23 and its method of funding as set out in table 4.7, table 4.8 and Appendix 4 (B).
- (13) The proposed HRA capital programme 2019/20 to 2022/23 and its method of funding as set out in table 4.7, table 4.9 and Appendix 4 (B).
- (14) The capital strategy, as required by CIPFA's Prudential Code.
- (15) The recommendation to undertake a comprehensive review of the entire general fund's land and property assets with a view to identifying those assets that need further investment and those which could be surplus to requirements (paragraph 4.20).

Non-financial Investments (Commercial) Strategy

- (16) The placing of security and yield above liquidity when considering commercial property investments as explained in paragraphs 5.15 to 5.18.
- (17) Continuing to invest in commercial property outside of the city's boundaries in order to obtain the best opportunities available, diversify the portfolio, and thereby mitigate the risk of holding these investments (paragraph 1.38).
- (18) The setting aside of 20% of the net new income achieved from commercial property investment into the commercial property earmarked reserve as set out in paragraphs 5.19 to 5.21.
- (19) The council's policy and process for lending to Norwich Regeneration Limited as set out in paragraph 5.28.
- (20) The proposed loan facility (amount of lending) the council will make available to Norwich Regeneration Limited as set out in table 5.1, subject to the process set out in 5.28.
- (21) The proposed equity investment the council will make in Norwich Regeneration Limited as set out in table 5.2, subject to the process set out in 5.28.

Treasury Management Strategy

- (22) A change to paragraph 74 of the 2018/19 treasury management strategy to change the rating shown in that paragraph from AAA to AA- (AA minus) in order to rectify an error in the document.
- (23) The borrowing strategy 2019/20 through to 2021/22 (paragraphs 6.19 to 6.30).
- (24) The capital and treasury prudential indicators and limits for 2019/20 through to 2021/22 contained within paragraphs 6.13 to 6.18 and tables 6.2 to 6.4, including the Authorised Borrowing Limit for the council.
- (25) The Minimum Revenue Provision (MRP) policy statement described in paragraphs 6.31 to 6.35 and contained in Appendix 6 (A).
- (26) The (financial) Investment Strategy 2019/20 (paragraphs 6.36 to 6.69).

Summary of key financial indicators

- (27) The indicators for 2019/20 through to 2021/22 contained in section 7.
- (28) Not to establish self-assessed limits for the indicators in this year's budget report as explained in paragraph 7.4.

9. Procurement of a housing structural repairs contract at Somerleyton Gardens and Wilberforce Road – key decision

(The chair referred to the supplementary agenda which had been circulated.)

Councillor Harris deputy leader and cabinet member for social housing presented the report. The works would go into the next financial year and therefore some budget would be carried over.

RESOLVED to award the contract to UK Gunitite Ltd.

CHAIR

Report to Cabinet
13 March 2019
Report of Director of neighbourhoods
Subject Safer neighbourhoods initiative

Item
5

KEY DECISION

Purpose

To update cabinet on the partnership working undertaken by the council on crime and disorder issues.

To report progress on the recommendations from the scrutiny committee report on county lines to cabinet in November.

To propose some new areas of work to complement our partnership approach to safer neighbourhoods.

Recommendation

To comment on the proposals set out in the report.

Corporate and service priorities

The report helps to meet the corporate priority a safe, clean and low carbon city.

Financial implications

Any financial implications arising from this report will be met from approved budgetary provision.

Ward/s: All Wards

Cabinet member: Councillor Maguire - safe city environment and Councillor Harris – deputy leader and social housing

Contact officers

Bob Cronk, director of neighbourhoods

01603 212373

Background documents

None

Report

Background

1. The council has a good track record of working in partnership with the police, the county council and other agencies to help to ensure that neighbourhoods in our city remain safe and welcoming places.
2. Over the past two years, the council has continued to review how it works on our estates. The council's neighbourhood model, provides an opportunity to maximise the impact of front line services by:
 - using data to allocate resources based on vulnerability and risk to ensure those most in need are supported
 - intervening as early as possible to prevent issues escalating and more difficult and costly to resolve
 - integrating services and activity where it makes sense to do so
 - building on the positive attributes, assets and influences in our communities
 - encourage residents to take pride in where they live and to have influence on shaping their neighbourhood
3. In November of last year the council's scrutiny committee undertook a review of county lines and the work being progressed by the council with partners to help tackle the issue in Norwich.
4. Members of the committee received a briefing from a senior police officer, an officer from the Norfolk youth offending team and council officers.
5. The scrutiny review made a number of recommendations which were reported to cabinet which resolved to consider addressing the issues of County Lines through the city council's services and influence. This report seeks to bring members up to date on the implementation of those recommendations and other complimentary areas of work.
6. Below are the recommendations adopted by cabinet and progress to date:

Recommendation

7. To 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

Action taken

8. Briefings have been provided to front line council officers and will be rolled out to delivery partners and contractors to provide information and raise awareness on:
 - What county lines is
 - Operation Gravity
 - Indicators of county lines activity – what employees should be looking out for
 - The risk to vulnerable residents

- How to report suspected county lines activity.
9. County lines will also be incorporated into the council's safeguarding policy and procedures when it is revised this year.

Recommendation

10. Provide Norwich City Council Councillors with training on safeguarding and awareness of County Lines and that there is a process for reporting incidents to contribute to intelligence gathering.

Action taken

11. Information has been provided to elected members as part of their safeguarding training and members also received a separate briefing on county lines. County lines will be incorporated into the members safeguarding guidance notes and procedures when it is revised later in the year, including how issues can be reported.

Recommendation

12. Following consultation with the police, that the council explores the removal of tags which demarcate the territories of drug gangs

Action taken

13. In areas of the city where a targeted partnership response is planned (see later in the report), the council will flex our policy so tags can be removed from both our own properties in neighbourhoods and, where the building owner is willing, from private properties.

Recommendation

14. 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.

Action taken

15. The Government are currently consulting on revised statutory guidance for taxi and private hire vehicle licensing which includes a focus on safeguarding and protecting users. This recommendation will be considered in light of this guidance.

Recommendation

16. Review tenancy agreements and procedures for rapid response to County Lines' activities and treatment of vulnerable tenants "cuckooed" by criminals.

Action taken

17. The council's ABATE team (anti-social behaviour and tenancy enforcement team) continues to support Norfolk Constabulary with enforcement action. The

ABATE team is co-located with a team of police officers and forms the Norwich operational partnership team (OPT), based at Bethel Street police station.

18. The focus for much of the ABATE team's resources has been drug use and cuckooed properties (where the tenancy has been taken over by drug dealers) due to the level of risk and harm to vulnerable residents and the impact on the wider community. This has been under the banner of Operation Gravity.
19. ABATE has worked with the police to issue section 8 misuse of drugs act letters in cases of cuckooed properties, following their successful implementation elsewhere in the country.
20. These letters are presented to residents in cuckooed properties by ABATE and police officers where county lines activity is evidenced to be taking place. The resident is advised that police and council are aware of the drug dealing, how they are breaking the law and the subsequent consequences of the behaviour if it continues. The residents are also offered support to cease activity and how they can safely provide information on those operating the county line. This support might include a move to alternative accommodation and the property temporarily secured to stop the activity.
21. This helps disrupt activity and protect vulnerable residents from violence, exploitation and unwilling cuckooing of their property. A review of the use of 'Section 8' letters will be undertaken during this year.
22. The council is also making use of the absolute ground for possession power in suitable circumstances. This enables some respite for neighbours that have endured ongoing antisocial behaviour from county lines activity.
23. Successful enforcement action requires information to be reported by residents so that the impact on the community can be identified and detailed for legal action. The importance of residents reporting their concerns and the challenge of the amount of time and level of evidence required for successful enforcement action cannot be overestimated and in certain circumstances this may not always be achieved which can impact on resident satisfaction.
24. Where tenanted properties have been cuckooed and the tenant deemed to be vulnerable, options to re-home the resident away from the area will be considered.

Safer neighbourhoods initiative

25. In order to further support and complement this activity, a number of other areas of work are recommended to be progressed in the coming 12 months.

Data sharing

26. The council will pool information and data with the police and other agencies to help identify high demand and problem locations and where services should be targeted. This will help ensure that reports and intelligence are brought together to give a complete picture of the issues in these areas.
27. In these target locations, the council will ensure that its estate and neighbourhood services e.g. estate cleansing, tenancy management and

improvements are coordinated and effective. Where additional provision is required, these will be topped up for a limited period.

28. Regular dialogue will be held with the police and other partners to agree priority locations; the interventions and response required and to review progress where joint activity is taking place.
29. Further partner engagement will be undertaken through the Norwich early help hub to ensure relevant support agencies are engaged in the work such as social care and the youth offending team. This will be to ensure support is in place for vulnerable and at risk residents, including children and young people, where enforcement, including tenancy enforcement is not suitable. This may include the relocation of vulnerable tenants.
30. Crimestoppers will be used to help the police, council and partners respond better to issues within local neighbourhoods. Crimestoppers allows the public to report issues of crime and disorder anonymously. This allows areas of the city to be targeted by partners, to encourage reporting. Information will be provided on what residents should look out for and how to report anonymously any activity taking place.

Pump priming safer neighbourhood activity

31. A sum of £50,000 has been allocated in the 2019-20 budgets for the safer neighbourhood initiative to target and pump prime safer neighbourhood activity. This activity will need to be relevant to the local issue and reflect the needs of the community and neighbourhood but might include:
 - Gating of alleyways
 - Additional district lighting
 - Enhanced service activity e.g. deep cleans and graffiti removal
32. There will also be an opportunity to consider how the council coordinates investment across the city as part of the response to make more of where resource is being allocated or can be targeted.

Purchase 4 new re-deployable CCTV cameras

33. The housing service will purchase four re-deployable CCTV cameras for use in problem locations to complement the current three joint police/council cameras held in the operational partnership team. The deployment of these will be guided by the data and information sharing described above and criteria will be developed to do this.
34. These will be used to monitor and capture criminal activity and be used to support enforcement activity.

Supporting community groups and neighbourhood activities

35. An important element of the councils approach to promoting safer neighbourhood's, is to ensure that as far as possible, the interventions and positive change brought about, are sustainable.

36. Through *Get Involved*, our community enabling model we will concentrate our work with residents in neighbourhood 'hot spots' so they can be involved in any interventions. The objective would be to help support a defined role for communities to take control of where they live and their local communal spaces such as has been developed by residents and supported by the council at Old Library wood.
37. Police statistics show that compared to many urban areas, Norwich has relatively low levels of crime. The city remains a safe place to live, visit and work. Whilst Norwich has seen both increases and decreases in certain crimes, overall, crime levels have remained relatively static with an increase of 1.5% in 2017-18 compared to the previous 12 months (the national increase being 6%).
38. By adopting the recommendations above we can add to the effective partnership working that the council has in place and make people living in our neighbourhoods feel safer.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	13 March 2019
Director / Head of service	Bob Cronk – director of neighbourhoods
Report subject:	Safer neighbourhood initiative
Date assessed:	26 February 2019

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Detailed engagement with residents in high demand areas may highlight residents with rent arrears and debts who can be advised and sign posted into services
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	This work will help to identify vulnerable adults and children who can be supported and signposted to support services.
<u>S17 crime and disorder act 1998</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	This work will contribute to resolving one of the top community safety issues in the city and county.
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The initiative will engage residents and support them to be more involved in the areas they live.

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Forming part of the get involved/community enabling work, the initiative will encourage and support residents to work more closely in helping to improve their local environment.
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The initiative seeks to encourage resident led estate & civic space improvements
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments

	Impact			
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The proposals will help reduce the vulnerability of residents.

Recommendations from impact assessment

Positive

The safer neighbourhoods initiative sets out to reduce issues of crime and disorder; encourage and support residents to get involved and increase residents perceptions of crime where they live.

Negative

Neutral

Issues

Report to	Cabinet	Item
	13 March 2019	
Report of	Strategy Manager	6
Subject	Quarter 3 Corporate Performance Report for 2018-19	

Purpose

To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 3 of 2018 – 19.

Recommendations

To:

- 1) consider progress against the corporate plan priorities for quarter 3 of 2018-19; and
- 2) suggest future actions and / or reports to address any areas of concern.

Corporate and service priorities

The report helps to meet the corporate priority of achieving value for money services.

Financial implications

The direct financial consequences of this report are none.

Ward/s All wards

Cabinet member Councillor Waters - Leader

Contact officers

Adam Clark, Strategy Manager 01603 212273

Ruth Newton, Senior Strategy Officer 01603 212368

Background documents

None

Introduction

1. This report sets out progress against the key performance measures that are designed to track delivery of the corporate plan priorities. This is the fifteenth quarterly performance report for the corporate plan 2015-2020.
2. The corporate plan 2015-20 established five priorities. Progress with achieving these is tracked by forty key performance measures. It is these performance measures which form the basis of this report. Most of the performance measures are available quarterly while some are reported six monthly or annually to show general outcomes for residents.
3. Methodological changes for some survey derived measures have been included to improve the robustness of the results as agreed at cabinet on 8 November 2017. These include a new methodology and the weighting of measures that are derived from the Local Area Survey and a new text based methodology for overall satisfaction with council services. These improve accuracy but have an impact on reported performance, as can be seen from this quarter and previous quarters' performance.
4. Performance status for each of the performance measures is then combined for each priority to show at a glance high level performance. This should enable members to see where performance is improving or falling.
5. Performance is based around a traffic light concept where green is on target, red is at a point where intervention may be necessary and amber a point in between these two.
6. A copy of the full performance report can be found at appendix A.

Headlines for quarter 3 performance

7. Overall performance this quarter has remained similar to last quarter's with two of the council priorities showing amber (safe, clean and low carbon city and healthy city with good housing). However, there are still some specific areas where the council is performing well and exceeding its targets but also some specific issues highlighted below. Each of the performance measures are provided within the relevant section of the performance report at appendix A.
8. The following areas of performance are brought to your attention:
 - a) There are a number of customer satisfaction indicators which are under target for the quarter, including residents satisfied with parks and open spaces, satisfied with the local environment. These remain under target following the change in methodology to a text survey. These will continue to be monitored to further understand any trends.
 - b) Though it is below target for Q3 2018/19, the percentage of residents satisfied with opportunities to engage with Council is at 49%, an improvement compared to the previous quarter. A number of activities may have contributed to performance this quarter including targeted work with

partners in the Heartsease area and increased contacts with residents wishing to establish local groups.

- c) The percentage of residents feeling safe is below target this quarter but has seen fluctuation throughout the year so far. Discussions with the police have indicated a decrease in ASB, burglaries and thefts but increased county lines and drug related crime which is regularly reported in the media. This may be affecting resident feedback on the question of safety. Proposals for improved joint working with the police and other agencies are included in a separate report to Cabinet.
- d) The percentage of residential homes on a 20 mph street has not reached its target for this quarter. However, the number of homes in a 20mph area is still due to be met by the end of the year as approval has been given for extensive rollouts of 20mph restrictions in the northern suburbs, Eaton and Lakenham and will be implemented in Q4 2018-19.
- e) The percentage of food businesses achieving safety compliance is again above target for the quarter. Further support has been developed for businesses such as the introduction of advice visits which are linked to inspections to new businesses and businesses with good hygiene rating history.
- f) The timely processing of benefits is amber for the quarter is slightly below target. This is due new claims processing which is just outside target. However change of circumstances, appeals, and discretionary housing payments are all on target for the quarter.
- g) The delivery of the reducing inequalities action plan is on target for the quarter. Work done as part of the action plan this quarter includes ongoing support for Norwich's Food Poverty Alliance, research on an inclusive economy and the evaluation of a range of projects delivered as part of the Lakenham area-based pilot to inform the Council's approach going forward.
- h) October 2018 saw the launch of Universal Credit in Norwich, and the numbers of learners we engaged with this quarter have increased because of the additional demand in applying for the benefit online or maintaining an online UC account. Training has been delivered to frontline staff about how to support our customers and the project has awarded four new Get Digital Grants to local voluntary and community partners. In addition, two new digital coaches training sessions were held for council staff.
- i) New working practices and more accurate reporting mechanisms have continued to have a positive impact on homelessness prevention which is again above target for the quarter. High quality, person focused housing advice is continuing to achieve successful outcomes.
- j) Tenant satisfaction with the housing service is slightly below target for the quarter by two percentage points. This is an ongoing source of feedback to various managers which ensures that they are fully aware of tenant's experiences and perceptions. A service improvement plan is in place with key projects designed to provide better services to clients.

- k) The percentage of residents satisfied with the service they received from the Council is above target for the quarter and demonstrates the improvements to the service following the restructure within the service that is now having a positive impact.
- l) Performance remains good for channel shift against the current target of 20% and we continue to review this measure to support the behaviour change internally and externally to deliver the value for money services and improve the customer experience.
- m) The General Fund revenue budget is forecast to underspend by £1,612,000 and is green for the quarter. This is mainly arising from higher than budgeted income from property acquisitions and from staff vacancies.



Report author to complete

Committee:	Cabinet
Committee date:	13 March
Head of service:	Adam Clark
Report subject:	Quarter 3 performance report 2018/19
Date assessed:	February 2019
Description:	This report sets out progress against the key performance measures that are designed to track delivery of the Corporate Plan priorities for quarter 3 of 2018/19.

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

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

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



	Safe, clean and low carbon city	Prosperous and vibrant city	Fair city	Healthy city with good housing	Value for money services	Corporate plan
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Safe, clean and
low carbon city

Prosperous and
vibrant city

Fair city

Healthy city with
good housing

Value for money
services

Comments

Overall performance for quarter three has remained similar to last quarter's with two of the five Council priorities showing amber (Safe, clean and low carbon city and healthy city with good housing). There are some specific areas in which the Council is performing well and exceeding its targets but there are still some specific issues.

Although below target for the quarter, Norwich is still the fourth highest performing local authority for the percentage of adults cycling at least 3 times a week, only behind Cambridge, Oxford and Hackney. The percentage of people feeling safe is below target for the quarter but proposals for improved joint working with the police and other agencies have been considered and are included in a separate Cabinet report for consideration to improve perceptions of safety. There has been an improved performance with the percentage of residents satisfied with waste collection this quarter.

The Reducing Inequalities Action Plan is on target for the quarter, highlighted by ongoing support Norwich's Food Poverty Alliance and evaluation from the area based pilot in Lakenham. In addition, Digital Inclusion Action Plan is also on target for the quarter, supporting a higher number of learners brought about due to the launch of Universal Credit in October 2018.

The Council approach to provide high quality, accessible and person-focused housing advice is continuing to have a positive impact on homelessness prevention statistics.

The percentage of upgrades complete is below target this quarter and this is due to issues with doors and electrical upgrades. This is due to new government legislation which has caused nationwide disruption to door installations and issues with accessing properties.

Channel Shift and avoidable contact levels both continue to be green for the quarter as does the percentage of residents satisfied with the service they have received from the Council.

Green is on target, amber between target and cause for concern and red is cause for concern.

For more information please contact the Strategy & Transformation team on ext 2535 or email strategy@norwich.gov.uk

Key to tables (following pages) :

RAG - Red, Amber, Green; **DoT** - Direction of Travel: a green upward arrow signifies an improvement in performance compared with the previous reporting period, a red downward arrow shows a drop in performance and a blue horizontal arrow shows no change. **YTD** - data shown is for the (financial) year to date



Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
CPlan15-20 Safe, Clean & low carbon city : SCL13 % change in the number of cyclists counted at automatic count sites	1.3	5.0	▲	?	1.3	5.0	▲	12/18
Comments: Against a target of 5% that had been set for 2017/2018; there was a 1.3% increase in the number of cycle trips recorded at the 16 automatic cycle counters (ACC) that have comparable data for both 2017 and 2018. With further new ACCs introduced in 2018 (now 22), over 1.8 million cycle journeys were made on these routes in 2018.								
SCL06 % of residential homes on a 20mph street	42.0%	50.0%	▲	➡	42.0%	50.0%	▲	12/18
Comments: There were no new 20mph zones completed this quarter so this figure is unchanged. There are a number of new 20mph schemes which will be completed in the next quarter.								
SCL03 % of people feeling safe	55.4%	60.0%	▲	➡	55.4%	60.0%	▲	12/18
Comments: Performance for the % of residents feeling safe has fluctuated throughout the year so far. Discussions with the police have indicated some variations in reported crime and anti-social behaviour. For some categories, for example anti-social behaviour, domestic burglary and theft, there has been a decrease in reports. For other categories, for example crimes that could be considered to link with county lines and drug related crime and regularly reported in the media, have seen increases. It is possible that this is influencing the resident feedback for this performance indicator. Proposals for improved joint working with the police and other agencies to combat some of these increased levels of crime and disorder in some parts of the city are contained in a separate report to cabinet.								
SCL12 Percentage of people satisfied with their local environment	63.2%	75.0%	▲	➡	63.2%	75.0%	▲	12/18
Comments: Performance for this performance indicator has similarly varied this period. No explanation has been identified to date to explain this variation. Work will continue to analyse some of the service level performance measures for service delivery to help understand what may be driving the variation.								
SCL11 % of people satisfied with parks & open spaces (Q)	71.4%	85.0%	▲	➡	75.2%	85.0%	▲	12/18
Comments: Work is continuing with community groups, partners and NorwichNorse on an ongoing basis. As the previous quarter was higher and this was a reduction, the situation will be monitored to see if there is an ongoing trend of satisfaction level falling or if this was just a season fluctuation.								

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
CPlan15-20 Safe, Clean & low carbon city : SCL08 % of adults cycling at least 3x per week for utility purposes	13.0%	16.0%	●	🚩	13.0%	16.0%	●	04/18
Comments: 13% of adults in Norwich are cycling for travel three or more times per week. By this key measure, Norwich has risen (from sixth) to become the fourth highest performing local authority in England behind only Cambridge, Oxford and Hackney.								
SCL01 % of streets found clean on inspection	87.9%	88.0%	●	🟢	84.9%	88.0%	●	12/18
Comments: This quarter we have seen a significant improvement in the cleanliness of streets. This is due to a reduction in plant downtime and the continued efforts of our contractor.								

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
SCL02 % of people satisfied with waste collection	86.5%	85.0%	★	🚩	82.7%	85.0%	●	12/18
Comments: Both the council and Biffa continue to monitor performance and continue to seek improvements wherever possible. As a result we are currently achieving our target for customer satisfaction.								
SCL04 Residual household waste per household (Kg)	85.4	93.8	★	🟢	292.0	281.3	●	12/18
Comments: During last year significant intervention measures were taken to ensure that as many residents as possible were using the council's food waste collection service. As a result over 10,000 new food waste caddies have been issued and the rise in collected food waste is reflected in the fall in residual waste per household.								
SCL05 % of food businesses achieving safety compliance	95.9%	94.0%	★	🚩	95.9%	94.0%	★	12/18
Comments: The hygiene standard of food premises in the City remains steady at approximately 96%. Further support for businesses has now been developed with the introduction of business advice visits which are linked to inspections for new businesses and businesses with a good hygiene rating history.								
SCL07 Number of accident casualties on Norwich roads	370	400	★	➡	370	400	★	12/18
Comments: In line with the long term historic trend, the figure for the number of people Killed or Seriously Injured figure a gradual increase which must be viewed alongside the increases in journeys during the same period.								
SCL09 CO2 emissions for the local area	11.6%	2.4%	★	🟢	11.6%	2.4%	★	04/18
Comments: The figures for 2016 were released at the end of June 2018.								
During the period Norwich had the lowest per capita emissions (joint with Great Yarmouth) of any Norfolk LA at 3.80 tonnes/capita.								
Norwich achieved a per capita emissions reduction of 11.6% in 2017/18, for the year 2016.								
In the period 2005 to 2016 Norwich achieved a total per capita emissions reduction of 44%. This compares favourably against reductions made in other Norfolk LA areas: Breckland (-33%), Broadland (-25%), Great Yarmouth (-35%), KL&WN (-30%), North Norfolk (-31%), South Norfolk (-30%).								
SCL10 CO2 emissions from local authority operations	2.9%	2.2%	★	🚩	2.9%	2.2%	★	04/18
Comments: Using the 2017 DEFRA conversion factors, Norwich City Council has made an additional 2.9% reduction in its carbon emissions taking the total reductions to 57% saving against its target of 40% by 2019.								



Safe, clean and low carbon city

Prosperous and vibrant city

Fair city

Healthy city with good housing

Value for money services

Corporate plan

Measure	- Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
PVC09 Amount of visitors at council run events	104,120	85,200	★	★	104,120	85,200	★	12/18
Comments: The cities free events continue to be an attraction for both the wider Norwich community and tourists, with the mix including neighbourhood and city centre events. The larger events attract increasing numbers into the city centre.								
PVC03 Amount of funding secured by the council for regeneration activity (4 year rolling average)	£2,906	£2,000	★	➡	£2,906	£2,000	★	12/18
Comments: No change as per previous quarter. This indicator is based on a four year rolling average to account for any fluctuations in funding and is above target for this quarter. Further funding is expected later in the year.								

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
PVC6 Planning service quality measure	81%	83%	●	➡	81%	83%	●	12/18
Comments: The result reported here is a proxy using the planning performance measures reported to central government i.e. speed of processing of Major, Minor and Other applications. Outputs will soon include both these measurements of speed of processing and quality of service by way of feedback received from a customer survey process. We will soon analyse the survey responses and will agree how the data will be presented and how it will be targeted.								

Performance measures not contributing to council performance this quarter

Measure
CPlan15-20 Prosperous and vibrant city : PVC1 Number of new jobs created/ supported by council funded activity
Comments: A majority of these jobs have been created by businesses which are growing with support from the New Anglia Lep's grant schemes.
CPlan15-20 Prosperous and vibrant city : PVC2 Delivery of the council's capital programme
Comments: Green overall for the quarter. The main reasons for projects not being green are due to funding issues, legal actions arising from land ownership related matters, delays with companies, resourcing and a delay in agreeing a strategy for updating the City Hall telephony platform.
CPlan15-20 Prosperous and vibrant city : PVC8 % of people satisfied with leisure and cultural facilities
Comments: Overall it is above target for the quarter, the Norman Centre achieved "Quest Entry" accreditation in October 2018.
PVC07 No. of priority buildings on the 'at risk register' saved from decay by council interventions
Comments: The target for 2017/18 was to save one priority buildings on the 'at risk register' from decay and dereliction through the intervention of the city council.
This target was achieved when Howard House on King Street was removed from the register following an intensive period of collaborative working between the city council conservation team and Orbit Housing.
Other non-priority buildings that were removed from the register during 2017/18 were Waterloo Park Pavillion and Weavers House on Mountergate.



	Safe, clean and low carbon city	Prosperous and vibrant city	Fair city	Healthy city with good housing	Value for money services	Corporate plan
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Measure	Frequency	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
FAC4 Timely processing of benefits	Quarterly	95.8%	100.0%	●	➡	95.8%	100.0%	●	12/18
Comments: Change of circumstances, appeals and discretionary housing payments are all on target but new claims processing remains slightly outside of target.									

Measure	Frequency	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
FAC1 Delivery of the reducing inequalities action plan	Quarterly	75.0%	75.0%	★	➡	75.0%	75.0%	★	12/18
Comments: Work as part of the reducing inequalities action plan has included ongoing support to Norwich's Food Poverty Alliance, research around an inclusive local economy and the evaluation of the range of projects delivered as part of the area-based pilot in Lakenham in order to inform the council's approach going forward.									
FAC3 Delivery of the digital inclusion action plan	Quarterly	75%	75%	★	➡	75%	75%	★	12/18
Comments: October 2018 saw the launch of Universal Credit in Norwich, and the numbers of learners we engaged with this quarter have increased because of the additional demand in applying for the benefit online or maintaining an online UC account. Training has been delivered to frontline staff about how to support our customers with UC questions and queries (including making a new application). The project has awarded four new Get Digital Grants to local voluntary and community partners, and two new digital coaches training sessions were held for council staff. This quarter also saw some activities celebrating Get Online Week 2018 including a promotional session at the Millennium Library, and a family learning session at East City Childrens Centre.									
FAC5 No of private sector homes where council activity improved energy efficiency (YTD)	Quarterly	396	123	★	➡	396	123	★	12/18
Comments: 396 measures have been completed as of Q3 (Small measures, loft and cavity wall insulation, boiler replacements etc).									

Performance measures that are not contributing to performance this quarter

Measure
CPlan15-20 Fair city : FAC06 % of comm. org. who pay the living wage for services delivered on behalf of NCC
Comments: The few community organisations which do not currently pay the living wage to all staff are striving to achieve this.
FAC02 % of people who felt their wellbeing had been improved following receiving advice
Comments: The data showing improved wellbeing due to social welfare advice shows improvements for most beneficiaries, however the data is not sufficient at this stage to give a statistically robust figure. This will be available by Q4.



	Safe, clean and low carbon city	Prosperous and vibrant city	Fair city	Healthy city with good housing	Value for money services	Corporate plan
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Measure	Frequency	Actual	Target	▲ RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
HCH03 No of empty homes brought back into use	Quarterly	11	20	▲	🔴	11	20	▲	12/18
Comments: The private sector housing team still does not have sufficient resource to carry out empty homes work due to the increasing demands from sub-standard privately let dwellings and HMO licensing.									
HCH04 Affordable Homes measure	Quarterly	200	350	▲	🟢	200	350	▲	12/18
Comments: Estimated delivery is still 212 for year end									
% of upgrades complete	Quarterly	53%	74%	▲	🟢	53%	74%	▲	12/18
Comments: Heating: 549 heating upgrades were completed as at the end of quarter 3. The contract is running to programme and we expect to fulfil the annual programme by year end.									
Kitchens and bathrooms: 248 kitchen upgrades and 303 bathroom upgrades were completed as at the end of quarter 3. The contracts are running to programme and we expect to fulfil the annual programme for both kitchens and bathrooms. However, a number of upgrades have been refused (both kitchen and bathrooms) meaning the original property address list has changed from the start of the 18/19 year.									
Doors: This year's composite door programme was for a total of 1257 homes, of which 399 were completed as at the end of quarter 3. New government legislation caused nationwide disruption to door installations during Q1, and although installations have since resumed, the impact means we will be unable to deliver the full programme. The properties that do not get completed this year will move onto next year's programme.									
Electrical: the programme of electrical upgrades and testing is on course for completion at year end, but rewires, which are a key component for achievement of target, are being disrupted by access issues, i.e. contractors being refused access on the day of an agreed appointment. Work is being done within NPS to understand why tenants are refusing work at such a late stage.									
N.B. Figures are based on completion packs received. Actual completions may be slightly higher.									

Measure	Frequency	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
HCH1 Delivery of the Healthy Norwich action plan	Quarterly	74%	75%	●	🟢	74%	75%	●	12/18
Comments: The Healthy Norwich programme has continued to deliver a number of successful projects, while there has also been a wider review of the programme and its set up involving a number of stakeholders. The Heartsease Healthy Living project has funded seven community projects following a public vote, including community meals at a local café and church, a cycling project and table tennis taster sessions.									
HCH8 % of tenants satisfied with the housing service	Quarterly	82%	84%	●	🔴	82%	84%	●	12/18
Comments: 1,000 council tenants have participated in this telephone survey within the last 12 months, 250 responses collected per quarter. This is the recommended sample size for a landlord of our stock size, ensuring results are representative of the wider tenant body. Satisfaction with the housing service is currently two percentage points below target at 82%. The target of 84% is the median level of satisfaction amongst a peer group of 75 local authorities participating in the HouseMark benchmarking submission.									
Separate surveys are also carried out for the specific housing services, monitoring tenants' experience of each area. This is an ongoing source of feedback to the various service managers, which ensures that they are fully aware of tenants' perceptions and experiences.									
A service improvement plan is in place with key projects, the overall aim of which is to provide better services to tenants.									

Measure	Frequency	Actual	Target	- RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
⊕ HCH2 Relet times for council housing	Quarterly	16	16	★	🔴	15	16	★	12/18
Comments: The number of council homes relet in quarter 3 (227) was around 10% up on quarters 1 and 2. Despite this, performance for quarter 3 has remained on target, at 16 days for every month of the quarter. With the current shortage of social housing it is important re-let times are kept to a minimum, and close monitoring of performance, combined with the efforts of the Lettings team, have ensured that this aim continues to be achieved.									
HCH6 % of people who feel that the work of the HIA has enabled them to maintain independent living	Quarterly	100	90	★	➡	100	90	★	12/18
Comments: Continuing to exceed the target.									
⊕ HCH5 Preventing homelessness	Quarterly	80.7%	60.0%	★	🔴	83.4%	60.0%	★	12/18
Comments: New working practices and more accurate recording mechanisms introduced as part of the Homelessness Reduction Act have continued to have a positive impact on homelessness prevention statistics. The latest figures illustrate that, despite ever increasing caseloads, our commitment to providing a high quality, accessible and person-focused housing advice service is achieving successful outcomes for our clients.									
HCH9 No of private sector homes made safe	Quarterly	101	75	★	🟢	101	75	★	12/18
Comments: Annual target exceeded									

Performance measures not contributing to the performance score for the Objective this quarter

Measure
⊕ HCH7 % of council properties meeting Norwich standard
Comments:



Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	▲ Date Measured
✚ VFM8 % of customers satisfied with the opportunities to engage with the council	49%	54%	●	🟢	49%	54%	●	12/18
Comments: Has shown further improvement during Q3 though the indicator remains below target for the quarter. There are a number of activities which may have contributed to this performance this quarter. This has included some targeted work with partners and communities in Heartsease and the Russell Street area as part of the work to reduce inequalities in target areas; the community enabling team have seen an increase in contacts from residents wishing to establish local groups. Performance will continue to be monitored.								

Measure	Frequency	Actual	▲ Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
✚ VFM5 Channel shift measure	Quarterly	21.00%	20.00%	★	🔴	21.93%	20.00%	★	12/18
Comments: Performance against our current target remains good and we continue to review and benchmark this measure in order to support the behavioural change that is needed both internally and externally to deliver value for money services and improve the customer experience.									
✚ VFM4 Avoidable contact levels	Quarterly	34.0%	35.0%	★	🔴	31.1%	35.0%	★	12/18
Comments: This target remains an important measure for failure demand that needs to underpin the way we all continue to deliver services to our customers. There is a vast amount of data that continues to be collected that provides further insight to better understand the details around failure demand across the different services that we provide.									
✚ VFM1 % of residents satisfied with the service they received from the council	Quarterly	80.0%	75.0%	★	🟢	75.0%	75.0%	●	12/18
Comments: Performance for the third quarter has improved significantly which is encouraging and demonstrates improvements to the service following the CCT restructure in May 2018 that is now having a positive impact on how we are delivering services. Information being captured through this survey is being used to help further improve services and efficiency across the authority.									
CPlan15-20 Value for money services : VFM 10 Council on track to remain within General Fund budget	Quarterly	-£1,612,000	£250,000	★	🟢	-£1,612,000	£250,000	★	12/18
Comments: The General Fund revenue budget is forecast to underspend by £1.612m, mainly arising from higher than budgeted net income from new property acquisitions and staff vacancies.									

Report to Cabinet
13 March 2019
Report of Director of regeneration and development
Subject Scrutiny committee recommendations

Item

7

Purpose

To consider the recommendations from the scrutiny committee held on 14 February 2019.

Recommendation

To ask cabinet to consider the following recommendations in relation to insecure jobs and low pay in Norwich:

To ask officers to identify contact points that the council has with organisations and employers and consider how these could be used to inform people of their employment rights.

Corporate and service priorities

The report helps to meet all the corporate priorities.

Financial implications

None

Ward/s: All wards

Cabinet member: Councillor Waters - Leader

Contact officers

Adam Clark, strategy manager 01603 212273

Emma Webster, scrutiny liaison officer 01603 212417

Background documents

None

Report

Background

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

14 February 2019

The committee considered the following reports:

- Scrutiny committee work programme 2018-19
- Insecure jobs and low pay in Norwich – employment practice research

Insecure jobs and low pay in Norwich – employment practice research.

4. The committee considered research commissioned following a motion passed by council in 2018. The research was undertaken as three separate strands covering issues relating to zero hours contracts, issues relating to hard to fill vacancies and the issues facing Norwich workers in relation to low pay and insecure employment.
5. The research had shown that younger and older employees were more in favour of zero hours contracts. Those employees of 'prime working age' on zero hours contracts often found it difficult to access mainstream financial products which could lead to anxiety, depression and a lack of motivation. Those on zero hours contracts were entitled to the same holiday pay as other employees but many were not aware of this.
6. The research policy recommendations were highlighted but it was explained that most of these were not within the gift of local authorities. Local authorities could however lobby central government on good working practices. The economic development officer said that the use of zero hours contracts would grow unless there was legislation in place to stop or regulate these.
7. Members discussed inappropriate training and low wages leading to high staff turnover in the care industry. A member asked whether the city council could pilot a co-operative model to run a care facility with a view to providing a more satisfying work environment. The economic development officer said that this

could be considered if the will and the resources were available to set up such a project.

8. A member said that she had conducted some research around 'Deliveroo' drivers and had found that many did not know that they were self-employed. The economic development officer said that there was a need to advise workers of their rights as it was difficult to get to the employers. If employees could be educated on their rights, they could push this back to the employer.

Recommendations

To ask cabinet to consider the following recommendations in relation to insecure jobs and low pay in Norwich:

RESOLVED to ask officers to identify contact points that the council has with organisations and employers and consider how these could be used to inform people of their employment rights.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	13 March 2019
Director / Head of service	Anton Bull
Report subject:	Scrutiny Committee Recommendations
Date assessed:	05 March 2019
Description:	A summary of scrutiny committee discussions and recommendations from 14 February 2019

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

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

Recommendations from impact assessment
Positive
Negative
Neutral
Issues

Report to	Cabinet	Item
	13 March 2019	
Report of	Strategy manager	8
Subject	An overview of external relationships, contracts and grants	

Purpose

To review planned and current relationships with external organisations: including contracts, partnership arrangements and grants in kind for 2018-19 and grants for 2019-20.

Recommendation

- To note the partnerships, business relationships and contracts and grants in kind, as well as the grants to be awarded for 2019-20
- To consider how this information could be received differently by cabinet in future

Corporate and service priorities

The report helps to meet all corporate priorities.

Financial implications

All arrangements are funded within existing budgets

Ward/s: All wards

Cabinet member: Councillor Waters - Leader

Contact officers

Adam Clark, Strategy manager 01603 212273

Tracy Woods, Business relationship and procurement manager 01603 212140

Background documents

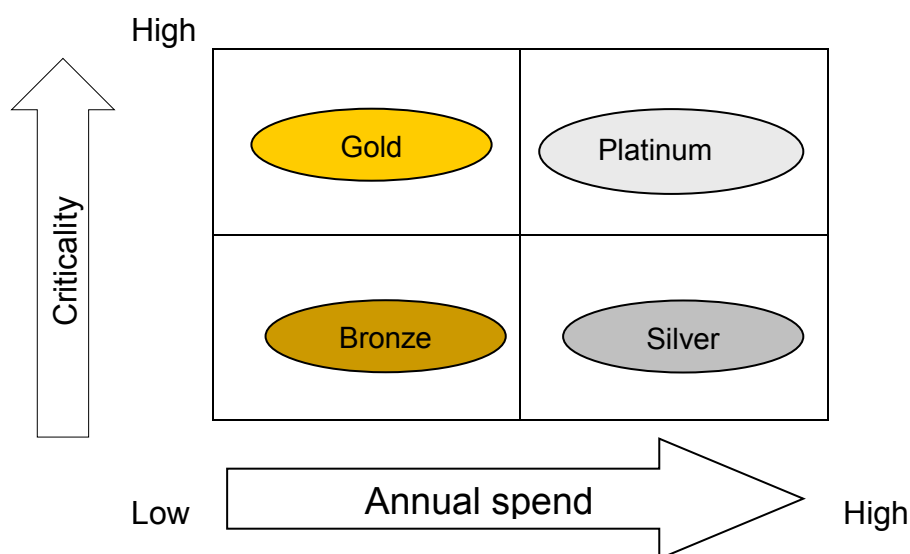
None

Background

1. This report provides an overview of the council's formal relationships with external agencies, focusing mainly on commissioned services. It collates the current and proposed contractual, partnership and grant relationships across the council in one central place. This ensures a transparent and comprehensive picture for decision makers. Analysis is below, with detailed information in the Appendices. Bearing in mind the number of partners and contractors we work with, this is an overview and therefore further information is available upon request. Some information is for the current financial year, others are for the coming financial year.
2. It is proposed that in future cabinet receives this information in a more accessible and less formal format.

Contract management

3. Contract managers are required to carry out contract monitoring.
4. Each contract is categorised by the service area using the matrix below:









Platinum	high spend (over £500k)	high criticality
Gold	low spend (under £500k)	high criticality
Silver	high spend (over £500k)	low criticality
Bronze	low spend (under £500k)	low criticality

5. On an annual basis the contract managers for the platinum and gold contracts complete and return to the procurement team a contract performance review checklist.
6. Following a review of all contracts on the register the numbers of contracts that fall within the platinum and gold categories have decreased.

7. There are:

- 16 'platinum' = high spend (over £500k) and high criticality business relationships and contracts
- 36 'gold' = low spend (under £500k) and high criticality business relationships and contracts

8. The table below shows the RAG status of the 16 contract performance review checklist returns received for the platinum contracts to date together with their direction of travel compared to 2017/2018.

	91%	
	7%	
	2%	

9. Contract managers will have agreed measures in place with the relevant contractors to achieve improvements for the red or amber responses.

These areas in particular will be highlighted at client contractor performance review meetings.

Partnerships Register

10. Following a review of the relevance and impact of the partnerships register, and agreement from BMG, we are now only collecting and reporting on the direct financial contribution we are making to partnerships and no longer assessing and reporting on their significance scoring which is difficult to standardise.
11. The register now records 35 partnership arrangements and the direct financial contribution the council makes to them. Two partnerships have been removed (Norwich Fringe Project and Norwich Research Park) and two have been added (Dementia Friendly Business Merit and Norwich Social Mobility Opportunity Area Partnership Board).

Direct financial contribution

12. The amount of direct financial contribution the council makes to 17 individual partnerships on the register can be seen in appendix 1. The total sum contributed in 2018-19 is £511,095, approximately £5,000 more than in 2017-18. As last year, the contribution to the Greater Norwich Growth Board includes £95,000 towards the joint team who are updating the Greater Norwich Local Plan.

13. There are 18 partnerships on the register towards which the council makes no financial contribution and they can be seen in appendix 2.

Voluntary, community and social enterprise sector grants

14. With the exception of Norwich Pathways which will be in the second year of funding for three years, the annual grants awarded for 2019-20 are all extended from 2018-19. Details of these can be found in appendix 3. A small number of additional awards may be made following the outcome of ongoing discussions around existing funding; details of any further awards made will be listed on the website.
15. Many of the awards are to cross-cutting projects which deliver on a number of council priorities. Further details of the organisations funded are included within appendix 3.
16. A range of smaller grants under the Get Involved and Get Digital programmes are awarded on a rolling basis and are listed on the website when awarded. A one-off funding pot, using money provided by Public Health, has recently awarded grants for providing community-led healthy meals and these will be listed on the website.
17. Additionally we provide grants in kind to the value of £48,061.47, an increase in value compared to last year. This covers 39 separate arrangements ranging in value from £15 to £5226.52. Under these arrangements we provide 'in kind' support to a range of VCSE organisations through such things as officer time, use of buildings and facilities in our parks. These are outlined against service areas in appendix 4.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	13 March 2019
Director / Head of service	Adam Clark
Report subject:	An overview of external relationships, contracts and grants
Date assessed:	14 February 2019

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Continued funding of existing model of financial inclusion delivery
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Through commissioning grants and contracts to organisations promoting welfare and wellbeing of vulnerable residents
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Through commissioning grants and contracts to organisations promoting welfare and wellbeing of vulnerable residents
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Through commissioning grants and contracts to organisations promoting welfare and wellbeing of vulnerable residents

Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Specific grants to support cohesion agenda and the corporate 'fair city' priority
Eliminating discrimination & harassment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Specific grants to support cohesion agenda and the corporate 'fair city' priority
Advancing equality of opportunity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Specific grants to support cohesion agenda and the corporate 'fair city' priority
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Specific grant around city access
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Partnerships related to natural and built environment
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment

Positive

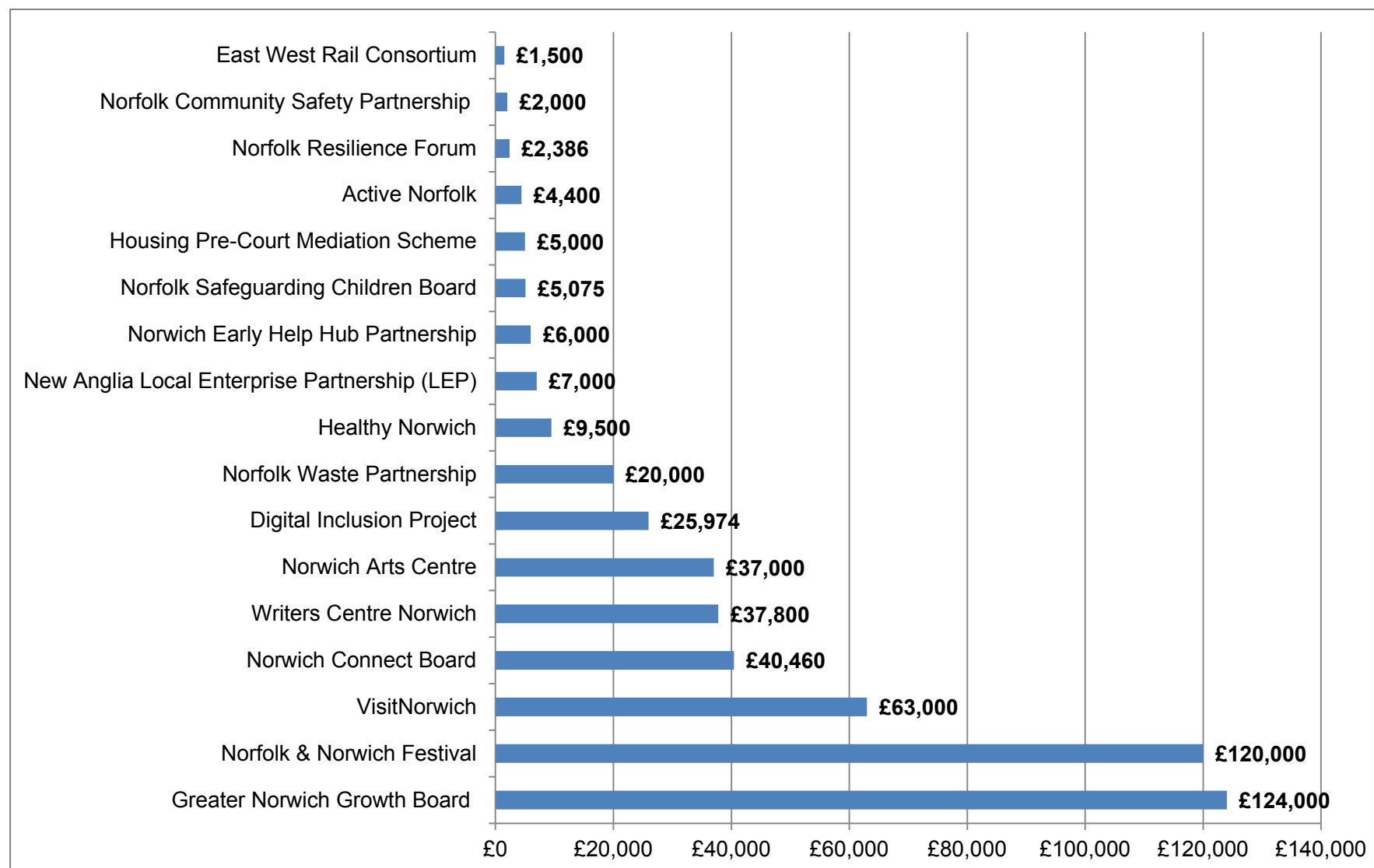
Ensure grants and partnerships processes continue to reflect wider relevant strategies, including reduced inequalities, environmental policy and Healthy Norwich. Explore opportunities to ensure greater cohesion between grants, partnerships and other council activities.

Negative

Neutral

Issues

Direct financial contribution made to partnerships 2018-19



Partnerships with no direct financial contribution

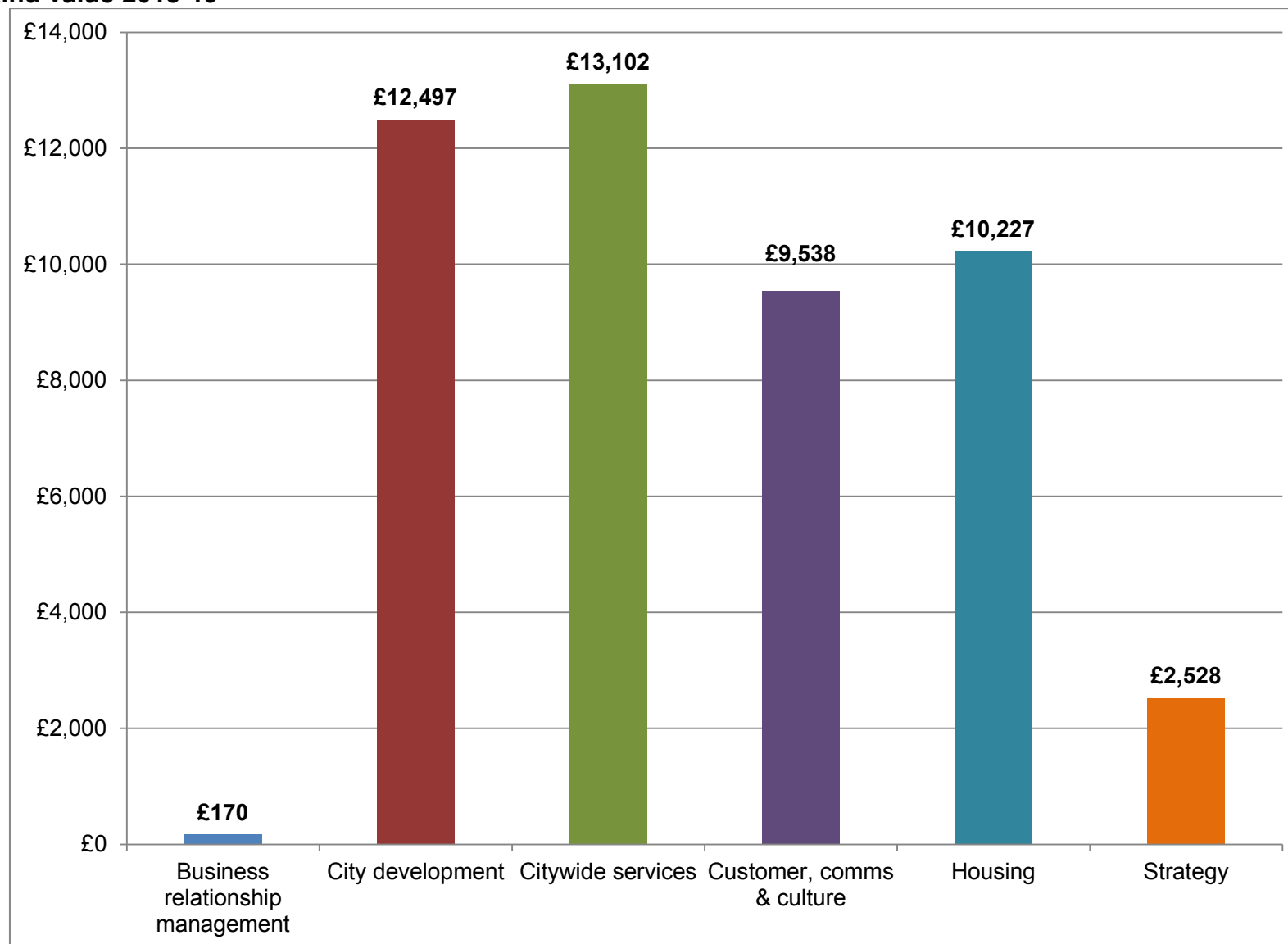
Dementia friendly business merit
Disabled access business merit
Food Hygiene Rating Scheme
Greater Norwich Homelessness Forum
Healthier Options NORfolk (HONOR)
Norfolk Community Relations & Equality Board
Norfolk Domestic abuse and sexual violence board
Norfolk health & wellbeing board
Norfolk Housing Alliance
Norfolk Older People's Strategic Partnership Board
Norfolk Safeguarding Adults Board
Norfolk Strategic Prevention Partnership
Norfolk water management partnership
Norwich & HCA Strategic Partnership
Norwich Business Improvement District
Norwich Pledge for Health
Norwich Social Mobility Opportunity Area Partnership Board
River Wensum Strategy Partnership

VCSE sector grants for 2019-20

Organisation	Period of award	Activity	Award
Britten Sinfonia	1 April 2019 to 31 March 2020	A grant to contribute towards core costs of delivering the orchestra lunchtime and evening series of concerts in Norwich and creative learning activity in the community.	£10,000
Curious Directive	1 April 2019 to 31 March 2020	To support their work forging sustained relationships between science communities, theatre-goers and technology partners pursuing layered, emotionally charged science-led theatre.	£5,000
Financial Inclusion Consortium (Age UK Norwich, Citizens Advice Norfolk, Equal Lives, Mancroft Advice Project, Norfolk Community Law Service and Shelter)	1 April 2019 to 31 March 2020	A grant to work in partnership to deliver a range of social welfare advice, casework and representation services in order to reduce financial and social exclusion and inequalities.	£169,000
New Routes Integration	1 April 2019 to 31 March 2020	To support the delivery of events during Refugee Week in June 2019.	£2,500
Norwich and Norfolk Black History Month Committee	1 April 2019 to 31 March 2020	A contribution towards the cost of events to celebrate Black History Month in September and October 2019.	£5,000
Norwich Access Group	1 April 2019 to 31 March 2020	To support a local advocacy group of disabled people who are actively involved in trying to improve access for disabled people to all aspects of life in the city of Norwich and surrounding area.	£750

Organisation	Period of award	Activity	Award
Norwich Door to Door	1 April 2019 to 31 March 2020	A contribution to fund core costs to deliver a subsidised 'dial a ride' type accessible bus transport, to disabled children and adults and older mobility impaired people.	£32,000
Norwich Independent Living Group	1 April 2019 to 31 March 2020	A contribution to core funding to promote the group and their activities among the wider population of Norwich. In particular, NILG aim to ensure that all disabled people and their families, carers and support networks are aware of the group and know how membership can benefit them and support them to live independently	£750
Norwich Puppet Theatre	1 April 2019 to 31 March 2020	A grant to support the only puppet theatre in England outside of London in its ongoing linked education and production programme.	£10,000
Pathways Norwich (City Reach Health Service, Future Projects, Mancroft Advice Project, St Martins, Salvation Army, Shelter, The Feed and YMCA)	1 April 2018 to 31 March 2021	To support those with complex needs and the prevention of rough sleeping in Norwich. Jointly funded by Broadland District Council, NHS Norwich CCG, Norfolk County Council's Adult Social Care, Norfolk County Council's Public Health and Norwich City Council.	£758,457 over 3 years
The Forum Trust	1 April 2018 to 31 March 2019	To support the Heritage Open Days festival programme in September	£6,000
The Garage Trust	1 April 2018 to 31 March 2019	To support core programme delivery and venue operation between April 2019 and March 2020	£10,000

Grants in kind value 2018-19



Report to	Cabinet	Item
	13 March 2019	
Report of	Director of neighbourhoods	9
Subject	The award of a contract for an early intervention rental income management tool.	

KEY DECISION

Purpose

To seek approval to delegate authority to award a contract for an early intervention rental income management tool.

Recommendations

To delegate approval for the director of neighbourhoods in consultation with the deputy leader and cabinet member for social housing to award the contract for an early intervention rental income management tool from 01 June 2019.

Corporate and service priorities

The report helps to meet the corporate priority of healthy city and good housing and value for money services

Financial implications.

The financial consequence of this report is the award of a contract for an early intervention rental income management tool with an estimated service cost of £107,250 which is included within the Housing Revenue Account budgets for 2019/20.

Ward/s: All Wards

Cabinet member: Councillor Harris - deputy leader and social housing.

Contact officers

Lee Robson, head of neighbourhood housing 01603 212939

Grant Lockett, tenancy services and income manager 01603 212810

Background documents

None

Report

Introduction

1. In August 2016 a review was undertaken of the council's rent collection service. This formed part of a wider review of the housing service to ensure the resources were targeted on those most in need, to reduce costs and to ensure the service was focussed and flexible to meet the uncertain times ahead which were significant for the housing revenue account at the time.
2. Whilst there is less financial uncertainty today for the housing revenue account, it is important that the service continues to modernise to meet the ongoing challenges of maintaining the housing stock; building new homes and supporting those most in need. The findings from the review included:
 - Despite a high cost of collection, arrears were above target, in addition to over £1.2 million in former tenant arrears and more than £245,000 in bad debt write offs annually
 - Systems and processes were reported as leading to inefficiencies
 - Officers had unnecessarily high workloads
 - At least 40% of rent arrears cases reviewed by officers were analysed but were noted as not requiring contact although evidence was not available to validate this
 - Amongst low level cases that do require contact, there were numerous examples highlighting a lack of early and consistent intervention
3. Following a revalidation exercise in September 2017, which set out to compare the details from August 2016, the following was identified:
 - Despite development of the rent system and processes, it was suggested there was still significant time being lost by staff as a result of the reports that were produced by Capita Academy
 - Officers were still managing arrears via spreadsheets and workload was far too high to ensure sufficient time was being allocated to case work
 - This wastage could be further exacerbated upon the full roll out of Universal Credit, where officers would be required to proactively collect approx. £18.8m additional rent which would have been previously paid directly to the council
 - Within the service, approximately £30 million is received each year in the form of housing benefit (47% of rent roll).
4. The introduction of universal credit (UC) means significantly more rent will need to be proactively collected, as highlighted in the table below. It has been estimated from a study undertaken by Pricewaterhousecoopers (PwC) in 2017 ("Universal Credit" - PwC study with 19 LAs) that tenants on UC require 3 times more contact than other tenants:

	Rent collected (organisation) (excluding housing benefit) – approx.	Rent collected (per officer) (excluding housing benefit) – approx.
Pre UC roll out	£28 million	£1.34 million
Post UC roll Out	£46.8 million	£2.3 million

5. If the council's systems and processes are not updated or developed to deal with this increased workload, there will be limited ability to undertake an early intervention and prevention approach; to have quality engagement with tenants, which will impact on staff. To mitigate against this increase to workloads, the options to the council include investing in technology to reduce unnecessary wastage and to enable officers to maximise efficiency.
6. The current system does not enable staff to identify and prioritise the correct casework for officers at an early stage.
7. With approximately £18.8 million housing benefit rent at risk of migrating to universal credit with an estimated 6,000 tenants affected, it is crucial to invest in technology that will facilitate more effective and efficient processes to protect revenue streams and to identify those tenants that require support. Full digital roll out of universal credit commenced in Norwich in October 2018.
8. The council requires an effective and proven arrears management system that prioritises accurate workload based on automatically analysing individual tenant behaviour patterns and will be fit for purpose upon the introduction of universal credit.

Procurement Process

9. It is proposed to utilise an established procurement framework created by Crown Commercial Services. This is a specialist framework for cloud based solutions. The suppliers have been pre-assessed by the framework providers.
10. The council will assess all the services available on the framework and select the supplier that best meets the council's budget and requirements. Evaluation will consider both quality and price to determine the most economically advantageous return.
11. This approach will ensure the opportunity is still competitive, will promote value for money, and is fully compliant to the council's contract procedures and the Public Contract Regulations.
12. The contract is required to be awarded in May 2019 to meet key deadline for service delivery in June 2019. The contract is anticipated to be in place for four years.
13. The current timetable of Cabinet meetings and the procurement timetable do not allow a report to Cabinet identifying the winning supplier. The decision to award will be published as a Key Decision and therefore members will have the opportunity to review the decision in the usual way.

Integrated impact assessment



NORWICH
City Council

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

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

Report author to complete	
Committee:	Cabinet
Committee date:	13 March 2019
Director / Head of service	Lee Robson
Report subject:	To approve that the council go out to tender for the service provision of an early intervention rental income management tool.
Date assessed:	14 February 2019
Description:	An early intervention rental income management tool.

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Open tendering ensures that best value is achieved.
Other departments and services e.g. office facilities, customer contact	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Tenants will be able to effectively manage their healthy tenancy
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	This will ensure that tenants are offered the most effective way to sustain their housing tenancy
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	People and families will be able to remain in safe and appropriate housing
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	People will be able to actively chose where they live more effectively
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	People and families will be able to remain in safe and appropriate housing

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

	Impact			
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	There is a low risk that the appointed supplier could fail during the life of the contract. The risk mitigation will be assessed as part of the tender process

Recommendations from impact assessment	
Positive	
Negative	
Neutral	
Issues	

Report to Cabinet
13 March 2019
Report of Director of neighbourhoods
Subject The award of a contract for housing mechanical and electrical repairs and maintenance of common areas

Item

10

KEY DECISION

Purpose

To advise cabinet of the procurement process for the provision of a new contract to deliver a responsive repairs and maintenance contract for mechanical and electrical services located within the council's housing asset communal areas.

Recommendation

To delegate approval to the director of neighbourhoods in consultation with the deputy leader and portfolio holder for social housing to award the contract for a housing communal area mechanical and electrical repairs and maintenance contract.

Corporate and service priorities

The report helps to meet the corporate priority a healthy city with good housing.

Financial implications

The financial consequence of this report is the award of a contract at an estimated cost of £3,900,000 over a six-year period, which will be included within the Housing Revenue Account budgets for financial years commencing 2019/20.

Ward/s: Multiple Wards

Cabinet member: Councillor Harris - deputy leader and social housing

Contact officers

Lee Robson, head of neighbourhood housing 01603 212939

Carol Marney, interim operations director NPS Norwich 01603 227904

Background documents

None

Report

Background

1. The council has a legal duty as a landlord to service and maintain communal systems to ensure safety. This contract includes the programmed maintenance and responsive repair of communal electrical and mechanical systems such as landlord's lighting, community alarm systems, emergency lighting systems, fire alarm systems, industrial ventilation units, automatic ventilation units, lightning conductors, dry riser installations and fire points, access control systems. It also includes the upgrading of landlords lighting installations. The benefit to tenants is that they are able to live in safe buildings with good early warning systems and well maintained essential equipment.
2. The council's current contract for these works is due to finish on 1 April 2019. On the 5 July the recommendation from a procurement options appraisal was approved to commence a tender process with a view to awarding a new six-year term contract for housing electrical and mechanical maintenance and repairs with the option to end the contract after three years.
3. The contract was due to be tendered in January 2019, however internal resources have led to a delay in the procurement process resulting in the need to extend the existing contractual arrangement with the current contractor, Alphatrack Systems Ltd.
4. To enable the procurement and Section 20 Leasehold process to be completed and allow an adequate mobilisation period the proposed new contract start date will be 1 October 2019.
5. To deliver this timescale, it is proposed that the director of neighbourhoods be given delegated authority to award the contract in consultation with the portfolio holder.

Procurement Process

6. An open tendering process has been selected for the procurement of this service provision. Tender documents have been produced and advertised on the council's e-tendering portal and contracts finder.
7. Evaluation of the interested suppliers will be carried out to determine the most economically advantageous return. Suppliers were asked to submit details of their company in terms of finance, contractual matters, technical and professional ability, insurances, quality assurance, environmental standards, equality and diversity policies, references and previous experience and these are to be evaluated to establish if the suppliers meet council requirements to deliver the service.

Tender evaluation

8. The supplier selection process requires suppliers to complete a questionnaire. The responses given will be evaluated against pre-determined criteria. This quality assessment carries a maximum of 40% of the marks. The lowest price will be allocated 60% of the marks and marks will be deducted, pro-rata, with

each increasing tender price. Suppliers need to prove their capability of offering these works by means of specific quality questions and a number of “must have” requirements in terms of certifications and company accreditations.

9. The supplier with the highest cumulative score is deemed the best value submission. The results will be reported to the director of neighbourhoods and the deputy leader and portfolio holder for social housing.

Finance

10. The housing revenue account budget makes provision for electrical and mechanical work included within this contract and it is expected that the cost of this contract will be within existing forecasts.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	13 March 2019
Director / Head of service	Lee Robson
Report subject:	The award of a contract for housing mechanical and electrical repairs and maintenance of common areas
Date assessed:	9 January 2019

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Open tendering will ensure that best value is achieved.
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Customer contact will continue to interface between tenants and contractor as current arrangements.
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ICT will need to set up IT interfaces as presently utilised by incumbent contractor.
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Good system maintenance is essential to provide safe systems for users of housing asset communal areas.

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

	Impact			
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	There is a low risk that the appointed supplier could fail during the life of the contract. There is little risk to the council as it is not investing in the supplier. The risk is one of service continuity rather than financial which is further mitigated by the fact that the contract is planned in nature.

Recommendations from impact assessment	
Positive	
The works will ensure ongoing maintenance and repair of essential communal area electrical and mechanical systems.	
Negative	
Neutral	
Issues	

Report to	Cabinet	Item
	13 March 2019	
Report of	Head of neighbourhood housing services	11
Subject	The award of contract for Winchester Tower and Normandie Tower - replacement of the electrical power distribution system and communal lighting	

KEY DECISION

Purpose

To seek approval to delegate authority to award a contract for Winchester Tower and Normandie Tower - replacement of the electrical power distribution system and communal lighting.

Recommendation

To delegate approval for the director of neighbourhoods in consultation with the deputy leader and cabinet member for social housing to award the contract for Winchester Tower and Normandie Tower - replacement of the electrical power distribution system and communal lighting.

Corporate and service priorities

The report helps to meet the corporate priority a safe, clean and low carbon city.

Financial implications

It is anticipated that the proposals contained within this report will be met from the approved 2019-20 housing revenue account capital budget for tower block upgrades, alongside a carry forward of 2018-19 underspend, which will be requested at year end.

Ward/s: Town Close and Thorpe Hamlet

Cabinet member: Councillor Harris - deputy leader and social housing

Contact officers

Lee Robson, head of neighbourhood housing	01603 212939
Neil Watts, major works and services manager, NPS Norwich Ltd	01603 227172

Background documents

None

Report

Background

1. The council has a legal duty as landlord to service and maintain communal systems to ensure a safe living environment.
2. The electrical distribution system delivers electricity from the utility provider's point of entry into the building to the individual flats within the Towers.
3. The main electrical distribution systems are as originally installed when the buildings were constructed in 1966. Spare parts for these systems have become increasingly difficult to source and the systems have reached the end of their natural life and require replacement to ensure a reliable and maintainable system for future use.
4. The communal lighting in Winchester Tower including emergency lighting is also in need of replacement and to minimise disruption would benefit from being undertaken at the same time as the electrical distribution system replacement. This will also serve to ensure a reliable and maintainable system for future use.
5. These works are specialist in nature and are made more complex when service continuity is needed to allow occupation throughout the project.

Procurement Process

6. The council has access, through a signed agreement, to a procurement framework called Scape Procure.
7. Scape Procure offer a suite of fully performance managed construction and consultancy frameworks. These frameworks are available to any public body in the United Kingdom.
8. Procuring through Scape Procure provides a quick and efficient design and best value process delivering competitive and fixed rate costs.
9. The council has already commissioned the project feasibility, design and best value exercise through Scape Procure's national minor works framework contractor, Kier Services. The national minor works framework is designed to deliver projects up to a value of £4m
10. This will provide the council with a fully designed and costed project which can be delivered by Scape Procure at the rates derived. These rates will include all costs associated with the control and management of the project.
11. There is no commitment to implement the works via this framework and therefore following the assessment of the Scape Procure option the council still has the option of tendering on the open market, using the developed Specification of works, if this route is likely to prove better value for money.

12. The Scape Procure route does have the advantage of ensuring that the Scape Procure contractor, Kier Services, has had input into the design specification.
13. The current timetable of Cabinet meetings and the procurement timetable does not allow a report to Cabinet identifying the successful supplier. The decision to award will be published as a Key Decision and therefore members will have the opportunity to review the decision in the usual way.
14. These works will be subject to leaseholder consultation.

Integrated impact assessment



NORWICH
City Council

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

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

Report author to complete

Committee:	Cabinet
Committee date:	13 March 2019
Director / Head of service	Lee Robson
Report subject:	Winchester Tower and Normandie Tower - Replacement of Electrical Rising and Lateral Distribution System – Incorporating communal lighting renewal (Winchester).
Date assessed:	7 February 2019

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	To be tendered using Scape Procure – Fully compliant with EU and UK legislation, public sector procurement process
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Customer contact will be advised of project progress as needed as project progresses.
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The works will extend the life expectancy of the built environment
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The new communal area lighting will reduce the energy usage and carbon footprint of the building. (Winchester Only)
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments

	Impact			
Risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	There is a low risk that the appointed supplier could fail during the life of the contract. There is little risk to the council, as it is not investing in the supplier. The risk is one of service continuity rather than financial which is further mitigated by the fact that the contract is planned in nature.

Recommendations from impact assessment	
Positive	
The project will deliver a safe and maintainable electrical infrastructure for the building thus extending the life of the electrical system and reducing maintenance costs and reducing the risk of power outages. At Winchester Tower the communal lighting will be improved with reduced energy usage which supports the councils carbon reduction targets.	
Negative	
Neutral	
Issues	

Report to	Cabinet 13 March 2019	Item
Report of	Chief finance officer (Section 151 Officer)	12
Subject	The award of contract for architectural services for the potential development of leisure and community facilities at the former Mile Cross depot site	

KEY DECISION

Purpose

To seek approval to delegate authority to award a contract for architectural services needed to produce a full business case including financial viability for the potential development of leisure facilities at the former Mile Cross depot site.

Recommendations

To delegate authority to the director of regeneration and development, in consultation with the cabinet member for sustainable and inclusive growth, to award a contract for architectural services.

Corporate and service priorities

The report helps to meet all of the corporate priorities in particular a healthy city with good housing.

Financial implications

The costs arising from this report will be met from the spend-to-save reserve (£140k) and the grant awarded by One Public Estate (£80k), as agreed by cabinet in November 2018.

The cost of this first phase will be up to £20,000

Ward/s: Mile Cross

Cabinet member: Councillor Stonard - sustainable and inclusive growth

Contact officers

Richard Carden, project manager, city growth and development 01603 212369

Karen Watling, chief finance officer, LGSS 01603 212440

Background documents

None

Report

Introduction

1. The Mile Cross site was formerly the council's principal works depot and was subsequently managed as a business centre.
2. Approval was gained at cabinet on the 14 November 2018 to clear, demolish, and decontaminate the site. It is now unoccupied and demolition has commenced.
3. Cabinet also approved to further investigate the viability of providing a leisure facility on part of the Mile Cross depot site with housing being built on the remainder of the site by the council's wholly owned company, Norwich Regeneration Limited.
4. Cabinet agreed that a sum of £220k (less any One Public Estate grant that could be obtained) to be taken from the spend-to-save earmarked reserve to fund the appointment of a leisure consultant and architect to:
 - a) Undertake public consultation on the requirements needed in a new leisure centre and the financial feasibility and costs of providing these; and
 - b) Identify the space and outline plans required arising from a) above along with other space needs required by partners to provide other community facilities.
5. Both of these are required to further progress the development of the business case and financial viability of the potential hub development.
6. Norwich Regeneration Limited (NRL) will shortly commence the procurement of architects to design the housing element of the site. The company will also lead on the production of a master plan for the site and will seek detailed planning permission for the housing and outline permission for the hub in the autumn of this year.
7. The leisure architects will identify the space and outline plans at the site required for such a building and its associated parking. This will ensure that sufficient space is secured and safeguarded for the proposed leisure facility and included into the site master plan (being drawn up by NRL).
8. A full business case and financial viability assessment will be submitted to cabinet and council in September 2019. If the development is deemed to be financially viable, then architects will be engaged to undertake the detailed design of the hub and the associated facilities, in conjunction with NRL and the architect appointed to undertake the master planning.
9. Cabinet is reminded, as explained in the November 2018 cabinet report, that the cost of both the leisure consultant and architect could prove to be abortive costs if the business case cannot demonstrate that the hub development is financial viable. However, unless these specialists are engaged the council will be unable to finalise and produce the full business case.

Procurement process

10. To ensure compliance with the council's Contract Procedures and the Public Contract Regulations 2015 it is proposed to utilise an established national procurement framework provided by PAGABO for Professional Services in Contraction and Premises under Lot 14 - Sports & Leisure (OJEU reference AVP-SHS-1008).
11. The council will run a competitive exercise with suppliers on the framework to select a supplier that meets the council's needs and provides the most economically advantageous outcome.
12. This approach will ensure the opportunity is competitive, will encourage value for money and be fully compliant.
13. Evaluation will consider both quality and price to determine the most economically advantageous return.
14. The project board along with the director of regeneration and development will review the most appropriate evaluation criteria considering the need for both price and the quality of service provision.
15. The contract is required to be awarded in April 2019 to meet key project deadline dates and the submission of a full business case to cabinet and council for decision in September 2019.
16. The current timetable of cabinet meetings in the pre-election period and the procurement timetable do not allow a report to cabinet to approve the winning supplier. The delegated decision to award will be published as a Key Decision and therefore members will have the opportunity to review the decision in the usual way.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	13 March 2019
Director / Head of service	Dave Moorcroft
Report subject:	The award of contract for architectural services for a full viability exercise to be undertaken for a potential leisure development at mile cross
Date assessed:	26 February 2019
Description:	To seek approval to delegate authority to award a contract architectural services for a full viability exercise to be undertaken for a potential leisure development at mile cross.

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The council's procurement strategy ensures the council achieves value for money for the purchase of good and services. Further competition on an established specialist framework will ensure that best value is achieved for the contract.
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The viability assessment and architectural outline will enable officers to determine if the proposed health and community hub is financially viable and if so will provide a valuable economic and community asset.
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	If deemed viable the health and community hub will provide multiple services for the social benefit of the community
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	If viable, the hub will help bring different social groups together
Eliminating discrimination & harassment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	This will support community projects and support those affected by discrimination and harassment
Advancing equality of opportunity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	If viable, the hub will provide road upgrades and additional parking
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Contributions to the built environment through creative architecture
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Eco-friendly design and materials are intended to be used during construction
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<ol style="list-style-type: none"> 1. Risk of challenge from unsuccessful suppliers: The further competition process will follow the council procurement strategy to ensure it is open and transparent, with the award criteria being based on the most economically advantageous tender, but there is always a risk of challenge from unsuccessful suppliers. 2. Risk of supplier failure: There is a risk that the appointed suppliers could fail during the life of the contract. The procurement process will as far as possible mitigate this risk.

Recommendations from impact assessment
Positive
<p>The viability will enable the Council to determine if the hub is a financially viable project; if so the social economic benefits in one of the most deprived areas of the city will be far reaching.</p>
Negative

Neutral
Issues

Report to Cabinet
13 March 2019
Report of Director of customers and culture
Subject Procurement of postal collection and delivery services

Item

13

KEY DECISION

Purpose

To seek approval to delegate authority to award a contract for postal collection and delivery services.

Recommendations

To delegate authority to the director of customers and culture, in consultation with the cabinet member for health and wellbeing, to award a contract for postal collection and delivery services.

Corporate and service priorities

The report helps to meet all of the corporate priorities in particular value for money services.

Financial implications

The costs arising from this report will be met from approved budgetary provision within the general fund and housing revenue account. The current (2018/19) budget for postal services is £231.4k p.a.

Ward/s: All Wards

Cabinet member: Councillor Packer – Health and wellbeing

Contact officers

Nikki Rotsos, director of customers and culture 01603 212211

Helen Beeson, customer contact manager 01603 212943

Background documents

None

Report

Introduction

1. Norwich City Council requires a postal collection and delivery service to ensure that non-electronic written correspondence is dispatched.
2. If the service discontinued then it would be a high risk to the council as postal deliveries and collections could potentially cease leading to the disruption of the council's ability to provide key statutory services.
3. The current supplier of postal services to the council is Royal Mail and this contract expires on 5 June 2019.
4. Predominately correspondence is sent out 2nd class, 97%.
5. Correspondence is sent out daily. The volume of post sent out in 2017/18 was 889k items, approx. 3.5k per day.
6. However for the rolling year to 31 January 2019 postage volume has decreased by 1% to 879k items.
7. All mail attracts discounted rates for clean and machine readable addresses from the current supplier.
8. The main users of postal services are elections, housing (rents), council tax and housing benefits sending out 76% of the total post volume.
9. The council takes advantage of bulk mail out discounts, attaching a 24% discount. Of this 76%, 31% of this is sent in bulk.
10. The council through its transformation program is looking at ways of decreasing post over the next three years.

Procurement process

11. To ensure compliance with the councils Contract Procedures and the Public Contract Regulations 2015 it is proposed to utilise an established procurement framework provided by ESPO.
12. The council will run a competitive exercise with suppliers on the framework to select a supplier that meets the council's needs and provides the most economically advantageous outcome.
13. This approach will ensure the opportunity is competitive, will encourage value for money and be fully compliant.
14. This framework will allow an award of contract until its expiry being 16 February 2021.
15. The service area will review the most appropriate evaluation criteria considering the need for both price and the quality of service provision.

16. The current contract expires on the 5 June 2019 therefore a new contract is required to be awarded from this date to ensure continuity of service.
17. The current timetable of cabinet meetings and the procurement timetable do not allow a report to cabinet identifying the winning supplier.
18. The decision to award will be published as a Key Decision and therefore members will have the opportunity to review the decision in the usual way.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	13 March 2019
Director / Head of service	Nikki Rotsos
Report subject:	Procurement of postal collection and delivery services
Date assessed:	04 March 2019
Description:	To seek approval to delegate authority to award a contract for postal collection and delivery services

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The council's procurement strategy ensures the council achieves value for money for the purchase of good and services. Further competition on an established specialist framework will ensure that best value is achieved for the contract.
Other departments and services e.g. office facilities, customer contact	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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

	Impact			
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<ol style="list-style-type: none"> 1. Risk of challenge from unsuccessful suppliers: The ESPO framework will follow the council procurement strategy to ensure it is open and transparent, with the award criteria being based on the most economically advantageous, but there is always a risk of challenge from unsuccessful suppliers. 2. Risk of supplier failure: There is a risk that the appointed suppliers could fail during the life of the contract. The ESPO framework will as far as possible mitigate this risk.

Recommendations from impact assessment	
Positive	
Negative	
Neutral	
Issues	

