

Scrutiny committee

Date: Thursday, 21 January 2021

Time: 16:30

Venue: Remote access, [Venue Address]

All group pre-meeting briefing – 15:45 (details to follow)

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

Committee members:

Councillors:

Wright (Chair)
Ryan (Vice chair)
Carlo
Fulton-McAlister (M)
Giles
Grahame
Manning
McCartney-Gray
Oliver
Osborn
Sands (S)
Sarmezey
Thomas (Vi)

For further information please contact:

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Information for members of the public

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

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



If you would like this agenda in an alternative format, such as a larger or smaller font, audio or Braille, or in a different language, please contact the committee officer above.

Agenda

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- 1 Apologies**
To receive apologies for absence
- 2 Declarations of interest**
(Please note that it is the responsibility of individual members to declare an interest prior to the item if they arrive late for the meeting)
- 3 Public questions/petitions**
To receive questions / petitions from the public.
Please note that all questions must be received by the committee officer detailed on the front of the agenda by **10am on Monday 18 January 2021**.
Petitions must be received by the committee officer detailed on the front of the agenda by **10am on Wednesday 20 January 2021**.
For guidance on submitting public questions or petitions please see appendix 1 of the council's constitution.
- 4 Minutes** **5 - 12**
To approve the accuracy of the minutes of the meeting held on 17 December 2020.
- 5 Scrutiny committee work programme 2021-22** **13 - 26**
Purpose - To consider the scrutiny committee work programme 2021-22
- 6 Corporate Plan and performance framework 2021-22** **27 - 38**
Purpose - To recommend any changes to the Corporate Plan vision, mission and priorities 2021-22 and the draft performance framework, for consideration by cabinet.

Date of publication: **Wednesday, 13 January 2021**

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

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

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

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

Specific, Measurable, Attainable, Relevant and Time-bound

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

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

Scrutiny Committee

16:30 to 18:40

17 December 2020

Present: Councillors Wright (chair), Carlo, Fulton-McAlister (M), Manning, McCartney-Gray, Oliver, Osborn, Sarmezey, Stutely (substitute for Councillor Ryan) and Thomas (Vi)

Apologies: Councillors Giles, Ryan and Sands (S)

1. Public questions/petitions

There were no public questions or petitions

2. Declarations of interest

There were no declarations of interest.

3. Minutes

RESOLVED, subject to noting that the following paragraph was omitted from the opportunities to achieve zero rough sleeping post Covid-19 item:

“Members discussed the placement of temporary accommodation in their ward and took a vote on a recommendation to inform ward councillors about new hostel accommodation in their ward of 60 beds and over. With a majority of members voting against this recommendation, it was lost.”

to approve the accuracy of the minutes of the meeting held on 19 November 2020.

4. Draft equalities information report 2021

(The chair took this item first.)

The strategy manager presented the report which covered social inclusion as well as equalities information.

As part of its public sector equalities duties, the council was obliged to publish data about people living in Norwich and the council’s employees. This was to ensure that those with protected characteristics could be promoted equality of opportunity. The report also included further information on non-statutory aspects of inequality such as socio-economic issues, rough sleeping figures and looked after children

information, all of which helped to provide context to the report. The draft report would be formally published at the end of January 2021.

There had been significant changes in the economy around inequality such as a widening of the gender pay gap. The cabinet member for social inclusion said that the number of residents who were economically inactive had doubled over the last twelve months which was due to the impact of Covid-19. Norwich still had a lower hourly rate than other parts of the country and a widening gender pay gap when the national trend was to see this shrinking.

Data on hate crime was awaited from Norfolk Constabulary and it was hoped that this would be received in time to be included in the publication of the report in January. A member questioned the reasons for the delay in getting the information and the strategy manager said that it was simply a resource issue. This data was not a statutory part of the report but it provided an important insight. Once the information was received, it would be circulated to members.

A member highlighted the information on the payment of the living wage and said that Norwich was good compared to the rest of the east of England. She asked what the figures were as a percentage of all employers to show that where the council provided leadership, it made a positive difference to the figures. The strategy manager said that the living wage figures were the number of employers that had chosen to be accredited but more would be paying the living wage in practice. The accreditation showed a commitment throughout an organisation and its supply chain to paying the living wage. The cabinet member for social inclusion said that in 2019, the council offered to pay for the first year of accreditation for businesses but the Covid-19 pandemic had had a big effect on this. Small businesses found it difficult to go through the process to get accreditation.

A member asked if there was any data around unwaged people such as those who did not claim any benefits but were unemployed. The cabinet member for social inclusion said that it would be very difficult to collect that kind of data. The strategy manager added that only assumptions would be able to be made around this.

In response to a member's question on rough sleeper figures. The cabinet member for social inclusion said that there had been a lot of work happening around accommodation for those who were sleeping rough and additional hotel rooms had been purchased for the winter.

(Councillor Davis, cabinet member for social inclusion left the meeting at this point.)

A member referred to page 46 of the report which gave figures of the average hours worked. As a lot of unpaid work was undertaken, such as unpaid caring, she commented that it would be clearer if the report was updated to say that these figures were average paid hours of work. The strategy manager said that the figures had been taken from another source but an explanatory note could be added to the report to explain that those figures related to salaried hours only.

A member highlighted page 59 of the report and asked why there was a higher proportion of quality Act disabilities in Norwich. The strategy manager said that there were high levels of social housing stock in Norwich which would have adaptations to

allow people with disabilities to stay in them. Disabilities correlated with low income and Norwich was a relatively low income city. The figures related to those with disabilities who were also within the working age range and Norwich was a city with a younger demographic.

The strategy manager continued his presentation of the report. The government had published a report on the impacts of Covid-19 and the unequal impacts flowed along the lines of protected characteristics. The report did not analyse the causation of the correlation.

A separate report on health equality in England had been published by Sir Michael Marmot. This report showed that the more deprived an area a person lived in, the more likely there were to die at a younger age. This work had been revisited in 2020 in light of the Covid-19 pandemic which showed the impact of Covid-19 on inequalities and highlighted that life expectancy had stalled since 2010. Only around twenty percent of health outcomes were related to access to healthcare with the rest related to social determinants of health such as income, family and housing. In Norwich, there was a ten year difference in men's life expectancy between those living in the most and least deprived wards.

There had already been an unequal society before the Covid-19 pandemic and this had found weaknesses in society. Pre-existing health conditions, regional inequalities, housing, unemployment and over representation of minorities in overly exposed employment all lead to unequal outcomes. The Marmot Report looked at how these could be addressed. A whole life course approach from early years through to education and employment leading to a good standard of living would prevent ill health rather than reacting to it. This had always been true but Covid-19 had put this approach at the forefront of ways to relieve pressure on the NHS.

In terms of a role for Norwich City Council, paying the living wage would be key. Local government had a series of 'levers' available to it such as housing, benefits and parks which could all be part of the response. The work had to be centred against a background of ten years of cuts to local government funding which would hamper efforts to support recovery after the pandemic.

A member asked how access to greenspaces during the pandemic factored into health outcomes and what work could be undertaken with partners around this. The strategy manager said that the use of parks and open spaces had increased during 2020 and the parks and open spaces manager was passionate about these being accessible. A Parks and Open Spaces Strategy was being developed in partnership with Norfolk County Council and Active Norfolk and would support communities which had less access to open spaces. The Institute of Health Aging had been set up at the UEA and was exploring green social prescribing with supporting access to green spaces. The member added that it was not just about being active in green spaces but being able to see green spaces and that was particularly pertinent to those who were self-isolating.

The chair added that the running app Strava had made its data on walking and cycling free for local authorities to use and suggested that this could be used to help inform the Parks and Open Spaces Strategy. The strategy manager said that he

would pick that up with the parks and open spaces manager but Active Norfolk may already have been aware of this.

A member asked for some more information around digital inclusion. The strategy manager said that the council had a digital inclusion co-ordinator. The officer's work included looking at how services were delivered and how these could be accessed by all residents of Norwich. Devices to access the internet had been handed out to residents and work was being undertaken to ensure that there was digital access for those who needed to use online forms or had a particular issue. Digital champions had been trained both in the community and within the council to assist residents. The work was integral to the council but it was also part of working towards a digitally inclusive city. By way of a follow up question, the member asked how much capacity there was to support other partners and whether the council could make use of its bulk buying powers around IT equipment. The strategy manager said that he would raise this with the digital inclusion officer. In terms of capacity, there was only one officer but one element of the Good Economy Commission work was looking at digital skills and opportunities to work with other partners. The chair suggested to reach out to tech groups within the city to see if they could offer and time to volunteer and support charities with digital work.

A member commented that there would be more people who were unable to pay to play sports and outdoor equipment could be provided in open spaces. The strategy manager said that the council's digital sharing platform, LUMi, could provide opportunities for sports equipment to be used.

A member said that the council should remember that in terms of use of green spaces, not everyone was able bodied and it was important to also remember those with sensory needs. She wanted to see everyone being active at their own level. The strategy manager said that this was one of the many reasons that it was important for Equality Impact Assessments to be completed for each piece of work. A new role had been created in the community enabling team working with those with protected characteristics which would give insight into lived experiences.

(Councillors Matthew Fulton-McAlister and Oliver joined the meeting at this point along with the head of HR and learning.)

A member referred to page 79 of the report and asked why the proportion of applicants to those offered a post was much lower for candidates with a disability and asked how this compared to other organisations. The strategy manager said that the council was part of a scheme which guaranteed interviews to those who identified as having a disability and met the basic criteria for the role. This could lead to a proportionally high number of interviews. The head of HR and learning said that no bench marking had been undertaken around these statistics but the council undertook an equalities check at the short listing stage of recruitment to ensure that all protected characteristics had been considered. Recruitment training covered unconscious bias and equality and diversity training was being refreshed.

A member commented that training needed to be paired with assessments on how it was being used in the workplace to measure whether it was having an impact. The head of HR and learning said that evaluations were carried out after training but longer term evaluations could be put in place. There were not any specific targets

put into place in terms of equality and diversity but development should be part of performance reviews. Staff were encouraged to take up learning and development opportunities.

A member asked whether an annual staff survey took place and whether staff could be asked if they felt safe to disclose their ethnicity or disability. The head of HR and learning said that a periodic employee survey was undertaken and staff did respond to questions around ethnicity and disability. In response to a follow up question, the head of HR and learning said that in terms of gender identity, all staff that had responded had identified as either male or female.

A member asked about reasonable adjustments and gave the example of not using hypothetical situation questions in interviews. The head of HR and learning said that any candidates could contact the council prior to interview to discuss any reasonable adjustments. Reasonable adjustments were also put in place for the workforce and these were determined by individual need.

In response to a member's question on the Norwich Opportunity Area, the strategy manager said that the team was hosted by the LEP. A previous director at the city council had sat on the partnership board. Some of the area have been given additional funding and this was going to be used to work with families and pupils of a school in a deprived area to look at the wider social context of claiming free school means. This could help those families to access other services which would have a positive impact on the children and their educational outcomes.

RESOLVED to:

- 1) Note the draft equalities information report; and
- 2) Ask for a member's briefing to be arranged on the council's approach to working as an anchor institution in the city.

5. NHOSC update

Councillor Oliver, the substitute representative on NHOSC gave a verbal update. The last meeting of NHOSC had been well attended and considered issues around translation services for those with sensory impairments, suicide prevention helplines and a new GP surgery in King's Lynn.

A member commented that the transition of the ear clearance team from a hospital service to one carried out in the community had not been smooth. She was concerned that not all patients who had been having appointments at the hospital has been followed through to their GP surgery. She asked the representative to take forward to question on evaluations on the transition of the service.

RESOLVED to:

- 1) Note the update of the NHOSC representative; and

- 2) To ask the representative on NHOSC if there was any evaluation of how smooth the handover of service for patients being treated for ear clearance from the hospital to the community was, especially with regard to patient follow-up.

6. Countywide Community Safety Partnership Scrutiny Sub Panel

The chair asked that any questions be emailed to Councillor Giles, the representative on the CCSPSSP.

RESOLVED to note the update.

7. Scrutiny committee work programme 2020-21

The chair said that the January meeting of the scrutiny committee would consider the council's corporate plan and the budget which would be the substantive item for the February meeting.

A member suggested that the insourcing of the Joint Ventures should be considered by the scrutiny committee before April 2021. It was agreed that a scope for the work would be out together to be considered at the January meeting of the scrutiny committee.

A member proposed the reinstatement of the fly-tipping select committee within the 2020-21 civic year, with evidence being gathered informally. On being put to a vote, the proposal fell.

RESOLVED to

- 1) note the scrutiny committee work programme 2020-21; and
- 2) agree in principle to add the insourcing of the Joint Ventures to the work programme, subject to a scope being considered at the January meeting of the scrutiny committee.

CHAIR

Norwich City Council
SCRUTINY COMMITTEE

Item No 5

REPORT for meeting to be held on Thursday 21 January

Scrutiny committee work programme 2020-21

Summary: The purpose of this report is to assist committee members in setting the work programme for the rest of the civic year 2020-21.

Conclusions: It is proposed that any discussion is agreed as a whole committee using 'TOPIC' criteria. This will assist members in achieving the goal of an agreed work programme that is met by consensus.

The programme is a standing item at each committee meeting and can be adjusted as necessary.

Recommendation: To consider the scrutiny committee work programme 2020-21.

Contact officer: Emma Webster, scrutiny liaison officer
emmawebster@norwich.gov.uk

Report

1. When the scrutiny committee considers which items to include on its work programme, it is useful to do so in the context of what the focus is for the council over the coming year and to look at how activity aligns to the council's corporate plan.
2. This is so that the scrutiny committee will be able to consider where and how it can add value to the work being carried out towards achievement of the council's priorities and ensure that resources are being focused effectively.
3. Although sometimes not possible to achieve, it was previously agreed that the committee should agree as few as possible substantive topics per meeting. The main reason for this is to ensure that there is enough time for the committee to effectively consider the issues and has a fair chance of reaching sound, evidence based outcomes. Ideally, one main item per meeting would be the aim.
4. Members will have the opportunity on a monthly basis to revise the work programme if and when required or due to changing events.
5. Along with this report, members have a copy of the cabinet forward agenda for consideration.
6. It is proposed that any discussion is as a whole committee using the TOPIC criteria. This will assist members in achieving the goal of an agreed work programme that is met by consensus.
7. Members are reminded that any items placed on the work programme should be considered within the council's COVID-19 recovery framework.
8. Members are asked to note the items on the work programme for the remainder of the civic year.

Norwich City Council
SCRUTINY COMMITTEE

Recommendations tracker civic year 2020/21

(Completed items are shaded)

17 December 2020	
Scrutiny committee work programme 2020-21	
<ul style="list-style-type: none"> note the scrutiny committee work programme 2020-21. 	completed
<ul style="list-style-type: none"> agree in principle to add the insourcing of the Joint Ventures to the work programme, subject to a scope being considered at the January meeting of the scrutiny committee. 	Work programme item on scrutiny agenda for 21 January
17 December 2020	
Draft equality information report	
<ul style="list-style-type: none"> note the draft equalities information report. 	completed
<ul style="list-style-type: none"> ask for a member's briefing to be arranged on the council's approach to working as an anchor institution in the city. 	Democratic services to take forward
17 December 2020	
Norfolk health and overview scrutiny committee report (NHOSC)	
<ul style="list-style-type: none"> note the update of the NHOSC representative. 	completed
<ul style="list-style-type: none"> to ask the representative on NHOSC if there was any evaluation of how smooth the handover of service for patients being treated for ear clearance from the hospital to the community was, especially with regard to patient follow-up. 	Cllr McCartney-Gray to take forward
19 November 2020	
Opportunities to achieve zero rough sleeping post COVID-19	
<p>ask cabinet to:</p> <ul style="list-style-type: none"> look at how the council communicates the risk of becoming intentionally homeless to tenants, to clarify that the council is giving information and to reduce the perception of threat. provide a demographic of those who have received such communications to the scrutiny committee members. review council policies around intentional homelessness. 	<p>Taken to cabinet on 16 December 2020, response;</p> <p>In response to the recommendations on rough sleeping the deputy leader and cabinet member for social housing said she would look with the department to provide the information requested where possible and noted that members were to receive training on working with individuals</p>

<ul style="list-style-type: none"> ask the housing partnerships officer to provide online training to members on approaching people on the street and how to give advice. support landlords in how to deal with tenants who will have change in circumstances over the coming months. contacting tenants who the council had previously contacted with improvement notices and also use rogue landlord databases as an exercise in early intervention. work with county and advice agencies to map where to refer people who need early intervention services. lobby central government for increased funding. 	<p>experiencing homelessness in January.</p> <p>RESOLVED to note the recommendations made at the meeting of scrutiny.</p>
<ul style="list-style-type: none"> to thank officers for their work in this area and to acknowledge the good work the council is undertaking regarding tackling homelessness 	<p>completed</p>
<p>19 November 2020 New Anglia Local Enterprise partnership recommendations</p>	
<ul style="list-style-type: none"> that the Leader of the Council requests from the LEP a clear plan and commitments for how they are going to meet the minimum target of reducing emissions by 13% year on year. ask cabinet through the scrutiny committee or CEEEP as appropriate to consider investment opportunities within Norwich that would generate the best results in reducing emissions and providing community benefit, so that these can be fed into the new Norfolk & Suffolk Investment Plan. the LEP written answers refer to “Developing a dedicated vehicle for generating local energy in a way which benefits communities, and consider where targeted pilots could help us explore initiatives and learn from other leading areas/schemes”. The council is due a report on solar financing from the cabinet member for safe and sustainable city environment, therefore the committee proposes that the cabinet member meets with local community energy groups and the LEP to discuss a pilot in Norwich. ask cabinet to promote grants from the LEP by including details in communication with businesses when sending out business rates letters. ask the LEP to provide information on the self employed grant scheme and lobby government to provide more targeted support for those who are self employed. 	<p>Taken to cabinet on 16 December 2020, response; The leader noted that a number of the recommendations from the report were questions and some had been asked before.</p> <p>RESOLVED to note the recommendations made at the meeting of scrutiny.</p>

<ul style="list-style-type: none"> • LEP has details of its grants programmes on the website, but it's not clear what the impact of these is. Therefore the committee asks for a report on benefits delivered: impact on social mobility and local jobs • ask the Leader of the Council to push for unions to be represented on the LEP board. • ask the leader of the council as the council's representative on the LEP to ask that it considers: • including clean growth and protection/enhancement biodiversity as key criteria for project applications. • regularly assessing the net impact of its activities (policies/programmes/funding) on carbon emissions and extent to which the LEP is meeting legal targets. • review its strategic approach to transport planning which is currently dominated by major road building schemes and to bring its policies and funding contributions into line with net zero carbon target. • assist WildEast in helping to meet its goal of dedicating 20% of all land in East Anglia to biodiversity by 2030. • build on the goodwill and acknowledgement of climate emergency to press for carbon accounting. Chris Starkie acknowledged that - not enough was being done to meet the Climate Change Act's requirements. Small acts of carbon reduction need to be weighed against, and scaled up to exceed actual ongoing emissions and the first step is measurement. Tyndall report gives 13% annual reduction of Norwich emissions to meet targets in Climate Change Act. This is an engine of economic renewal and offers genuine opportunities to the many in high carbon jobs who will need alternative employment. The sooner this transition is managed, the more manageable it will be. • to recommend to the LEP that they lobby government for Universal Basic Income pilot scheme in Norwich to boost local demand. • to push for meetings to be held in public in order to increase accountability, transparency, public awareness and trust. 	
15 October 2020 New Anglia Local Enterprise Partnership	
<ul style="list-style-type: none"> • ask members to email the scrutiny liaison officer with any recommendations to be considered at the November meeting of the scrutiny committee. 	<p>completed</p>

15 October 2020	
Norwich City Council response to enhancing community development following Covid-19	
<ul style="list-style-type: none"> • ask the neighbourhood and community enabling manger to consider the following recommendations when developing the Citizen Participation Blueprint • to draft a council / councillor / citizen compact with participation and transparency at its heart to improve interactions with residents and influence and shape council culture. • ensure that issues are followed through, by looking at the most effective way of doing so for residents. • ensuring that services are delivered to build and maintain trust with residents 	<p>to be included in the citizen participation blueprint and this document will ultimately be considered by cabinet next year.</p>
<ul style="list-style-type: none"> • for ward councillors to have a better understanding of internal council processes in order to identify improvements through an all member briefing and for this information to be made available to residents. • make it clear to residents that councillors are a first point of contact within the council and to highlight other contact means such as online forms and the customer contact centre and to investigate barriers to people contacting the council. 	<p>democratic services to take forward</p>
<ul style="list-style-type: none"> • ask cabinet to commission a piece of work to refresh the constitution so that it more accurately reflects the collaborative nature of the council, for example, in discussions with councillors to include a rationale on why a project can or cannot be taken forward. 	<p>Taken to cabinet on 16 December 2020, response;</p> <p>RESOLVED to note the recommendations made at the meeting of scrutiny.</p>
15 October 2020	
Work programme	
<ul style="list-style-type: none"> • ask Councillor McCartney-Gray to take work on safe drug consumption rooms to NHOSC for consideration, • not take any select committees forward at this time • ask the chair to work with the strategy manager to refine the scope for the item on social inclusion following Covid-19 for the December meeting. 	<p>all completed</p>
17 September 2020	
Work programme	

<ul style="list-style-type: none"> • note the inclusion of New Anglia LEP on the work programme for the October meeting; • ask the scrutiny liaison officer to email members of the committee to gauge interest in serving on select committees for fly-tipping and antisocial behaviour; • ask the scrutiny liaison officer to review the topics voted on at the July meeting and make recommendations to the committee at its next meeting as to which topics to select. 	all completed
17 September 2020 Short term lets	
<ul style="list-style-type: none"> • thank the members of the short term lets select committee, Councillors Carlo, Giles, McCartney-Gray and Oliver, and the following officers: Emma Webster, scrutiny liaison officer Carole Jowett, revenues and benefits operations manager • David Parkin, area development manager (inner), Adam Clark, strategy manager. • submit the recommendations as set out in the report to cabinet for consideration at its meeting on 14 October; • ask the chair to write to both Norwich MPs with a copy of the report to seek their views on the subject; • ask the scrutiny liaison officer to draft a full response to the comments made by a member of the public to the scrutiny select committee for sign off by the select committee. 	all completed
17 September 2020 LEP visit	
<ul style="list-style-type: none"> • thank Chris Starkie and Lisa Roberts, of New Anglia Local Enterprise Partnership (LEP), and Councillor Alan Waters for attending the meeting and answering questions on the LEP; • ask Lisa Roberts of the LEP to provide responses to questions 10, 12 -19, 22 and 23 (as set out in the appendix) • consider the information received at this meeting, together with the responses to the outstanding questions at the next meeting of the committee, with a view to making recommendations to cabinet; • ask members to promote the LEP's Job Support Programme to residents and local businesses. 	all completed
16 July 2020 Work programme	
<ul style="list-style-type: none"> • At the September meeting of the scrutiny committee to 	all completed

<p>receive a report from the select committee on short term lets and ask the scrutiny liaison officer to approach the LEP to attend the meeting to pick up the work that the committee was due to undertake in March 2020</p> <ul style="list-style-type: none"> • ask the scrutiny liaison officer to add the following items to the scrutiny committee work programme <ul style="list-style-type: none"> a) Sustainable and inclusive economy following the impact of Covid-19 b) Enhancing community development following the impact of Covid-19 c) Maximising opportunities to achieve zero rough sleeping following Covid-19 d) The social inclusion agenda following Covid-19 	
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**10 June 2020
COVID-19 Recovery report**

<ul style="list-style-type: none"> • amending bullet point 2 under section 7, Climate change and the green economy’ in the recovery themes and key actions summary on p31 of the report to reflect the recommendation of the Tyndall centre to reduce carbon emissions of Norwich by 13 % annually • amending bullet point 4, under section 4 ‘business and the local economy’ section, in the recovery themes and key actions summary on p30 of the report, from ‘consider the opportunities to further promote sustainable travel in the city, building on the already well-advanced measures already in place’ to ‘consider the opportunities to further promote sustainable travel <i>on whole route approaches</i>, building on the already well-advanced measures already in place’ • lobbying the LGA and central government for all district councils to be given some of the powers and financial resources that the Health and Safety Executive has, to allow the city council to enforce social distancing if employers are not complying. • at section 8.4, include trade unions to the list of groups to be consulted on this document. • redoubling efforts with Norfolk County Council to ensure social distancing measures around the city centre are in place as soon as possible. • including further references to the impact of Covid-19 on the insurance industry regarding aviation, and 	<p>all recommendations taken to Cabinet on 10 June 2020; Response: Councillor Waters, leader of the council, thanked the scrutiny committee for its recommendations and said that they would be noted by cabinet and would form part of the thinking around future revisions to the blueprint as it evolved.</p>
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families and young people, particularly in reference to education, including local universities.

- revising the Commercial Property Investment Strategy to reflect the changes in the economy due to Covid-19 and how this could drive a green economy.
- investigating the use of purchasing powers to undertake a retrofit programme on housing as a key part of driving the economic recovery.
- looking at alternative sources of income to car parks in the city.-
- looking at the experience of other local authorities which are pursuing a circular economy to take advantage of the fact that Norwich has two recycling centres in development.

Annual work programme planning grid

Date of meeting	Item
Thursday at 16.30	
2020	
10 June	Covid-19 recovery report
16 July	Work programme Annual scrutiny report
17 September	Work programme Report back from NHOSC meeting from 30 July and 3 September Report back from Short Term Lets select committee Local Enterprise Partnership (LEP)
15 October	Work programme Report back from NHOSC meeting from 8 October Enhancing community development following Covid-19 - Citizen Participation blueprint, Kate Price. Follow up from the LEP (30 mins max)
19 November	Work programme Agree recommendations for Local Enterprise Partnership Maximising opportunities to achieve zero rough sleeping following Covid-19, Chris Hancock.
17 December	Work programme Report back from NHOSC meeting from 26 November (Cllr Oliver) Report back from Community Safety partnership meeting from 24 November (Cllr Giles) Equality information report, Adam Clark
2021	
21 January	Work programme Corporate performance and KPI framework – confirmed Ruth Newton and Kirsty Howard.
4 February	Work programme – to include a scoping document regarding scrutiny of the insourcing of joint ventures. To consider the 2021/22 budgets, medium term financial strategy and capital programme, along with capital strategy and treasury management strategy Cllr Kendrick. Hannah Simpson, Shaun Flaxman, Adam Drane
18 March	Work programme Report back from NHOSC meeting from 4 February and 18 March.

FORWARD AGENDA: CABINET and COUNCIL MEETINGS 2020 - 2021

Meeting	Report	Purpose	Exempt?
CABINET 10 FEBRUARY 2021	Local Development Scheme	To consider the updated Local Development Scheme	NO
CABINET 10 FEBRUARY 2021	The award of contract for multidisciplinary professional advice in respect of the East Norwich Masterplan – KEY DECISION	To seek approval to award a contract for multidisciplinary professional advice - East Norwich Masterplan	NO
CABINET 10 FEBRUARY 2021	The award of contract for multidisciplinary professional advice in respect of the East Norwich Masterplan – KEY DECISION	To consider the exempt appendix	YES (Para 3)
CABINET 10 FEBRUARY 2021	Greater Norwich Infrastructure Investment Fund and Neighbourhood CIL – KEY DECISION	To consider the draft Greater Norwich Joint Five Year Infrastructure Investment Plan 2021-2026.	NO
CABINET 10 FEBRUARY 2021	Corporate plan and performance framework 2021-22	To consider the corporate plan priorities and performance framework for 2021-2022	NO
CABINET 10 FEBRUARY 2021	Revenue and capital budget monitoring 2020/21 – Q3	To update Cabinet on the forecast financial position of the council as at 31st December 2020.	NO
CABINET 10 FEBRUARY 2021	Budgets, Medium Term Financial Strategy, HRA Business Plan, Capital Strategy & Treasury Management Strategy 2021/22	To propose for approval the 2021/22 budgets, medium term financial strategy and capital programme, along with capital strategy and treasury management strategy	NO

Meeting	Report	Purpose	Exempt?
CABINET 10 FEBRUARY 2021	Council tax reduction scheme 2021/22	To consider and recommend to council a council tax reduction scheme for 2021/22.	NO
CABINET 10 FEBRUARY 2021	Procurement strategy 2021-2024	To consider the procurement strategy for the period 2021 to 2024	NO
CABINET 10 FEBRUARY 2021	To award a contract for Domestic Heating Upgrading of council dwellings – KEY DECISION	To consider awarding a contract for Domestic Heating Upgrading of council dwellings	NO
CABINET 10 FEBRUARY 2021	To award a contract Domestic Rewiring of council dwellings – KEY DECISION	To consider awarding a contract for Domestic Heating Upgrading of council dwellings	NO
CABINET 10 FEBRUARY 2021	To award a contract for a Kitchen and Bathrooms Upgrade programme to council dwellings – KEY DECISION	To consider awarding a contract for the Kitchen and Bathrooms upgrade programme to of council dwellings	NO
CABINET 10 FEBRUARY 2021	Norwich Regeneration Ltd: Business Plan	To consider the business plan for NRL for 2021/22	NO
CABINET 10 FEBRUARY 2021	Norwich Regeneration Ltd: Business Plan – exempt appendix	To consider the exempt appendix to the report	YES (Para 3)
CABINET 10 FEBRUARY 2021	Managing assets (general fund) - – KEY DECISION	To consider the future of two council property interests	YES (Para 3)
COUNCIL 23 FEBRUARY 2021	The council's 2021/22 budget and medium term financial strategy	To consider and approve the 2021/22 budgets, medium term financial strategy and capital programme, along with capital strategy and	NO

Meeting	Report	Purpose	Exempt?
		treasury management strategy	
COUNCIL 23 FEBRUARY 2021	Council tax reduction scheme 2021/22	To consider and approve a council tax reduction scheme for 2021/22	NO
CABINET 10 MARCH 2021	Scrutiny recommendations	To consider recommendations from scrutiny committee	NO
CABINET 10 MARCH 2021	The award of contract for Replacement Oil Boilers at Normandie Tower– KEY DECISION	To consider awarding a contract for replacement oil boilers at Normandie Tower	NO
CABINET 10 MARCH 2021	To award of contract for new district heating plant room and dwelling systems at Alnwick Court sheltered housing scheme – KEY DECISION	To seek approval to award a contract for new district heating plant room and dwelling systems at Alnwick Court sheltered housing scheme	NO
CABINET JUNE 2021	Revenue and capital budget monitoring 2020/21 – final outturn	To update Cabinet on the revenue and capital outturns for the year 2020/21; the consequent General Fund and Housing Revenue Account balances; and to seek approval to delegate to officers the approval of carry-forward unspent capital budgets into the 2021/22 capital programme.	NO

Norwich City Council
SCRUTINY COMMITTEE
ITEM 6

21 January 2021

Corporate Plan and Performance Framework 2021-22

Summary: The corporate plan acts as the overarching policy framework for the council. Scrutiny committee have a key role in recommending any changes for cabinet to consider. 2021-22 is the third year of the corporate plan 2019-2022 as agreed by council in February 2019.

Conclusions: No significant changes to the vision, mission or priorities are required. The performance framework has been reviewed. The corporate plan is complemented by the C19 Recovery Blueprint

Recommendation: To recommend any changes to the corporate plan vision, mission and priorities for 2021-22 for cabinet to consider

To recommend changes to the draft performance framework

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Background

1. The council's constitution states that:

“Each year a draft corporate plan will be prepared setting out the overall strategic direction of the council including its vision, priorities and values. The plan guides everything the council will do for the city and its residents and visitors for the period. It, therefore, acts as the overarching policy framework of the council.

The draft corporate plan is drawn up in line with the council's medium term financial strategy and in parallel to the development of the budget for the period to ensure the necessary resources are in place for its delivery.

The draft corporate plan will be subject to discussion with the scrutiny committee, before being submitted, along with the comments and recommendations of the scrutiny committee, to the cabinet for agreement. Cabinet will then present the draft corporate plan to full council along with the draft budget for the coming year.”

2. The council's current corporate plan was adopted at a meeting of the full council on 26 February 2019 and is published on the council website. It covers the period 2019-2022. It was developed with reference to the Norwich 2040 City Vision, which provides a shared set of aspirations for residents and stakeholders in the city to work towards collectively. The full details of the city vision and how it was developed can be found on the city council website.
3. The corporate plan contains a vision, mission and priorities which taken together lay out what the council seeks to achieve. The vision and mission statements are as follows:

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

The corporate mission – To put people and the city first

4. The corporate priorities are as follows:

People living well

Great neighbourhoods, local environment and housing

An inclusive economy

5. In addition in order to deliver the corporate vision, mission and priorities, the plan lays out that the city council will pursue an objective of remaining 'a healthy organisation'.

Performance Framework

6. In order to provide further clarity and articulation, a performance framework provides the detail of what this means and how it is measured. This performance framework sets out how the council measures its performance in achieving the corporate priorities and 'healthy organisation' objective.

7. Some of the measures are collected and reported on a quarterly basis, others on an annual basis.

Reviewing the plan

8. The corporate plan covers the period 2019-2022. It is obviously the case that when the corporate plan was adopted there was no possible anticipation of the advent of Covid-19 and the significant changes to the external operating landscape and the subsequent internal challenges wrought by the pandemic.
9. Covid-19 has had a significant impact on the council's services and activities, and a recovery blueprint that was published in June 2020. This identified a number of priority themes and actions which frame the council's – and the city's - recovery. This is therefore a key strategic document that should be read in tandem with the corporate plan. Progress against this blueprint was reviewed in December 2020.
10. Despite this changed landscape, the council still seeks work with partners and play its role of the council in achieving the Norwich 2040 Vision and its overall mission remains in line with what was laid out in 2019. It is therefore recommended that the current vision, mission and priorities remain in place for 2021-22.
11. The original Corporate Plan 2019-22 also included narrative explanations of how the council seeks to achieve its priorities, giving high level explanation of key projects and areas of activity. Rather than rewrite these to reflect the rapidly changing landscape, it is recommended that for 2021-22, the Covid-19 recovery blueprint continues to serve as the key document setting out the council's key themes and activities over 2021-22.
12. The current corporate performance framework has been reviewed to ensure it remained robust in light of Covid-19 and to focus it on monitoring of a smaller number of key corporate objectives. The aims of the review were to:
 - a) Ensure the framework is effectively monitoring delivery of the corporate priorities through key council services and activity, including in the changing circumstances due to C19 and priorities set out in the recovery blueprint
 - b) Ensure the framework is clear and easy to use with a simplified set of indicators (reduced in number) focussed on the key areas for corporate monitoring
 - c) Ensure the Local Area Survey is working effectively as a tool for gathering resident opinion data relating to performance
13. The proposed revised performance framework is appended. It reduces the number of KPIs from over 60 to 28 which aim to focus on the key strategic outcomes services and directorates are seeking to achieve, particularly those requiring oversight at CLT and cabinet level. The revised list includes a mix of existing and new KPIs.
14. Services will continue to use wider metrics to measure their own performance, in addition to the corporate performance framework.

15. Once the corporate performance framework has been agreed, targets and tolerances will be set by officers in discussion with relevant portfolio holders.
16. The proposed document that will be published to supplement the 2019-2022 corporate plan is attached, and will consist of:
 - a) Introductions by the Leader of the Council and Chief Executive Officer
 - b) The council's vision, mission, priorities and values
 - c) The corporate performance framework

Conclusion

17. The attached document, combined with the main Corporate Plan 2019-22 and the Covid-19 recovery blueprint serve as the overarching articulation of the council's priorities and activities over the year 2021-22, which will be delivered through the resource allocated by the proposed budget for 2021-22.
18. Scrutiny Committee members are asked to consider whether there are any changes to the corporate vision, mission and priorities that it wishes to recommend to cabinet, and is also invited to comment on the proposed revised corporate performance framework.

Corporate Plan 2019 – 22

2021-22 Performance Framework

This document supplements the Norwich City Council Corporate Plan 2019-2022 that was adopted on 26 February 2019. It also should be read in tandem with the council's COVID-19 recovery blueprint that was published in June 2020, which identified a number of priority themes and actions which frame the council's – and the city's - recovery.

Introduction by Councillor Alan Waters, Leader of Norwich City Council

To be included

Foreword by Stephen Evans, Chief Executive

To be included

Corporate vision, mission and values

Vision: to make Norwich a fine city for all

Mission: to put people and the city first

Values:

1. Pride
2. Accountability
3. Collaboration
4. Excellence

Corporate Priorities:

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

Our three corporate priorities are:

- People Living Well
- Great Neighbourhoods, Housing and Environment
- An Inclusive Economy

These are supported by an objective of remaining 'a healthy organisation'.

Further details of how we will measure our performance against these in 2021-22 are in the following pages.

Corporate priority: People living well

What is the proposed KPI?	Is this an existing or new KPI?	How will it be measured?
Average number of days taken to process Housing Benefit new claims from point of receipt to notification of entitlement	New	Data from Northgate system collected by benefits team
Number of households living in temporary accommodation	New (existing housing service KPI)	As per the existing methodology
% of households who asked for help who were prevented from homelessness	Existing	As per the existing methodology
% people feeling safe	Existing	As per existing methodology
% of food premises moving from non-compliant to compliant	Existing	Data collected by Food Safety Team
Number of insulation measures completed	Existing	No. of measures via Council programme (Cosy City) Environmental Strategy Team collate the data

Corporate priority: Great neighbourhoods, housing and environment

What is the proposed KPI?	Is this an existing or new KPI?	How will it be measured?
% of planning decisions upheld after appeal (where council has won)	Existing (with amended methodology)	Data collected in planning based on appeal decisions received.
% of planning applications determined in time	New	Data collected by planning, measured quarterly.
Rent collection – percentage of rent collected as a proportion of rent due	New (existing housing service KPI)	As per the existing methodology
Void turnaround – average number of days to re-let.(excluding major repair voids)	New (existing housing service KPI)	As per the existing methodology
% of properties with a current valid gas safety certificate	New (existing housing service KPI)	As per the existing methodology
Number of affordable homes built, purchased or enabled by the council	Existing	Derived from completions data of affordable homes directly delivered by the council or enabled by the council through the provision of land and/or grants. Reported quarterly against an annual target
Number of new homes completed	New	AMR data
% of bin collections completed on relevant day or rescheduled in advance	New	As per the existing methodology

% household waste sent for reuse, recycling, composting	Existing	As per existing methodology
CO2 emissions from LA operations	Existing	Environmental Strategy Team collate the data
Number of private rented sector homes made safe	Existing	Data collected by Public Protection Team

Corporate priority: Inclusive economy

What is the proposed KPI?	Is this an existing or new KPI?	How will it be measured?
Area of underused council land brought into productive use (m ²)	New	Derived from total area of land no longer underused where the latter includes land which has more potential than is currently realised or utilised.
Value of external funding leveraged to support council development and place-shaping priorities (£)	New	Compiled by Economic Development

Healthy Organisation

What is the proposed KPI?	Is this an existing or new KPI?	How will it be measured?
Council Tax Collection – the amount of in year council tax plus arrears from old years collected	New	Data from Northgate system
Business Rates Collection – the amount of in year business rates plus arrears from old years collected	New	Data from Northgate system
Council on track to remain within General Fund budget (£)	Existing	Quarterly financial forecasts
Total amount of income paid by tenants occupying the council's investment property portfolio expressed as % of target income	New	Data from budget monitoring Reporting quarterly
Customer service satisfaction – contact team	Existing	Text survey sent to customers following contact with service - each quarter

Channel shift	Existing	A matrix of data from different sources that is used to calculate the proportion of contact that is conducted electronically
Proportion of FOI requests responded to within statutory timescales	New	To be confirmed
Proportion of corporate complaints responded to within stated timescales	New	To be confirmed
IT System availability	Existing	The percentage of time the systems are available during core hours

