

Cabinet

Date: Wednesday, 10 July 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 5 July 2019**.

Petitions must be received by the committee officer detailed on the front of the agenda by **10am on Tuesday 9 July 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

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To approve the minutes of the meeting held on 12 June 2019.

5 Q4 Corporate performance report 2018-19

11 - 26

Purpose - To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 4 of 2018 – 19

6 Update on Corporate Performance Framework 2019-20

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Purpose - To provide an update on the final details of the Corporate Performance Framework measures and targets for 2019-20.

7 Home Energy Conservation Act Report 2019 - 2021

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Purpose - To report on the energy efficiency work of Norwich City Council over the past two years and the planned work for the next two years.

8 Scrutiny committee recommendations

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Purpose - To consider the recommendations from the scrutiny committees held on 30 May 2019 and 20 June 2019.

9	The award of a contract for bus lane enforcement - Key Decision Purpose - To seek approval to award a contract for bus lane enforcement.	55 - 62
10	Proposed disposal of long term investment - Key Decision Purpose - To consider an offer for the council's equity in Norwich Airport Ltd.	63 - 72
*11	Exclusion of the public Consideration of exclusion of the public.	

EXEMPT ITEMS:

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

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

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

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*12	Proposed disposal of long term investment - Key Decision - (para 3)	
	<ul style="list-style-type: none"> This report is not for publication because it would disclose information relating to the financial or business affairs of any particular person (including the authority holding that information) as in para 3 of Schedule 12A to the Local Government Act 1972. 	
*13	Managing assets (housing) - Key Decision - (para 3)	
	<ul style="list-style-type: none"> 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.

Date of publication: **Tuesday, 02 July 2019**



Cabinet

17:30 to 19:00

12 June 2019

Present: Councillors Harris (vice chair in the chair), Davis, Jones, Kendrick and Stonard.

Apologies: Councillors Waters (other council business), Maguire and Packer

Also present: Councillors Schmierer and Wright

1. Public Questions/Petitions

One public question had been received

Mr Leonard Thornton asked the deputy leader and cabinet member for social housing, the following question:

“I’m a member of the Norwich Leaseholders Association Committee but I am asking this question on my own behalf as a leaseholder. My question relates to refunds to leaseholders who have been charged incorrectly in respect of Landlords Lighting Maintenance Costs.

In 2015 a First Tier Tribunal hearing found that the way the council apportioned the costs across leaseholders was not in accordance with lease agreements because they had not been based on specific work carried out to the estate which included the leaseholder’s property. (Service charges with effect from 2014-15 have been based on specific work carried out to the estate.)

I believe the council made refunds to all the leaseholders whose properties were specifically covered by the Tribunal case. However, it did not make refunds to all the leaseholders who had been charged incorrectly. That means that Norwich City Council have been, over the course of several years, retaining funds to which they are not entitled.

A number of leaseholders (myself included) who had been charged incorrectly, but had not received a refund, have applied for, and been given, a refund.

Will Norwich City Council now carry out an open and transparent process of making refunds to all the leaseholders who have been charged incorrectly and have not been given a refund?"

Councillor Harris, deputy leader and cabinet member for social housing gave the following reply:

"The issue you raise relates to a tribunal decision about how costs for a lighting maintenance service were previously allocated to leaseholders.

At the time, leaseholders' charges were assessed by pooling city wide costs across the lighting maintenance contract and distributing them equally across estates receiving the service.

Although the service had been provided and costs were incurred by the council, the tribunal found that charges should have been linked specifically to the estate in question, rather than using the apportionment method in place at the time. The average annual cost to leaseholders was £20.

As the council did not have specific information relating to all expenditure on individual estates the tribunal determined that the leaseholder raising this issue was entitled to a refund of their full charges backdated seven years. The council has since improved its data and apportionment of costs to leaseholders in line with the tribunal's findings.

Subsequent claims have been made and assessed by reference to routine maintenance charges for that period, specific to each estate – as per the tribunal ruling.

Each refund request requires individual investigation, which takes time and adds further cost to leaseholders and tenants and which may or may not result in a refund depending on the situation and costs at the time. The council is therefore unable to provide a blanket refund as the costs and apportionment are specific to each leaseholder in each estate.

The council works closely with the Norwich Leaseholders' Association who can give leaseholders independent advice and leaseholders who think they may be eligible can apply for individual refunds by contacting the council directly."

In response to a supplementary question, Councillor Harris said that it was not possible to provide a blanket refund but those who had taken on properties under the Right to Buy scheme could make a claim if they wished. The Leaseholders Association had a template letter on their website or leaseholders could contact the council directly.

2. Declarations of interest

Councillor Jones declared a pecuniary interest in item 13 below as she was employed by the NHS.

3. Minutes

RESOLVED to agree the accuracy of the minutes of the meeting held on 13 March 2019.

4. Revised affordable housing supplementary planning document

Councillor Stonard, cabinet member for sustainable and inclusive growth presented the report. The purpose of the document was to maximise affordable housing delivery as there was a shortage of this in Norwich. The document offered guidance to ensure the implementation of local planning policy and had been through a rigorous drafting and consultation process.

Councillor Schmierer said that he was concerned that the council took the values of the District Valuer which seemed to be on the cautious side. Councillor Stonard said that the District Valuer was the professional body to give advice on land values so it was considered to be objective and professional advice.

RESOLVED to adopt the 2019 affordable housing supplementary planning document.

5. Norwich Economic Strategy 2019-2024 – Key decision

Councillor Stonard, cabinet member for sustainable and inclusive growth presented the report. The strategy set out the key challenges and priorities for the future and promoted local economic wellbeing. There had been significant macroeconomic and national political changes since the publication of the last strategy.

Councillor Wright asked if there was any additional detail around proportion of local businesses paying the living wage. The economic development manager said that the information had been taken from comments made during the consultation so there was no specific data.

Councillor Schmierer said that although the foreword mentioned a low carbon economy, there was little mention of tackling climate change locally in the objectives. Councillor Stonard said that tackling climate change was an underlying principle throughout the document and that change would be managed for the good of the city by taking a balanced approach.

RESOLVED to approve the Norwich Economic Strategy 2019-2024

6. Revenue and capital budget monitoring 2018-19 final outturn

Councillor Kendrick, cabinet member for resources presented the report.

RESOLVED to:

- 1) To note the financial outturn for 2018/19 for the General Fund, HRA and capital programme;
- 2) To note the consequential balance of the General Fund and Housing Revenue Account balances; as detailed in paragraphs 23 & 24

- 3) To approve the creation of a general fund repairs earmarked reserve; as detailed in paragraph 6
- 4) To note the transfers to earmarked reserves and the subsequent impact on balances; as detailed in paragraphs 20,21 & 22
- 5) To note the utilisation of the general fund capital contingency budget; as detailed in paragraph 33
- 6) To delegate to the chief finance officer, director of regeneration & development and director of neighbourhoods, in consultation with the cabinet member for resources, approval of carry-forward of unspent 2018/19 capital budgets still required, to the 2019/20 capital programme; and
- 7) To approve the release of £0.5m from General Fund reserves to fund planning legal costs.

7. The award of a contract for the procurement of warden call replacement systems in sheltered housing – Key decision

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

RESOLVED to award the contract for the replacement of wardens call systems to M English Security Ltd for a term ending 31 October 2021.

8. The award of contract for the installation of thermodynamic hot water systems for housing properties 2019-20 – key decision

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

RESOLVED to award the contract for the installation of thermodynamic hot water systems for housing properties 2019-20 to Impact Renewable Energy Ltd.

9. The award of contract for external repair and decoration works for housing properties – key decision

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

RESOLVED to 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 external repairs and painting as tendered using a Eastern Procurement Limited (EPL) framework for 2019-20.

10. The award of an amended contract value for external masonry repointing works for housing properties 2019-2020 – key decision

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

Councillor Schmierer asked if there would be any flexibility within the figure for unexpected repairs. The director of neighbourhoods said that there were processes in place for approving additional budget if required.

RESOLVED to award an amended contract value for external repointing and masonry repairs works for housing properties 2019-2020

11. The award of contract for the council's electricity supply – key decision

Councillor Kendrick, cabinet member for resources presented the report.

RESOLVED to delegate approval for the director of neighbourhoods in consultation with the cabinet member for resources to award the contract for the council's electricity requirements for four year period 1 October 2020 to 30 September 2024.

12. Award of a contract for the council's gas oil requirements – key decision

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

Councillor Wright asked if there any proposal to phase out the use of gas oil at the end of the contract period. The interim operations director (NPS Norwich) said that this would have to be considered as part of a wider tower block strategy for the future.

RESOLVED to delegate approval for the director of neighbourhoods in consultation with the cabinet member for social housing to award the contract for the council's gas oil requirements for four year period 1 October 2020 to 30 September 2024.

13. Managing assets

(Councillor Jones, having declared a pecuniary interest in this item, left the room for the discussion and vote).

Councillor Kendrick, cabinet member for resources presented the report. In response to a cabinet member's question, the senior estates surveyor (NPS Norwich) said that a tender was in place for the service to be provided within the building. The director of neighbourhoods suggested that he provide a briefing note to members on the status of the service provision for clarity.

RESOLVED to:

- (1) approve the transfer of Department of Health and Social Care (DHSC) grant funding of £150,000 to NHS Property to pay towards the refurbishment and upgrading of Churchman House to provide a Community Wellbeing Hub

- (2) recommend to Council that the 2018/19 General Fund Capital programme is increased by £150,000 to facilitate the payment of the above grant; and
- (3) Ask the director of neighbourhoods to provide a briefing note to members on the status of the service provision for clarity.

(Councillor Jones was readmitted to the meeting).

14. Exclusion of the Public

RESOLVED to exclude the public from the meeting during consideration of items *15 to *17 (below) on the grounds contained in the relevant paragraphs of Schedule 12A of the Local Government Act 1972 (as amended).

***15. Adjustment to the HRA capital programme – affordable housing opportunities fund – key decision (para 3)**

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

RESOLVED to agree the recommendations as set out in the report.

***16. The award of a contract for legal services – key decision (para 3)**

Councillor Stonard, cabinet member for sustainable and inclusive growth presented the report.

RESOLVED to agree the recommendations as set out in the report.

***17. Managing assets (housing) – key decision (para 3)**

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

RESOLVED to approve the disposal of the land and property assets mentions in the report.

CHAIR

Report to	Cabinet	Item
	10 July 2019	
Report of	Strategy Manager	5
Subject	Quarter 4 Corporate Performance Report for 2018-19	

Purpose

To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 4 of 2018 – 19

Recommendations

To:

- 1) consider progress against the corporate plan priorities for quarter 4 of 2018-19; and
- 2) suggest future actions and / or reports to address any areas of concern.

Corporate priorities

The report helps to meet all the corporate priorities.

Financial implications

The direct financial consequences of this report are none.

Ward/s All wards

Cabinet member Councillor Waters - Leader

Contact officers

Adam Clark, strategy manager 01603 21227

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 sixteenth and final 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 4 performance

7. Overall performance this quarter is similar to the previous quarter with two of the council priorities showing as amber (safe, clean and low carbon city and fair city). However, there are areas where the council is performing well and exceeding its targets but also some specific issues highlighted below. Each of the performance measures are provided within the relevant section of the performance report at appendix A.
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, and residents satisfied with their 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) The percentage of residents feeling safe is above target for this quarter but has seen fluctuation throughout the year. A recent report was undertaken by the UEA on fear of crime which explored local factors and strategies to improve safety perceptions and identified that many people were likely to

overestimate the likelihood of becoming a victim of crime compared to 'actual' likelihood.

- c) The percentage of residential homes on a 20 mph street has not reached its target for this quarter. Speed restrictions associated with the blue and yellow pedal way was delayed. However the work will shortly be completed with several thousand more homes benefiting from lower speed limits.
- d) The percentage of food businesses achieving safety compliance is again above target for the quarter and has remained steady throughout the year. There has also been a moderate uptake in business advice visits for new businesses and those with a good hygiene rating.
- e) Two buildings have been removed from the at risk register for 2018/19. 41-43 All Saints Green and the Harvey Lane wall. 41-43 All Saints Green is a grade 2 listed building next to John Lewis that was sold by the City Council. The building was bought and converted into 9 apartments. The Harvey lane wall by Thorpe Lodge had become unstable, but has since been rebuilt at the start of 2019.
- f) The delivery of the reducing inequalities action plan is on target for the quarter and the year. Work has been done to incorporate learning from the reducing inequalities programme into the ongoing transformation of the Council. This has included setting up a Reducing Inequalities Target Area framework which is being used with a range of partners and organisations.
- g) The Healthy Norwich action plan is green for the quarter and the year. Successful projects include the Heartsease Healthy Living project which has provided grant funding to seven community projects supported through a community vote.
- h) The Digital Inclusion plan is green for the quarter and the year. This quarter saw the piloting of a new scheme, which will run later in the summer called Norwich Digital Stuff Hub. This will mean residents can borrow a MiFi, iPad or laptop up to a month free of charge to go online.
- 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. A high quality, accessible housing options service is continuing to achieve successful outcomes for our clients.
- j) Tenant satisfaction with the housing service is slightly below target for the quarter, as it was in the last quarter. A service improvement plan is currently in place with the overall aim of providing better services to tenants.
- k) The percentage of residents satisfied with the service they received from the Council is above target for the quarter again and has improved since the previous quarter. This further demonstrates improvements to the service following the restructure in May 2018.
- l) Performance remains good for channel shift against the current target of 20% 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.

m) The General Fund revenue budget is forecast to underspend by £2,792,000 and is green for the quarter. This is mainly arising from higher than budgeted income from new property acquisitions and lower costs to limited borrowing requirement, staff vacancies and unutilised contingency fund.



Report author to complete

Committee:	Cabinet
Committee date:	10 July 2019
Head of service:	Adam Clark
Report subject:	Quarter 4 performance report 2018/19
Date assessed:	28 June 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 4 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

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 4 is the same as last quarters report, with two of the Council priorities showing as Amber (Safe, Clean and low carbon city and Fair City).

There are still some specific issues but overall the Council is performing well.

A number of satisfaction indicators taken from the Local Area Survey as below target for the quarter and these will continue to be monitored for any trends.

The percentage of residents feeling safe is above target for quarter 4 but has seen fluctuation throughout the year.

The percentage of residential homes on a 20mph street still has not reached its target for this quarter, however work will shortly be completed that will see the indicator be above target.

There have been successes in removing building from the 'at risk' register with two buildings saved (41-43 All Saints Green and the Harvey Lane wall by Thorpe Lodge).

Both the Reducing inequalities action plan and the Healthy Norwich action plans are above target for the quarter and the year, with both seeing a successful number of projects achieved under their names.

In terms of channel shift the Council continues to be achieving it's aim of offering Value for Money and is again above target for the quarter.

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



	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	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
⚠ SCL06 % of residential homes on a 20mph street	42.0%	50.0%	▲	➡	42.0%	50.0%	▲	03/19
Comments: The rollout of the 20mph restrictions associated with the blue and yellow pedalway was delayed and was not complete by the end of Q4 , which is why the figure has not changed since last year. However the work will shortly be finished and several thousand new homes are in line to benefit from lower speed limits								
⚠ SCL11 % of people satisfied with parks & open spaces (Q)	67.2%	85.0%	▲	➡	73.2%	85.0%	▲	03/19
Comments: Although a slight reduction in the satisfaction level this does occur annually during this quarter, probably as a result of it covering a winter period.								
CPlan15-20 Safe, Clean & low carbon city : SCL01 % of streets found clean on inspection	?	88.0%	?	?	?	88.0%	?	03/19
Comments: No surveys were carried out in Q4 as the council is implementing a improved surveying process. The new surveys provided by APSE will commence in Q1 2019/20.								

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.								
⚠ SCL12 Percentage of people satisfied with their local environment	66.0%	75.0%	●	➡	66.0%	75.0%	●	03/19
Comments: Q4 Performance for this performance indicator has similarly varied this period and in Q4 saw an improvement. 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.								

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	5.3	5.0	★	🟢	5.3	5.0	★	03/19
Comments: 5.3% increase in the number of cyclists counted between 17/18 and 18/19. It also positive to see a marked reduction in the number of missing counts this quarter.								
✚ SCL02 % of people satisfied with waste collection	89.5%	85.0%	★	🟢	84.4%	85.0%	●	03/19
Comments: The council continues to work proactively with our collection contractor to reduce service delivery failures and to respond effectively to customer complaints.								
✚ SCL03 % of people feeling safe	64.0%	60.0%	★	🟢	64.0%	60.0%	★	03/19
Comments: Q4 Performance for the % of residents feeling safe has fluctuated throughout the year so far. Q4 performance shows an improvement and now exceeding the target. Whilst the results for this indicator will be influenced by personal experiences and feelings, as well as local activity, it's also possible that the very visible activity in terms of police and council enforcement has influenced the result, be that positive or negative.								
A recent report undertaken by UEA on fear of crime, which explored the local determinants and strategies to improve safety perceptions, identified that many people tended to overestimate the likelihood of becoming a victim of crime, compared with the 'actual' likelihood. The report also identified that a person's perception of whether a crime is likely to occur is influenced by how easy it is to recall from their memory. Therefore, media coverage on local incidents of crime, which stays in a person's memory can influence how likely a person thinks the crime is to occur. It is also worth noting that visible enforcement can make people more concerned about their safety so this result may well fluctuate, even when enforcement activity in response to crime, disorder and antisocial behaviour remains.								
The council remains committed to working cooperatively with police partners to address the issues arising from county lines activity in the city and better support Norwich residents to feel safe. To respond to the specific issues of county lines, Cabinet agreed a package of work which is now being worked up for implementation in areas of the city which experience high levels of crime and disorder.								
SCL04 Residual household waste per household (Kg)	91.8	93.8	★	🔴	383.8	375.0	●	03/19
Comments: Reducing household waste per household is a key element of the council's waste strategy and the current figure is impressive for an entirely urban local authority.								
SCL05 % of food businesses achieving safety compliance	96.0%	94.0%	★	🟢	96.0%	94.0%	★	03/19
Comments: The hygiene standard of food premises in the City remains steady at 96%. There has been a moderate uptake of the business advice visits (the visits which are linked to inspections for new businesses and businesses with a good hygiene rating history) since their introduction at the start of 2019. Numbers of requests for rating visits have increased in this quarter.								
✚ SCL07 Number of accident casualties on Norwich roads	399	400	★	🔴	399	400	★	03/19
Comments: While the total number of accidents has increased since last year it should be noted that the March 2018 figure was an all-time low. The overall trend in the accident data remains downwards. The city council continues its involvement with the multi-agency team led by Norfolk county council to monitor casualty trends.								
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
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Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
CPlan15-20 Prosperous and vibrant city : PVC09 Amount of visitors at council run events	104,120	85,200	★	➡	104,120	85,200	★	03/19
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.								
CPlan15-20 Prosperous and vibrant city : PVC03 Amount of funding secured by the council for regeneration activity (4 year rolling average)	£2,872	£2,000	★	🔴	£2,872	£2,000	★	03/19
Comments: In 2018/9 funding received for regeneration activity: Total- £429,784.68 £223,856.74 from Business Rates Pool - for staff costs and studies related to bringing forward the regeneration of stalled private and council owned sites. Plus a further £205,927.94 from a variety of sources including CIL strategic pool, sport England and lawn tennis association for improvements to tennis and petanque facilities in the City								
CPlan15-20 Prosperous and vibrant city : PVC1 Number of new jobs created/ supported by council funded activity	491	300	★	➡	491	300	★	03/19
Comments: Currently we are at almost full employment level and as at the national level, the local labour market is tight. This makes it even more difficult for employers to recruit to skilled vacancies. The situation will have to be closely monitored to assess the impact of Brexit on both employment rates and the local talent pool.								
CPlan15-20 Prosperous and vibrant city : PVC8 % of people satisfied with leisure and cultural facilities	98.0%	95.0%	★	➡	98.0%	95.0%	★	03/19
Comments: Riverside Leisure Centre retains its Quest Excellence award and the Norman Centre achieved Quest Entry in October 2018. Quest is Sport England's recommended Continuous Improvement Tool for leisure facilities designed to measure how effective organisations are at providing customer service.								
CPlan15-20 Prosperous and vibrant city : PVC6 Planning service quality measure	88%	83%	★	➡	88%	83%	★	03/19
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.								
CPlan15-20 Prosperous and vibrant city : PVC07 No. of priority buildings on the 'at risk register' saved from decay by council interventions	2	1	★	➡	2	1	★	03/19
Comments: Two buildings at risk have been removed from the register as a result of the council's intervention in 2018/19: 41-43 All Saints Green and the Harvey Lane wall. 41-43 All Saints Green is a grade 2 listed building next to John Lewis that was sold by the City Council. Extra information was provided as part of the marketing process to inform purchasers of the historic significance of the building, reducing the risk of inappropriate and speculative bids and project proposals. The building was bought and converted into nine apartments. The project was finished at the end of 2018 and removed from the risk register. Thorpe Lodge (now part of Broadland District Council's offices) was originally surrounded by a grade 2 listed brick wall in a "crinkle crinkle" or serpentine form. Part of the wall fronting Harvey Lane in the ownership 3 Eden Close had become unstable and was dismantled on highway safety grounds. The rebuilding of the wall took place following the threat of an urgent works notice by the council and specification of the rebuilding method based on a structural engineer's report commissioned by the council. The rebuilding of the wall was completed at the start of 2019 and removed from the risk register.								



	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
CPlan15-20 Fair city : FAC02 % of people who felt their wellbeing had been improved following receiving advice	Biannual	40.0	88.0	▲	?	40.0	88.0	▲	03/19
Comments: This is currently based on a small sample size due to the number of respondents and a change in methodology showing the overall percentage change for each wellbeing statement as part of the Warwick-Edinburgh scale for wellbeing. More work will be undertaken to with the consortium to ensure there is more robust data available. Qualitative data shows the positive impact of advice received by clients.									
CPlan15-20 Fair city : FAC06 % of comm. org. who pay the living wage for services delivered on behalf of NCC	Annual	90.0%	100.0%	▲	🔴	90.0%	100.0%	▲	03/19
Comments: The organisations that do not pay the Official living wage to employees undertaking work on behalf of Norwich City Council, are currently striving to do this and are committed to paying at least the living wage.									
FAC4 Timely processing of benefits	Quarterly	86.1%	100.0%	▲	🔴	94.3%	100.0%	●	03/19
Comments: Change of circumstances, appeals and discretionary housing payment processing are all on target for the quarter and for the year. New claims for housing benefits is on target but the indicator combines new claims for housing benefit and council tax reduction. New claims processing for council tax reduction has been severely impacted by universal credit. We receive a claim for council tax reduction but where the claimant is claiming universal credit we have to wait for the confirmation from DWP of the award of UC. This is adding up to 30 days to the process hence performance is outside of target for processing new claims.									

Measure	Frequency	Actual	Target	▲ RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
FAC1 Delivery of the reducing inequalities action plan	Quarterly	100.0%	100.0%	★	➡	100.0%	100.0%	★	03/19
Comments: Work has been ongoing to incorporate learning from the reducing inequalities programme into ongoing transformation of the council. This has included setting up a Reducing Inequalities Target Area framework, which we are using with a range of services, partners and community organisations to develop our understanding of local issues in particular neighbourhoods and focus resource to tackle them. A research exercise is also underway with UEA to gather data and stakeholder views on Norwich's economy, which will be used to support the establishment of an Inclusive Economy Commission for the city.									
FAC3 Delivery of the digital inclusion action plan	Quarterly	100%	100%	★	➡	100%	100%	★	03/19
Comments: This quarter we piloted a new scheme, which will run until the later in the summer called Norwich Digital Stuff Hub. Aligning with the Stuff Hubs in the city (opening date TBC), we are loaning out some equipment to individuals through two Digital Hubs which will also be Stuff Hubs - The Hive and The Box. Individual residents can borrow a MiFi, iPad or laptop for up to a month free of charge to go online. Throughout this quarter the scheme has been popular, and return rates have been 100%, the pilot will continue next quarter. More frontline staff have been trained in Digital Coaching skills, and support for Universal Credit applications and digitally maintaining accounts have increased from last quarter and seem to be growing across all Digital Hubs (not just at Norwich Jobcentre Plus sessions).									
FAC5 No of private sector homes where council activity improved energy efficiency (YTD)	Quarterly	414	165	★	🔴	414	165	★	03/19
Comments: Over 400 measure have been completed over the past year (Small measures, loft and cavity wall insulation, boiler replacements etc).									



	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	1	20	▲	▲	1	20	▲	03/19
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	248	350	▲	▲	248	350	▲	03/19
Comments: This is due to delays at Goldsmith Street (44 homes will be delivered in Q1 of 2019-20), Carrow Quay (44 homes), St Anne's Wharf (33 homes) and Hanover Road (4 homes)									

Measure	Frequency	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
HCH8 % of tenants satisfied with the housing service	Quarterly	81%	84%	●	▲	81%	84%	●	03/19
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. The target of 84% is the median level of satisfaction amongst a peer group of 75 local authorities participating in the HouseMark benchmarking submission.									
Satisfaction with the housing service is currently 81%, which is three percentage points below target, having also been below target last quarter. This result is based on tenants' general perceptions, rather than on any one specific transaction or part of the housing service. As such, it may be necessary to conduct further work in order to understand the key factors behind the recent decline in satisfaction.									
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
HCH1 Delivery of the Healthy Norwich action plan	Quarterly	100%	100%	★	▲	100%	100%	★	03/19
Comments: A number of projects have continued to be delivered successfully, including the Heartsease Healthy Living project which has provided grant funding to seven community projects which were supported through a resident vote. The Healthy Norwich partnership has also been undergoing a review, which is looking to bring in a wider group of organisations to coordinate work to improve health and wellbeing across the city during 2019-20 and beyond.									
HCH7 % of council properties meeting Norwich standard	Quarterly	98.6%	97.0%	★	?	98.6%	97.0%	★	03/19
Comments: At the end of the 18/19 financial year, 98.6% of properties met the Norwich Standard. The following gives an insight into the various aspects of upgrade work that contribute towards the Norwich Standard:									
The projected work for kitchen, bathroom, heating and electrical upgrades have all met or exceeded the numbers projected at the beginning of the financial year. Doors upgrades have unavoidably fallen a long way short, due to new government legislation, which caused nationwide disruption to door installations. As a result, it became apparent at an early stage in the year that it was not going to be possible to deliver anywhere near the full programme. The properties that have not been completed this year will move onto the 19/20 programme.									
HCH9 No of private sector homes made safe	Quarterly	109	100	★	▲	109	100	★	03/19
Comments: Annual target was met in Q3 with lower numbers delivered in Q4 due to ongoing legal work connected with the Q3 completions.									
HCH2 Relet times for council housing	Quarterly	15	16	★	▲	15	16	★	03/19
Comments: The number of homes relet in quarter 4 (259) represents a 14% increase on Q3, which was in turn 10% higher than Q2. Average relet time for Q4 was 14.8 days; once again, an improvement upon Q3. 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	★	03/19
Comments: Continuing to exceed the target									
HCH5 Preventing homelessness	Quarterly	88.5%	60.0%	★	▲	84.8%	60.0%	★	03/19
Comments: New working practices introduced in 2018 and more accurate recording mechanisms brought about by the Homelessness Reduction Act continue to have a positive impact on homelessness prevention statistics. The latest figures illustrate that, despite increasing caseloads, our commitment to providing a high quality, accessible and person-focused housing options service is achieving successful outcomes for our clients.									



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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	45%	54%			45%	54%		03/19
Comments: This is another indicator which has fluctuated during the course of the year and following an increase in Q3, Q4 shows a decrease. 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	23.59%	20.00%			22.34%	20.00%		03/19
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	30.1%	35.0%			30.1%	35.0%		03/19
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	81.0%	75.0%			76.5%	75.0%		03/19
Comments: Customer satisfaction has further improved which is encouraging and demonstrates improvements to the service following the CCT restructure in May 2018 that is consistent and 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	-£2,792,000	£250,000			-£2,792,000	£250,000		03/19
Comments: The General Fund outturn shows an underspend of £2.792m, mainly arising from higher than budgeted net income from new property acquisitions, lower costs due to limited borrowing requirement, staff vacancies and unutilised contingency fund.									

Report to	Cabinet	Item
	10 July 2019	
Report of	Strategy Manager	6
Subject	Update on Corporate Performance Framework 2019-20	

Purpose

To provide an update on the final details of the Corporate Performance Framework measures and targets for 2019-20.

Recommendations

To endorse the Corporate Performance Framework for 2019-20.

Corporate and service priorities

This report helps to meet all the corporate priorities.

Financial implications

The costs of meeting the targets proposed in this report are built in to the budget proposals for 19-20.

Ward/s All wards

Cabinet member Councillor Waters - Leader

Contact officers

Adam Clark, Strategy Manager 01603 212273

Ruth Newton, Senior Strategy Officer 01603 212368

Background documents

None

Report

Background

1. The council's new corporate plan for 2019-22 was adopted at a meeting of full council on 26 February 2019. The three corporate priorities in the plan are:
 - a) People living well
 - b) Great neighbourhoods, housing and environment
 - c) Inclusive economy
2. A new corporate performance framework was also agreed at this meeting. This framework aims to measure the impact of both the council and of wider partners in progress against the corporate priorities. It also monitors the performance of the council's corporate functions under the banner of 'a healthy organisation'.
3. To do this, the framework defines separate, but linked, output and outcome measures which contribute to each of the three priorities and to the healthy organisation priority:
 - a) Output measures which monitor the council's performance in delivering activities which it is responsible for (through measures of the efficacy, quality or quantity of the council's activity) – the framework sets targets for output measures and progress is monitored against them
 - b) Outcome measures which monitor the wider context relating to that priority, including changes which may happen as a result of work by partners, including through the Norwich 2040 City Vision, or as a result of wider trends at a local or national level – these indicators are monitored for context and so do not have targets set for them

Updated definitions and targets

4. Additional work has been done on the corporate performance framework since it was agreed in outline in February, specifically to detail how any new output and outcome measures will be defined and data collected to report on them, and to set targets for output measures for 19-20.
5. A summary of the more detailed definitions for each output and outcome, as well as the proposed targets for the output measures, are summarised in Appendix A. Targets are provided for output measures which are used to monitor council performance. However most outcome measures have targets marked as 'N/A', this is because these provide contextual information rather than an indicator of council performance, which will be followed for trend reporting and to understand the wider performance of the city overall.
6. After reviewing the feasibility of each of the output and outcome measures, it was identified that, for a small number of the indicators, it was not possible to track them in a meaningful way; these have subsequently been deleted or postponed for possible inclusion in a future year's framework.
7. Progress against output measures in the corporate performance framework will be reported quarterly in a similar way to the existing quarterly performance

reporting process. Progress against outcome measures will generally be reported annually (at the end of the financial year) although where data is available more regularly this will be monitored.

8. Please note that for the small number of output indicators which are marked in Appendix A as having their targets still being finalised, figures will be provided in time to be approved by cabinet on the 10 July.



Report author to complete

Committee:	Cabinet
Committee date:	10 July 2019
Head of service:	Adam Clark
Report subject:	Update on corporate performance framework 19-20
Date assessed:	June 2019
Description:	This report provides an update on definitions of and targets for the measures agreed within the corporate performance framework for 2019-20.

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

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

Recommendations from impact assessment
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

Outcome	People Living Well indicators	Target	Lead officer	Frequency
Healthy Lives	Outcome Indicators			
	Life expectancy gap of our residents	N/A	Josh Aldred	Annually
	Healthy life expectancy gap of our residents	N/A	Josh Aldred	Annually
	% of residents that walk or cycle at least 3 times a week	N/A	Jo Deverick	Annually
	Sport England Active Life measure	N/A	Martine Holden	Annually
	Mortality rate from causes considered preventable	N/A	Josh Aldred	Annually
	Average level of Fine Particulate and NO2 pollution (Lakenfields and Castle Meadow monitoring stations)	N/A	Andy Watt	Annually
	Output Indicators			
	Automatic cycle count data	3% increase	Jo Deverick	Annually
	Participation in physical activity sessions in our assets	2% increase	Martine Holden	Quarterly
	% of food premises moving from non-compliant to compliant	> 80%	Chris Gooding	Quarterly
	Percentage of homes on 20mph streets	55%	Jo Deverick	Annually
Reduced Inequalities	Outcome indicators			
	% of children living in low income families	N/A	Josh Aldred	Annually
	Total number of foodbank visits per quarter	N/A	Josh Aldred	Quarterly
	Total amount of additional income clients have gained through debt/money advice (via commissioned partner organisations)	N/A	Nikki Bristow	Quarterly
	Fuel Poverty	N/A	Josh Aldred	Annually
	Output indicators			
	Average saving of switch and save beneficiaries	> £100	Richard Willson	After each tranche, Feb, May and Oct
	Additional quarterly income identified for users through use of the Better Off website	> £6500	Laura Wigby	Quarterly
	Proportion of benefit decisions upheld at review stage	40%	Julie Gowling/Anton Bull	Quarterly
	Revenue and Benefits satisfaction levels	> 75%	Julie Gowling	Quarterly
	Total amount of additional income clients have gained through debt/money advice (via council-provided advice)	£175K per annum, £43K per quarter	Andy Bays	Quarterly
	Number of insulation measures completed	150 in first year then 25 per year	Richard Willson	Quarterly
	Proportion of people engaged through the digital inclusion project reporting an increase in digital skills and confidence	> 70%	Laura Wigby	Quarterly
Enhanced Wellbeing	Outcome indicators			
	ONS - Wellbeing indicator	N/A	Josh Aldred	Annually
	ONS - Happiness indicator	N/A	Josh Aldred	Annually
	Output indicators			
	Proportion of activities grant-funded by the council that can demonstrate an increase in participant wellbeing	70%	Kate Price	Annually
	Number of National Portfolio Arts Council funded organisations reporting diversity statistics for culture grants	4	Nikki Rotsos	Annually
Feeling Safe	Outcome indicators			
	% people feeling safe (including by protected characteristics)	N/A	Bob Cronk	Quarterly
	Overall crime statistics	N/A	Jo Sapsford	Quarterly
	Hate crime and incidents	N/A	Jo Sapsford	Annually
	ASB statistics	N/A	Jo Sapsford	Quarterly
	Community Tension statistics	N/A	Jo Sapsford	Quarterly
	Effectiveness of CCTV	N/A	Jo Sapsford	Annually
	Output indicators			
	% of tenants feeling safe	> 60%	Sarah Loades/Lee Robson	Quarterly
	% of respondents satisfied with the service provided to deal with ASB	59%	Jo Sapsford	Quarterly
Reduced Housing Need	Outcome indicators			
	Number of people presenting in housing need - broken down by local connection	N/A	Chris Haystead	Quarterly
	Rough sleeper count	N/A	Chris Haystead	Annually
	Output measures			
	% of households who asked for help who were prevented from homelessness	> 60%	Chris Haystead	Quarterly

Outcome	Great Neighbourhoods, housing and environment	Target	Lead officer	Frequency
Sustainable City	Outcome indicators			
	Residual household waste in kgs	N/A	Chris Eardley	Quarterly
	CO2 emissions from the local area	N/A	Richard Willson	Annually
	Output indicators			
	% domestic waste recycled/ composted, residual	40%	Chris Eardley	Quarterly
	Household waste per house household per year	375Kg per household	Chris Eardley	Quarterly
	% of council homes at 'C' or higher Energy Efficiency rating	71%	Sarah Loades	Quarterly
	CO2 emissions from LA activity	3-6% reduction	Richard Willson	Annually
Good Local Environment	Outcome indicators			
	Residents satisfied with their neighbourhood	N/A	Bob Cronk	Quarterly
	People satisfied with parks and open spaces	N/A	Bob Cronk	Quarterly
	Resident perception of street cleanliness	N/A	Chris Eardley	Quarterly
	Output indicators			
	Streets clean on inspection	88%	Chris Eardley	Quarterly
	Green flag awards for parks and open spaces	1 per year	Simon Meek	Annually
A Sense of Community	Outcome indicators			
	Resident perception of how much part of a community they feel	N/A	Kate Price	Quarterly
	Resident perception of how the community pulls together	N/A	Kate Price	Quarterly
	Output indicators			
	Assets maintained by community groups	60	Kate Price	Quarterly
	Volunteer hours in parks and open spaces	1200	Simon Meek	Quarterly
	% of community accessing community centres by income decile	30%	Kate Price	Quarterly
Good Quality Housing	Outcome indicators			
	New homes built	N/A	Judith Davison	Quarterly
	New affordable homes built	N/A	Judith Davison	Annually
	Output indicators			
	% of council homes meeting Norwich standard	> 97%	Lee Robson	Annually/Quarterly
	Number of new homes built or enabled by council	186 per annum	Andy Watt	Annually
	Number of empty homes brought back into use	20 per annum	Paul Swanborough	Annually
	Number of private rented sector homes made safe	100 per annum	Paul Swanborough	Annually
Quality buildings and Infrastructure	Outcome indicators			
	Reducing the amount of land on the brownfield register	N/A	Judith Davison	Annually
	Average speed on the A147 (inner ring road)	N/A	Jo Deverick	Annually
	Output indicators			
	% of planning appeals overturned on review	< 66%	Mark Brown	Quarterly
	Number of priority buildings on the 'at risk' register saved from decay by council interventions	1	Ben Webster	Annually
	Customers satisfied with the Planning Development Management Service	> 75%	Jem Eaves	Quarterly

Outcome	Inclusive Economy	Target	Lead officer	Frequency
Social Mobility	Outcome Indicators			
	Social Mobility ranking	N/A	Ruth Newton	Annually
	Good level of development at age 5	N/A	Josh Aldred	Annually
	GCSE attainment gap	N/A	Josh Aldred	Annually
	Output indicators			
	% of workforce that are apprentices	2.3% of workforce	Dawn Bradshaw	Annually
	Number of work experience placements or encounters provided by the Council	20	Dawn Bradshaw	Annually
	Improving the gender pay gap	Year on year reduction in pay gap	Dawn Bradshaw	Annually
Vibrant City Centre	Proportion of top earners with protected characteristics (compared to the whole workforce)	Top 5% of earners reflect workforce profile	Dawn Bradshaw	Quarterly
	Outcome Indicators			
	Day visitors to the city	N/A	Nikki Rotsos	Annually
	Overnight visitors to the city	N/A	Nikki Rotsos	Annually
	Proportion of day to overnight visitors to the city	N/A	Nikki Rotsos	Annually
	% of ground floor commercial units that are vacant in the city centre	N/A	Mark Brown	Annually
	BID footfall figures	N/A	Ellen Tilney	Quarterly
	Output indicators			
Good Jobs	Number of visitors to council run events	140,000 rolling average	Nikki Rotsos	Quarterly
	Attendees at funded or enabled events	200,000	Nikki Rotsos	Annually
	Outcome Indicators			
	Number of living wage accredited businesses in Norwich	N/A	Ellen Tilney	Annually
	Difference between the resident wages of bottom 10-20% of earners compared to top 70% of earners	N/A	Ellen Tilney	Annually
	Proportion of people that are economically inactive	N/A	Ellen Tilney	Quarterly
Circular Local Economy	Output indicators			
	Proportion of contractors who pay staff the Living Wage	>75%	Tracy Woods	Annually
	Number of new jobs/ apprenticeships/ traineeships created through our new contracts awarded per year (for 2020/2021 onwards)	NA	Tracy Woods	Annually
	Outcome Indicators			
	Anchor Institution spend remaining in the local economy (Currently being worked up for 2020/21)	N/A	Ruth Newton	TBD
	Ratio of earnings between residents and workers	N/A	Ellen Tilney	Annually
Diverse, Thriving Businesses	GVA - total and per a head	N/A	Ellen Tilney	Annually
	Output measures			
	Proportion of NCC supply chain expenditure which goes to Norwich/Norfolk businesses (being worked up with the UEA for 2020/21)	Currently being worked up as an indicator	Tracy Woods	TBD
	Outcome indicators			
	Net change in office and retail floor space	N/A	Mark Brown	Annually
	Job density	N/A	Ellen Tilney	Annually
	Business mix (split by size)	N/A	Ellen Tilney	Annually
	Output indicators			
	% of Council shop units which are vacant	<10%	Andy Watt	Annually
	Norwich Market occupancy rate	>90%	Tony Shearman	Quarterly
	Total amount of discretionary Business Rate relief to not-for-profits	N/A	Carole Jowett	Annually

Outcome	A Healthy organisation	Target	Lead officer	Frequency
Financially stable and resilient	Outcome Indicators			
	CIPFA financial resilience measure	Currently being finalised	Karen Watling	Annually
	Output indicators			
	HRA financial resilience	Currently being finalised	Karen Watling	Annually
	% of MTFS target for next financial year on track	80%	Hannah Simpson	Annually
High performing	Council on track to remain within General Fund budget	< £250k over budget	Hannah Simpson	Quarterly
	Outcome Indicators			
	Overall council performance - % of output indicators per quarter which have reached their target	> 75%	Adam Clark	Quarterly
	Employee performance (proportion of workforce rated 3 or 4 through the council appraisal process)	> 70%	Dawn Bradshaw	Annually
	Improvement in staff performance	Year on year increase	Dawn Bradshaw	Annually
	Output indicators			
Engaged and healthy employees	% of employees with development/induction plans in place	100%	Dawn Bradshaw	Annually
	Effectiveness of Learning and Development in supporting employees to do their job	> 75%	Dawn Bradshaw	Annually
	Outcome Indicators			
	Employee engagement	> 83%	Dawn Bradshaw	Annually
	Satisfaction with ICT systems and support services (via an annual survey of users)	> 90%	Jane Allen	Annually
High customer satisfaction	Output indicators			
	Presence rate of employees (proportion of employees with 100% attendance)	70%	Dawn Bradshaw	Quarterly
	Absence rate of employees	< 9.8 days per employee	Dawn Bradshaw	Quarterly
	Outcome Indicators			
	Channel shift - online usage	> 22%	Julia Medler	Quarterly
	Customer satisfaction	> 76%	Julia Medler	Quarterly
	Output measures			
	Avoidable contact - failure demand (by service area)	< 32%	Julia Medler	Quarterly

Report to	Cabinet	Item
	10 July 2019	
Report of	Director of regeneration and development	7
Subject	Home Energy Conservation Act Report 2019 - 2021	

Purpose

To report on the energy efficiency work of Norwich City Council over the past two years and the planned work for the next two years.

Recommendation

To note the progress made against addressing energy efficiency within the city.

Corporate and service priorities

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

Financial implications

None in addition to those already budgeted for.

Ward/s: All Wards

Cabinet member: Councillor Davis - Social inclusion

Contact officers

Richard Willson, environmental strategy manager 01603 2312

Rachel Sowerby, affordable warmth officer 01603 2112

Background documents

None

Report

1. The Home Energy Conservation Act (HECA) 1995 requires all 326 local authorities in England to submit reports to the Secretary of State for Business, Energy and Industrial Strategy demonstrating what energy conservation measures they have adopted to improve the energy efficiency of residential accommodation within the local authority area.
2. The HECA report sets out the energy conservation measures that the authority considers practicable, cost-effective and likely to result in significant improvement in the energy efficiency of residential accommodation in its area in line with government requirements.
3. The report is available to view online [here](#), on the Norwich City Council website, committee pages. At 70 pages it is not reproduced with this report to save paper.
4. The report outlines the range of work the City Council has undertaken to improve energy efficiency within our local communities since our last report in 2017, and sets out our plans for the next two years. This report has been considered and endorsed by Sustainable Development Panel on 20 March 2019.
5. Norwich has the second lowest carbon emissions across Norfolk local authorities.
6. Improving energy efficiency in accommodation is likely to lead to a reduction in domestic energy use. Reducing domestic energy use has important environmental, social and economic benefits and therefore contributes to Norwich city council's new corporate priorities:
 - People living well
 - Inclusive economy
 - Great neighbourhoods, housing and environment
7. Over recent years, steep increases in fuel prices have, in part, resulted in a rise in fuel poverty nationally and so emphasises the importance of reducing the impact of this issue locally. The council has been working hard to try to combat the issue of fuel poverty across the city and to mitigate the effects of fuel poverty wherever possible.
8. As outlined in the main report, there has been an increase in fuel poverty in Norwich since the HECA was last published. There are currently 7,804 households in fuel poverty across the city. However, to set this in some context, at both a national and regional level fuel poverty levels have increased in recent years. The majority of councils across Norfolk have also seen an increase in fuel poverty levels.
9. The reduction of fuel poverty is also vital to improve the health of the local community, enhance prosperity and improve the housing stock. Our programme

of activities will, we hope, be assisted by a combination of government funding, other ad hoc funding schemes and our own funding.

10. Since the introduction of the Home Energy Conservation Act we have run a wide range of programmes and projects to promote energy efficiency to our residents. This report outlines how we will continue to develop this work over the next two years.
11. Over the past two years, since our previous HECA report, Norwich City Council has achieved the following:
 - A further 2000 residents have switched with our Big Switch and Save scheme, with average savings of over £200. Overall over 5000 residents have switched with this scheme.
 - Installation of over 100 energy efficiency improvements to private sector homes through our Cosy City scheme.
 - Continued work to make our council housing stock energy efficient. The current average SAP rating of the council's housing stock is 70.3, compared to the national average of 62.
 - A second successful collective solar pv purchasing scheme translating to 11kw of power installed, saving 32 tonnes of CO₂ annually.
 - Two One Planet Norwich festivals engaging over 15,000 visitors
 - An additional 2.9% reduction in our carbon emissions (2017/18) taking the total reduction to 57% against our 40% target.
12. Throughout the period of the report (2019-2021) we will continue to work to make council homes energy efficient and working with private sector housing, continue to remove excess cold hazards in private rented homes. Our Cosy City scheme will take advantage of all available funding to maximise possible interventions in the private sector.
13. Our council housing has an average SAP rating of 70.3, which is much higher than the national average. The private sector housing stock in Norwich is 52.0, which is much lower than our own council housing standards. Improvement in this sector will be key to realising improved affordable warmth figures in the future; however this sector has seen significant cuts in government funding. Therefore there appears to be a disconnect between the government's ambition to improve the energy efficiency of all fuel-poor homes to a decent band C level and the amount of money being spent on the issue.
14. We have made significant progress so far in reducing Norwich's carbon emissions and work to tackle fuel poverty and we are committed to continuing this in the future. However, we recognise that we need to be realistic and understand that we are operating in times of financial insecurity where future funding streams are not guaranteed. Whilst we continuously seek new opportunities we cannot be complacent that current funding streams will continue to be available to us. We must remain realistic in our aspirations with what we can deliver with decreased resources.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	10 July 2019
Director / Head of service	Dave Moorcroft
Report subject:	Norwich City Council Home Energy Conservation Report 2019 - 2021
Date assessed:	26.06.19

	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"/>	Several schemes, including the Big Switch and Save, generate income
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 type="checkbox"/>	<input checked="" 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"/>	
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Norwich City Council has achieved a 57% reduction in carbon emissions
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"/>	Improving energy efficiency is likely to reduce domestic energy use.
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment
Positive
Negative
Neutral
Issues

Report to Cabinet
10 July 2019
Report of Director of business services
Subject Scrutiny committee recommendations

Item

8

Purpose

To consider the recommendations from the scrutiny committees held on 30 May 2019 and 20 June 2019.

Recommendation

To consider the following recommendation in relation to the Norwich economic strategy:

How can Norwich transition to a carbon neutral economy.

Corporate and service priorities

The report helps to meet all the corporate priorities.

Financial implications

None

Ward/s: All wards

Cabinet member: Councillor Kendrick - Resources

Contact officers

Adam Clark, strategy manager 01603 212273

Emma Webster, scrutiny liaison officer 01603 212417

Background documents

None

Report

Background

1. The council's scrutiny committee is constituted of councillors who do not sit on cabinet. They are expected to review/scrutinise and oversee decisions made by cabinet. They can 'call in', for reconsideration, decisions made by cabinet or an officer which have not yet been implemented. The main functions of scrutiny are to hold cabinet to account by examining their proposals; evaluating policies, performance and progress; ensuring consultations, where necessary, have been carried out; and highlighting areas for improvement.
2. The committee makes recommendations for cabinet, the wider council and other stakeholders based on evidence on the issues scrutinised at their meetings.
3. At the meeting held on 30 May 2019:
 - a) The committee appointed Councillor Roger Ryan as the vice chair of the scrutiny committee for the ensuing civic year.
 - b) The committee also appointed Councillor Jane Sarmezey as the representative on the Norfolk Health Overview and Scrutiny Committee (Councillor Matthew Fulton-McAlister as the substitute) and Councillor Roger Ryan as the representative on the Norfolk Countywide Community Safety Partnership Scrutiny sub-panel (Councillor Adam Giles as the substitute.)
4. The committee considered items to be included on the scrutiny work programme for the upcoming year and made the following resolutions:

It was **RESOLVED** to:

- (1) ask the scrutiny liaison officer to add the following items to the scrutiny committee work programme 2019-20:
 - a) Norwich economic strategy (June)
 - b) Practical steps to improve air quality in Norwich and climate change update (July)
 - c) Transforming cities fund (September)
 - d) Young people and austerity (November)
 - e) New Anglia LEP (December)
 - f) Climate mitigation and the Environmental Strategy(January)
 - g) Pre-scrutiny of the budget 2020-21
 - h) Universal Basic Income select committee report and annual review of the scrutiny committee (March)

(2) Consider at the June meeting of the committee the formation of select committees covering the following topics:

- a) Universal basic income
- b) Anti-social behaviour including fly tipping and city council processes
- c) Climate change

5. At the meeting held on 20 June 2019, the following topics were considered and the below recommendations made accordingly.

The committee considered the following reports:

- Scrutiny committee work programme 2019-20
- Norwich Economic strategy
- Call-in: The award of a contract for legal services

Scrutiny committee work programme

It was **RESOLVED** to:

(1) form two select committees as follows:

- a) anti-social behaviour including fly tipping and city council processes;
and
- b) the growth of short term letting in Norwich with input from the Independent Hoteliers Group

(2) ask the chair to seek an update from cabinet on the establishment of a climate and environment scrutiny committee;

(3) ask the scrutiny liaison officer to amend the annual work programme as follows:

- a) change the title of the November discussion item, Young people and austerity to Young People and Wellbeing;
- b) move the item Practical steps to improve air quality in Norwich and climate change update from the scrutiny meeting in July to the meeting on 19 September 2019;
- c) move the item Transforming cities fund from the September meeting of scrutiny to the meeting on 18 July 2019;
- d) add a standing item on questions relating to the quarterly performance indicators; and

- (4) ask democratic services to arrange an all member briefing on Universal Basic Income before the meeting of scrutiny on 19 March 2020.

Norwich economic strategy

Members considered the Norwich economic strategy and discussed the following:

- The number of responses received from businesses on the draft economic strategy;
- Promoting the city locally and globally;
- The role of transport within economic development;
- The impact of major investment to Norwich and how this can be measured;
- Climate change, the role and establishment of a climate and environment scrutiny committee and the draft environmental strategy

Following discussion it was **RESOLVED** to:

- (1) endorse the economic strategy; and
- (2) ask cabinet to consider the following recommendation in relation to the economic strategy; how can Norwich transition to a carbon neutral economy.

Call-in: The award of a contract for legal services

Following discussion it was **RESOLVED** to take no further action with regards to the award of a contract from legal services.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	10 July 2019
Director / Head of service	Anton Bull
Report subject:	Scrutiny Committee Recommendations
Date assessed:	26 June 2019
Description:	A summary of scrutiny committee discussions and recommendations from 20 June 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
10 July 2019
Report of Director of regeneration and development
Subject The award of contract for bus lane enforcement

Item

9

KEY DECISION

Purpose

To seek approval to award a contract for bus lane enforcement.

Recommendation

To award the contract for bus lane enforcement services to Bramble Hub Ltd for the period 1 October 2019 to 30 September 2024 with an option to extend for two additional one year periods.

Corporate priorities

The report helps to meet the corporate priority inclusive economy.

Financial implications

There is no direct cost to be borne by Norwich City Council as any costs arising from this decision will be met from income derived from bus lane enforcement.

By agreement with Norfolk County Council, Norwich City Council covers its operational costs from the bus lane income, with any surplus handed over to Norfolk County Council, where it is ring-fenced for use on transport improvements.

The approximate annual cost for the bus lane enforcement is £125,000, dependent on the volumes.

Ward/s: All Wards

Cabinet member: Councillor Stonard - sustainable and inclusive growth

Contact officers

Andy Watt, head of city development services 01603 212691

Bruce Bentley, principal planner (Transport) 01603 212445

Background documents

None

Report

Introduction

1. All the bus lanes are on public highways and responsibility for public highways is with the county council as the highways authority. However under agreement the city council manages bus lane enforcement on their behalf.
2. Bus lane enforcement generates penalty charge notice income which pays for the management activity. Any surplus is handed to Norfolk County Council where it is ring-fenced for use on transport.
3. The consequence of not having the cameras in place would be a reduction in public transport reliability. The cameras also ensure that extraneous traffic is minimised in the city centre where, for example, 30,000 people per day cross Rampant Horse Street. This makes the environment more pleasant and improves air quality and safety, noise levels and the ability to cross the road.

Contract

4. The contract is for a supplier to review camera footage and confirm bus lane contraventions. In instances where this is the case they will issue a penalty charge notice (PCN) and engage in a full debt recovery cycle.

Procurement process

5. A new contract is required from the 1 October 2019 as the current one ends on 30 September 2019.
6. 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 Crown Commercial Services (CCS), which is open to local authorities to access.
7. A framework has been identified as offering the best way to obtain value for money in comparison to open tender. Framework suppliers will have the ability to offer lower costs for these services through the framework by using their buying power from providing similar contracts to other councils.
8. This framework allows a direct award to a supplier. The choice of Bramble Hub Ltd will enable a continuity of service to be provided via their subcontractor Imperial Civil Enforcement Solutions Ltd.
9. The sub-contractor, Imperial Civil Enforcement Solutions Ltd, are already providing the required services for the council so they would be fully conversant with the requirements and in addition the required software systems are already in place so the need for additional set-up costs is eliminated.
10. The contract has been in place with the current provider since the start of bus lane enforcements in Norwich. At the time of the original contract the volumes of PCNs were unknown and costs were based on estimates. In reality PCN volumes have been higher enabling a lower per PCN rate to be agreed for the new contract.

11. There are estimated to be approximate 100,000 potential contraventions to be reviewed each year.
12. The estimated cost comparison of the current contract against the new contract are as follows for all administration services relating to the contraventions and subsequent penalty charge notice enforcement:

Current contract - £123,770.00 per annum

New contract - £111,000.00 per annum

This will produce an approximate saving of £12,700 per annum for these services.
13. It is recommended that the council award the contract for a three year period with an option to extend for two additional one year periods. This will allow a further continuity of service and cost certainty through a framework offering rates less than the council is currently being charged.

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:	10 July 2019
Director / Head of service	David Moorcroft
Report subject:	To award a contract for bus lane enforcement
Date assessed:	26 Jun 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"/>	<p>The selected framework will offer a saving on the current contract we have in place for these services as the rates offered for the various items that make up the service are less than those currently charged.</p> <p>In addition by using this framework there will be no additional set-up costs for software to facilitate the requirement as we will be using the systems already in place.</p>
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 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 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"/>	
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The benefits mean increased public transport reliability and reduced traffic on key streets. In addition in the city centre this improves the environment for the general public and in residential areas it prevents 'rat runs'.
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>1. Risk of challenge from unsuccessful suppliers:</p> <p>Any tenders and frameworks will have followed a restricted process carried out by CCS, with award criteria being based on the most economically advantageous tender, there is no risk of challenge from unsuccessful suppliers at this stage.</p> <p>2. Risk of supplier failure:</p> <p>There is a risk that the appointed suppliers could fail during the life of the contract. This is low risk as the supplier selected is a company used to working to connecting private sector suppliers and public sector organisations for many years. But if it does happen, our services could continue to be provided as the specific sub-contractor for the requirement is our incumbent supplier who could be looked at as an option for a direct award exemption for any period needed to arrange for a permanent replacement contract to be put in place. In addition the Council is not investing in the supplier and so the risk is one of service continuity rather than financial.</p>

Recommendations from impact assessment
Positive
Negative
Neutral
Issues

Report to Cabinet
10 July 2019
Report of Chief finance officer (Section 151 Officer)
Subject Proposed disposal of long term investment

Item

10

KEY DECISION

Purpose

To consider an offer for the council's equity in Norwich Airport Ltd.

Recommendation

To:

- 1) approve the sale of Norwich City Council's shares in Norwich Airport Limited to Regional and City Airports Limited; and
- 2) subject to agreeing to the sale of the city council's shares in Norwich Airport Limited to agree to enter into a 15-year ongoing engagement agreement with Norwich Airport Limited.

Corporate and service priorities

The report helps to meet the corporate priority Inclusive economy

Financial implications

The city council receives no dividend from its Norwich Airport Limited shares and it is unlikely to do so in the foreseeable future. If the council agrees to sell its shares in Norwich Airport Limited it will receive a capital receipt which can be used to fund the General Fund's future capital programme. Further financial details are set out in the exempt appendix to this report.

Ward/s: Catton Grove

Cabinet member: Councillor Waters - Leader

Contact officers

Karen Watling, chief finance officer (Section 151 Officer), LGSS

01603 212440

Background documents

None

Report

Background

1. In March 2004 Norfolk County Council and Norwich City Council sold 80.1% of their shares in Norwich Airport Limited to Omniport Norwich Limited. In the intervening period Omniport Norwich Limited has been sold to Regional and City Airports Limited.
2. Regional & City Airports (RCA) wrote to the Leaders of Norfolk County Council, Norwich City Council and the directors of Legislator 1656 Ltd on the 13 February 2019 offering to purchase their shares in Norwich Airport Limited.
3. As part of the offer to purchase the shares, Regional and City Airports Limited offered to enter into an ongoing engagement arrangement with both councils.
4. RCA already owns 80.1% of Norwich Airport Limited. The remaining 19.9% is owned by Norfolk County Councils (9%), Norwich City Council (6%) and Legislator 1656 Limited (4.9%). Legislator 1656 Limited is jointly owned by the two councils.
5. Norfolk County Council and the directors of Legislator 1656 Limited will be considering similar reports on the offer.

Proposal

6. RCA's original offer consisted of three elements:
 - a cash payment for the shares in Norwich Airport Limited;
 - a proposed mechanism to ensure ongoing engagement between Norwich Airport Limited, Norfolk County Council and Norwich City Council;
 - a willingness to extend the Overage Agreement.
7. The cash offer was for the 19.9% owned directly by the councils and Legislator 1656 Ltd and was based on an independent valuation produced by GVA Grimley Limited (GVA) in 2017. The GVA report was produced for bank funding purposes as part of a refinancing exercise and it has been shared on a confidential basis with the councils and Legislator 1656 Limited.
8. The proposal for the ongoing engagement is a legally binding agreement that provides for constructive meetings between the councils and the Norwich Airport Limited with a briefing from the managing director and relevant members of the airport management team. Both councils would nominate a representative to attend these briefings which RCA would ideally like the Leader of each council to attend.
9. When the councils sold 80.1% of their shares in Norwich Airport Limited in March 2004, an Overage Agreement was put in place for 80 years until 2 March 2084. (This agreement requires that the councils and Legislator 1656 are paid an element of the proceeds if the land is sold for purposes other than aviation). The purpose of this was to ensure that as far as possible the current site would remain an operational airport. Whilst this does not prevent the owner

from seeking to change the use of the site and develop some of the land for some purposes other than an airport, it does make it a much less attractive proposition to someone minded to take that route. The councils were requested to express a view on whether extending the Overage Agreement is of interest and the duration of a proposed extension.

10. RCA proposed that if the councils and Legislator 1656 Limited were interested in selling their shares they would be looking to complete the transaction within 6 months from their letter dated 13 February 2019.

Independent Valuation and Value for Money Assessment

11. The councils and Legislator 1656 Ltd commissioned Lovewell Blake to provide an independent valuation to assess whether the offer represented value for money.
12. After signing non-disclosure agreements with RCA, the GVA report and other financial information provided by Norwich Airport Limited was shared with Lovewell Blake.
13. Lovewell Blake produced their own valuation report. Similar to the GVA report, Lovewell Blake used earnings as a basis for their valuation of Norwich Airport Limited's shares. Other valuation methods were considered but as the fixed assets are intrinsically linked to the airport operation and have limited value outside of this, they judged the earnings basis the most appropriate.
14. The Lovewell Blake market valuation is higher than the GVA report. The reasons for this are:
 - the GVA valuation report uses historic information for Norwich Airport Limited and having reviewed more recent information Lovewell Blake assessed the recurring profit as higher than that used in the GVA report;
 - Lovewell Blake assessed that the profit multiple used in their valuation should be higher than that used in the GVA report;
 - Lovewell Blake assessed the value of the call centre at a higher value than that included in the GVA report because of a recent revaluation.

Alternative Proposal

15. After considering the Lovewell Blake report, the Leaders of both councils and the directors of Legislator 1656 Ltd responded to the offer on 17 May 2019 with an alternative proposal for RCA to purchase the shares for a higher valuation based on the Lovewell Blake report and for the councils to enter into an ongoing engagement agreement with Norwich Airport Limited.
16. The councils and Legislator 1656 decided that they did not wish to pursue the extension of the Overage Agreement as it has a long period before it expires, and it would be difficult to apply a value to any extension request.

Negotiations

17. Following further negotiations, officers and RCA have agreed a revised valuation for the purchase of the shares as set out in the exempt appendix which officers believe demonstrates value for money.
18. As part of the negotiations, heads of terms have been agreed that propose on completion of the sale of shares, Norfolk County Council and Norwich City Council enter into a 15-year engagement agreement with Norwich Airport Limited with the intention to hold two meetings per annum at six monthly intervals. The objective of the meetings is to exchange information with each other relating to the current performance and future development of Norwich Airport to support the objective of having a successful airport in the region.
19. Officers from both councils and the directors of Legislator 1656 Limited have worked together to consider whether the offer represents value for money. The councils and Legislator 1656 Limited commissioned an independent valuation of Norwich Airport Limited and had further discussions with Regional and City Airports Limited. On 12 June 2019 Regional and City Airports Limited made a revised offer which officers believe demonstrates value for money.

Options

20. The alternative option is for the council to reject the offer from RCA and continue to be a minority shareholder in Norwich Airport Limited.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	10 July 2019
Director / Head of service	Karen Watling
Report subject:	Proposed disposal of long term investment
Date assessed:	26 June 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"/>	The city council receives no dividend from its Norwich Airport Limited shares and it is unlikely to do so in the foreseeable future. If the council agrees to sell its shares in Norwich Airport Limited, the council will receive a capital receipt which can be used to fund the General Fund's future capital programme.
Other departments and services e.g. office facilities, customer contact	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The council has received an approach to buy its shares in Norwich Airport Limited and has made an assessment that the offer demonstrates value for money. The sales proceeds will be used to deliver capital investment in council services and assets.
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"/>	
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"/>	<p>This is purely a financial transaction, the selling of the city council's minority shares in a private sector company.</p> <p>The council under the proposed ongoing engagement agreement with Norwich Airport Limited will continue to have a dialogue with the airport and can raise any environmental concerns. The council as a planning authority has statutory powers and duties to consider such issues in any master plans or planning applications received from the airport. A master plan is currently being prepared and is expected to be brought to cabinet for consideration in the autumn.</p>
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"/>	There is a risk that the council sells its shares for less than market value. However, this has been mitigated by commissioning an independent valuation of Norwich Airport Limited.

Recommendations from impact assessment
Positive
Negative
Neutral
Issues

