

Cabinet

Date: Wednesday, 14 March 2018

Time: 17:30

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

Committee members:

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Harris (vice chair)
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Agenda

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| 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 9 March . Petitions must be received by the committee officer detailed on the front of the agenda by 10am on Tuesday 13 March . For guidance on submitting public questions or petitions please see appendix 1 of the council's constitution. | |
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| | | |
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| *19 | Exclusion of the public Consideration of exclusion of the public. | |

***20 Managing assets (non-housing)**

- This report is not for publication because it would disclose information relating to the financial or business affairs of any particular person (including the authority holding that information)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.

***21 Building control service delegation - exempt appendix**

- This report is not for publication because it would disclose information relating to the financial or business affairs of any particular person (including the authority holding that information)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.

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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Date of publication: **Tuesday, 06 March 2018**

CABINET**17:30 to 18:35****7 February 2018**

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

Also present: Councillors Schmierer and Wright

1. Declarations of interest

Councillors Harris, Kendrick and Waters declared a 'pecuniary' interest in item 5 'Budget, Medium Term Financial Strategy (MTFS) and HRA Business Plan 2018-19'.

2. Public questions/petitions

No public questions or petitions were received.

3. Minutes

RESOLVED to agree the accuracy of the minutes of the meeting held on 17 January 2018.

4. Corporate Plan updates

Councillor Waters, leader, presented the report.

The head of strategy and transformation noted some amendments to the report, detailed below:

- Page 22 should read 'Fuel poverty levels in Norwich have fallen so that they are now below the national averages'.
- Page 29, Key performance measures, SCL1 the target should read 88%; and
- Page 30 VFM8 should read TBC (to be confirmed).

Councillor Waters highlighted the process of engagement that was taking place with stakeholders and residents as part of the budget consultation and 2040 Norwich city vision.

In response to a question from Councillor Schmierer, the head of strategy and transformation said a broader change to the corporate plan was scheduled for next year. The approach to date was to seek tight focussed ways to measure performance. City accessibility arguably presented a challenging area to measure and there was a limit to the city council's influence in this area.

RESOLVED to recommend updates to the corporate plan 2015-20 for the year 2018-19 to council for approval.

5. Budget, Medium Term Financial Strategy (MTFS) and HRA Business Plan 2018-19

(Councillors Harris, Kendrick and Waters having declared a 'pecuniary' interest in this item.)

The chair highlighted that one appendix relating to this item, appendix 7 was an exempt item. He advised that if members wished to discuss this then the public would have to be excluded. Appendix 6 to this item was circulated at the meeting.

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

He highlighted the impact of the reduction in central government funding to local government finances. He emphasised that half the council's income came from fees, charges and rental income including from commercial properties. He noted that with £10 million of savings need in the next 4 years tough decisions were required.

Councillor Waters, leader said the change to council tax capping for district councils from 2% to 3% was announced after the budget consultation had been launched.

Appendix 6 detailed the responses to the budget consultation. Councillor Waters emphasised that significant responses had been received in the region of 1,700. He noted that the majority of respondents were in favour of increasing council tax in order to protect key services.

Councillor Harris, cabinet member for social housing highlighted that the HRA (Housing Revenue Account) showed rent continuing to reduce by 1% in line with the government's mandatory four year rent reduction. She noted that the Housing and Planning Act 2016 provision for HRA's to compensate registered providers for extended right to buy was yet to be determined.

In response to a question from Councillor Schmierer, Councillor Waters agreed the Council Tax system was dysfunctional. Councillor Kendrick highlighted the difference between the lowest and highest rates paid were three fold and noted that in Wales, the government had introduced two new council tax bands.

The chief executive officer stated that the fair funding review, (a consultation), was out with local authorities. This represented an appropriate vehicle to submit council comments and proposals to government and the chief finance officer was reviewing this.

RESOLVED to:

Note:

- The budget consultation process that was followed and the feedback gained as outlined in [appendix 6](#).

- The section on the robustness of the budget estimates and adequacy of reserves as set out in paragraphs [140](#) to 157.
- That the Council Tax resolution for 2018/19, prepared in accordance with Sections 32-36 of the Local Government Finance Act 1992 as amended by the Localism Act 2011, will be calculated and presented to Council for approval once Norfolk County Council and the Office of the Police and Crime Commissioner for Norfolk have agreed the precepts for the next financial year.

Recommend to council to approve:

General Fund

1. The council's net revenue budget requirement as £15.696m for the financial year 2018/19 ([Table3](#)) including the budget allocations to services shown in appendix [2](#) and the growth and savings proposals set out in [appendix 1](#);
2. An increase to Norwich City Council's element of the council tax of 2.99%, meaning that the Band D council tax will be set at £256.46 ([para 83](#)), with the impact of the increase for all bands shown in [table 6](#);
3. The planned use of £1.504m of General Fund reserves to finance the budget requirement in 2018/19 (shown in [table 9](#));
4. The prudent minimum level of reserves for the council as £4.232m [para 155](#));
5. The general fund capital programme 2018/19 to 2022/23 ([para 118](#)):
6. The creation of earmarked reserves in relation to commercial property, and income received from on-lending to Norwich Regeneration Limited, and the transfer of additional income generated from these sources above the MTFS savings targets to the relevant earmarked reserve ([para 15](#)).

Housing Revenue Account

7. The implementation of the minimum 1% rent reduction in accordance with legislation set down in the Welfare Reform and Work Act 2016. ([para 98](#)).
8. The proposed Housing Revenue Account budgets ([para 95](#)).
9. The prudent minimum level of housing reserves as £5.844m ([para 110](#)).
10. The proposed housing capital programme 2017/18 to 2021/22 ([para 132](#)).
11. A 4% increase in garage rents ([para 100](#)).
12. The creation of an HRA spend-to-save earmarked reserve to fund the HRA's share of costs required to deliver relevant savings and efficiencies through the transformation programme ([para 93](#)).
13. The transfer of £500k of underspend forecast to be achieved in 2017/18 to the HRA's spend-to-save earmarked reserve ([para 93](#)).

6. Treasury Management Strategy 2018-19

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

He explained the strategy took into account current codes and guidance but noted that these were currently being revised and were not available to be considered at present.

Councillor Wright noted that the scrutiny committee had recommended that after election members be provided with training on treasury management. It was agreed this recommendation should be taken forward.

In response to a question from Councillor Schmierer, discussion ensued around precluding investing in companies that were not paying UK tax.

Councillor Waters said that he could agree with sentiment of that but it was noted by Councillor Stonard that it was difficult to distinguish between tax efficiency activities and not paying tax. It was agreed any new wording had to take account practicalities of how this could work and the chief finance officer was asked to consider if this could be incorporated into the strategy.

RESOLVED to:

Recommend to council for approval:

- (1) The Capital Prudential Indicators and Limits for 2018/19 through to 2020/21 contained within [paragraphs 16 - 43](#) of this report and Appendix 1.
- (2) The Borrowing Strategy 2018/19 through to 2020/21 ([paragraphs 26 – 30](#)).
- (3) The Treasury Prudential Indicators ([paragraphs 31 - 38](#)), including the Authorised Limit ([paragraph 36](#)).
- (4) The Minimum Revenue Provision (MRP) policy statement contained in [paragraphs 60 - 65](#) and [Appendix 1](#).
- (5) The Investment Strategy 2018/19 ([paragraphs 66 - 90](#)) and the detailed criteria included in [paragraph 74](#).

To ask:

- (6) the democratic and elections manager to include an all members briefing on the treasury management strategy in the councillor development programme for the next civic year.
- (7) the chief finance officer to consider incorporating into the strategy at paragraph 75 a point relating to not knowingly investing in companies which are taking part in tax avoidance activities.

7. Council tax reduction scheme 2018-19

Councillor Davis, cabinet member for social inclusion, presented the report. She highlighted that 1680 responses to the council tax consultation had been received which was a very high response rate.

RESOLVED to recommend council to make the following changes to the council tax reduction scheme (CTRS) for 2018-19 by continuing with the 2017-18 scheme with the following modifications:

- (1) increase the applicable amounts of CTRS 2018-19 should have reference to the composite rate of council tax increase, excluding social care.
- (2) increase the non-dependant deduction income brackets and level of non-dependant deductions by the composite rate of council tax increase, excluding social care; and that this should be based on level of income rather than the hours worked.
- (3) include Universal Credit (UC) applicants where it has been awarded without earned income as a non-dependant status in the group where no deduction is made.
- (4) the level of income brackets used to decide entitlement to 'second adult reduction' should be increased by the 2018-2019 composite rate of council tax, excluding social care.
- (5) align treatment of Bereavement Support Payments (BSP) with housing benefits and fully disregard BSP payments for working-age applicants.
- (6) amend the CTRS to mirror minor regulation changes to the new Employment and Support Allowance (ESA) for working-age applicants placed in work-related activity groups resulting in positive outcomes for working-age applicants in receipt of CTR or housing benefit.
- (7) allow automatic notification by the Department of Work and Pensions to the city council of UC awards, therefore removing the requirement for the customer to make a separate CTRS application.

8. Greater Norwich Infrastructure Investment Plan 2018-19 to 2022-23

Councillor Waters, leader, presented the report. He explained that the Greater Norwich Infrastructure Investment Plan required ratification by all councils in the Greater Norwich Growth Board partnership. He highlighted paragraph five of the report which listed the seven projects within Norwich supported by funding from the Infrastructure Investment Fund.

In response to a question from Councillor Schmierer, the head of city development services said that money which had been allocated to the Hewett School for their pool refurbishment would go back into the general pot which all councils in the partnership could bid for.

RESOLVED to:

- (1) approve the projects in Norwich to be included in the Greater Norwich Infrastructure Investment Plan 2018-19 to 2022-23 with the first year forming the Annual Growth Programme for 2018-19; and
- (2) recommend the draft of the Greater Norwich Infrastructure Investment Plan 2018-19 to 2022-23 to the Greater Norwich Growth Board (GNGB) for approval.

9. Norfolk Strategic Planning Framework

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

He noted that the document had received over 100 responses to its consultation and these were largely supportive. The document was not a policy but a high level visioning piece of work. It was produced across a number of authorities and in the spirit of cooperation and compromise.

RESOLVED to agree to the Norfolk Strategic Planning Framework.

10. Renewal of the highways agency agreement with Norfolk County Council – Key decision

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

In response to a question from Councillor Schmierer, the head of city development services said that the city council staff would continue to be involved in the day to day management of the winter service but had a diminishing role. All contracting was provided by Norfolk County Council who led the strategy but the city council provided the local knowledge.

RESOLVED to:

- (1) endorse revisions to the existing highways agency agreement between Norfolk County Council and the council as set out in the report;
- (2) agree to extend the existing highways agency agreement by one year until 31 March 2020

11. Scrutiny Committee Recommendations

Councillor Waters presented the report and noted the amendment to it, detailed below:

- Page 221 Access to justice recommendations should read resolved to ask cabinet to consider.

Members discussed how best to consider recommendations for scrutiny and agreed to respond to those in the report at the March meeting of cabinet.

RESOLVED to respond to the recommendations within the report at the next meeting of cabinet on 14 March 2018.

12. Procurement of various housing upgrades and maintenance contracts – Key decision

Councillor Harris, cabinet member for social housing presented the report. She highlighted that of recommendation one, the basis for the award for Gasway had changed, to a discounted framework rate.

She emphasised that the upgrades and maintenance contracts represented £8 of investment and highlighted the council's commitment to providing good quality housing.

RESOLVED to:

- (1) approve the award of the contracts as described in the report.
- (2) delegate authority to the director of neighbourhoods in consultation with the deputy leader and social housing portfolio holder, to award a contract to the best value supplier for the replacement heating installations contract.
- (3) approve a one year extension of the housing electrical and mechanical maintenance contract with Alphatrack Systems Ltd.

CHAIR

Report to Cabinet
14 March 2018
Report of Head of city development services
Subject Air Quality – Fixed penalty, stopping of engines

Item
5

KEY DECISION

Purpose

To seek approval to apply to become a designated local authority for the purpose of issuing fixed penalties notices (FPNs) for stationary engine idling offences.

Recommendation

To request that the Secretary of State approves Norwich City Council as a designated local authority for the purpose of issuing fixed penalties for stationary idling offences as set out within The Road Traffic (Vehicle Emissions) (Fixed Penalty) (England) Regulations 2002.

Corporate and service priorities

The report helps to meet the corporate priorities of a safe, clean and low carbon city and the service plan priority to implement transport elements of the air quality action plan.

Financial implications

Total cost for signage approximately £1,000. This will be funded through the civil parking enforcement budget.

Enforcement will be carried out by existing enforcement officers as part of their day-to-day activities. Although this will take some time away from enforcement of parking issues, the target for Engine Switch Off is to some extent a captive audience and it is expected that the message will gradually change behaviour and reduce the need.

Ward/s: Mancroft and Thorpe Hamlet

Cabinet member: Councillor Mike Stonard - sustainable and inclusive growth

Contact officers

Ed Parnaby, Transportation Planner 01603 212446

Joanne Deverick, Transportation and Network Manager 01603 212461

Background documents

None

Report

Background

1. It is a corporate priority for Norwich to be a safe, clean and low carbon city. Air pollution can cause both short term and long term effects on health, particularly in the young and elderly, or people with heart or lung conditions, or other breathing problems. The pollutant of most concern in Norwich in terms of air quality is nitrogen dioxide (NO₂), as current levels do not meet the national health based standard (of 40 µg/m³ as an annual mean). In Norwich, the most significant source of NO₂ is from emissions of oxides of nitrogen (NO_x) from road traffic.
2. In Norwich, the whole of the area within the inner ring road is designated an Air Quality Management Area (AQMA) (See appendix 1). This designation sets out where air quality objectives are not being met, or are likely to be at risk of not being met, and where people are regularly present. Within the AQMA there is a continued exceedance of the annual mean objective for the pollutant nitrogen dioxide (NO₂)
3. There is an obligation for local authorities and for all delivery partners who have an influence on air quality to take measures to improve it. A summary of these measures are set out in the Air Quality Action Plan (AQAP). The measure of enforcing engine switch-off is covered on page 17 of the AQAP.
4. Vehicle idling is an offence against the Road Traffic (Vehicle Emissions) (Fixed Penalty) (England) Regulations 2002. These regulations outline how a local authority can become a designated authority to enforce unnecessary vehicle idling and issue FPNs if required. The regulations cover all vehicles on public roads including buses, taxis and private cars. It does not apply to vehicles moving slowly due to road works or congestion; vehicles stopped at traffic lights; vehicles under test or repair; or defrosting a windscreen.

Considerations

5. The effect of air pollution can be particularly significant on those living in cities and is often concentrated where vehicles are queuing or where vehicles tend to wait with engines idling. Areas of particular concern in Norwich include streets where buses, taxis and commercial vehicles are idling for extended periods of time, collectively this adds to levels of air pollution.
6. Overall NO₂ levels in the city within the central AQMA are falling. In 2012, ten of the monitoring locations recorded figures exceeding the annual mean objective of 40µg/m³. By 2016 this reduced to seven monitoring sites where the figure is exceeded despite the addition of a new monitoring site on Chapelfield North. Whilst this is positive progress and the most heavily polluted streets have generally seen a reducing level of NO₂, there is still an unacceptable level of pollution on some streets, At Castle Meadow levels are still at 56µg/m³, St Augustines Street 51µg/m³, Riverside Road 47µg/m³, Chapelfield North 46µg/m³ and St Stephens Street 41µg/m³. Accordingly enforcement will be focused where there is the greatest need but also where there is significant loading or waiting – such that the 2002 regulations can be used to limit vehicle idling.
7. The enforcement procedure involves up to three stages depending on the outcome at each stage:

- a) An authorised person asks the driver to stop the running of the engine of that vehicle;
 - b) A £20 fixed penalty is issued if the driver fails to comply;
 - c) A fine not exceeding a Level 3 on the standard scale (£1,000) is issued if details are withheld.
8. The above procedure demonstrates that this is not about penalising drivers but to create positive behaviour change with respect to idling and ultimately helping reduce the level of emissions in the city that are harmful to health.
9. Enforcement will be carried out by existing parking enforcement staff and it should be noted that this is not expected to significantly impact on their primary role of enforcement against illegally parked vehicles. Before introduction of the enforcement bus and taxi operators and other key partners will be informed to help minimise the need for issuing the FPNs or fines described above.
10. Officers have engaged with Norfolk County Council when considering the application to become a designated authority under The Road Traffic (Vehicle Emissions) (Fixed Penalty) (England) Regulations 2002.

Signage

11. The area where enforcement will be carried out will be suitably signed. This signage will convey the requirements in place but without unduly adding to street clutter.

Conclusion

12. Whilst there has been some good progress reducing emissions and more modern motorised vehicles are gradually producing lower emissions, if this engine switch-off is not enforced, improving air quality in Norwich will longer than is necessary.
13. The Road Traffic (Vehicle Emissions) (Fixed Penalty) (England) Regulations 2002 sets out powers to allow the council to enforce engine switch-off for stationary vehicles, helping to reduce emissions and working towards our corporate and service priorities.
14. Once the council has obtained authority from the Secretary of State it is anticipated to take around three months to implement signage and to commence enforcement.

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 completing the assessment can be found [here](#). Delete this row after completion

Report author to complete

| | |
|-----------------------------------|--|
| Committee: | Cabinet |
| Committee date: | 14 March 2018 |
| Director / Head of service | Andy Watt |
| Report subject: | Air Quality –Fixed penalty, stopping of engines |
| Date assessed: | 06/12/2017 |
| Description: | To agree to seek approval for issuing of FPNs on idling vehicles |

| | 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"/> | Cost covering but see also: World Health Organisation (WHO) on the economic cost of the health impact of air pollution: http://www.euro.who.int/_data/assets/pdf_file/0004/276772/Economic-cost-health-impact-air-pollution-en.pdf |
| Other departments and services e.g. office facilities, customer contact | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| ICT services | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Economic development | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Reducing air pollution will help Norwich to be a pleasant and prosperous city that is appealing to residents and visitors |
| Financial inclusion | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | | | | |
| Social (please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |
| Safeguarding children and adults | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| <u>S17 crime and disorder act 1998</u> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Human Rights Act 1998 | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |

| | | | | |
|--|-------------------------------------|-------------------------------------|--------------------------|---|
| | Impact | | | |
| Health and well being | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | The proposals will help to reduce the impact on public health from unnecessary pollution from motorised vehicles. https://uk-air.defra.gov.uk/air-pollution/effects |
| | | | | |
| 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"/> | This scheme works to reduce the impact on air quality from transport. |
| Natural and built environment | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | The natural and built environment will benefit from improved air quality. See above WHO report above that details the cost of air pollution on the built environment. |
| Waste minimisation & resource use | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |

| | Impact | | | |
|------------------------------------|-------------------------------------|-------------------------------------|--------------------------|--|
| Pollution | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | This scheme will help improve air quality through reducing unnecessary vehicle 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"/> | Reducing vehicle emissions is an established contributor to mitigating climate change. Reducing vehicle idle time is an established way to reduce fuel consumption saving energy. |
| | | | | |
| (Please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |
| Risk management | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | If engine switch-off if not enforced, improving air quality in Norwich will take much longer than is necessary. This would be at odds with our corporate and service priorities (safe, clean and low carbon city) and our air quality action plan. |

| Recommendations from impact assessment | |
|--|--|
| Positive | |
| N/A | |
| Negative | |
| N/A | |

| |
|----------------|
| Neutral |
| N/A |
| Issues |
| N/A |

Report to Cabinet
14 March 2018
Report of Strategy Manager
Subject Quarter 3 2017 - 18 performance report

Item

6

Purpose

To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 3 of 2017 - 18.

Recommendations

To:

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

Corporate and service priorities

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

Financial implications

The direct financial consequences of this report are none.

Ward/s All wards

Cabinet member Councillor Waters - leader

Contact officers

Adam Clark, Strategy Manager
Ruth Newton, Senior Strategy Officer

01603 212273
01603 212368

Background documents

None

Report

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 eleventh 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 three 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's 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

7. Overall performance this quarter has improved on last quarter's with only one of the council priorities now showing amber; this is a result of the prosperous and vibrant city objective returning to green status this quarter. There are some specific areas where the council is performing well and exceeding its targets but there are 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) National data has now been published reporting the proportion of adults cycling at least three times a week in Norwich in 2016 as 12%. Whilst this is slightly under the corporate plan target of 14%, it places Norwich as the sixth highest performing authority in England.
 - b) Accident casualties on Norwich roads have fallen this quarter following a period where they have remained high; efforts are underway with partners to consolidate this reduction.

- c) The proportion of homes on a 20mph street increased from 39% in quarter 2 to 45% in quarter 3, bringing it back on target for the year.
- d) There has been an increase in performance on a number of customer satisfaction indicators, including satisfaction with parks and open spaces and with the local environment and the proportion of people feeling safe, although these still remain under target following the change in methodology to a text survey. Satisfaction with opportunities to engage with the council has now increased above the target to 75%.
- e) The amount of funding secured by the council for regeneration activity has continued to exceed the target, with an additional £328,000 secured from the Department for Transport and the Business Rates Pool.
- f) Delivery of the digital inclusion action plan remains on or ahead of target, with a new action plan currently being developed for 2018-20.
- g) The number of private sector homes where council activity has improved energy efficiency has risen to 443, exceeding the annual target of 123.
- h) Proportion of upgrades complete has increased from 43% to 58%, although remaining below the target of 70%, a number of measures have been put in place to ensure continued improvement in performance.
- i) Average re-let time is back on target at 15 days in quarter 3 following a challenging period in the first two quarters.
- j) Performance on the channel shift indicator has dipped slightly, with 17% of contact with the council taking place electronically in quarter 3, below the target of 25% by the end of 2017-18; this is despite new processes being introduced, for example to stop issuing of parking permits through face-to-face contact.



Report author to complete

| | |
|-------------------------|---|
| Committee: | Cabinet |
| Committee date: | 14 March |
| Head of service: | Adam Clark |
| Report subject: | Quarter 3 performance report 2017/18 |
| Date assessed: | February 2018 |
| Description: | This report sets out progress against the key performance measures that are designed to track delivery of the Corporate Plan priorities for quarter 3 of 2017/18. |

| | 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"/> | |
| 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"/> | |

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|---|-------------------------------------|--------------------------|--------------------------|----------|
| | 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

This is the city council's performance report for the third quarter of the 2017-18 financial year. Four of our five corporate priorities are green overall, an improvement on the quarter 2 report, as a result of the prosperous and vibrant city priority returning to green status.

Quarter 3 has seen an improvement in performance on a number of customer satisfaction indicators, including satisfaction with parks and open spaces and with the local environment and the proportion of people feeling safe, although these still remain under target following the change in methodology to a text survey. Satisfaction with opportunities to engage with the council has now increased above the target to 75%.

New nationally published data on the proportion of adults cycling at least three times a week in Norwich in 2016 is reported here, showing levels in Norwich which, while slightly under the corporate plan target, place Norwich as the sixth highest performing authority in England.

Progress has also been made on a number of other areas including the proportion of homes on a 20mph street, the amount of funding secured by the council for regeneration activity and average re-let times which is now back on target after a challenging period in the first two quarters. The report also highlights areas of ongoing focus including completion of affordable homes, housing upgrades and channel shift.

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



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

| Measure | Actual | Target | RAG Status | DoT | Actual YTD | Target YTD | RAG YTD | Date Measured |
|--|--------|--------|------------|-----|------------|------------|---------|---------------|
| SCL13 % change in the number of cyclists counted at automatic count sites | -0.2 | 5.0 | ▲ | 🔴 | -0.2 | 5.0 | ▲ | 12/17 |
| Comments: In total 11 automatic cycle counters have comparable data for both 2016 and 2017. This data shows a decrease of 0.21% in the number of counts. This figure needs to be viewed in light of the method used to calculate missing days. There were approximately 750 missing days across the automatic counters over 2016 and 2017 combined. The missing days were typically because an automatic counter was covered (Pottergate underpass counter covered by staff welfare unit for much of June and July 2017). In 2017, the days where counters were blocked was skewed towards the summer months. The method of using an average daily count based on the remaining days that were counted is likely to have led to an underestimate of the 2017 figure. | | | | | | | | |
| SCL08 % of adults cycling at least 3x per week for utility purposes | 12.0% | 14.0% | ▲ | 🟡 | 12.0% | 14.0% | ▲ | 04/17 |
| Comments: At 12%, Norwich is the sixth highest performing local authority in England (effectively fifth as the Isle of Silly sample size is very small). Although this does not achieve the target of 14% set for 2017/2018, it should be noted that the latest counts for this measure are from mid-November 2015 to mid-November 2016 and important cycling schemes have been delivered since then. | | | | | | | | |
| ⊕ SCL03 % of people feeling safe | 59.2% | 78.0% | ▲ | 🟢 | 61.4% | 78.0% | ▲ | 12/17 |
| Comments: The % of people feeling safe remains under target this quarter, however, there has been an improvement when compared to Q2. This is one of three measures where a different methodology is being used which better reflect the residents of the city which has resulted in lower performance, and it is anticipated that the year-end out turn will be below the current target. The target will be reviewed now Q3 data is available. | | | | | | | | |
| ⊕ SCL02 % of people satisfied with waste collection | 69.2% | 85.0% | ▲ | 🔴 | 80.3% | 85.0% | ● | 12/17 |
| Comments: Whilst the percentage satisfaction rate is lower than the target there were only 13 responses and it is not practical to draw any significant conclusions from such a low sample. A considered view will be taken based on the annual total. | | | | | | | | |

| Measure | Actual | Target | RAG Status | DoT | Actual YTD | Target YTD | RAG YTD | Date Measured |
|--|--------|--------|------------|-----|------------|------------|---------|---------------|
| SCL01 % of streets found clean on inspection | 87.3% | 88.0% | ● | 🟢 | 87.3% | 90.0% | ● | 12/17 |
| Comments: All staff have completed the Keep Britain Tidy training for local environment quality surveys. The results are just below target with the majority of failures for detritus in high and medium obstruction housing and other highways | | | | | | | | |
| SCL04 Residual household waste per household (Kg) | 98.5 | 93.8 | ● | 🟢 | 299.8 | 286.5 | ● | 12/17 |
| Comments: This is a key indicator of the success of the council's waste and recycling strategy and it is encouraging to see that the amount of waste produced by Norwich households continue to decline. | | | | | | | | |
| ⊕ SCL11 % of people satisfied with parks & open spaces (Q) | 80.1% | 85.0% | ● | 🟢 | 81.8% | 85.0% | ● | 12/17 |
| Comments: We are continuing to develop work with community groups involved with the practical management of their local spaces; managing resources effectively and working more efficiently, to enable us to improve quality and deliver more with reducing resources. | | | | | | | | |
| ⊕ SCL12 Percentage of people satisfied with their local environment | 74.3% | 80.0% | ● | 🟢 | 71.3% | 80.0% | ▲ | 12/17 |
| Comments: The % of people satisfied with their local environment remains under target this quarter, however, there has been a large improvement when compared to Q2. This is one of three measures where a different methodology is being used which better reflect the residents of the city. This has resulted in lower performance and it is anticipated that the year-end out turn will be below the current target. The target will be reviewed now Q3 data is available. | | | | | | | | |



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| Safe, clean and low carbon city | Prosperous and vibrant city | Fair city | Healthy city with good housing | Value for money services | Corporate plan |
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| Measure | Actual | Target | RAG Status | DoT | Actual YTD | Target YTD | RAG YTD | Date Measured |
|---|--------|--------|------------|-----|------------|------------|---------|---------------|
| SCL05 % of food businesses achieving safety compliance | 96.3% | 90.0% | ★ | 🟢 | 96.3% | 90.0% | ★ | 12/17 |
| Comments: The hygiene standard of food premises in the City is has increased slightly to 96.3. | | | | | | | | |
| ✚ SCL06 % of residential homes on a 20mph street | 44.5% | 43.3% | ★ | 🟢 | 44.5% | 43.3% | ★ | 12/17 |
| Comments: With the support of the Department for Transport cycle ambition grant, pleasing progress is being made on ensuring households in residential areas benefit from a 20mph speed restriction. | | | | | | | | |
| ✚ SCL07 Number of accident casualties on Norwich roads | 386 | 400 | ★ | ➡ | 386 | 400 | ★ | 12/17 |
| Comments: Following a period of stagnation the casualty rate for Norwich is now showing a decrease. Efforts continue with our partners at Norfolk County Council and the Safety Camera partnership to consolidate this reduction | | | | | | | | |
| SCL09 CO2 emissions for the local area | 4.2% | 2.4% | ★ | 🔴 | 4.2% | 2.4% | ★ | 04/17 |
| Comments: The council will continue to use any energy efficiency funding from central government to continue our work on reducing emissions from residential and commercial sectors. E.g. ECO2 (a scheme where energy companies subsidise installation of insulation and modernising heating systems). The council will also continue to promote sustainability via its wider remit as a conduit of behavioural change and pro-environmental behaviours. (E.g. push the Pedalways / One Planet Norwich) | | | | | | | | |
| The council has reduced per capita emissions by 13.5% since 2013/14 | | | | | | | | |
| Norwich has the lowest per capita emissions (4.50t/capita) of any Norfolk LA. In 2005 the per capita emissions were 6.9 t per person. This has fallen to 4.5 per person. | | | | | | | | |
| SCL10 CO2 emissions from local authority operations | 14.6% | 2.2% | ★ | 🟢 | 14.6% | 2.2% | ★ | 04/17 |
| Comments: The figure of 1,031,718 Global kg of CO2e is a 14.6% reduction on the previous year and represents a 54.1% reduction compared to the 06/07 baseline. | | | | | | | | |
| This takes into account the 6 months of electricity provided under the OFGEM certified Green Tariff which the council has purchased from TOTAL. The Green Tariff contributes significantly to this year's carbon reduction. | | | | | | | | |



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|---------------------------------|-----------------------------|-----------|--------------------------------|--------------------------|----------------|
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| Measure | Actual | Target | RAG Status | DoT | Actual YTD | Target YTD | RAG YTD | Date Measured |
|--|--------|--------|------------|-----|------------|------------|---------|---------------|
| PVC1 Number of new jobs created/ supported by council funded activity | 127 | 150 | ▲ | ▲ | 127 | 150 | ▲ | 09/17 |
| Comments: This indicator is reported biannually so this report contains previous data from Quarter 2. In Quarter 2 the Economic Development team contributed to this target through advice, partnership working and relationship management. | | | | | | | | |

| Measure | Actual | Target | RAG Status | DoT | Actual YTD | Target YTD | RAG YTD | Date Measured |
|--|--------|--------|------------|-----|------------|------------|---------|---------------|
| PVC2 Delivery of the council's capital programme | 79% | 80% | ● | ▲ | 79% | 80% | ● | 09/17 |
| Comments: This indicator is reported biannually so this report contains data from Quarter 2; however this data has been updated to give a more accurate picture of performance in Quarter 2 which was not reflected in the previous report. Of the red/amber projects, the main reasons for the status are: concern over actual or potential overspends, delays in timescales due to lack of staff resource to deliver or lack of other funds. | | | | | | | | |
| PVC8 % of people satisfied with leisure and cultural facilities | 92.0% | 95.0% | ● | ▲ | 92.0% | 95.0% | ● | 09/17 |
| Comments: This indicator is reported biannually so this report contains previous data from Quarter 2. Riverside Leisure Centre is aiming to maintain its "Quest Excellent" accreditation, the UK quality scheme award for sport and leisure and the Norman Centre is now working towards "Quest Entry". | | | | | | | | |

| Measure | Actual | Target | RAG Status | DoT | Actual YTD | Target YTD | RAG YTD | Date Measured |
|--|--------|--------|------------|-----|------------|------------|---------|---------------|
| PVC03 Amount of funding secured by the council for regeneration activity (4 year rolling average) | £3,083 | £2,000 | ★ | ▲ | £3,083 | £2,000 | ★ | 12/17 |
| Comments: An additional £65K of revenue funding has been awarded by the DfT, through the CCAG programme jointly to the city and county in Q.3. The funding is to finance the technical support required for Local Cycling and Walking Infrastructure plan to be created. There is also Business Rates Pool match funding of up to £262,750 which has been awarded. | | | | | | | | |
| PVC09 Amount of visitors at council ran events | 98,945 | 85,200 | ★ | ▲ | 98,945 | 85,200 | ★ | 12/17 |
| Comments: This indicator presents the rolling 12 month sum of visitors at council ran events, showing that almost 100,000 people visited events run by the council in the last year - slightly below the previous quarter but well above the target of 85,000. | | | | | | | | |
| PVC6 Planning service quality measure | 87% | 83% | ★ | ▲ | 87% | 83% | ★ | 12/17 |
| 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. However, this will be dependent on the receipt of information which is outside the council's full control (as information will be processed via PAS) and the successful operation of the new quality measures. | | | | | | | | |

New performance measures not contributing to council performance until Q4

| Measure |
|---|
| PVC07 No. of priority buildings on the 'at risk register' saved from decay by council interventions |
| Comments: |



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|---------------------------------|-----------------------------|-----------|--------------------------------|--------------------------|----------------|
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| Measure | Actual | Target | RAG Status | DoT | Actual YTD | Target YTD | RAG YTD | Date Measured |
|--|--------|--------|------------|-----|------------|------------|---------|---------------|
| FAC1 Delivery of the reducing inequalities action plan | 70% | 75% | ● | 🔴 | 70% | 75% | ● | 12/17 |
| Comments: Progress has continued on a range of projects aiming to reduce inequalities across the city, and the programme overall remains on track to be delivered by the end of the year, despite some delays. Projects delivered in quarter 3 include a targeted city-wide campaign to increase the take up of free school meals and pupil premium benefits based on the successful pilot run in Lakenham last year. A partnership-based programme of support to help people stay warm over winter has also begun delivery, with further work, including targeted visits to improve the energy efficiency of homes of vulnerable residents, planned over remaining winter months. | | | | | | | | |

| Measure | | Actual | Target | RAG Status | DoT | Actual YTD | Target YTD | RAG YTD | Date Measured |
|--|-----------|--------|--------|------------|-----|------------|------------|---------|---------------|
| FAC3 Delivery of the digital inclusion action plan | Quarterly | 90% | 90% | ★ | 🔴 | 90% | 90% | ★ | 12/17 |
| Comments: Performance remains on or ahead of target as we enter the last quarter of the current action plan for the Digital Inclusion project. We are working with new and existing partners offering Digital Hub sessions, staffed by our trained community volunteers, including early evening provision in the city centre. The roll out of Digital Coaches training at Norwich City Council is almost complete for current frontline staff with a couple of catch up sessions scheduled for January and February 2018. Get Online Week was a success in October 2017, featuring 6 days of activities coordinated by ourselves and our partners, including activities within our Digital Hubs across the city. The events supported people with basic digital skills and confidence, and signposted people onto ongoing sessions, it also aimed to raise awareness across the city of the support the project offers and encouraged people 'to try one thing'. We are developing a new action plan for the two year period of April 2018 to March 2020. This will extend and develop the current action plan (which is due to end in March 2018) and will include new priorities reflecting and responding to the changing landscape for Norwich residents. | | | | | | | | | |
| FAC4 Timely processing of benefits | Quarterly | 100.0% | 100.0% | ★ | ➡ | 100.0% | 100.0% | ★ | 12/17 |
| Comments: Processing of new claims, change of circumstances, appeals and reviews and discretionary housing payments remains on target. This along with maximum utilisation of the discretionary housing payment fund is supporting our customers who are most in need. | | | | | | | | | |
| FAC5 No of private sector homes where council activity improved energy efficiency (YTD) | Quarterly | 443 | 123 | ★ | 🟢 | 443 | 123 | ★ | 12/17 |
| Comments: In quarter 3, 443 private households were helped with energy efficiency measures for their homes. This constituted of boiler replacements, heating upgrades, cavity wall insulation, loft insulation, energy performance certificates and boiler repairs. | | | | | | | | | |

Performance measures that are not contributing to performance this quarter

| Measure |
|---|
| CPlan15-20 Fair city : FAC06 % of comm. org. who pay the living wage for services delivered on behalf of NCC |
| Comments: |
| FAC02 % of people who felt their wellbeing had been improved following receiving advice |
| Comments: Norwich Community Advice network are gathering data from the partners involved in the financial inclusion consortium about changes in wellbeing of people receiving advice. This will be reported in quarter 4. |



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| Measure | Frequency | Actual | Target | ▲ RAG Status | DoT | Actual YTD | Target YTD | RAG YTD | Date Measured |
|--|-----------|--------|--------|--------------|-----|------------|------------|---------|---------------|
| HCH04 Affordable Homes measure | Quarterly | 110 | 195 | ▲ | 🔴 | 110 | 195 | ▲ | 12/17 |
| <p>Comments: We're on our way to meeting the 5 year target but delivery is not linear. 10 units have been completed at Hansard Close and a further 20 on the Lakenham Cricket Ground for which some funding was provided by the council. Work on site is progressing on 105 new dwellings at Goldsmith Street and a further 18 at Threescore. 39 further units will be delivered at Threescore following the decision by Norwich regeneration Ltd to complete phase 2 and a further 11 units are being purchased on a site in Northumberland Street. In addition, cabinet has approved the grant of 1-4-1 receipts to registered providers to facilitate the delivery of 78 units to be completed in 2018/19. 20 homes are expected to be delivered in quarter 4</p> | | | | | | | | | |
| ⚙️ % of upgrades complete | Quarterly | 58% | 70% | ▲ | 🔴 | 58% | 70% | ▲ | 12/17 |
| <p>Comments: Commentary provided by John Hodson and Dave Shaw, NPS:</p> <p>Kitchens: There was a very slow start due to contractual changes; no kitchens were actually fitted in November, due to lack of survey data etc; 15 kitchens were delivered in December, and the Christmas & New Year period also impacted upon delivery, but it is forecast that 55 kitchens will be delivered every month from January through to March 2018, meaning we will just drop short of the planned target. However, we have placed an order with Norse to deliver 50 additional kitchens, so we could end the year delivering more than the projected 681, without going beyond April 2018. Also it should be noted that our new way of contract managing our workload through the NPS Norwich Projects Tracker will mean that we slowly change our relationship with our contractors to place more emphasis on known delivery every month, with clear resource plans and no impacts to programme.</p> <p>Bathrooms: it is our forecast to deliver 55 per month from January 2018 to March 2018, which is 165 + the 50 delivered in November 2017 & December 2018. This means we will drop short of some 65 bathrooms overall, however, we have raised an order with Norse to deliver an additional 50 bathrooms, so we could miss the projected completions by 15 to 20, again without going beyond April 2018.</p> <p>Heating: upgrades are falling well below target, due to contractual and delivery issues with contractors, and at this point we believe that the heating upgrades will fall considerable short at around 50%, and that will most likely not change even if the contract is extended to June 2018. We will be working hard to understand the quality of contractors available in the market that we will look to engage through the appropriate procurement routes to overcome the problems we have experienced in the financial year 2017/18.</p> <p>Rewires: although initially there were delivery problems and, as a consequence a change of contractor and with the help of Norse, it is anticipated that rewires may come in on target.</p> <p>Doors: It is anticipated that doors will come in on target to complete in March 2018, however, this could be affected slightly, with the increased delivery required for the upgrading of front and shed doors to the eight towers, as fitting teams may become stretched. It is agreed that the refurbishment of doors in the Tower Blocks take priority.</p> <p>It is anticipated that with the exception of the heating upgrades, all work could finish in May or June 2018.</p> <p>In summary, It is considered very positive that we now have the potential to use two contractors to deliver kitchen and bathroom upgrades, and this, moving forward, would help to reduce the risk of delivery failure. It is also positive that NPS Norwich is making improvements in the management of projects via the Projects Dashboard - NPS Norwich Ltd looks forward to continuing to improve the visibility, accountability and works programmes leading to better clarity around budget controls, including over and under spends.</p> | | | | | | | | | |

| ▲ Measure | Frequency | Actual | Target | RAG Status | DoT | Actual YTD | Target YTD | RAG YTD | Date Measured |
|---|-----------|--------|--------|------------|-----|------------|------------|---------|---------------|
| HCH1 Delivery of the Healthy Norwich action plan | Quarterly | 70% | 75% | ● | 🔴 | 70% | 75% | ● | 12/17 |
| <p>Comments: Progress has continued to be made in a number of key areas, although many of these are reliant on a range of partners' resources and timescales, meaning some delays have been experienced. Social prescribing projects have been continuing at Tuckswood and Gurney Surgery, while wider plans to roll out the project across the city continue to be developed. The Energise programme in Lakenham has continued to deliver a range of community-based physical activity programmes, ranging from women's self-defence to dog walking, which have been attended by large numbers of local residents.</p> | | | | | | | | | |



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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 | 46 | 20 | ★ | ★ | 46 | 20 | ★ | 12/17 |
| Comments: This continues to be on target to bring 20 homes back in to use by the end of the year. | | | | | | | | | |
| HCH2 Relet times for council housing | Quarterly | 14 | 16 | ★ | ★ | 17 | 16 | ● | 12/17 |
| Comments: Average re-let time is once again back on target at 15 days in quarter 3 following a challenging period in the first two quarters. This improvement brings year-to-date outturn closer to target at 17 days. It follows significant efforts to get back on track from our contractor Norse, property services partner NPS Norwich Ltd and council service areas. Benchmarking results for 2016/17 are now available and once again Norwich City Council are ranked as a top quartile performer for this indicator. The council had the third fastest turnaround time from 62 local authorities participating in the submission, whilst top quartile required an average of 24 days or less. | | | | | | | | | |
| HCH5 Preventing homelessness | Quarterly | 74.3% | 60.0% | ★ | ★ | 67.2% | 60.0% | ★ | 12/17 |
| Comments: Our gold standard approach, with focus on provision of an accessible, specialist service to prevent homelessness, continues to deliver excellent and cost-effective performance to a vulnerable client group. Future challenges such as the change in the way that the council deals with customer contact, the implementation of the Homelessness Reduction Act and the introduction of Universal Credit will cause significant pressure on this service and in such a challenging environment, such high performance in the prevention of homelessness may be difficult to maintain. | | | | | | | | | |
| HCH6 % of people who feel that the work of the HIA has enabled them to maintain independent living | Quarterly | 100 | 90 | ★ | ★ | 100 | 90 | ★ | 12/17 |
| Comments: The target continues to be exceeded and has improved on last quarter's figure. The pilot to provide rapid assistance to inpatients at the NNUH where a need for adaptation repair or improvement of their homes has been successfully concluded. It will continue until the end of this financial year and will now be funded by the health service. Further funding has also been received which has enabled the team to offer assistance in urgent cases to prevent the immediate risk of admission to hospital | | | | | | | | | |
| HCH8 % of tenants satisfied with the housing service | Quarterly | 86% | 83% | ★ | ★ | 86% | 83% | ★ | 12/17 |
| Comments: As previously indicated (in the Q2 commentary) we are now using results from the rolling STAR survey. Results as at the end of Q3 include 500 responses for the first two quarters (July to December 2017) rather than the 1,000 responses that we will eventually be using on a rolling 12-month basis. Latest results should therefore be treated with a degree of caution, until we have collected the recommended 1,000 responses required for statistically accurate results. Having said that, the change in methodology has barely affected results, with the latest figure of 86% from STAR being one percentage point higher than last quarter's. It has, however, improved by three percentage points over the last two years. | | | | | | | | | |
| HCH9 No of private sector homes made safe | Quarterly | 78 | 75 | ★ | ★ | 78 | 75 | ★ | 12/17 |
| Comments: On target to make 100 homes safe. The first financial penalty under the new enforcement system has been recovered (£6,000) with more cases currently being processed. | | | | | | | | | |

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

| Measure |
|---|
| HCH7 % of council properties meeting Norwich standard |
| Comments: |



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

| Measure | Actual | Target | RAG Status | DoT | Actual YTD | Target YTD | RAG YTD | Date Measured |
|---|--------|--------|------------|-----|------------|------------|---------|---------------|
| VFM5 Channel shift measure | 17.17% | 21.25% | ▲ | ■ | 16.86% | 17.50% | ● | 12/17 |
| Comments: Performance has dipped slightly against Q2 despite new processes being launched in June 2017 resulting in some services like parking permits no longer being generally available face to face. We need to review the methodology for this target. | | | | | | | | |

| Measure | Actual | Target | RAG Status | DoT | Actual YTD | Target YTD | RAG YTD | Date Measured |
|---|--------|--------|------------|-----|------------|------------|---------|---------------|
| VFM1 % of residents satisfied with the service they received from the council | 72.5% | 75.0% | ● | ■ | 74.5% | 81.0% | ● | 12/17 |
| Comments: This is the 3rd quarter outturn using the new methodology which is using a 'text' to measure satisfaction. The 3rd quarter outturn has increased slightly against the new agreed target of 75% and is providing us with a wealth of data to help drive forward improvements and identify areas for transformation and savings across the authority. | | | | | | | | |

| Measure | Frequency | Actual | Target | RAG Status | DoT | Actual YTD | Target YTD | RAG YTD | Date Measured |
|---|-----------|-----------|--------|------------|-----|------------|------------|---------|---------------|
| VFM02 Council achieves savings target | Quarterly | -£937,631 | £0 | ★ | ■ | -£937,631 | £0 | ★ | 12/17 |
| Comments: The quarter 3 general fund forecast outturn for the 2017/18 financial year is an underspend against budget of £937k. | | | | | | | | | |
| VFM4 Avoidable contact levels | Quarterly | 32.7% | 35.0% | ★ | ■ | 32.7% | 35.0% | ★ | 12/17 |
| Comments: Performance in this 3rd quarter is within target but has seen a slight increase. We continue to work with service areas to understand the reasons for this and identify areas for transformation. The new and improved electronic contact channels together with improvements in customer access are continuing to focus on the highest areas of avoidable contact. | | | | | | | | | |
| VFM6 % of income owed to the council collected | Monthly | 96.3% | 95.0% | ★ | ■ | 96.3% | 95.0% | ★ | 12/17 |
| Comments: Timely collection of income performance remains strong supporting the council's finances. Debt is well managed to increase the likelihood of early collection, avoiding later debt recovery action. | | | | | | | | | |
| VFM7 % of income generated by the council compared to expenditure | Quarterly | 50.8% | 45.2% | ★ | ■ | 50.8% | 45.2% | ★ | 12/17 |
| Comments: The quarter 3 outturn general fund income for 2017/18 financial year is forecast to equate to 50.83 % of expenditure which is above the target of 45.2%. | | | | | | | | | |
| VFM8 % of customers satisfied with the opportunities to engage with the council | Quarterly | 75% | 54% | ★ | ■ | 52% | 54% | ● | 12/17 |
| Comments: People's satisfaction with the opportunities to engage with the council has increased significantly this period when compared to Q2 performance which was 27.00% and is now above target for the quarter. This is one of three measures where a different methodology is being used which better reflect the residents of the city. The target will be reviewed now Q3 data is available. The indicator will be monitored closely to understand if there is a broader reason for this change given that there have been increasing number of opportunities for engagement with new resident groups establishing and the emerging community engagement work under the banner of Get Involved, may have a positive impact once fully implemented. | | | | | | | | | |
| VFM9 Delivery of local democracy engagement plan | Biannual | 2 | 2 | ★ | ■ | 2 | 2 | ★ | 09/17 |
| Comments: Local Democracy Week was between 9 October and 13 October 2017. This included a voter registration event at the UEA, be a councillor session and an open day where the public were invited to have look at City Hall and meet the Lord Mayor and leader. | | | | | | | | | |
| We have run voter registration events across the year. These took place April and May in the run up to the election and in September when the new set of students started. We have also visited care homes in November. | | | | | | | | | |

| | | |
|------------------|---|-------------|
| Report to | Cabinet | Item |
| Report of | Chief finance officer (Section 151 Officer) | |
| Subject | Revenue and capital budget monitoring 2017/18 – Period 10 | 7 |

Purpose

To provide an update on the provisional financial position of the council as at 31 January 2018.

Recommendation

To:

- (1) note the forecast outturn for 2017/18 for the General Fund, HRA and capital programme;
- (2) note the consequential forecast of the General Fund and Housing Revenue Account balances;
- (3) approve the transfer of additional rental income received above target from commercial property acquisitions to the commercial property earmarked reserve, as detailed in paragraph 3;
- (4) approve the transfer of general fund underspends to the invest to save earmarked reserve, as detailed in paragraph 3;
- (5) note the award of a land remediation grant, as detailed in paragraph 4;
- (6) note the HRA virement as detailed in paragraph 6;
- (7) note the use of HRA contingency funds, as detailed in paragraph 7

Corporate and service priorities

The report helps to meet the corporate priority value for money services and the service plan priority to provide accurate, relevant and timely financial information.

Financial implications

The General Fund revenue budget is forecast to underspend by £1.498m.
The Housing Revenue Account budget is forecast to underspend by £1.865m.
The Non-Housing Capital Programme is forecast to underspend by £31.636m.
The Housing Capital Programme is forecast to underspend by £25.371m.

Ward/s: All wards

Cabinet member: Councillor Kendrick - resources

Contact officers

Karen Watling, chief finance officer
Adam Drane, finance business partner

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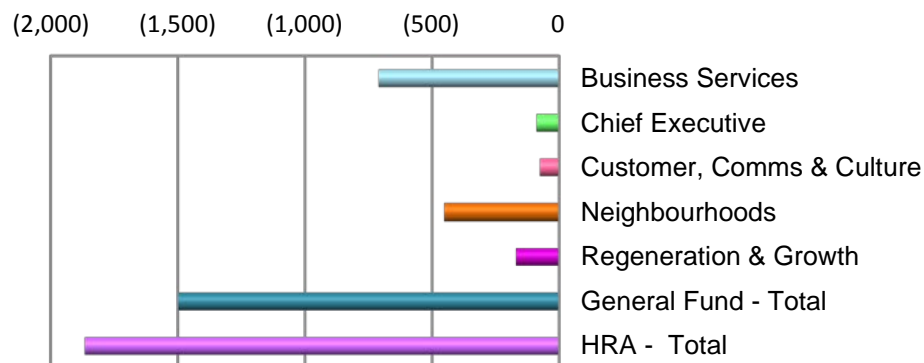
Background documents

None

Financial Position – Period 10 2017/18 Figures in 000s

| General Fund | Current budget | Forecast outturn | Forecast variance |
|----------------------|----------------|------------------|-------------------|
| Expenditure | 157,127 | 155,574 | (1,553) |
| Income | (53,720) | (53,285) | 435 |
| Grants and subsidies | (103,407) | (103,787) | (380) |
| Total | 0 | (1,498) | (1,498) |

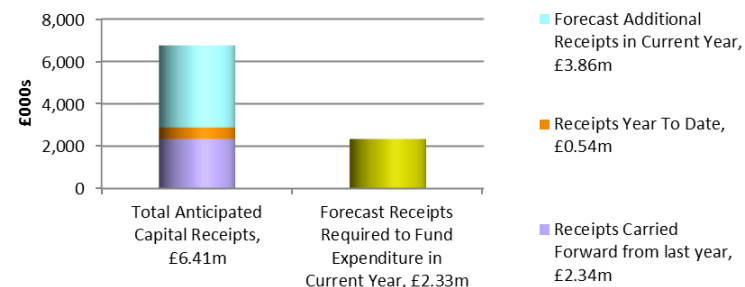
Forecast variances by service area (under) and overspends



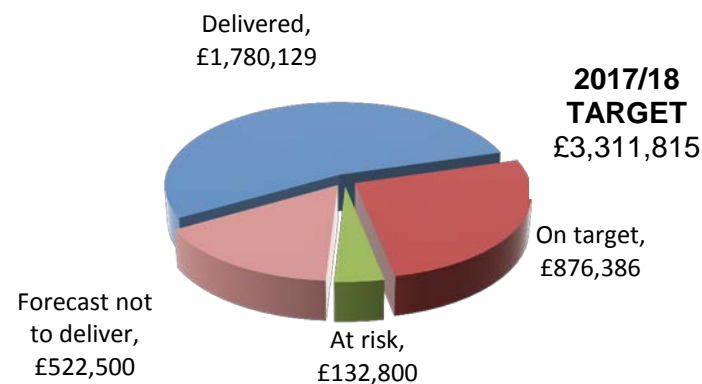
| Housing Revenue Account | Current budget | Forecast outturn | Forecast variance |
|-------------------------|----------------|------------------|-------------------|
| Expenditure | 70,764 | 68,715 | (2,048) |
| Income | (70,764) | (70,580) | 183 |
| Total | 0 | (1,865) | (1,865) |

| Capital programme | Current budget | Forecast outturn | Forecast variance |
|---------------------|----------------|------------------|-------------------|
| Non-Housing Capital | 75,182 | 43,546 | (31,636) |
| Housing Capital | 59,345 | 33,974 | (25,371) |

Non-Housing Capital Receipts



Transformation savings



- The General Fund revenue budget is forecast to underspend by £1.5m, an increase in forecast underspend since last reported, arising from holding staff vacancies, reduction of business rate tariff, achieving additional income, and reduced pension fund deficit payments.
- The HRA is forecast to underspend by £1.9m largely due to savings in the HRA dwellings repair budget and staff vacancies.
- The non-housing capital programme is forecast to underspend by £32m, due to some schemes slipping into the next financial year, the non-delivery as yet of the redevelopment of Norwich Airport Industrial Estate, lower than budgeted spending on commercial property acquisitions, and the holding back of some schemes until sufficient funding is raised from asset sales to cover the costs.
- The housing capital programme is forecast to underspend by £25m mainly due to delays in new build projects, contract savings, and contractor delays within social housing upgrade programme.
- Both the General Fund and HRA reserves are expected to exceed their respective prudent minimum balances.

General Fund Revenue Budget

1. The forecast is for a £1.498m underspend at the year-end. This equates to 0.95% of the gross expenditure budget.

The key forecast budget variances (those with variances of +/- 100k) are set out below:

Table 1

Key General Fund revenue budget variances (NB: figures in brackets represent savings or increased income)

| P8 Forecast Variance £000s | General Fund Service | P10 Forecast Variance £000s | Description and commentary |
|----------------------------|----------------------|-----------------------------|---|
| (352) | Human Resources | (314) | <p>The key variances are:</p> <ul style="list-style-type: none"> £206k lower than budgeted pension liability costs for former employees. The payment value was amended following the triennial valuation of the pension scheme. £55k forecast underspend on learning and development; organisational changes during 17-18 have reduced the programme requirement £39k vacant posts within the service area. |
| 76 | Finance | (268) | <p>The key variances are:</p> <ul style="list-style-type: none"> £280k forecast underspend relating to reduced business rates tariff £124k savings in MRP (minimum revenue provision) costs due to backdating of policy change, as agreed by Council on 17th January 2018. £85k higher than anticipated interest income from investments £93k net overspend forecast on Housing Benefit. This is due to government policy changes which have resulted in a reduction to the amount of housing benefit subsidy claimable on short term leased or self-contained licensed accommodation where the local authority is the landlord. £78k higher than anticipated bank charges. |
| (380) | Citywide Services | (333) | <p>Lower than budgeted pension liability costs for former employees following triennial pension scheme valuation. In addition, there are vacant posts within the service area following the recent restructure, some of which will be filled, and some held pending the outcome of the service reviews.</p> |
| 57 | Property Services | (102) | <p>Responsive repairs budget currently forecasting lower than budgeted due to current demand levels</p> |

Further detail is set out in Appendix 1

Transformational Savings

2. The 2017/18 net budget includes £3.312m of transformational savings. The current forecast indicates that £0.655m of these are at risk of not being delivered or will not be delivered, however this is partially offset by £0.272m where the savings have exceeded the target. At the overall general fund level, other unbudgeted savings, for example reduced pension fund deficit payments, additional income and salary underspends, are compensating, resulting in the forecast underspend position.
3. On 20 February 2018, Council approved the creation of a commercial property earmarked reserve into which new net income generated above the MTFS savings target would be transferred for future use on the commercial property portfolio (to fund void costs, rent free periods and future maintenance needs). The current forecast for new net income arising from commercial property acquisitions in 2017/18 is £110k higher than the savings target. Cabinet will be asked to approve the transfer of this amount to the commercial property earmarked reserve.

Given the scale of the savings and efficiencies needed over the medium term and the value of the forecast 2017/18 general fund underspend, cabinet will be asked to approve the transfer all of the outturn underspend, less the amount that will be transferred to the commercial property earmarked reserve, into the invest-to-save earmarked reserve. This amount to be thus transferred is currently forecast to be £1.4m.

Additional grant income

4. The Council learned during February that it was successful in applying for £980k funding from the Government's Land Remediation Fund to decontaminate Mile Cross Depot. This grant will be received during 2017/18 and held as an unapplied grant until a Council-approved business case is in place to begin the capital works in 2018/19.

Housing Revenue Account

5. Net expenditure on the HRA is forecast to be £1.865m underspent. The key forecast budget variances are set out below in Table 2.

Table 2

Key HRA revenue budget variances (NB: figures in brackets represent savings or increased income)

| P8 Forecast Variance £000s | Housing Revenue Account | P10 Forecast Variance £000s | Description and commentary |
|----------------------------|---------------------------|-----------------------------|---|
| (2,040) | Repairs & Maintenance | (1,991) | <p>The key variances are:</p> <ul style="list-style-type: none"> £505k forecast underspend relating to major and minor repairs, as more works funded from the housing capital programme than originally anticipated. £270k forecast underspend relating to drainage repairs – less works required than originally anticipated. £100k maintenance of unadopted roads – no work required this year. £85k lower than originally anticipated rechargeable repair write-offs. £711k variance relating to additional income from leasehold major works contributions; offset by £711k variance against financing code. |
| (508) | General Management | (690) | <p>The key variances are:</p> <ul style="list-style-type: none"> £261k saving from staffing vacancies - some vacancies have now been recruited to during the latter part of the financial year. £83k forecast underspend on use of contingency based on projected use to date. £60k forecast underspend due to reduced requirement for grant expenditure as a result of delayed implementation of Universal Credit. £49k projected underspend on professional advice & fees budgets due to the use of fewer external consultants and resources and more projects being carried out in-house. £34k projected underspend on compensation across the service due to the use of council owned property for emergency decants, rather than hotel accommodation. |
| (117) | Special Services | (340) | <ul style="list-style-type: none"> £207k forecast underspend on district heating gas due to mild weather, partially offset by reduced income against service charge budget. £163k forecast underspend on sheltered housing gas due to mild weather, partially offset by reduced income against service charge budget Underspends partially offset by £75k forecast overspend on community alarm service; additional agency staff used to cover staff vacancies in order to ensure service continuity |
| 0 | Depreciation & Impairment | 125 | P10 forecast reflects actual depreciation cost relating to HRA assets, which has now been calculated. |

| P8 Forecast Variance £000s | Housing Revenue Account £000s | P10 Forecast Variance £000s | Description and commentary |
|---|--|--|--|
| 711 | Financing adjustments | 711 | Additional leasehold major works capital contribution; offset by £711k variance against repairs & maintenance. |

Further detail is set out in Appendix 1.

Housing Revenue Virement

6. The following HRA budget virement was approved by CLT under delegated authority and processed in P10.

A tower block fire prevention survey was commissioned and undertaken by NPS – an underspend on major and minor repairs budget was utilised to fund this.

Table 3

| Scheme | Original Budget | Virement | Revised Budget |
|-------------------------|------------------------|-----------------|-----------------------|
| Major and minor repairs | 3,000,000 | (95,000) | 2,905,000 |
| Fire prevention works | 150,000 | 95,000 | 245,000 |
| Total | 3,150,000 | 0 | 3,150,000 |

7. The use of HRA contingency was approved by the CFO as follows in P10:

Table 4

| Item | Budget 2017/18 |
|--|---------------------------|
| Housing Revenue Account Contingency | £500,000 |
| Mobysoft arrears software | (£23,250) |
| Total Housing Revenue Account Contingency (Current) | £476,750 |

The purpose of this use was to cover an initial payment for an arrears management system trial, with the aim of reducing HRA tenancy arrears and increasing debt recovery.

Collection Fund

Council Tax

8. The Collection Fund includes all income generated from council tax and business rates that is due in the year from council taxpayers and ratepayers.

The latest forecast shows a projected surplus of £537k, of which £78k is the Norwich share. Any surplus or deficit on council tax income will be distributed in subsequent years.

Table 5

| | Budget £000s | Forecast £000s | (Surplus) / deficit £000s |
|--|-------------------------|---------------------------|--------------------------------------|
| Total Council Tax Collection Fund Income | (60,109) | (60,646) | (537) |
| Norwich City Council Share (14.53%) | (8,732) | (8,810) | (78) |

Business Rates

9. The latest forecast shows a projected deficit of £474k. This forecast takes into account the levy payment to the Norfolk Business Rates Pool and the impact of s31 grants for reliefs funded by Central Government. Any surplus or deficit on business rates income will be distributed in subsequent years.

Table 6

| | Budget £000s | Forecast £000s | (Surplus) / deficit £000s |
|--|-------------------------|---------------------------|--|
| Norwich City Council Retained Income Share | (5,856) | (5,538) | 474 |

Impact on Balances

10. The prudent minimum level of General Fund reserves has been assessed as £4.161m. The budgeted and forecast outturn's impact on the 2016/17 balance brought forward is as follows:

Table 7

| Item | £000s |
|--|-----------------|
| Balance at 1 April 2017 | (14,344) |
| Budgeted contribution from reserves 2017/18 | 688 |
| Transfer to earmarked invest to save reserve | 500 |
| Forecast outturn 2017/18 | (1,498) |
| = Forecast balance at 31 March 2018 | (14,654) |

The General Fund balance is therefore expected to continue to exceed the prudent minimum balance.

11. The prudent minimum level of HRA reserves has been assessed as £5.885m. The budgeted and forecast outturn's impact on the 2016/17 balance brought forward is as follows:

Table 8

| Item | £000s |
|---|-----------------|
| Balance at 1 April 2017 | (30,383) |
| Budgeted contribution from reserves 2017/18 | 9,973 |
| Forecast outturn 2017/18 | (1,865) |
| = Forecast balance at 31 March 2018 | (22,275) |

The Housing Revenue Account balance is therefore expected to continue to exceed the prudent minimum balance.

Capital Programme

12. The non-housing capital programme is forecast to underspend by £31.636 m and the housing capital programme is forecast to underspend by £25.371m in this financial year.

Key capital programme budget variances (NB: figures in brackets represent savings or increased income)

Table 9

| P8 Forecast Variance £000s | Capital Programme Group | P10 Forecast Variance £000s | Description and commentary |
|----------------------------|-------------------------------|-----------------------------|--|
| (5,426) | Non-Housing Regeneration | (5,559) | <ul style="list-style-type: none"> £412K not to be spent this year as regeneration at Hurricane Way currently on hold . £4M NAIE regeneration project not currently taking place. £293K underspend in current financial year to result from delays to Riverside Walk project. £480K underspend in current financial year to result from Mountergate development being extended into next financial year. £254K expenditure delayed as Parks Depot demolition will not complete until next financial year. £149K forecast underspend in the Investment for Regeneration budget. |
| (629) | Non-housing Asset Upgrade | (1,041) | <ul style="list-style-type: none"> £265K underspend at Norman Centre as projects held pending availability of resources £247K of expenditure on CCTV replacement delayed until 2018/19. £146K due to completion of Customer Centre Redesign works being carried over into 2018/19. |
| (12) | Non-housing Asset Investment | (16,395) | <ul style="list-style-type: none"> £16.38M underspend due to delays in indentifying suitable opportunities to continue Asset For Investment programme. |
| (435) | Non-Housing Asset Improvement | (435) | <ul style="list-style-type: none"> £355K underspend as Norwich parks tennis expansion not to be completed in this financial year. £80K underspend as Multi Use Games Areas work on hold pending availability of resources. |

| P8 Forecast Variance £000s | Capital Programme Group | P10 Forecast Variance £000s | Description and commentary |
|----------------------------------|---|-----------------------------------|---|
| (168) | Non-Housing Initiatives | (700) | <ul style="list-style-type: none"> £265K of IT Investment fund put on hold whilst strategic review of IT infrastructure completed. £273K underspend as implementation of new HR & Finance system extended into next financial year. £132K Loan to Norwich Preservation Trust transferred from non-housing capital programme and financed as a Long Term Investment. |
| (911) | Non-Housing Capital On-lending | (3,818) | <ul style="list-style-type: none"> £1.27M to be carried forward to next financial year to cover additional costs relating to Three Score development. £2.91M committed to Norwich Airport New Build development will not be utilised in 2018/19. |
| (220) | Non-Housing Community Infrastructure Levy | (685) | <ul style="list-style-type: none"> £570K underspend due to lower than forecast contributions towards CIL strategic pool caused by delays in private developers commencing a number of residential schemes across the city. |
| (668) | Non-Housing Greater Norwich Growth Board | (795) | <ul style="list-style-type: none"> Completion of GNGB schemes programmed into next financial year. |
| (1,832) | Non-Housing Cycle City Ambition Group 2 | (1,919) | <ul style="list-style-type: none"> Completion of further CCAG schemes programmed into next financial year. |
| (241) | Non-Housing Section 106 | (290) | <ul style="list-style-type: none"> Completion of further S106 schemes programmed into next financial year. |
| (4,691) | Housing Investment | (7,191) | <ul style="list-style-type: none"> £500k underspend as no RTB buyback opportunities arisen in this financial year. £411K of delayed expenditure proposed for other new build developments. £799K of expenditure proposed for new build development at Northumberland Street delayed. Commencement scheduled for early 2018/19. £5.45M of expenditure on Goldsmith St development now programmed to take place in next financial year. |

| P8 Forecast Variance £000s | Capital Programme Group | P10 Forecast Variance £000s | Description and commentary |
|----------------------------------|----------------------------|-----------------------------------|--|
| (13,971) | Neighbourhood Housing | (16,103) | <ul style="list-style-type: none"> £4.26M underspend on home upgrades including kitchen and bathroom replacements and electrical upgrades due to contract savings. £3M of expenditure on Heating and Insulation upgrades delayed into next financial year due to contract issues. £229K underspend due to reduced workflow on Windows programme. £205K underspend on programmed Community Safety Door Entry Systems installations. £144K of expenditure on CCTV replacement delayed until 2018/19. £464K underspend due to no further work taking place on Sheltered Housing Regeneration this year. £7.46M of expenditure on preventative upgrade projects including structural and roofing works delayed into next financial year due to starting later than planned. £150K underspend as Sheltered Housing Alarm upgrade not taking place in this financial year. |
| (1,271) | Strategic Housing | (2,076) | <ul style="list-style-type: none"> £2.076M of grants to Registered Providers delayed into the next financial year. |

Integrated impact assessment



NORWICH
City Council

Report author to complete

| | |
|-------------------------|--|
| Committee: | Cabinet |
| Committee date: | 14 March 2018. |
| Head of service: | Chief Finance Officer |
| Report subject: | Budget Monitoring 2017/18 |
| Date assessed: | 28/02/2017 |
| Description: | This is the integrated impact assessment for the Budget Monitoring 2017/18 report to Cabinet |

| | 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 report shows that the council monitors its budgets, considers risks to achieving its budget objectives, reviews its balances position, and is therefore able to maintain its financial standing |
| 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"/> | |
| 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 type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | The report demonstrates that the council is aware of and monitors risks to the achievement of its financial strategy. |

Recommendations from impact assessment

Positive

None

Negative

None

Neutral

None

Issues

The council should continue to monitor its budget performance in the context of the financial risk environment within which it operates.

Revenue Budget Monitoring Summary Year: 2017/18 Period: 10 (January)

General Fund Summary

| Approved budget | Current budget | | Forecast outturn | Forecast variance |
|---------------------|---------------------|--|---------------------|--------------------|
| 3,096,603 | 3,208,740 | Business Services | 3,152,522 | (56,218) |
| 291,867 | 303,380 | Democratic Services | 246,343 | (57,037) |
| (19,214,059) | (19,300,709) | Finance | (19,568,517) | (267,808) |
| 0 | 0 | Human Resources | (314,329) | (314,329) |
| 0 | 0 | Procurement & Service Improvement | (14,573) | (14,573) |
| (15,825,589) | (15,788,589) | Total Business Services | (16,498,556) | (709,967) |
| 0 | 0 | Chief Executive | 5,424 | 5,424 |
| 201,843 | 201,843 | Strategy & Programme Management | 106,977 | (94,866) |
| 201,843 | 201,843 | Total Chief Executive | 112,401 | (89,442) |
| 2,143,249 | 2,210,135 | Communications & Culture | 2,202,617 | (7,518) |
| (2,760) | (2,760) | Customer Contact | (70,632) | (67,872) |
| 2,140,489 | 2,207,375 | Total Customers, Comms & Cultur | 2,131,985 | (75,390) |
| 10,229,891 | 10,171,947 | Citywide Services | 9,839,277 | (332,670) |
| 1,728,634 | 1,728,634 | Neighbourhood Housing | 1,659,590 | (69,044) |
| 807,037 | 919,070 | Neighbourhood Services | 867,857 | (51,213) |
| 12,765,562 | 12,819,651 | Total Neighbourhoods | 12,366,725 | (452,926) |
| (1,994,594) | (1,718,151) | City Development | (1,754,817) | (36,666) |
| 0 | 0 | Environmental Strategy | (2,915) | (2,915) |
| 0 | 0 | Executive Head of Regeneration & | (10,008) | (10,008) |
| 1,500,637 | 1,500,637 | Planning | 1,495,525 | (5,112) |
| 1,211,652 | 777,240 | Property Services | 662,018 | (115,222) |
| 717,695 | 559,726 | Total Regeneration & Growth | 389,803 | (169,923) |
| 0 | 6 | Total General Fund | (1,497,642) | (1,497,648) |

Housing Revenue Account Summary

| Approved budget | Current budget | | Forecast outturn | Forecast variance |
|-----------------|----------------|--------------------------------------|--------------------|--------------------|
| 13,815,288 | 13,841,786 | Repairs & Maintenance | 11,851,042 | (1,990,744) |
| 5,789,133 | 5,789,133 | Rents, Rates, & Other Property Costs | 5,856,925 | 67,792 |
| 12,115,683 | 12,055,683 | General Management | 11,366,053 | (689,630) |
| 5,090,423 | 5,123,921 | Special Services | 4,784,372 | (339,549) |
| 21,992,115 | 21,992,115 | Depreciation & Impairment | 22,116,962 | 124,847 |
| 223,000 | 223,000 | Provision for Bad Debts | 223,000 | 0 |
| (57,692,382) | (57,692,382) | Dwelling Rents | (57,655,716) | 36,666 |
| (2,169,466) | (2,169,466) | Garage & Other Property Rents | (2,222,296) | (52,830) |
| (8,373,746) | (8,373,746) | Service Charges - General | (8,087,175) | 286,571 |
| (85,000) | (85,000) | Miscellaneous Income | (104,300) | (19,300) |
| 10,056,112 | 10,056,112 | Adjustments & Financing Items | 10,767,519 | 711,407 |
| (586,160) | (586,160) | Amenities shared by whole community | (586,160) | 0 |
| (175,000) | (175,000) | Interest Received | (175,000) | 0 |
| 0 | (4) | Total Housing Revenue Account | (1,864,774) | (1,864,770) |

General Fund summary by type

| Approved budget | Current budget | | Forecast outturn | Forecast variance |
|-----------------|----------------|---------------------------|------------------|--------------------|
| 20,188,816 | 20,185,443 | Employees | (1,440,873) | 18,845,788 |
| 9,800,145 | 9,926,329 | Premises | (377,689) | 9,754,737 |
| 278,046 | 278,046 | Transport | (60,093) | 262,019 |
| 16,401,424 | 16,440,264 | Supplies & Services | (759,991) | 16,359,722 |
| 4,060,353 | 4,060,353 | Third Party Payments | (480,870) | 4,111,654 |
| 85,507,495 | 85,507,495 | Transfer Payments | (1,073,411) | 85,290,832 |
| 1,114,624 | 1,114,624 | Capital Financing | (218,710) | 1,062,044 |
| 550,000 | 550,000 | Rev Contribs to Capital | 0 | 550,000 |
| (26,598,010) | (26,759,660) | Receipts | 2,303,127 | (26,544,759) |
| (103,407,120) | (103,407,120) | Government Grants | 28,480 | (103,786,788) |
| 1,153,076 | 1,153,081 | Centrally Managed | 453,066 | 1,016,848 |
| 17,911,324 | 17,911,324 | Recharge Expenditure | 317,507 | 18,320,297 |
| (26,960,173) | (26,960,173) | Recharge Income | 631,267 | (26,740,035) |
| 0 | 6 | Total General Fund | (678,192) | (1,497,642) |

Housing Revenue Account summary by type

| Approved budget | Current budget | | Forecast outturn | Forecast variance |
|-----------------|----------------|--------------------------------------|--------------------|--------------------|
| 6,312,030 | 6,154,030 | Employees | 5,917,665 | (236,365) |
| 22,230,815 | 22,464,128 | Premises | 20,965,760 | (1,498,368) |
| 122,209 | 122,209 | Transport | 87,358 | (34,851) |
| 2,693,175 | 2,617,858 | Supplies & Services | 2,257,038 | (360,820) |
| 350,856 | 350,856 | Third Party Payments | 349,109 | (1,747) |
| 7,344,492 | 7,344,492 | Recharge Expenditure | 7,298,746 | (45,746) |
| (1,892,479) | (1,892,479) | Capital Financing | (1,892,479) | 0 |
| (69,737,016) | (69,737,016) | Receipts | (69,569,979) | 167,037 |
| 0 | 0 | Government Grants | 0 | 0 |
| (1,026,499) | (1,026,499) | Recharge Income | (1,010,255) | 16,244 |
| 19,676,614 | 19,676,614 | Rev Contribs to Capital | 19,676,614 | 0 |
| 13,925,803 | 13,925,803 | Capital Financing | 14,055,650 | 129,847 |
| 0 | (4) | Total Housing Revenue Account | (1,864,774) | (1,864,770) |

**Capital Budget Monitoring Summary Year: 2017/18 Period: 10
(January)**

Appendix 2

| Non-Housing Capital Programme | Current Budget | Forecast Outturn | Forecast Variance |
|---|-----------------------|-------------------------|--------------------------|
| CCTV replacement | 265,750 | 18,750 | (247,000) |
| Customer centre redesign | 196,094 | 50,000 | (146,094) |
| Norwich Parks tennis expansion | 415,000 | 60,262 | (354,738) |
| Car park payment machines upgrade | 7,635 | 5,570 | (2,065) |
| Replacement of multi-use games | 80,000 | 0 | (80,000) |
| Eaton Park Tennis Development | 45,775 | 0 | (45,775) |
| City Hall 2nd Floor | 80,850 | 83,800 | 2,950 |
| City Hall external lighting | 42,330 | 42,330 | 0 |
| Parking Management System | 72,351 | 6,526 | (65,825) |
| Energy saving lighting | 10,000 | 0 | (10,000) |
| Eaton Park access improvements | 29,686 | 0 | (29,686) |
| Asset investment for income (other | 30,420,280 | 14,037,125 | (16,383,155) |
| Traveller Site | 26,000 | 26,000 | 0 |
| The Gym - Kent | 2,377,020 | 2,365,210 | (11,810) |
| 16 Gentleman's Walk | 7,202,700 | 7,202,700 | 0 |
| HR System | 193,620 | 193,620 | 0 |
| City Hall heating pumps replacement | 28,000 | 28,000 | 0 |
| City Hall roof membrane replacement | 276,000 | 227,000 | (49,000) |
| Hewett Yard major repairs | 33,000 | 0 | (33,000) |
| Pedestrian bridges / boardwalks | 50,000 | 0 | (50,000) |
| Norman centre corridor lighting | 14,000 | 13,260 | (740) |
| Norman Centre heating replacement | 200,000 | 0 | (200,000) |
| Norman Centre roof replacement | 38,500 | 0 | (38,500) |
| Riverbank stabilisation | 75,000 | 0 | (75,000) |
| St Andrews - fire system voice alarm | 11,000 | 13,389 | 2,389 |
| St Giles MSCP - replace central | 1,500 | 231 | (1,269) |
| Bowthorpe B1108 - Various Works | 0 | 435 | 435 |
| Memorial Gardens temporary works | 0 | 861 | 861 |
| St Andrews MSCP repair | 0 | 1,238 | 1,238 |
| Co-St Giles MSCP Refurb | 568,578 | 550,000 | (18,578) |
| The Halls refurbishment project | 0 | 168 | 168 |
| Major Repairs 2016-17 Community Centres | 0 | 0 | 0 |
| City Hall finials | 214,070 | 216,860 | 2,790 |

| Non-Housing Capital Programme (cont) | Current Budget | Forecast Outturn | Forecast Variance |
|---|-----------------------|-------------------------|--------------------------|
| Major Repairs | 41,000 | 41,000 | 0 |
| Car Park - Westwick Street | 0 | 0 | 0 |
| St Andrews & Blackfriars Hall WC | 0 | 27 | 27 |
| Waterloo Park pavillion works | 50,000 | 50,248 | 248 |
| CC Norman Bowl Lighting | 26,500 | 370 | (26,130) |
| St Giles MSCP - Windows and doors | 6,525 | 6,000 | (525) |
| Riverside LC heating | 12,000 | 0 | (12,000) |
| 10-14 Ber Street | 280,000 | 280,214 | 214 |
| Hurricane Way 16 demolition | 30,000 | 0 | (30,000) |
| Hurricane Way 20 demolition | 85,000 | 0 | (85,000) |
| Hurricane way 25 demolition | 57,000 | 0 | (57,000) |
| Hurricane way 6-14 demolition | 240,000 | 0 | (240,000) |
| NAIE phase 1 regeneration | 4,000,000 | 0 | (4,000,000) |
| Ass Inv - Mile Cross Depot | 0 | 3,932 | 3,932 |
| Rose Lane MSCP Construction | 0 | 24,460 | 24,460 |
| Riverside Walk (adj NCFC) | 305,189 | 12,000 | (293,189) |
| Mountergate Phase 2 | 530,309 | 50,000 | (480,309) |
| Park Depots demolition | 288,475 | 35,081 | (253,394) |
| Investment for regeneration | 270,000 | 121,000 | (149,000) |
| NaHCASP Threescore | 0 | 359,745 | 359,745 |
| New Build - Threescore 2 | 12,768,831 | 11,499,937 | (1,268,894) |
| New Build - Airport | 2,909,484 | 0 | (2,909,484) |
| Threescore phase 3 | 482,782 | 482,890 | 108 |
| Eco-Investment Fund | 32,000 | 2,708 | (29,292) |
| IT Investment Fund | 390,000 | 125,000 | (265,000) |
| Finance & HR System | 416,380 | 143,100 | (273,280) |
| Norwich Preservation Trust Loan | 132,250 | 0 | (132,250) |
| Community Infrastructure Levy | 1,481,530 | 796,530 | (685,000) |
| GNGP | 837,407 | 42,471 | (794,936) |
| Section 106 | 681,472 | 391,471 | (290,001) |
| Cycle City Ambition Group 2 | 5,853,336 | 3,934,130 | (1,919,206) |
| Cycle City Ambition | 0 | 553 | 553 |
| Total Non-Housing Capital Programme | 75,182,209 | 43,546,202 | (31,636,007) |

| Housing Capital Programme Group | Current Budget | Forecast Outturn | Forecast Variance |
|--|-----------------------|-------------------------|--------------------------|
| Community Safety & Environment | 656,686 | 381,574 | (275,112) |
| Heating Upgrades | 5,325,393 | 2,857,794 | (2,467,599) |
| Home Upgrades | 9,979,783 | 5,721,667 | (4,258,116) |
| Supported Independent Living | 1,379,829 | 1,188,356 | (191,473) |
| Preventative Maintenance | 12,438,978 | 4,900,894 | (7,538,084) |
| Sheltered Housing Regeneration | 698,222 | 227,753 | (470,469) |
| Insulation | 874,904 | 337,827 | (537,077) |
| Window & Door Upgrades | 2,214,264 | 1,986,428 | (227,836) |
| Site Formation | 63,980 | 50,000 | (13,980) |
| CCTV Replacement | 144,250 | 0 | (144,250) |
| New Build Social Housing | 17,475,359 | 10,790,601 | (6,684,758) |
| RTB Buyback Programme | 500,000 | 0 | (500,000) |
| Capital Grants to Housing Associations | 6,226,019 | 4,225,172 | (2,000,847) |
| Home Improvement Agency Works | 1,367,518 | 1,306,075 | (61,443) |
| Total Housing Capital Programme | 59,345,185 | 33,974,141 | (25,371,044) |

| | | |
|------------------|--|-----------------------------|
| Report to | Cabinet | Item 8 |
| | 19 January 2018 | |
| Report of | Director of business services | |
| Subject | Write off of irrecoverable national non domestic rate debt | |

KEY DECISION

Purpose

To provide an update on the position as at 16 January 2018 with regard to the write off of non- recoverable national non domestic rate (NNDR) debt and request approval for the write-off of debts totalling £266,138.75 which are deemed irrecoverable.

Recommendation

To approve the proposed write off of £266,138.75 of NNDR debt which is now believed to be irrecoverable.

Corporate and service priorities

The report helps to meet the corporate priority value for money services and the service plan priority to provide accurate, relevant and timely financial information.

Financial implications

The cost to the collection fund of write offs is shared as follows: Central Government 50%, Norwich City Council 40% and Norfolk County Council 10%. However, each year an assessment of debt is undertaken to set a Bad Debt provision within the Collection Fund.

These write-offs of £266,138.75 will mean that there will be **£1,473,361.21** left in the bad debt provision for 2017/18.

Ward/s: All wards

Cabinet member: Councillor Kendrick - resources

Contact officers

Anton Bull, director of business services 01603 212326

Carole Jowett, revenues and benefits operations manager 01603 212684

National Non Domestic Rates

1. National Non Domestic Rate income for 2017/18 is forecast to total £75m. Significant work is undertaken by the Revenues and Benefits team to pursue all outstanding debt. However, there are debts where despite this work, the debt is believed to be irrecoverable often because the company owing the money has become insolvent. In the year to 16 January 2018 £299k of NNDR debt has been written off which is the equivalent of 0.40% NNDR annual income.
2. Two further amounts totalling £266,138.75 require cabinet approval for write-off because of their value. The debts relate to Eylex Limited and Project Zeus Ltd both companies have gone into liquidation with no prospect of distribution to creditors.
3. The cost to the collection fund of write offs is shared as follows: central government 50%, Norwich City Council 40% and Norfolk County Council 10%. The Norwich City Council share of write-off's to date including the ones proposed in this report is £226k.
4. Each year an assessment of debt is undertaken to set the bad debt provision within the collection fund. These write offs will be charged in full against the provision.

Integrated impact assessment



NORWICH
City Council

Report author to complete

| | |
|-----------------------------------|--|
| Committee: | Cabinet |
| Committee date: | 14/03/2018 |
| Director / Head of service | Director of business services |
| Report subject: | Write-off of non-recoverable National Non Domestic Rate debt |
| Date assessed: | 21/2/2018 |

| | Impact | | | |
|--|--------------------------|--------------------------|--------------------------|---|
| Economic (please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |
| Finance (value for money) | <input type="checkbox"/> | X | <input type="checkbox"/> | The report shows that the council monitors its debt levels and pursues debt wherever there is a reasonable chance of recovery resulting in a low level of debt write off. |
| Other departments and services e.g. office facilities, customer contact | X | <input type="checkbox"/> | <input type="checkbox"/> | |
| ICT services | X | <input type="checkbox"/> | <input type="checkbox"/> | |
| Economic development | X | <input type="checkbox"/> | <input type="checkbox"/> | |
| Financial inclusion | X | <input type="checkbox"/> | <input type="checkbox"/> | |
| | | | | |
| Social (please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |
| Safeguarding children and adults | X | <input type="checkbox"/> | <input type="checkbox"/> | |
| <u>S17 crime and disorder act 1998</u> | X | <input type="checkbox"/> | <input type="checkbox"/> | |
| Human Rights Act 1998 | X | <input type="checkbox"/> | <input type="checkbox"/> | |
| Health and well being | X | <input type="checkbox"/> | <input type="checkbox"/> | |
| | | | | |

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

| | Impact | | | |
|------------------------|--------------------------|---|--------------------------|---|
| Risk management | <input type="checkbox"/> | X | <input type="checkbox"/> | The report demonstrates that the council is aware and monitors risks to the collection of its income. |

| Recommendations from impact assessment | |
|---|--|
| Positive | |
| None | |
| Negative | |
| None | |
| Neutral | |
| None | |
| Issues | |
| The council should continue to monitor its levels of debt and take action to recover where possible and costs effective to do so. | |

Report to Cabinet
14 March 2018
Report of Chief finance officer (Section 151 Officer)
Subject Write off of pre 1998 balance sheet item

Item

9

Purpose

To request approval to write off the pre 1998 balance sheet.

Recommendation

To approve the write off of debt of £147,226 which is deemed irrecoverable.

Corporate and service priorities

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

Financial implications

Additional write-off costs against the General Fund revenue budget in 2017/18.

Ward/s: All Wards

Cabinet member: Councillor Kendrick - Resources

Contact officers

Karen Watling, chief finance officer 01603 212440

Andy Watt, head of city development 01603 212691

Background documents

None

Report

1. A review of the council's balance sheet (all assets and liabilities) has recently been conducted to ensure that the balances reported in the Statement of Accounts are robust, accurate and adequately supported.
2. Within the council's debtor balance is £147,226 due from Norfolk County Council in relation to capital works undertaken by the council as part of the highways agency agreement for the period 1996-1998. The shortfall in payment by the county council was not addressed at the time and when approached again on the matter more recently has resisted payment.
3. Given the age of the debt it is difficult to reliably attribute all of the costs to the county council. Furthermore the ordering system used at that time can no longer be accessed so further investigation of costs is not possible. This leaves the council unable to provide evidence to adequately support the charges and further pursue the debt.
4. It is therefore recommended that the balance of £147,226 is written off to remove the debt balance. This would result in a cost to the general fund budget in 2017/18.

Integrated impact assessment



NORWICH
City Council

Report author to complete

| | |
|-----------------------------------|--------------------------------------|
| Committee: | Cabinet |
| Committee date: | 14/03/2018 |
| Director / Head of service | Karen Watling, chief finance officer |
| Report subject: | Write off of non-recoverable debt |
| Date assessed: | 28/02/2018 |

| | Impact | | | |
|--|-------------------------------------|--------------------------|-------------------------------------|--|
| Economic (please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |
| Finance (value for money) | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | The expense of the write-off will go to the general fund budget in 17/18, however, given the irrecoverable nature of the debt this is required for accurate and robust financial reporting in the Statement of Accounts. |
| 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 |
| None |
| Negative |
| None |
| Neutral |
| None |
| Issues |
| None |

Report to Cabinet
14 March 2018
Report of Strategy manager
Subject Scrutiny committee recommendations

Item

10

Purpose

To respond to the recommendations reported to the January meeting of cabinet and to consider the recommendations from the scrutiny committee held on 22 February 2018.

Recommendation

To:

- (1) consider the individual recommendations made by the scrutiny committee in February as outlined in the report, particularly those addressed to cabinet;
- (2) note the portfolio holder and officer responses as listed in the report to the recommendations from the January scrutiny committee; and
- (3) ask officers to consider the viability of including a link on council communications to 'Better Off Norwich'.

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

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.

The committee makes recommendations for cabinet, the wider council and other stakeholders based on evidence on the issues scrutinised at their meetings.

The following is a summary of the topics the committee has considered over recent meetings with the recommendations that were made accordingly.

2. 7 February 2018

Call in meeting

A call in request was received by the director of business services following publication of a notice of key decision regarding the purchase of an asset. The reason given for the call in was that no supporting exempt information was included; making the notice largely meaningless.

The director of business services reported that an improved process had been put in place, with an exempt pack of information being circulated to members along with the decision notice for these types of purchase.

It was RESOLVED to ask:

- (1) the director of business services to send an exempt pack of information relating to assets purchased to all members once a notice of key decision had been published,
- (2) the chief finance officer to simplify the information around the payback period within the exempt pack of information sent to all members; and
- (3) the democratic and elections manager to include an all members briefing on the treasury management strategy in the councillor development programme for the next civic year.

3. 22 February 2018

Housing conditions in the private rented sector

The private sector housing manager presented to the committee along with Andy Fretwell (Eastern Landlords Association) and Michael Deakin (Shelter).

Members discussed the suspension of the property registration scheme, the rights of tenants and landlords, properties with category one hazards and the resources available for enforcement action against these and rogue landlords.

It was RESOLVED to ask cabinet to consider:-

- (1) Resourcing, far earlier, the introduction of additional houses in multiple occupation (HMO) licensing in conjunction with a relaunched property registration scheme,
- (2) writing to the two Norwich MPs to ask them to investigate when the mandatory licensing scheme would be commencing
- (3) funding for more environmental health officers to inspect properties and try to identify rogue landlords; and
- (4) working with other organisations to facilitate private sector tenants forums.

4. Response to the recommendations of scrutiny committee on 25 January 2018

These recommendations were brought to the meeting of cabinet on the 7 February. Cabinet resolved to consider and respond to these recommendations at its March meeting.

The scrutiny committee on 25 January 2018 discussed the Environmental Strategy and made the following recommendations:

It was RESOLVED to ask cabinet to consider:-

- (1) working with partners to such as the BID and the UEA to facilitate the delivery of electric vehicle charging points,
- (2) working with producers of air quality sensors and researchers to ensure that good quality field data around air quality is produced; and
- (3) investigating the possibility of a social value and environmental framework to purchase assets

These points were considered by the relevant portfolio holder in conjunction with officers and the following was determined:-

Working with partners such as the BID and the UEA to facilitate the delivery of electric vehicle charging points

Officers at Norfolk County Council and Norwich City Council are already working together to identify electric vehicle (EV) provision for the city now and into the future. Presently they are pulling together research to identify new and emerging technology and how each council can assist in rolling out any new EV chargers. In

addition we are working with Highways England to upgrade the UEA's existing EV provision to rapid chargers.

Working with producers of air quality sensors and researchers to ensure that good quality field data around air quality is produced

The council already provides high quality data on air quality via our ongoing monitoring sites. This enables researchers to calibrate their field data against a reliable source so they can produce better field data.

The council regularly updates its webpages with data for researchers to use:

www.norwich.gov.uk/downloads/download/1917/air_quality_monitoring_reports_and_assessments

In addition the city council in collaboration with Norfolk County Council has already worked with the UEA piloting research which was commissioned by Transport for Norwich (TfN). TfN will be supporting the UEA communications team on a media release about their recent **engine switch-off project**. Although the team was unable to confirm its impact on local air quality, data collected showed a significant increase in people turning off their engines in queuing traffic when the signs were used. Transport for Norwich are also looking into funding opportunities to take this research further.

Investigating the possibility of a social value and environmental framework to purchase assets

The council has recently adopted social value in the procurement framework. The council is investing in income generating assets in order to help fund General Fund services to the public as agreed by cabinet 12 April 2016. Delegated authority was given to the director of regeneration and development, in consultation with the chief finance officer and a quorum of cabinet members, including the cabinet member for resources, to invest in income generating assets. This approach ensures a democratic oversight and identification of issues and linkages relating to the 'social value' aspect of procurement

Access to justice recommendations

The scrutiny committee on 25 January 2018 made the following recommendations in relation to access to justice:

RESOLVED to ask cabinet to:-

- (1) Consider committing to a longer term for the council's funding for social welfare advice services in the city
- (2) Consider how to reduce burden on funded organisations by standardising application and monitoring process, and to explore this with other funders
- (3) Include a link to the Better Off Norwich platform in all relevant communications sent to customers and within their online council accounts to ensure they are accessing their entitlements

- (1) Work with digital hubs around Norwich to train volunteers on Universal Credit and the Better off Norwich platform

These points were considered by the relevant portfolio holder in conjunction with officers and the following determined.

Consider committing to a longer term for the council's funding for social welfare advice services in the city

Ideally we would commit to all voluntary community social enterprise (VCSE) funding over 3 years. However, with the current uncertainty around local government finance and ongoing challenge about how we respond to that through the council's transformation programme, all of our budgets for external funding need to be kept under review annually. We will continue to work with existing funding recipients so that they are aware of the terms and restrictions of any funding, and can plan accordingly.

Consider how to reduce burden on funded organisations by standardising application and monitoring process, and to explore this with other funders

We are working with Norfolk Community Advice Network, (NCAN) and the current social welfare providers to identify ways of standardising reporting without adding additional burdens, but providing consistent reporting that supports their ability to demonstrate the impact of their services. We are initiating conversations with other funders of these services locally to explore this further.

Include a link to the Better Off Norwich platform in all relevant communications sent to customers and within their online council accounts to ensure they are accessing their entitlements

This is not currently in place; cabinet could consider asking officers to consider the viability of this.

Work with digital hubs around Norwich to train volunteers on Universal Credit and the Better off Norwich platform

The city council regularly provide training to Voluntary Norfolk trained volunteers (based at Digital Hubs). This has included Switch and Save, smart meters, avoiding scams and working with people with disabilities. We ran a session for volunteers on Universal Credit, (UC) when the scheme first came to the city. It is in the digital inclusion action plan for Year 4 (2018/19) to redeliver this for the fully live service at an appropriate time. Voluntary Norfolk volunteers have supported people to make UC applications, and the UC team leader came to the external partners steering group in January to give an update to the group too. Regarding 'Better Off' Norwich information has been sent to all the volunteers on the digital inclusion programme and details are available on their web-resource site.

Conclusion

This report illustrates that the recommendations brought from scrutiny have been considered and are already being actioned. Apart from the recommendation on including a link on council communications to Better Off Norwich which would require further investigation to consider the viability of this.

Recommendation:

To:

- (1) note the recommendations from scrutiny and the responses as listed in the report; and
- (2) ask officers to consider the viability of including a link on council communications to Better Off Norwich.

Integrated impact assessment



NORWICH
City Council

Report author to complete

| | |
|-----------------------------------|---|
| Committee: | Cabinet |
| Committee date: | 7 February 2018 |
| Director / Head of service | Adam Clark |
| Report subject: | Scrutiny committee recommendations |
| Date assessed: | 29 January 2018 |
| Description: | A summary of scrutiny committee discussions and recommendations from February and cabinet responses to January's recommendations. |

| | Impact | | | |
|---|-------------------------------------|-------------------------------------|--------------------------|--|
| Economic (please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |
| Finance (value for money) | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Other departments and services e.g. office facilities, customer contact | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| ICT services | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Economic development | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Financial inclusion | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Access to justice item considers impact of council's funding for financial inclusion and social welfare services |
| | | | | |
| 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"/> | Individual item on health inequalities considers council role in improving health and wellbeing of residents |
| | | | | |

| | | | | |
|--|-------------------------------------|-------------------------------------|--------------------------|--|
| | 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 type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Access to justice item considers impact of council's funding for social welfare services |
| | | | | |
| Environmental (please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |
| Transportation | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Environmental strategy item considers increase to electric vehicle charging points |
| 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"/> | Environmental strategy item considers improvements to recording air quality data |
| 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 checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |

| |
|---|
| Recommendations from impact assessment |
| Positive |
| Cabinet to give due consideration to recommendations made by the committee. |
| Negative |
| |
| Neutral |
| |
| Issues |
| |

Report to Cabinet
Date 14 March 2018
Report of Head of HR and learning
Subject Pay Policy Statement 2018-19

11

Purpose

To recommend to full council the pay policy statement for 2018-19.

Recommendation

To recommend to full council to approve the pay policy statement for 2018-19.

Corporate and service priorities

The report helps to meet the corporate priority “Value for money services”.

Financial implications

The pay policy statement sets out current remuneration arrangements and there are no additional or increased financial implications arising from the policy statement. The local government employers have made a pay offer to the trade unions, which if accepted, will be implemented from 1 April 2018. The financial implications of the proposed pay award were included in the budget for 2018/19 agreed at full council on 20 February 2018.

Ward/s: All

Cabinet member: Cllr Alan Waters – Leader of the council

Contact officers

Dawn Bradshaw, head of HR and learning

01603 212434

Background documents

None

Report

Pay policy statement 2018/19

1. This report sets out a pay policy statement as required under Section 38 (1) of the Localism Act 2011. The Localism Act requires English and Welsh authorities to have considered, approved and published a pay policy statement for each financial year. The pay policy statement must be approved by a resolution of the full council by 31 March each year. The pay policy statement for 2018/19 will be considered by full council on 20 March 2018
2. The pay policy statement has been prepared having regard to the Department of Communities and Local Government (DCLG) publication Openness and accountability in local pay: Guidance under section 40 of the Localism Act 2011 and supplementary guidance.
3. The pay policy statement must as a minimum set out the councils policies relating to:
 - (a) Chief officer remuneration
 - (b) Remuneration of its lowest paid employees
 - (c) The definition of the lowest paid employees adopted by the council for the purposes of the pay policy statement and the reasons for adopting that definition.
 - (d) The relationship between the remuneration of its chief officers and other officers
 - (e) The publication of and access to information relating to remuneration of chief officers.
4. The councils pay policy statement is not specific to chief officers but applies to the whole workforce.
5. The local government national employers have made a two year pay offer which is equivalent to 2% increase in 2018/19 for the majority of employees. The trade unions are currently holding a ballot of their members on whether to accept the pay offer. If accepted the increased salaries would apply from 1 April 2018.

Integrated impact assessment



NORWICH
City Council

Report author to complete

| | |
|-------------------------|-------------------------------|
| Committee: | Cabinet |
| Committee date: | 14 March 2018 |
| Head of service: | Head of HR and learning |
| Report subject: | Pay Policy Statement 2018-19 |
| Date assessed: | 23/2/2018 |
| Description: | Pay policy statement 2018 -19 |

| | Impact | | | |
|---|-------------------------------------|-------------------------------------|--------------------------|---------------------------|
| Economic (please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |
| Finance (value for money) | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Other departments and services e.g. office facilities, customer contact | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| ICT services | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Economic development | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Financial inclusion | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Real living wage employer |
| 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 |
| None |
| Negative |
| None |
| Neutral |
| None |
| Issues |
| None |

Norwich City Council

Pay Policy Statement 2018- 19

Introduction

This pay policy statement is provided in accordance with Section 38 of the Localism Act 2011 and is effective from 1 April 2018. The pay policy statement will be updated and approved at full council each financial year.

Norwich city council provides a wide range of services and recognises that levels of reward need to reflect the requirement to develop and sustain a high performance culture to deliver complex and diverse functions. The level of reward therefore needs to be sufficient to attract and retain talented people needed to maintain and improve the council's performance and lead the council, particularly in times of financial challenge.

Scope

This document sets out the council's pay and reward arrangements for the whole workforce including senior pay arrangements but excluding a number of employees who have transferred to the council under TUPE regulations and protection. Remuneration for the purposes of this statement includes three elements:

- basic pay
- pension
- all other allowances arising from employment

Current Pay Structure

1. Employee remuneration up to and including heads of service

- 1.1 Employees up to and including head of service grades are subject to the National Joint Council (NJC) for local government services national agreement on pay and conditions of service. These are supplemented by locally agreed collective agreements reached with trade unions recognised by the council.
- 1.2 The current pay structure was introduced on 1 October 2011 following a comprehensive review of pay and grading under the national single status agreement and to meet the requirements of equal pay legislation. Executive approved the pay structure on 22 July 2009.
- 1.3 Cost of living pay increases are made in line with NJC national negotiations. Pay scales were last updated on 1 April 2017. Salaries from 1 April 2018 will be updated in line with the NJC pay agreement.
- 1.4 The council's pay structure commences at spinal column point (SCP) 12 up to SCP 65. SCP'S 12 to 49 reflect the NJC national pay points, SCP'S 50 to 65 are locally agreed pay points.

There are 14 grades within the pay structure. Each grade has 4 incremental points, with the exception of grade 1 and grade 14, which contain 3 incremental

points. Grade 1 is the lowest grade and grade 14 is the highest of these pay grades. Grades 13 and 14 apply to head of service posts. Grade 13 is not currently used.

Posts are allocated to the pay grades through a process of formal job evaluation using the NJC job evaluation scheme.

1.5 Pay and grading structure – pay rates from 1 April 2017

| Norwich grade | JE score | TUPE grade | SCP | 01 April 2017 | |
|---------------|-----------|------------|---------|---------------|-------------|
| | | | | Annual salary | Hourly rate |
| 1 | Up to 260 | | 12 | £16,123** | £8.36 |
| | | | 13 | £16,491 | £8.55 |
| | | | 14 | £16,781 | £8.70 |
| 2 | 261-291 | | 15 | £17,072 | £8.85 |
| | | | 16 | £17,419 | £9.03 |
| | | | 17 | £17,772 | £9.21 |
| 3 | 292-332 | 4 | 18 | £18,070 | £9.37 |
| | | | 19 | £18,746 | £9.72 |
| | | | 20 | £19,430 | £10.07 |
| | | 4 | 333-373 | 5 | 21 |
| 22 | £20,661 | | | | £10.71 |
| 23 | £21,268 | | | | £11.02 |
| 5 | 374-414 | | | 6 | 24 |
| | | 25 | £22,658 | | £11.74 |
| | | 26 | £23,398 | | £12.13 |
| | | 6 | 415-455 | SO1 | 27 |
| 28 | £24,964 | | | | £12.94 |
| 29 | £25,951 | | | | £13.45 |
| 7 | 456-501 | | | SO2 | 30 |
| | | 31 | £27,668 | | £14.34 |
| | | 32 | £28,485 | | £14.76 |
| | | 8 | 502-547 | | 33 |
| 34 | £30,153 | | | | £15.63 |
| 35 | £30,785 | | | | £15.96 |
| 9 | 548-599 | | | | 36 |
| | | 37 | £32,486 | | £16.84 |
| | | 38 | £33,437 | | £17.33 |
| | | 10 | 600-650 | | 39 |
| 40 | £35,444 | | | | £18.37 |
| 41 | £36,379 | | | | £18.86 |
| 11 | 651-700 | | | | 42 |
| | | 43 | £38,237 | | £19.82 |

| | | | | | |
|----|---------|--|----|---------|--------|
| 9 | 548-593 | | 44 | £39,177 | £20.31 |
| | | | 45 | £40,057 | £20.76 |
| | | | 46 | £41,025 | £21.26 |
| 10 | 594-644 | | 47 | £41,967 | £21.75 |
| | | | 48 | £42,899 | £22.24 |
| | | | 49 | £43,821 | £22.71 |
| | | | 50 | £45,258 | £23.46 |
| 11 | 645-695 | | 51 | £46,174 | £23.93 |
| | | | 52 | £47,397 | £24.57 |
| | | | 53 | £48,652 | £25.22 |
| | | | 54 | £49,943 | £25.89 |
| 12 | 696-751 | | 55 | £51,267 | £26.57 |
| | | | 56 | £52,625 | £27.28 |
| | | | 57 | £54,019 | £28.00 |
| | | | 58 | £55,451 | £28.74 |
| 13 | 752-812 | | 59 | £56,921 | £29.50 |
| | | | 60 | £58,428 | £30.28 |
| | | | 61 | £59,977 | £31.09 |
| | | | 62 | £61,556 | £31.91 |
| 14 | 813 + | | 63 | £63,197 | £32.76 |
| | | | 64 | £64,872 | £33.62 |
| | | | 65 | £66,591 | £34.52 |

**SCP 12 is below the living wage foundation rate of pay. A supplement is paid to equate to the living wage updated 1 April following any increase.

1.6 Employees on Grade 1 are defined as our lowest paid employees.

1.7 Employees who have previously transferred to the council under TUPE Regulations retain the terms and conditions of employment of their previous employer, with the exception of pension provision, and are not covered by the provisions of this pay policy statement.

2. Chief Executive and Chief Officer Pay

2.1 The Chief executive and corporate leadership team are accountable for the implementation of agreed strategy and policies and for developing council services and delivering value for money. It is important to the council and local residents to have a highly effective management team in place in these senior roles.

2.2 The grading structure for chief officer pay, excluding heads of service and senior managers who are covered by arrangements detailed in 1, was approved by

Executive on 6 February 2008. The grading structure for the chief executive was approved by Executive on 7 September 2005.

- 2.3 The current pay arrangements are locally determined and operated. Cost of living pay increases are made in line with Joint Negotiating Committee (JNC) national negotiations for Chief Executives and Chief Officers. Pay scales for the chief executive and chief officers were updated following notification of the JNC with effect from 1 April 2017.

- 2.4 Recommendations on chief executive and chief officer pay above head of service level are considered and agreed by Cabinet. A senior pay remuneration panel established from April 2013, review the pay and reward arrangements as required, and make recommendations to Cabinet, in relation to the remuneration of the following posts:

Chief executive
Directors

The remit of the senior pay remuneration panel is laid down in the membership and terms of reference agreed at Cabinet on 18 February 2013, updated from 1 April 2015.

- 2.5 New appointments to be paid a salary package of £100,000 per annum or above are approved by full council. The post of chief executive is the sole post which carries a salary range of over £100,000 per annum.

- 2.6 Chief executive and chief officer grading structure

| Post | FTE | Spinal point | Full time equivalent salary 1 April 2017 |
|--|-----|--------------|---|
| Chief executive (head of paid service) | 1 | 150 | £121,281 |
| | | 151 | £124,037 |
| | | 152 | £126,794 |
| | | 153 | £129,550 |
| | | 154 | £132,306 |
| Director | 4.0 | 106 | £71,322 |
| | | 107 | £74,718 |
| | | 108 | £78,114 |
| | | 109 | £81,511 |

- 2.7 One of the director posts has additional responsibilities for deputising for the chief executive and receives an honorarium equivalent to 10% of their basic annual salary.

- 2.8 The terms and conditions of employment for the chief executive and chief officers are determined in accordance with collective agreements, negotiated from time to time, by the JNC for Chief Executives and the JNC for Chief Officers, as set out in the Scheme of Conditions of Service. These are supplemented by local agreements reached with trade unions recognised by the council and by the rules of the council.

3. Heads of service and senior managers

- 3.1 Some senior officers are classed as non statutory chief officers or deputy chief officers under the Local Government and Housing Act 1989, due to the council's organisational structure.
- 3.2 In accordance with the Local Government and Housing Act 1989 a non statutory chief officer for the purposes of this pay policy statement is defined as a person who reports directly to or is accountable directly to the head of paid service. A deputy chief officer is defined as a person who reports directly to or is directly accountable to a statutory or non statutory chief officer. This definition excludes secretarial, clerical and support services.
- 3.3 These senior officers and heads of service are not subject to the pay and conditions of service determined by the JNC for Chief Officers of local authorities but are employed under NJC terms and conditions and are paid in line with the pay structure detailed in 1.5.

4. Other arrangements

4.1 Election Fees

The Returning Officer has overall responsibility for the conduct of elections and is appointed under the Representation of the People Act 1983. The role of returning officer is carried out by an employee of the council but is carried out in a personal capacity and is distinct and separate from their duties as an employee. Election fees are paid for the additional duties and are paid separately to the normal salary arrangements.

The Chief executive is the council's Returning Officer.

Fees for Parliamentary, Police Commissioner, Referendum and European elections are set by parliamentary statutory order.

Fees for undertaking County and District elections are calculated in accordance with a formula agreed annually by the Norfolk Chief Executives Group, supported by the County Electoral Officers Group.

The setting of Returning Officer fees is considered by a meeting of the Chairpersons of the Norfolk authorities' member remuneration panels.

Other employees of the council, including senior officers within the scope of this policy may receive additional payment for specific election duties.

4.2 Monitoring Officer (S51 Local Government and Housing Act 1989)

The council's monitoring officer is provided by an employee of Norfolk County Council who carries out the role under a delegation of function agreement. The remuneration arrangements for the post of monitoring officer are not covered under this pay policy statement.

4.3 S151 officer (S151 Local Government Act 1972)

The function of s151 officer is provided by Cambridgeshire County Council under a delegation of function agreement. The remuneration arrangements for the post of S151 officer are not covered under this pay policy statement.

5.0 Lowest and highest paid employees

- 5.1 The councils lowest paid employees are paid on Grade 1 of the pay structure. The minimum pay point paid to any employee is SCP 12 of the pay structure. This equates to a basic salary of £16,123 per annum. The salary range for Grade 1 is £16,123 to £16,781 per annum. Grade 1 currently falls below the real living wage therefore the lowest paid employee will be paid a minimum basic salary of £16,881 per annum from 1 April 2018

The council's highest paid employee is the chief executive. The chief executive salary scale ranges from £121,281 to £130,997 per annum.

5.2 Pay Multiples 2017

The ratio between the highest paid employee and other employees based on the median earner is: (tba)

The ratio of the highest and lowest pay point is: (tba)

The pay multiple has been calculated based on taxable earnings for the period 1 January to 31 December.

In calculating the pay ratios, full time equivalent salaries have been used.

- 5.3 The council does not have a policy on maintaining or reaching a specific pay ratio between the highest and lowest paid employees.

6.0 General principles applying to remuneration of all employees

6.1 Living wage

The Council is an accredited real living wage employer and has adopted a living wage policy for employees, agency workers and contractors engaged through the Council's procurement processes.

The minimum point of the pay structure is currently below the real living wage. A supplement is paid to employees on the minimum point of the pay structure to equate to the real living wage.

6.2 Pay on appointment

Starting salary on appointment is determined by assessment of relevant experience and competence to undertake the job role and taking account of current salary level. Salary on appointment will be within the salary range for the post.

6.3 **Pay progression**

All employees are remunerated on a pay range. The pay policy recognises that movement through defined pay ranges should continue as employees increase their effectiveness and expertise through knowledge and experience and employees will normally receive an annual increment on 1 April each year. Employees appointed between 1 October and 31 March receive their first increment after 6 months in post and any subsequent increments on 1 April each year. Any progression is subject to the maximum of the pay grade.

Accelerated increments can be awarded on the basis of special merit or ability, subject to the maximum of the scale not being exceeded.

6.4 **Relocation and disturbance**

Relocation expenses may be granted where new employees are required to move to the area in order to take up employment and their circumstances meet the criteria laid down in the relocation assistance scheme.

Existing employees required to move home for their employment or who incur additional costs as a result of a decision of the council in respect of their employment may be eligible for reimbursement of some expenses depending on the circumstances.

6.5 **Expenses and Travel**

- Travel for work

Employees are not required to provide a car for work purposes and pool cars are available for official work travel.

Employees may choose to use their own transport for official work travel and are reimbursed at the following rates:

| | |
|------------------------------------|--------|
| Mileage per mile first 8,500 miles | 46.9 p |
| Mileage per mile after 8,500 miles | 13.7 p |

These rates are reviewed and, where appropriate, updated in line with the NJC car allowance rates.

Employees required to have access to a vehicle, because of the nature of their duties are classified as operational users. Operational users have access to pool cars but may also use their own vehicle and be reimbursed mileage.

- Car Parking

Operational users who work in or from city hall are provided with a city centre car park pass for work purposes if they use their own vehicle for work.

Employees who are required to remain at work or return to work to attend an evening meeting will be provided with a city centre car park pass to enable them to attend the evening meeting.

Employees working at other council buildings may use the parking at the site, where this is available.

- **Subsistence**

Subsistence will be paid to employees who necessarily incur additional expense in the course of their work. Claims will generally be supported by a receipt. Actual expenditure is reimbursed, subject to locally agreed maximum amounts.

6.6 Bonus scheme

The council does not operate a bonus scheme.

6.7 Performance related pay

The council does not operate a performance related pay scheme.

6.8 Professional fees and subscriptions

The council reimburses professional fees and subscriptions as follows:

- employees undertaking approved studies towards a professional qualification, which require professional membership. The subscription is paid for the period of the studies, subject to satisfactory progress being made.
- specific professions where there are proven recruitment difficulties as a recruitment and retention incentive
- statutory chief officers where the professional membership is a requirement in accordance with their statutory function.

6.9 Overtime and enhancements

Some posts within the council attract enhancements and/or overtime payments. Overtime and enhancements are applied in accordance with set criteria which are nationally and locally agreed.

6.10 Honoraria

If it is appropriate for an honorarium to be paid, this will be in accordance with agreed principle for payment of honoraria.

6.11 Severance arrangements

On ceasing to be employed by the council, employees will only receive compensation where this is appropriate as outlined below:

Employees who are dismissed for redundancy and who have a minimum of two years' continuous service with the council will normally be entitled to be paid statutory redundancy pay, which is calculated according to the individual employee's age, length of service and gross weekly pay subject to a statutory maximum.

The Local Government (early termination of employment) (Discretionary Compensation) England and Wales Regulations 2006 enable local authorities to increase redundancy payments above the statutory maxima subject to certain limits and to pay discretionary compensation in certain circumstances. Norwich city council has exercised its discretion to increase the redundancy payment as follows:

- The council will disregard the statutory upper pay limit when calculating a week's pay for the purposes of the statutory redundancy payment. This means that the employee's actual week's gross pay will be used for this purpose.

and

- The statutory redundancy payment with the upper pay limit disregarded as set out above will be enhanced by a factor of 1.5.

Such discretionary enhanced redundancy payments will be made to employees who:

- are entitled to receive a statutory redundancy payment;

or

- have voluntarily agreed to the termination of their employment where, had they been dismissed, the dismissal would have been by reason of redundancy.

Redundancy payments paid by the council may therefore comprise the required element: which is the statutory redundancy payment and the discretionary element: which provides for a discretionary enhanced redundancy payment.

Redundancy calculation is the same across the council irrelevant of position and pay grade.

Employees aged 55 and over and who are redundant and are members of the local government pension fund immediately become entitled to receive their pension benefits. Pension benefits are not increased or augmented in these circumstances.

Outplacement support is offered to all employees who are redundant.

Severance packages in excess of £100,000 will be considered at full council.

6.12 **Pension**

All employees who have a contract of employment for at least 3 months and are under age 75 are eligible to join the Local Government Pension Scheme. Employees who are eligible for membership automatically become members of the scheme unless they opt out.

The council make a contribution to the employee's pension, expressed as a percentage of the employee's pensionable pay. The contribution rate is assessed and set every three years following an actuarial valuation of the Norfolk Pension Fund.

The employee also makes a contribution to their pension. The contribution rates vary from 5.5% to 12.5% of actual pensionable pay.

From 1 October 2013 Norwich city council auto enrolls all eligible employees into the Local Government Pension Scheme in accordance with legislative requirements.

6.13 Flexible retirement

The council gives consideration to requests for flexible retirement from employees aged 55 and over who reduce their grade and/or hours of work. This enables the employee to have immediate access to their Local Government Pension Scheme benefits whilst retaining employment.

Requests are normally only granted when the overall financial impact is neutral or results in savings for the council.

The council does not waive any actuarial reductions resulting from early payment of pension benefits for flexible retirement.

6.14 Market supplements

The council does not currently pay market supplements. Should there be a future requirement for payment of market supplements a protocol for payment of market supplements will be agreed.

6.15 Re- engagement

All posts are advertised in accordance with the council's recruitment policies and appointment and any decision to re-employ a former employee, who left their employment in receipt of a severance or redundancy payment, will be made on merit.

Interim management appointments are made in accordance with the council's procurement policies and the provisions for contract for services.

The council will not engage a former city council employee within the scope of this policy outside of these arrangements.

6.16 Tax avoidance

The council will seek to appoint individuals to vacant posts using the recruitment procedures on the basis of contracts of employment and apply direct tax and national insurance deductions from pay through the operation of PAYE.

Where consultants are recruited the council will seek to avoid contractual arrangements which could be perceived as being primarily designed to reduce significantly the rate of tax paid by that person, such as paying the individual through a company, effectively controlled by him or her.

6.17 Salary sacrifice

The council provides salary sacrifice arrangements for childcare vouchers and the cycle to work initiative.

7.0 Amendment and review of pay policy

The council's pay policy statement will be reviewed and agreed by full council on an annual basis and before 31 March each year.

Subject to circumstances it may be necessary to amend the pay policy statement during the year that it applies. Any amendment will be by resolution of the full council.

The policy and any subsequent amended policy will be published on the council's website within 21 days of full council approval. Information on senior management salaries is published on the website in accordance with the Code of Recommended Practice for Local Authorities on Data Transparency and will be updated on 1 April each year.

Report to Cabinet
14 March 2018
Report of Strategy manager
Subject An overview of external relationships, contracts and grants

Item

12

KEY DECISION

Purpose

To review planned and current relationships with external organisations: including contracts, partnership arrangements and grants in kind for 2017-18 and grants for 2018-19.

Recommendation

To note the partnerships and business relationships and contracts registers, as well as the grants to be awarded for 2018-19.

Corporate and service priorities

The report helps to meet all the corporate priorities.

Financial implications

All arrangements funded within existing budgets.

Ward/s: All Wards

Cabinet member: Councillor Waters - Leader

Contact officers

Adam Clark, strategy manager 01603 212273

Tracy Woods, business relationship and procurement manager 01603 212140

Background documents

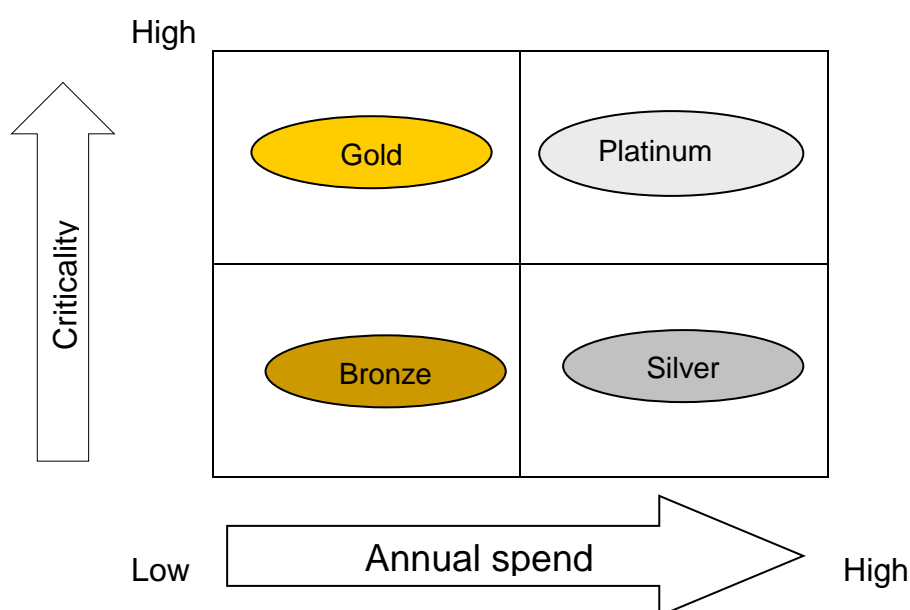
None

Background

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

Contract management

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









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

4. On an annual basis the contract managers for the platinum and gold contracts complete and return to the procurement team a contract performance review checklist.
5. Following a review of all contracts on the register the numbers of contracts that fall within the platinum and gold categories have increased.
6. There are:
 - 18 'platinum' = high spend (over £500k) and high criticality business relationships and contracts

- 45 'gold' = low spend (under £500k) and high criticality business relationships and contracts

Appendices 1 and 2 outline the values of the platinum and gold business and contract relationships in place.

- The table below shows the RAG status of the 13 contract performance review checklist returns received for the platinum contracts to date together with their direction of travel compared to 2016/2017.

| | | |
|---|-----|---|
|  | 83% |  |
|  | 13% |  |
|  | 4% |  |

- Contract managers will have agreed measures in place with the relevant contractors to achieve improvements for the red or amber responses. These areas in particular will be highlighted at client contractor performance review meetings.

Partnerships Register

- The register now records 35 partnership arrangements and their corresponding partnership significance score which is the same as last year. Two partnerships have been removed and two added.

Partnerships removed

Norfolk Biodiversity Partnership

- At the 2016-17 review this partnership's significance had changed from moderate to minor. During 2017-18 it has changed further and has now become a networking group so has been removed from the register.

Norwich Locality Board

- The formal decision to end Norwich Locality Board was taken in April 2017 although there had been no board meetings since April 2016. Meeting attendance had fallen and members had not identified an ongoing work programme. The board had an integral role in developing both the Norwich Youth Advisory Board and the Healthy Norwich board.

Partnerships added

Norfolk domestic abuse and violence board (DAVSB)

- This board seeks to address the issues of domestic abuse and sexual violence, on behalf of the County community safety partnership (CCSP), informed by people

with lived experience, to reduce risk to victims. DASVB also holds authority on key decisions of the Norfolk Penta Board. The board is chaired by the Director of Public Health and the council's lead officer is Jo Sapsford, Early intervention and community safety manager. Other members of the board represent statutory and voluntary organisations. The partnership scores as moderately significant.

Norfolk Penta Board

13. This board was established in April 2017 to govern the development and delivery of approx £2M of domestic abuse support services for Norwich from 2017 - 2022 as part of a pilot 'Beacon Project' in partnership with SafeLives. The project sponsor is the Director of Public Health and the council's lead officer is Jo Sapsford, Early intervention and community safety manager. Members of the board represent relevant service areas of Norfolk County Council, Norfolk Police and Norfolk Police and Crime Commissioner. The partnership scores with major significance.

Highly significant partnerships

14. Through implementing the corporate governance framework the council has identified just one highly significant partnership this year:

- Norfolk Safeguarding Children Board (NSCB)

15. This highly significant partnership will be assessed more rigorously for the strength of its governance arrangements, taking into consideration that governance arrangements should be proportionate to the risks involved.

Analysis of partnerships which are not highly significant

16. The majority of partnerships have remained static within their significance bandings with only one change which is that Norwich & HCA Strategic Partnership has changed from highly significant to major significance. This is mainly due to there being no direct funding involved now. Norwich City Council has spent all HCA money and delivered everything contracted to do so there is no risk of having to pay back any funding.

17. Appendix 3 shows all the partnership register total significance scores, including their banding according to level of significance. It is important to analyse scores of the partnerships which are not overall highly significant, in order to flag any individual lines that score highly and may require further focus. In particular, this supports the chief finance officer to review the financial performance of those partnerships which are financially highly significant but not classified as highly significant overall:

- Greater Norwich Growth Board
- New Anglia Local Enterprise Partnership (LEP)
- Norfolk and Norwich Festival
- Writers Centre Norwich

18. The following partnerships which are not highly significant score a five in relation to the purpose of the partnership: 'Is the Council required to set up the

partnership by law or in order to receive additional funding or to meet the requirement of an assessment regime?’

- Norfolk Community Safety Partnership
- Norfolk Penta Board
- Norfolk Safeguarding Adults Board
- Norwich & HCA Strategic Partnership

19. Nineteen of the 35 partnerships on the register score four or five in relation to links to corporate priorities: ‘To what extent does the partnership contribute to the achievement of priorities in either the corporate plan or a service plan?’
20. Norfolk Penta Board is the only partnership which is not highly significant overall, but scores a five in relation to taking decisions on behalf of, or which are binding on, the council. It should also be noted that although Norfolk Waste Partnership only scores a two, it does influence how services are provided by the council and how much the council spends providing those services.
21. Writers Centre Norwich is the only partnership which is not highly significant but scores a five in relation to the consequences (financial, political or reputational) for the council of partnership failure.
22. Norwich Fringe Project is the only partnership which is not highly significant but scores a five in relation to the partnership’s contribution to the management of risks identified on corporate or departmental risk registers. This is an increase from last year due to the partnership taking on the role of managing the council’s natural areas.

Direct financial contributions

23. The exact amount of direct financial contribution the council makes to each partnership can be seen in Appendix 4 (partnerships with no financial contribution are not listed). The total sum contributed in 2017-18 compared to 2016-17 has increased by just over £80,000. This is largely due to a contribution of £40,460 to the Norfolk Domestic Abuse and Violence Board which is new to the register this year, and a higher contribution (£50,000 in 2016-17 and £95,000 in 2017-18) towards the joint team who are updating the Greater Norwich Local Plan, in addition to the usual contribution to the Greater Norwich Growth Board.

Voluntary, community and social enterprise sector grants

24. A total of £245,500 has been made available in annual grants to voluntary, community and social enterprise (VCSE) sector organisations for 2018-19. This includes one grant which has been extended from 2017-18. There have been nine new awards as part of the annual grants programme; details of these can be found in Appendix 5. A small number of additional awards may be made following the outcome of ongoing discussions as part of the application review process; details of these will be included in the final report on the council’s website.
25. Many of the awards are to cross-cutting projects which deliver on a number of council priorities. Further details of the projects funded are included within Appendix 5.

26. Small grants and partnership organisations have not been included in the breakdown of grants in Appendix 5. Small grants are for £500 or less are agreed twice a year and listed on the website when awarded.
27. Additionally we provide grants 'in kind' to the value of £37,609, which cover 32 separate arrangements ranging in value from £31 to £8,519. Under these arrangements we provide 'in kind' support to a range of VCSE organisations through such things as officer time, use of buildings and parking space. These are outlined against service areas in Appendix 6. This is an increase in value than in the previous year, owing to three new large value 'in kind' arrangements in 2017-18.

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 completing the assessment can be found [here](#). Delete this row after completion

Report author to complete

| | |
|-----------------------------------|---|
| Committee: | Cabinet |
| Committee date: | 14 March 2018 |
| Director / Head of service | Adam Clark |
| Report subject: | An overview of external relationships, contracts and grants |
| Date assessed: | 16 February 2018 |
| Description: | A register of intended relationships and funding for external organisations |

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

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

| | Impact | | | |
|-----------------|-------------------------------------|--------------------------|--------------------------|--|
| Risk management | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |

Recommendations from impact assessment

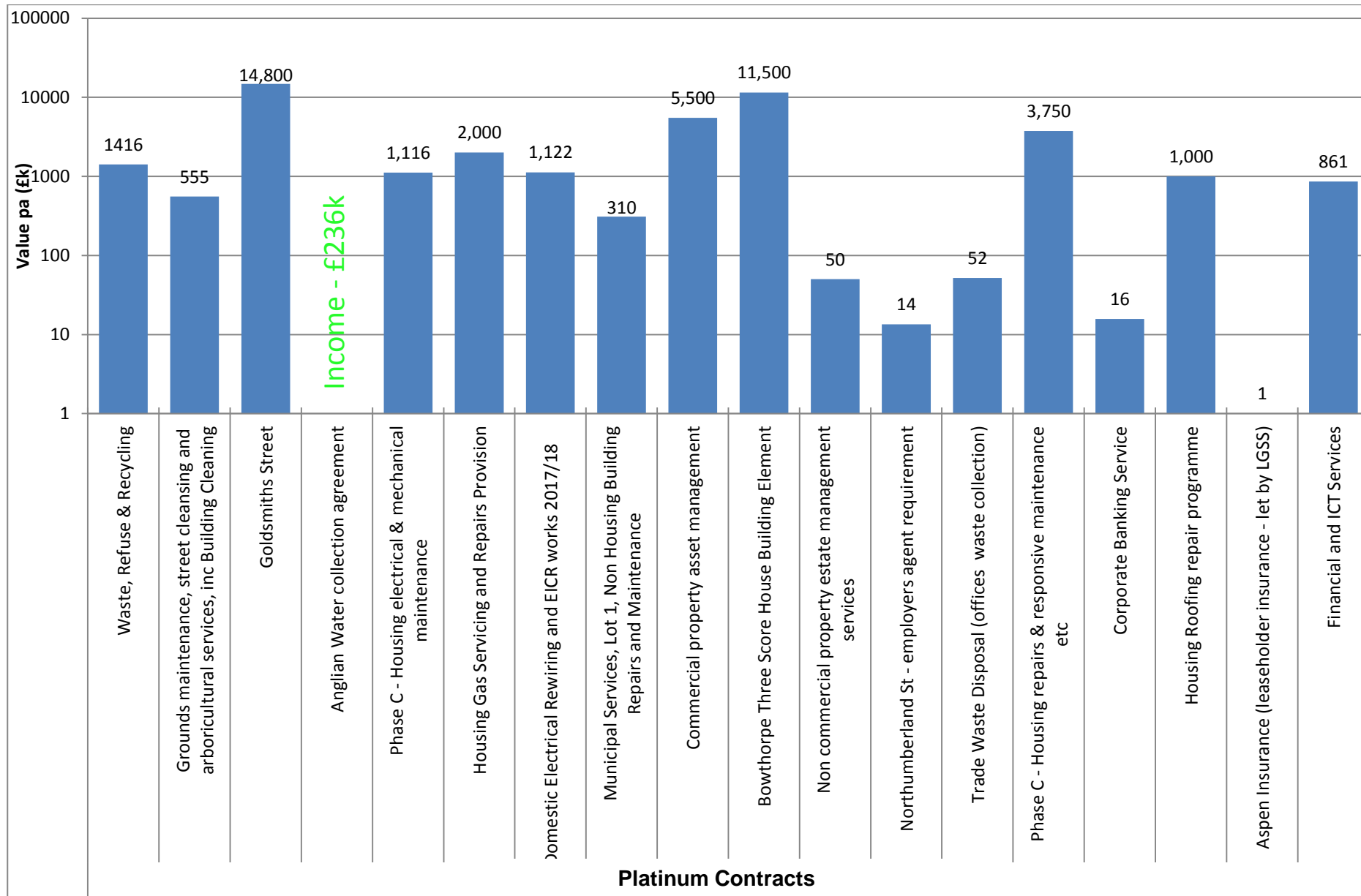
Positive

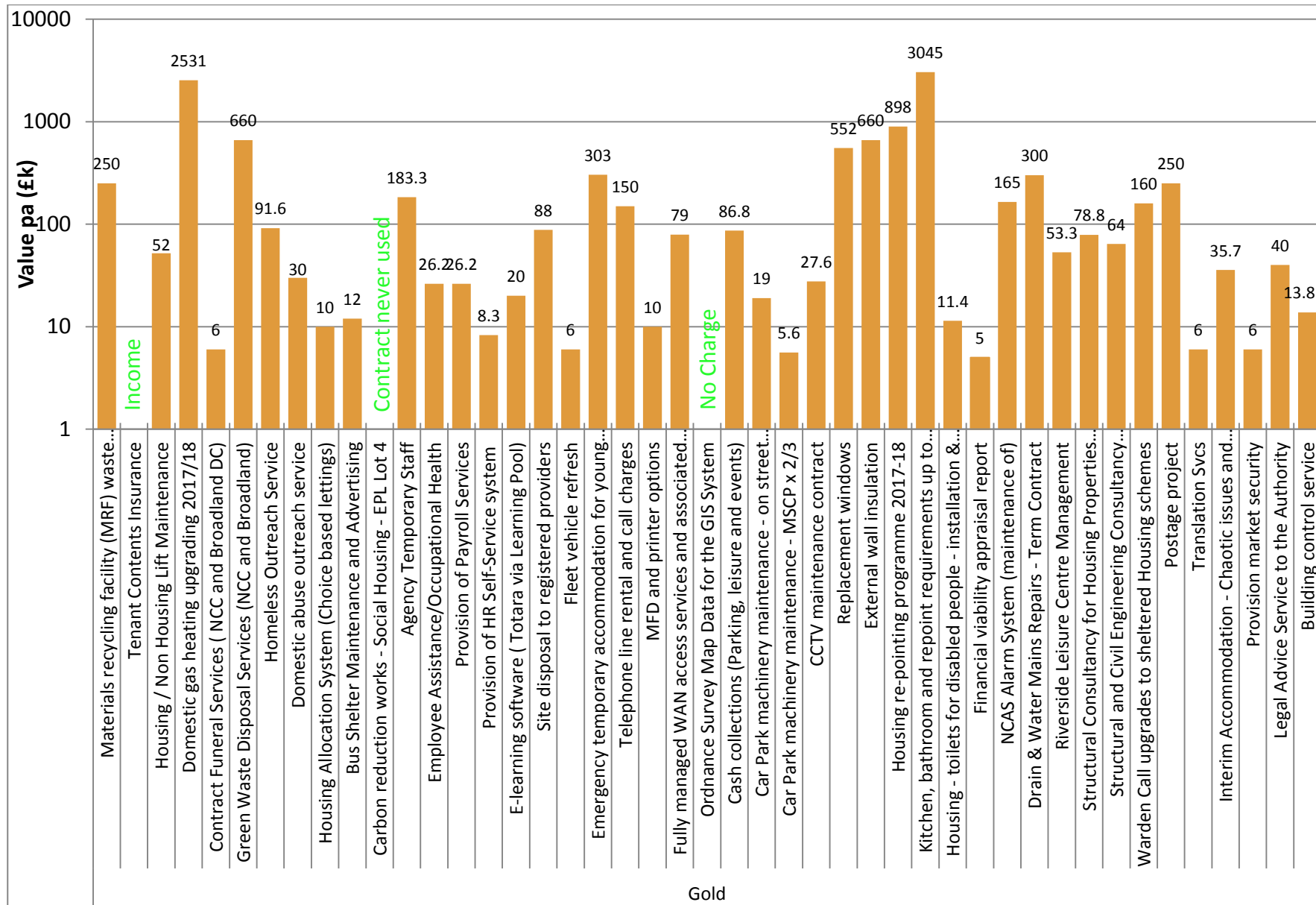
Ensure grants and partnerships processes continue to reflect wider relevant strategies, including reducing inequalities, environmental policy and Healthy Norwich. Explore opportunities to ensure greater cohesion between grants, partnerships and other council activities.

Negative

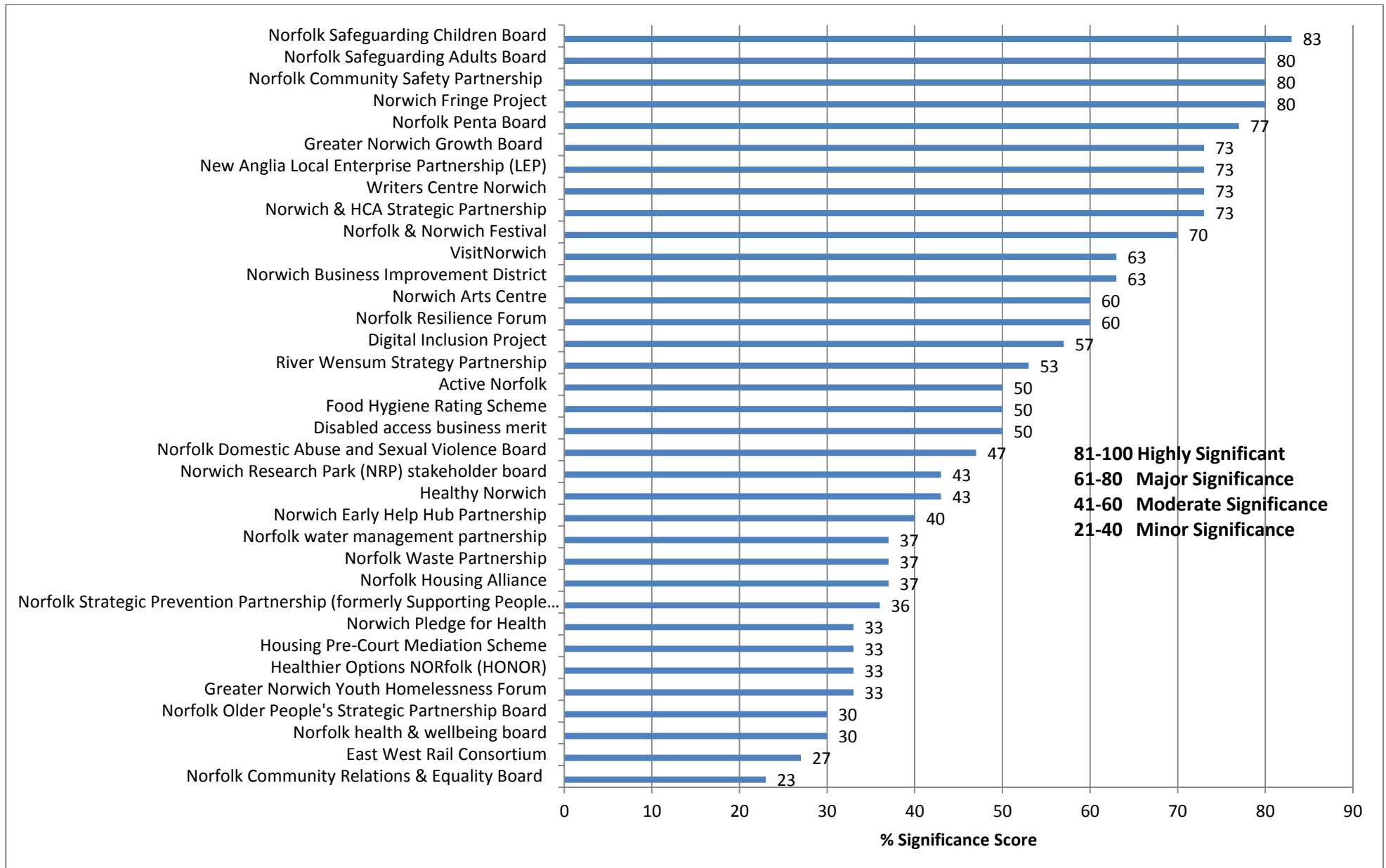
Neutral

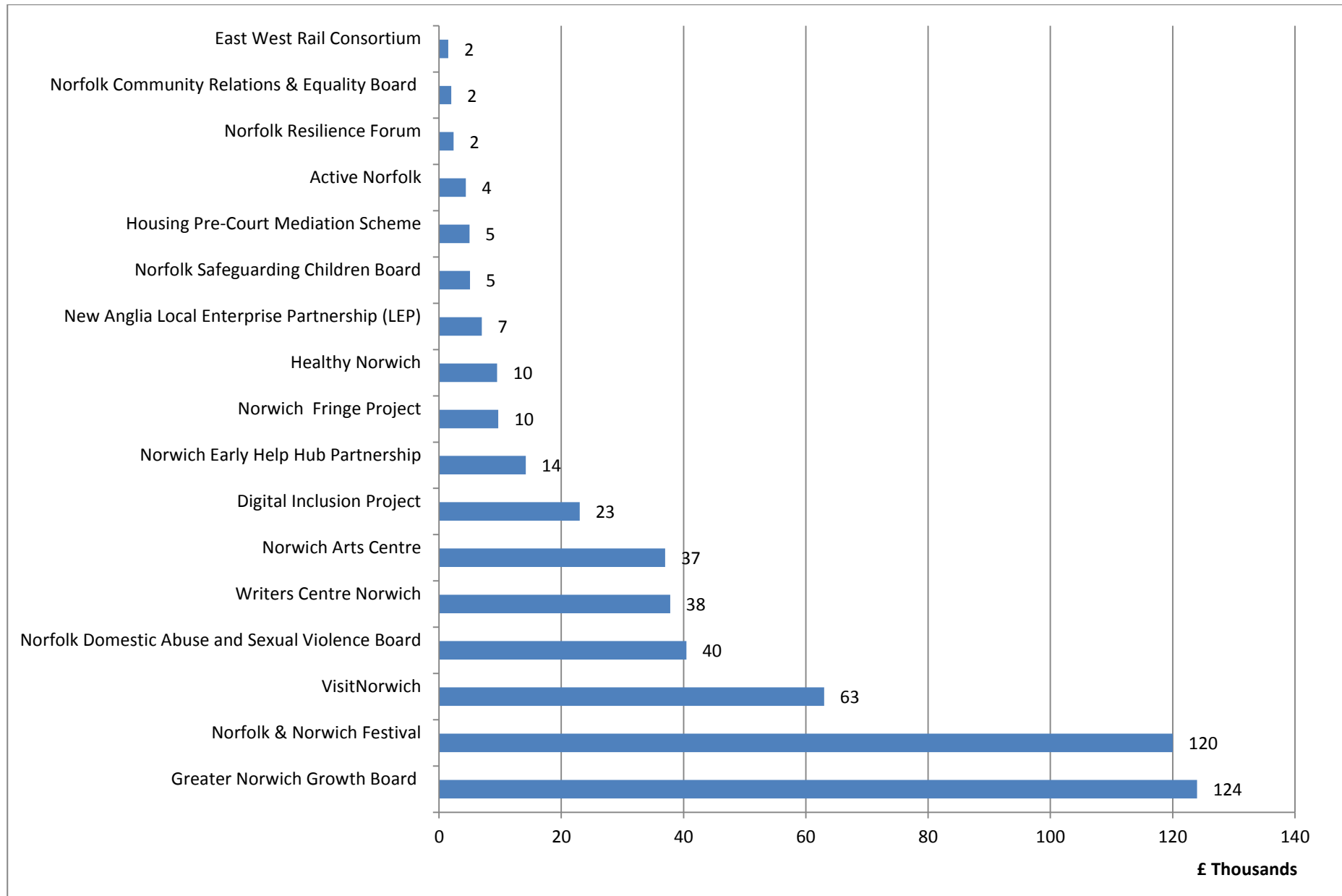
Issues





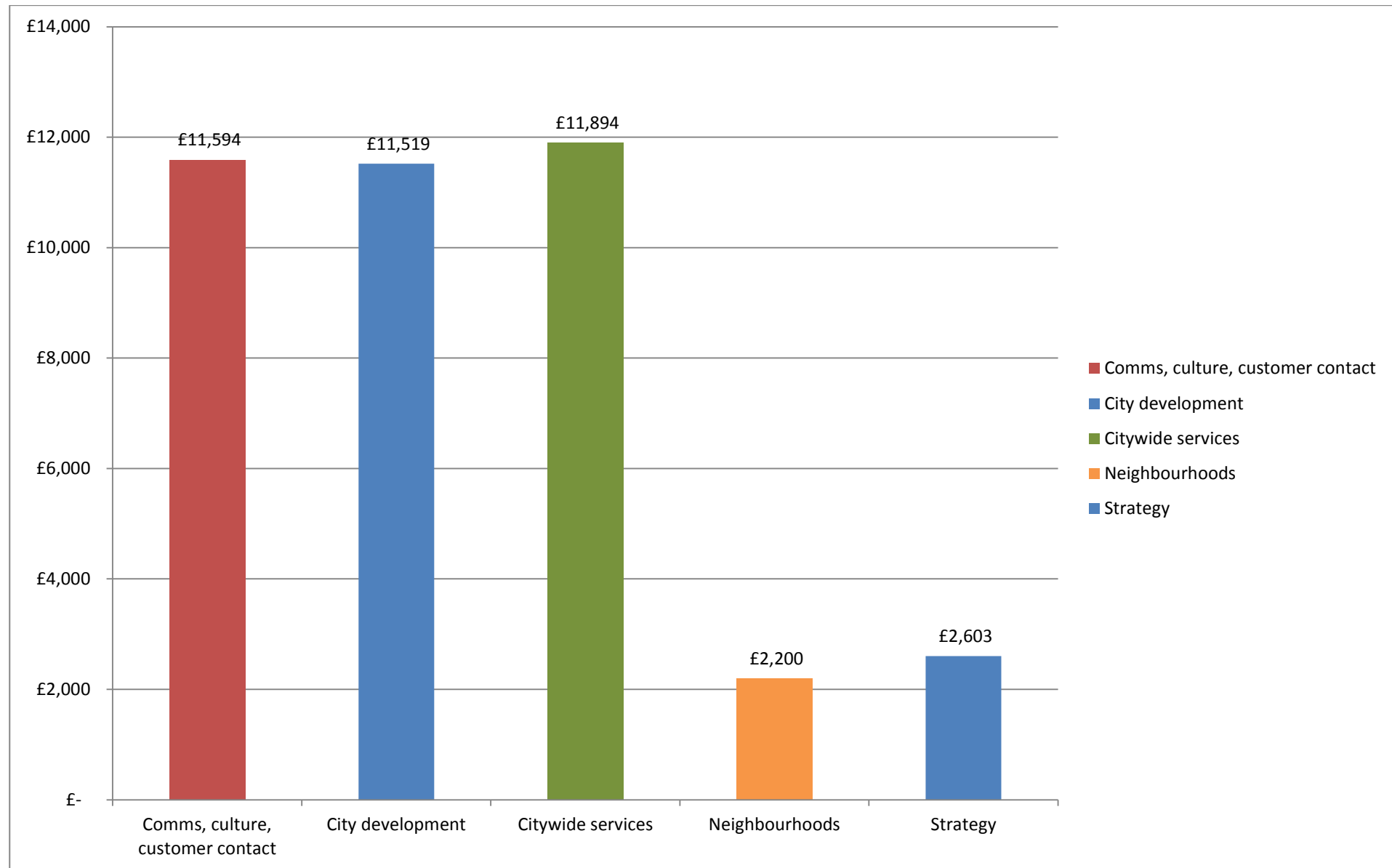
Partnerships register significance score 2017-18 (%) - Appendix 3





Sums shown in the **Award** column are just for this year.

| Organisation | Period of award | Activity | Award |
|---|-------------------------------|---|----------|
| Britten Sinfonia | 1 April 2018 to 31 March 2019 | A grant to contribute towards core costs of delivering the orchestra lunchtime and evening series of concerts in Norwich and creative learning activity in the community. | £10,000 |
| Financial Inclusion Consortium (Age UK Norwich, Citizens Advice Norfolk, Equal Lives, Mancroft Advice Project, Norfolk Community Law Service and Shelter) | 1 April 2018 to 31 March 2019 | A grant to work in partnership to deliver a range of social welfare advice, casework and representation services in order to reduce financial and social exclusion and inequalities. | £169,000 |
| Norwich Access Group | 1 April 2018 to 31 March 2019 | To support a local advocacy group of disabled people who are actively involved in trying to improve access for disabled people to all aspects of life in the city of Norwich and surrounding area. | £750 |
| Norwich Door to Door | 1 April 2018 to 31 March 2019 | A contribution to fund core costs to deliver a subsidised 'dial a ride' type accessible bus transport, to disabled children and adults and older mobility impaired people. | £32,000 |
| Norwich Independent Living Group | 1 April 2018 to 31 March 2019 | A contribution to core funding to promote the group and their activities among the wider population of Norwich. In particular, NILG aim to ensure that all disabled people and their families, carers and support networks are aware of the group and know how membership can benefit them and support them to live independently | £750 |
| Norwich Puppet Theatre | 1 April 2018 to 31 March 2019 | A grant to support the only puppet theatre in England outside of London in its ongoing linked education and production programme. | £10,000 |
| Sue Lambert Trust | 1 April 2018 to 31 March 2019 | A grant to support core costs of providing a helpline and counselling service for men and women survivors of sexual abuse, past and present. | £7,000 |
| The Forum Trust | 1 April 2018 to 31 March 2019 | To support the Heritage Open Days festival programme in September | £6,000 |
| The Garage Trust | 1 April 2018 to 31 March 2019 | To support core programme delivery and venue operation between April 2018 and March 2019 | £10,000 |



Report to Cabinet
14 March 2018

Item

Report of Head of city development services
Subject Meeting complex needs and the prevention of rough sleeping innovation funding award decision

13

KEY DECISION

Purpose

To seek approval to award the funding for the meeting of complex needs and the prevention of rough sleeping.

Recommendation

That Cabinet agrees to award funding for a three year period starting on 1 April 2018 to the consortium bid led by St Martins, as recommended by the Making Every Adult Matter (MEAM) evaluation panel on the 09 February 2018.

Corporate and service priorities

The report helps to meet the following corporate priorities:

- A safe, clean and low carbon city
- A prosperous and vibrant city
- A fair city
- A healthy city with good housing
- Value for money services

Financial implications

The service will cost £901,808 and will be funded from grant-aid to Norwich City Council of £91,000 a year for three years from the Ministry of Housing, Communities and Local Government for homelessness prevention activities; £458,808 from Norfolk County Council over 3 years; £70,000 from the Norwich Clinical Commissioning Group for 1 year and £100,000 from Norfolk public health.

Ward/s: All wards

Cabinet member: Councillor Maguire - safe city environment

Contact officers

| | |
|---|--------------|
| Chris Hancock, Housing strategy officer | 01603 212852 |
| Paul Swanborough, Strategic housing manager | 01603 212388 |

Background documents

None

Report

Background

1. The council currently funds St. Martins Housing Trust to provide an outreach service to rough sleepers in Norwich (known as the Contact Assessment Prevention Service (CAPS team).) This is on a contractual basis at the cost of £91,000 per annum which is funded through a Government homelessness prevention grant.
2. The current three year contract will come to an end in April 2018, and following a review and discussions with St. Martin's Housing Trust, it is considered by both parties that the current service needs to change to meet the challenge of increasing numbers of rough sleepers and people with complex and multiple needs. It has been decided that a wider strategic and operational approach is needed.
3. In addition, recent cuts to the supported housing budget by Norfolk county council have reduced the options available to the CAPS team to help people move on from rough-sleeping. This combined with earlier budget cuts to for example the mental health outreach team, housing related floating support services, combined with the impact of austerity measures has compounded the issue with fewer services available to support these complex needs.
4. As part of the emerging work from the Norwich Tackling Rough Sleeping Strategy 2017-22, the Council in partnership with Safelives (a domestic abuse charity) was successful in an application for Norwich to become a Making Every Adult Matter (MEAM) approach area.
5. MEAM is a coalition of three charities, Clinks, Homeless Link and Mind formed to improve policy and services for people facing multiple needs (For further information please see Appendix A). The approach is a framework to help local areas develop effective, coordinated services for people facing multiple disadvantage, and promote lasting, embedded change to local systems. Norwich is now one of 25 local areas across England using the MEAM approach. The network of areas will help to increase individual's wellbeing, reducing costs to public services and improving people's lives by providing people with complex needs with flexible and personalised support to help them move towards independence.
6. The issue of increasing numbers of people with complex and multiple needs is an increasing national problem. In England, there is an estimated 58,000 people who are living with multiple needs. Services can at times struggle to meet the needs of people whose situation does not fit into a neat solution or service offer response. This is recognised in our work to combine the resources available to the council with those of other statutory sector providers to look at innovative ways to create better, more rounded services for people who are homeless and those who have complex and multiple needs. The following partners have contributed to the innovation fund:

| Agency | Amount | Period |
|---|-------------------|--------------------------|
| Norfolk County Council – Public Health | £100,000 | Initially for first year |
| Norfolk County Council – Adult Social Services | £106,899 per year | For three years |
| Broadland District Council | £46,037 per year | For three years |
| NHS Norwich Clinical Commissioning Group (CCG) | £70,000 | Initially for first year |
| Norwich City Council | £91,000 | For three years |

7. These contributions to pooled funding shows the shift from traditional methods of procuring services through one statutory provider towards a partnership led approach. This should reduce duplication and make best use of what resources we have collectively available.
8. With agreement of the above partners the council's commissioning framework was used to advertise the service requirement, the funding available and the outcomes required which sought interested parties to come forward with ideas and suggestions.
9. The council received four applications which were assessed by a panel which included representatives from the funding partners These were:
 - A person with lived experience (former rough sleeper)
 - Head of integrated commissioning manager, NHS Norwich CCG
 - Housing options manager, Norwich City Council
 - Single homeless and rough sleeper co-ordinator, Norwich City Council
 - Public Health Officer, Norfolk County Council – Public Health
 - Housing strategy officer, Norwich City Council
10. The applications were assessed against the following criteria:
 - Does the proposal provide value for money?
 - Organisational sustainability.
 - Matched funding availability.
 - Alignment to Norwich City Council outcomes

- Eligibility, and capacity for success

11. The panel recommended that the award is made to a consortium of organisations led by St Martins which is comprised of the following organisations:

- St Martins
- YMCA Norfolk
- Salvation Army
- NHS City Reach Health Service
- Mancroft Advice Project
- The Feed
- Shelter
- Future projects

12. The consortium proposes the development of a housing advice and support service to maximise the combined strength of its members by offering a more collaborative model than currently exists. The consortium members will take the innovative approach of stepping out of their individual organisations to form one team that will take the service to those people who need it most. The service will be delivered by 10.5 full time equivalent (FTE) Pathway support workers delivering the following services from a centrally located hub:

- Rough sleeper outreach service with a unique worker identified for MEAM approach clients.
- Specialisms including health services to the street, criminal justice liaison, welfare and housing advice, younger persons advice and support services.
- Tailor one-to-one support according to an individuals need.
- Improve capacity and variety of services provided at the Pottergate ARC drop-in centre run by the Salvation Army.
- A Housing First specialist service supporting homeless people with high needs and histories of entrenched or repeat homelessness to live in their own homes. This approach has been widely adopted in Scandinavia, France and Canada and is growing in popularity in Europe including the UK.¹

13. As part of the delivery of the above services the consortium is also contributing additional resources to their proposal including the following:

¹ The philosophy of Housing First is to provide a stable, independent home and intensive personalised support and case management to homeless people with multiple and complex needs.

| Item | Cost (£) | Source |
|---|----------------------|---------------------------------|
| 4.5 FTE staff (St Martins) | £129,739 (per annum) | St Martins |
| In kind contributions from consortium members | £130,000 (per annum) | All agencies and budgets |
| Training and development | £31,000 (per annum) | Under 1 Roof |
| Refurbishment of day centre | TBC (one-off cost) | Pottergate ARC (Salvation Army) |

14. The above funding brings together a total of over £1.5m over the three year period to tackle rough sleeping and help people with multiple and complex needs in Norwich (this does not include the refurbishment of the Pottergate ARC). This is from Norwich City Council's initial investment of £91,000 per annum.

15. Appendix A provides more detailed information on the services that the consortium will deliver.

Recommendation

16. It is recommended that Cabinet agrees to award funding for a three year period to the consortium led by St Martins, as recommended by the evaluation panel.

17. The award will be managed by a project team consisting of staff from the council's housing strategy and housing options team. Payments will be staged, and progress will be regularly reported to relevant portfolio holders and senior council officers.

18. This work will also be closely monitored and evaluated locally and as part of the national complex needs work led by the MEAM Coalition. Work is currently being undertaken by the housing strategy team to set up performance measures and methods of evaluating the impact of these interventions with the MEAM Coalition. The wider benefits of this partnership approach will also be measured, monitored and reported.

19. Overall governance of the project will be provided by a core funder group and an overall strategic MEAM partnership board consisting of Norwich City Council and the following organisations:

- Norfolk County Council – Public Health
- Norfolk County Council – Adult Social Care
- NHS Clinical Commissioning Group
- Norfolk and Suffolk Foundation Trust
- Norfolk Police

- Police and Crime Commissioner Office
- Representatives from the consortium
- Persons with lived experience (former rough sleepers)
- Norfolk Probation
- Norfolk and Suffolk Community Rehabilitation Company
- Change Grow Live (New Norfolk-based drug and alcohol service)
- Norwich Prison
- Faith organisations representatives

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: | 14 March 2018. |
| Director / Head of service | David Moorcroft/Andy Watt |
| Report subject: | Meeting complex needs and the prevention of rough sleeping innovation funding award decision |
| Date assessed: | 27 February 2018. |

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

| | | | | |
|--|-------------------------------------|-------------------------------------|--------------------------|----------|
| | Impact | | | |
| Equality and diversity (please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |
| Relations between groups (cohesion) | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| Eliminating discrimination & harassment | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |
| Advancing equality of opportunity | <input type="checkbox"/> | <input checked="" 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 type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | |

| Recommendations from impact assessment |
|--|
| Positive |
| |
| Negative |
| None. |
| Neutral |
| |
| Issues |
| |

Making Every Adult Matter (MEAM)

1. People with multiple needs face a combination of problems including homelessness, substance misuse, contact with the criminal justice system and mental ill health. They fall through the gaps between services and systems, making it harder for them to address their problems and lead fulfilling lives.
2. The Making Every Adult Matter (MEAM) coalition is made up of the national charities Clinks, Homeless Link and Mind.
3. The MEAM Approach is a framework to help local areas develop effective, coordinated services for people facing multiple disadvantage, and promote lasting, embedded change to local systems.
4. Twenty five local areas across England are using the MEAM Approach. Together they form a network that is increasing individuals' wellbeing, reducing costs to public services and improving people's lives.
5. The approach draws on shared knowledge and practical experience to change systems, services and policy so that everyone experiencing multiple needs can reach their full potential and contribute fully to their communities.
6. It is estimated that 58,000 people face problems of homelessness, substance misuse and offending in any one year. Within this group, a majority will have experienced mental health problems. Women are under-represented in these figures, but despite this face significant and distinct challenges which need to be met. Similarly, people from black, Asian and minority ethnic communities experience a range of social inequalities which contribute to their experience of multiple needs.
7. People's likelihood of experiencing multiple needs is increased both by growing up in circumstances of material deprivation, and experiencing abuse or neglect in early life.
8. This group tend to be known to everyone, but often are served by no one as they are perceived to be 'hard to reach' or 'not my responsibility.' This can make services seem unhelpful and uncaring to someone experiencing multiple needs who is seeking help.
9. National and sometimes local policy decisions have created an environment where it is more difficult than it should be for services to work together to address multiple needs.

10. The MEAM coalition's belief is that central government should develop a cross-departmental approach to multiple needs, ensuring that funding, accountability and outcomes structures prioritise recovery and rehabilitation and allow local areas to develop a flexible response.
11. People with multiple needs should receive appropriate, flexible and personalised support to help them move towards independence.
12. The most powerful advocates for changing policy and practice around multiple needs are people with lived experience of these issues.
13. Government and decision-makers should listen to the voices of people with multiple needs and the frontline staff who support them, to ensure that policies properly reflect their experiences and meet their needs.
14. For further reading you may want to explore the following document produced by the MEAM Coalition, please see link:
<http://meam.org.uk/policy/time-for-political-leadership-on-multiple-needs>

Further information regarding winning consortium bid (excerpts from application)

Aims and objectives

15. The Pathways service will bring together the combined expertise of a range of organisations to drive innovation and creative response to addressing the homeless situation in Norwich. Our vision is to take a 'no wrong door' approach that will provide a comprehensive and seamless service, building on the strength of a Making Every Adult Matter (MEAM) approach to all activities. The Pathways Team will be located at suitable locations identified as Hubs, that will act as a place the Pathways Team can meet and interact easily both with each other and the service user.
16. Our aim is to incorporate the following models to create a holistic, inclusive and user informed service.
17. 'Making Every Adult Matter' (MEAM); an approach that helps local areas design and delivers better coordinated services for people with multiple needs. The Pathways service pledges to work collaboratively and seamlessly to reach the end goal of supporting people with multiple needs to live independently in the community. Using the MEAM approach we will offer a coordinated programme of support, a 'one stop' service with a simplified access point. This will streamline support making it easier for people with complex and challenging lifestyles to navigate. Service users will be able to build a positive

working relationship with their named support worker who will be a consistent anchor offering stability and reassurance.

18. As a result of our interventions we aim to address the priorities set out in Norwich City Councils Tackling Rough sleeping Strategy 2017-2022 and in particular the following :

- To the reduction of begging and other offending behaviours
- Improve pathways for patients in hospital who are ready for discharge in order to reduce the delayed transfer of care.
- Clinical interventions to those being assessed for their housing needs and avoid the need for escalation, as the client is less likely to need to access other health services unnecessarily resulting in ambulance call-outs, A&E attendances, and subsequent hospital admissions.
- Improve quality of life for people in their homes and community, by providing the best integrated health and social care.
- Targeted services for the provision of housing and welfare advice
- Access to health care provision in a planned way; by addressing the health issues of clients at the earliest opportunity the Pathways service is promoting the importance of making every contact count. A health practitioner based within the service will be able to carry out reviews on medication, identify complex health needs, create care plans and ensure the client is accessing the most appropriate health services.
- Strong links to all healthcare professionals including City Reach and other GP practices, playing an integral part in providing ongoing support and eventually introducing clients into mainstream services when they are ready.
- Improved access to services for people experiencing mental health issues, including treatment and support pathways by providing a seamless experience that uses Psychologically Informed Environments (PIE) and Trauma Informed Care (TIC). This increases the likelihood of sustained engagement, avoiding peaks and troughs of crisis.
- Reduction in or prevention of rough sleeping by delivering a Housing First model solution to housing need.

- Reduction in the number of individuals that are leaving prison with no accommodation to go to by providing a criminal justice liaison within the team.
- Will work with partners to provide a co-ordinated and effective approach to the provision of food.
- Identified pathway for younger people.

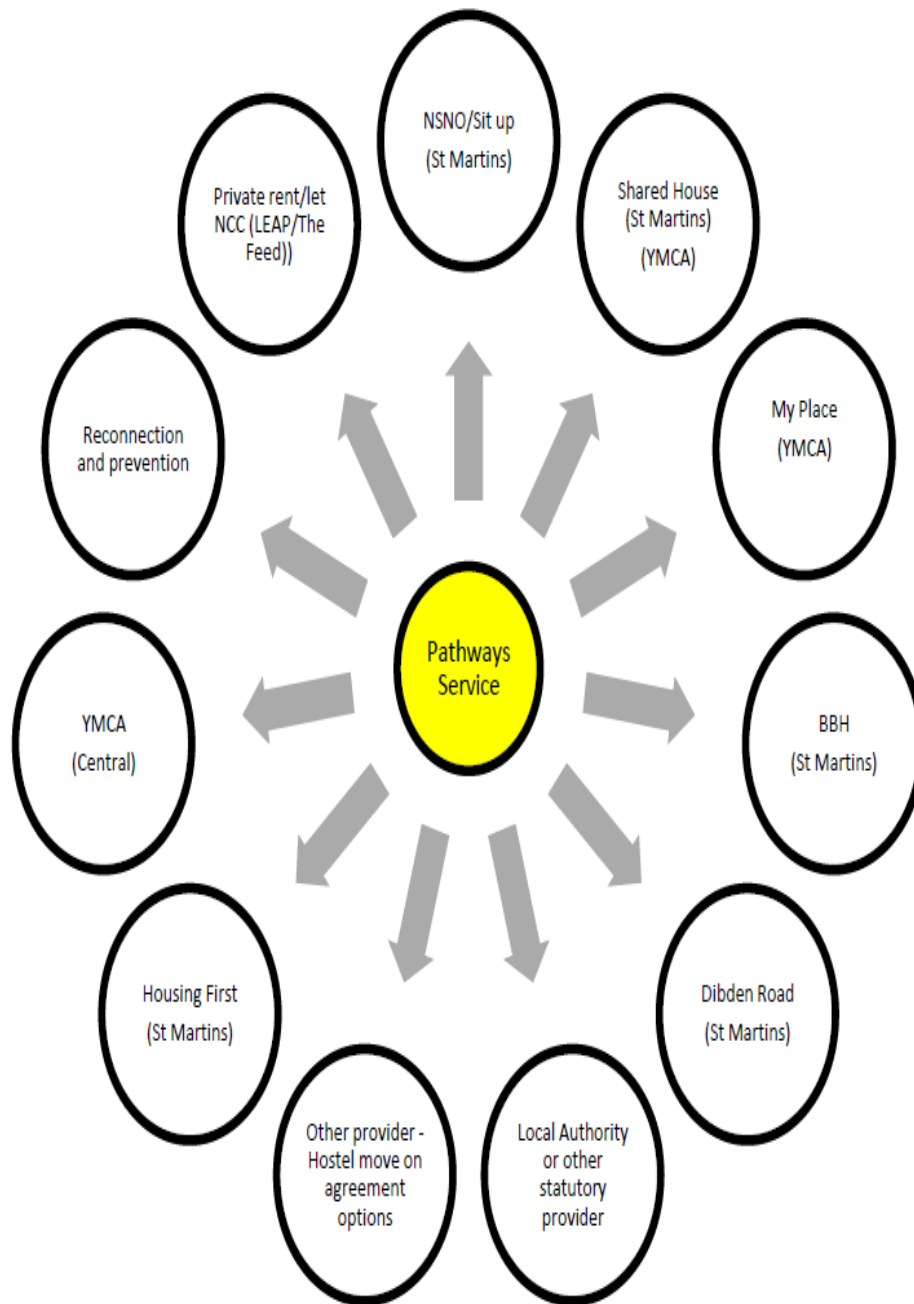
The proposal

19. The team will consist of six support workers, employed by members of the consortium to ensure a cross section of specialisms that will cover health (Health Practitioner), criminal justice liaison, welfare benefit and housing, younger person's advice and support services. In addition to the posts funded by the grant, St Martins will also recruit an additional 4.5 FTE Pathway Support Workers who will be able to provide additional support to individuals placed into accommodation by the Pathways Team.
20. Team members will be part of the Pathways Team with links to their specific organisation that will enhance the service through training, mentoring and access to the existing recourses and services of their employer. Beneficiaries of the service will be service users of the Pathways Team and not of the individual organisation that employs the team member. Therefore, the Pathways Service and team members will have a unique identity and offer their employer an enhancement to their existing services and vice versa. See illustration below:



Referral routes from pathways team

21. The following graphic shows the referral routes available from the proposed pathways team:



Referral routes into service

22. Our primary focus would be to deliver our service at Pottergate ARC but service users will be able to access the service in MAP, Under 1 Roof and City Hall. This would be managed on a scheduled timetable of drop in events, ensuring the service user is always aware of the team's location through extensive promotion of the service. The Salvation Army will remodel the existing drop in facility at Pottergate Norwich, to provide an office space with private interview rooms in order to carry out assessments.
23. There is no referral required to access the Pathways Service, all access points will be at venues that offer open access and a central hub location. The wide reach of the consortium will extend the arm of prevention, increasing scope for pre-assessment and improving homeless prevention. The Pathways Service will:
- Monitor the street population and rough sleeping a minimum of twice per week
 - Carry out daily outreach to engage people who are entrenched in street activities associated with homelessness
 - Be located at venues where people with a housing need visit
 - Deliver a weekend service, based at the direct access hostel/s
 - Join the regular soup run with the salvation army to support service users when they move to an indoor venue
24. Each member of the team will be supplied with a tablet and these will be used to record individual case data "on the move". Use of St Martins client record system triggers the Housing Assessment Form (HAF). The data recorded is subsequently uploaded onto the client data base (salesforce/inform). Consolidating the data will enable us to supply Norwich City Council with the required performance indicators and outcomes. Our proposal includes full access to the shared data using one system for all partner members.

Improving health outcomes for rough sleepers

25. We propose 'taking medicine to the street' which will improve planned access to health care for many patients, eliminating barriers.
- Clinical interventions to those being assessed for their housing needs and avoid the need for escalation, as the client is less likely to need to access other health services unnecessarily

resulting in ambulance call-outs, A&E attendances, and subsequent hospital admissions.

- Improve the quality of people's lives in their homes and community, by providing the best integrated health and social care.
- Enable access to health care provision in a planned way; by addressing the health issues of clients at the earliest opportunity the Pathways service is promoting the importance of making every contact count.
- The health practitioner will be able to carry out reviews on medication, identify complex health needs, create care plans and ensure the client is accessing the most appropriate health services at the hub locations.
- Strong links to all healthcare professionals including NHS City Reach and other GP practices, playing an integral part in providing ongoing support and eventually introducing clients into mainstream services when they are ready.

Oversight and project management

26. We propose our partnership will operate a steering group who will lead both strategically and operationally throughout the term of the contract, members will include people with lived experience. Operationally there will be a weekly meeting to collaborate and manage the project with a full member meeting on a monthly basis with quarterly reviews.

Who will benefit from the service?

27. Collectively the consortium partners have several thousand contacts per year, when this is broken down into individuals there is likely to be some crossover. For example in 2016/17 the CAPS Team worked with 865 individuals, actual contacts were significantly higher and the Pottergate ARC had 13,757 visits for the same period. Predominantly this would be the same population and would be matched across our range of services.
28. With rising incidents of homelessness and reduced services as a result of cost savings, services across the sector are likely to see an increase in footfall. We would anticipate that this service would benefit approximately 2,000 people in a year with an average of 70% being local to Norwich.

Meeting complex needs and the prevention of rough sleeping innovation fund

1. Introduction

Norwich City Council's role is to support the city in the best way we can with the resources we have available. Using an evidence based approach we know that certain people struggle to access help and services that are available throughout the city. We want to work in partnership with organisations to find innovative solutions to the growing problem of people with complex and multiple needs who are often homeless (sometimes rough sleeping) and can face social exclusion from mainstream society. The issues that lead to them being excluded are complex in their nature and are often inter-connected and cannot (and should not) be dealt with in isolation. These issues include:

- Increasing homelessness and rough sleeping
- Increasing poverty
- Increasing numbers of people with physical and mental ill health
- Increasing levels of crime

1.2

The issue of increasing numbers of people with complex and multiple needs is not just a local problem. In England, there is an estimated 58,000 people who are living with multiple needs. Sometimes services can struggle to meet the needs of people whose situation does not fit into a neat solution or service offer response. We have recognised this in our work to combine what resources we have with other statutory sector providers to look at innovative ways to create better, more rounded services for people with complex and multiple needs and the growing number of people who are homeless and rough sleeping in the city. The following partners have contributed to the innovation fund:

- Norwich City Council
- Norfolk County Council Integrated Commissioning Team
- Norfolk County Council: Public Health
- NHS Norwich Clinical Commissioning Group

The fund of £761,000 is available over a three year period from 2018/19 (with £367k in year one, £197k in years two and three). We are interested in organisations who can bring additional funding to their delivery solutions and are committed to working in partnership for any other funding opportunities as and when they become available.

1.3

The key outcomes we would like to see as a result of this funding are:

| Overall | For the individual |
|---|--|
| Reduction and prevention of street homelessness | Pathways to accommodation Sustained tenancies |
| Reduction in begging/offending/arrests | Pathways to employment Engaging in meaningful activities/purpose |
| Reduction in A&E visits | Accessing community or primary care services |
| Reduction in Mental Health crisis call outs | Self-efficacy |
| Evidence improved access to health services | Accessing community or primary care services |
| Reduction in the delayed transfers of care from hospital | Pathways to accommodation |
| Increase in the proportion of people who remain out of hospital 91 days after discharge | Pathways to accommodation Pathways to employment Engaging in meaningful activities/purpose Accessing community or primary care services |
| Reduction of permanent admissions of over 65s to residential/nursing care | Accessing community or primary care services Sustained tenancies |

1.4

As well as the funding available we are interested in proposals that meet the following principles:

- Making Every Adult Matter (MEAM)
- Housing First
- New techniques to reduce rough sleeping and engage with entrenched rough sleepers
- Improve capacity of day centres and bring evening food provision indoors

Where relevant bids meet the criteria and outcomes for funding the council itself also has at its disposal (non-monetary) resources and expertise that can help support an approach.

2. Outcomes based approach

The council intends to use an outcomes based approach to the commissioning of any services that are supported by the funding being made available. We want to encourage innovation; not stifle it.

The principal outcome we want to see as a result of the investment is a decrease in the number of people with multiple and complex needs; and prevent, and reduce the numbers of people rough sleeping in Norwich. We know that the longer someone is sleeping rough or homeless it increases the likelihood that a person can and will develop complex and multiple needs.

The awards that the council will provide for the three year period from 2018/19 are:

| Lo t no. | Outcome | Target group | How |
|----------------|---|-----------------|--|
| 1. | Overall reduction in numbers of rough sleepers in Norwich | All age groups | Working in an integrated way with alcohol and drug, mental health, primary care and sexual health services. |
| | Former rough sleepers with multiple and complex needs sustaining accommodation beyond 3,6,9,12 months or more | | This could include the following types of housing: <ul style="list-style-type: none"> • Supported housing • Housing First • Other specialist accommodation |
| | Numbers of people prevented from rough sleeping | | Signpost to alternative accommodation/stay in their own home, current housing situation |
| 2. | Helping sustain former rough sleepers with complex and multiple needs in their own accommodation with support for as long as they need it | All age groups | Working in an integrated way with alcohol and drug, mental health, primary care and sexual health services. |
| | | | Day centre provision can support this work Supporting people to claim benefits that they are entitled to We would expect a caseworker to support an individual through the pathway of services in Norwich to help them live as independently as possible |

| Lot no. | Outcome | Target group | How |
|---------|--|----------------|--|
| | | | |
| 3. | Improving the quality of day centre provision for rough sleepers and people who are vulnerably housed | All age groups | Working in an integrated way with alcohol and drug, mental health, primary care and sexual health services. Help engage people in day centre activities and help people shape the services they use Build capacity in the system |
| 4. | Enable rough sleepers and people who have experienced homelessness to give back to services who helped them and assist the design of existing and new services | All age groups | Working in an integrated way with alcohol and drug, mental health, primary care and sexual health services. People should be able to contribute and give their valuable experience to help improve services Where suitable people with lived experience should have work based/training opportunities in services |

2.1 Additional information

The council welcomes bids from single agencies or consortiums, but will expect a single organisation to act as the lead agency for any consortium bid for each lot.

No specific service delivery model has been designed for each lot but we would expect an offer that supports individuals from first engagement (using a single caseworker approach) through their resettlement period to help provide continuity for the person. We know that building a relationship with a single caseworker helps build trust especially with people who have been damaged by homelessness and that this helps prevent people from becoming homeless again in the future.

Any successful agency or consortia would be expected to engage in the MEAM approach. Norwich City Council and its partners were successful in their application to be nationally recognised as one of the new MEAM approach areas.¹ In these chosen areas local authorities, statutory agencies and the voluntary sector are working together to transform the lives of people experiencing a combination of homelessness, substance misuse, contact with the criminal justice system and mental ill health. These local areas will use a framework called the MEAM Approach to help shape their work and receive support and advice from MEAM coalition staff based across the country. All providers who receive funding would be expected to measure outcomes and take part in any national or local evaluation of MEAM.

3. For further information please contact:

Chris Hancock

Housing strategy officer

Norwich City Council

Tel: 212852

E-mail: Chrishancock@norwich.gov.uk

¹ <http://meam.org.uk/a-coordinated-response-to-multiple-needs/>

(Click and use arrow to select a relevant exemption paragraph - delete if the report is not confidential)

Report to Cabinet
14 March 2018
Report of Director of business services
Subject Building control service delegation

Item

14

KEY DECISION

Purpose

To seek approval to continue with the current building control delegation.

Recommendation

To continue with the delegation of building control services to South Norfolk Council.

Corporate and service priorities

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

Financial implications

The current amount paid for the service level agreement is £68,673. This will reduce to £61,806 in 2018/19 (a 10% reduction). This figure will then increase by inflation each year thereafter.

Ward/s: All wards

Cabinet member: Councillor Stonard - sustainable and inclusive growth

Contact officers

Anton Bull – Director of business services

01603 212326

Background documents

None

Background

1. The CNC Building control partnership was established in 2004.
2. Until April 2013 the service were delegated to a joint committee with the service hosted by Broadland District Council.
3. In April 2013 the service was delegated to South Norfolk Council. The joint committee was abolished. All staff transferred to be employed by South Norfolk Council.
4. Broadland District Council, Kings Lynn and West Norfolk Council and Fenland District Council also delegate their building control services to South Norfolk Council.
5. A board comprising a member and an officer from each council maintains a strategic overview of CNC Building Control.
6. Each council entered in to a delegation agreement and a service level agreement.
7. The current agreement expires at the end of March 2018.

Review

8. In September 2017 South Norfolk Council put forward an offer to CNC partners at the CNC Board to continue the building control service under the current arrangements for a further 5 years. A copy of this offer is attached as an exempt appendix to this report.
9. No other partner has put forward an offer to host the service.
10. The offer from South Norfolk Council maintains the status quo. Some suggestions have been made for amendments to service level agreements but these are not significant.
11. The offer from South Norfolk Council includes a 10% reduction in cost for 2018/19.
12. For 2019/20 onwards the cost will then rise in line with inflation.

Options

13. Norwich delegates the building control function to South Norfolk Council along with other councils. The other councils are minded to continue with the South Norfolk Council delegation and are going through their approval processes. In considering other options, this is a key factor to consider. If Norwich City Council chose to do something different it is unlikely that the other councils would choose to do the same thing.

Option 1 – Do nothing

14. This would mean letting the existing agreement lapse on 31 March 2018.

15. This would leave no provision in place for April 2018 onwards.

Option 2 – outsource to the private sector

16. This would require the services to be tendered to find a suitable partner.

17. There have been recent market failures with outsourced service providers and this would be the main risk attached to this option.

18. There is the possibility that the cost could be less, more or the same. On balance, taking in to consideration the need for a private company to deliver a profit it is likely to cost more.

19. Working with a private sector partner would require an admission agreement for current employees who are members of the local government pension scheme. These are subject to triennial valuations and changes to the employer's contribution rate. These are likely to fluctuate more with a private sector partner. It is highly unlikely that a private sector partner would take on the pension liability risk and this would remain with the council.

Option 3 – insource

20. This option would include a number of sub options include straight insourcing of just the Norwich City Council services, offering to deliver services for other current partners, working with an existing partner to deliver the services.

21. This is the main viable alternative to continuing to delegate to South Norfolk Council.

22. As described in the background Norwich City Council has not directly delivered building control services since 2004.

23. Insourcing the service would either be stand alone for Norwich City Council or require other partners to want to delegate their service to Norwich City Council.

24. The main risk to this would be the ability to manage and deliver a service. Norwich City Council would need to invest in technology to support the service.

25. This would require a transfer of staff from South Norfolk Council to Norwich City Council and this can be disruptive.

26. Norwich City Council did not put forward a bid to deliver the services.

Option 4 – continue to delegate to South Norfolk Council

27. This option would be the least disruptive and give continuity of service.

28. The service has been generally good but there is scope for improvement in the delivery of the service. This has been acknowledged at board meetings and is being worked on.

29. This option offers a 10% saving on cost in the first year.

30. It is felt that further savings should be achievable but the offer from South Norfolk Council and subsequent negotiations has not produced any amendment to this offer.
31. In the short term this is likely to be the lowest cost. However, to remain competitive service costs must continue to be reduced with the aim to get as close to cost neutral as possible.

Recommendation

32. Each of the options above carries risks and benefits.
33. Do nothing is not an option that can be pursued.
34. Outsourcing to the private sector carries significant risk with little prospect of benefit over other options and is therefore not recommended.
35. Insourcing and continuing to delegate to South Norfolk Council are the two possible options. However, at the CNC Board meetings other partners have indicated a desire to continue with the delegation to South Norfolk Council. Therefore any insourcing would only be the Norwich City Council service. The cost and disruption is likely to outweigh any benefits.
36. The recommendation is therefore to continue with the delegation to South Norfolk Council

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: | 14 March 2018 |
| Director / Head of service | Anton Bull |
| Report subject: | Building control service delegation |
| Date assessed: | 2 March 2018 |

| | 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 recommended option includes a 10% reduction of cost in the first year. |
| 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
14 March 2018
Report of Director of business services
Subject The award of contract for leaseholder insurance

Item

15

KEY DECISION

Purpose

To consider delegating authority to award a contract for leaseholder insurance.

Recommendation

To delegate authority to award a contract for leaseholder insurance to the Director of business services, in consultation with the portfolio holder for resources.

Corporate and service priorities

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

Financial implications

The 2018/19 premium was estimated and budgeted as £119,820. The LGSS insurance team have supplied a revised estimate indicating that the premiums will increase. This insurance is funded from HRA and is recharged to leaseholders. There will therefore be increased costs for leaseholders but no impact on the HRA as the increased costs will be recovered.

Ward/s: All Wards

Cabinet member: Councillor Kendrick - resources

Contact officers

Tracy Woods, business relationship and procurement manager 01603 212140

Gemma Mitchell, housing outcomes manager 01603 213139

Background documents

None

Report

Background

1. Leaseholder insurance covers residential leasehold properties for buildings material damage. There is a requirement, under the lease, that this cost is borne by the leaseholder rather than the council. Contents insurance is to be sourced privately by the leaseholders.
2. The current contract for leaseholder insurance is provided by Aspen, who were awarded a five year contract from 01 April 2014, with break clauses.
3. LGSS provide the insurance service for Norwich City Council and manages this contract on our behalf. LGSS advised the council in January 2018 that Aspen had refused to provide renewal terms to continue the contract. This was because they were running at a loss with the policy, due to the number of claims. They were to break the contract from 31st March 2018.

Tender process

4. In order to provide leaseholder insurance provision LGSS, on behalf of the council, will need to tender for a new supplier. LGSS will advertise this open opportunity on 02 April 2018.
5. The current contract with Aspen is for enhanced cover and has an excess of £100. Suppliers will be requested to submit tenders with a basic and an enhanced level of cover; together with different excess levels of £100 and higher, to see if this reduces the premium for leaseholders.
6. To ensure value for money for leaseholders, the evaluation of submitted tenders will seek a minimum overall weighting of 60% for price and 40% quality criteria.
7. Full leaseholder consultation will be required, which has commenced. This allows for nomination rights, any non-broker nominations will be advised and given the opportunity to submit a tender.

Timescales

8. Tight timescales apply. A provisional supplier will be selected by 11 May 2018. Once the council approves the contract award, a further period of 21 days leaseholder consultation is required.
9. In order to ensure continued insurance cover during this period, Aspen has agreed to extend provision to 31 July 2018.
10. Delegated authority to approve the contract award is requested due to the timing and absence of Cabinet meetings during April and May.

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: | 14 March 2018 |
| Director / Head of service | Anton Bull, Director of business services |
| Report subject: | The award of contract for leaseholder insurance |
| Date assessed: | 26 February 2018 |

| | Impact | | | |
|--|-------------------------------------|--------------------------|-------------------------------------|--|
| Economic (please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |
| Finance (value for money) | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Predicted that policy renewal will result in higher premiums for leaseholders and the council. |
| Other departments and services e.g. office facilities, customer contact | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| ICT services | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Economic development | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Financial inclusion | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Predicted that policy renewal will result in higher premiums for leaseholders and the council. |
| | | | | |
| 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 | |
| Predicted that policy renewal will result in higher premiums for leaseholders and the council. | |
| Neutral | |
| | |
| Issues | |
| | |

| | | |
|------------------|--|-------------|
| Report to | Cabinet | Item |
| | 14 March 2018 | |
| Report of | Director of neighbourhoods | 16 |
| Subject | Procurement of replacement grounds maintenance equipment | |

KEY DECISION

Purpose

To seek approval to delegate authority to award a contract for the replacement of grounds maintenance equipment.

Recommendation

To delegate approval to the director of neighbourhoods in consultation with the portfolio holder for resources, to award the contract to replace grounds maintenance equipment.

Corporate and service priorities

The report helps to meet the corporate priorities of a healthy city with good housing, a safe clean and low carbon city and value for money service.

Financial implications

It is anticipated that the total costs of the goods will be £729,350. With the proposed phasing of the procurement, it is proposed that £559,580 will be funded from the 2018/19 capital budgets and £169,770 from the 2019/20 budgets. The costs will also be apportioned 84% to the non-housing capital programme and 16% to the housing capital programme.

Ward/s: All wards

Cabinet member: Councillor Kendrick – resources

Contact officers

| | |
|---|--------------|
| Adrian Akester, head of citywide service | 01603 212331 |
| Chris Eardley, environmental services manager | 01603 212251 |
| Helen Lambert, environmental services team leader | 01603 212154 |

Background documents

None

Report

Background

1. The grounds maintenance equipment currently used by Norwich Norse Environmental (NNE) is coming to the end of life and needs replacing. Breakdowns and down time is increasing and this is impacting on operational efficiencies and will lead to higher costs to the council.
2. In total 44 items of pedestrian, ride on and tractor equipment are required to complete the grass cutting operations in the city. The start of the rolling grass cutting programme is in early spring and runs until late autumn.
3. The equipment specification has been developed by the environmental service team and NNE. Various items of machinery have been trialled to ensure that all market developments in equipment have been considered. Hand, arm and whole body vibrations are of particular importance as the statutory health and safety limitations of exposure to these factors has restricted grass cutting operations over the last few years.
4. Disposal of the current grounds maintenance equipment will provide some level of income to the council. Items have been assessed by a used grounds equipment specialist and an initial estimate for the equipment has been made. Suppliers will be asked to quote a price for the equipment, this will not be part of the evaluation, but will give us confidence in the initial estimate we have had for the equipment. Where suitable and appropriate, some of the old equipment will be kept as spares and for back up machinery.

Tender process

5. Crown Commercial Services, Eastern Procurement Ltd and Procurement for Housing, who might have been possible procurement platforms for this purchase, do not have active frameworks to cover grounds maintenance equipment.
6. Braintree District Council established a framework on 23 November 2015 that any UK Public Authority or Regional Authority can utilise to procure the supply of all types of grounds maintenance equipment. This is a local framework which is managed by Braintree District Council and the Essex procurement hub.

Tender evaluation

7. Suppliers will be asked to confirm that they are able to provide the goods specified or similar, ensuring that they have the minimum requirements listed in the specifications.
8. Mandatory requirements will be included in the quality criteria regarding delivery dates and after sales service. Suppliers unable to meet the mandatory requirements will be excluded from the evaluation process.
9. Evaluation is proposed to be 70% price, inclusive of delivery; 30% quality to meet the minimum requirements of the specified goods.

Recommendation

10. It is recommended that delegated authority to approve the award of the contract is given to the director of neighbourhoods in consultation with the cabinet member for resources.

Integrated impact assessment



NORWICH
City Council

Report author to complete

| | |
|-------------------------|---|
| Committee: | Cabinet |
| Committee date: | 14 March 2018 |
| Head of service: | Head of Citywide Services |
| Report subject: | Procurement of grounds maintenance equipment |
| Date assessed: | 28 February 2018 |
| Description: | Replacement of 44 items of pedestrian, ride on and tractor equipment required to complete grass cutting operations in the city. |

| | 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 tender process ensures that the Council achieves the best value for money at that particular time. |
| 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 type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | The contract will ensure the natural environment is maintained and improved to a high standard. |
| Waste minimisation & resource use | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Much of the equipment is coming to the end of its life and needs to be replaced to maintain operational efficiency. |
| Pollution | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Sustainable procurement | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Some of the of old equipment will be kept for spares and back up. |
| 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 type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | There is a risk that if the equipment is in not in place ahead of the first cut in early April, this will have a lasting impact on the remaining cuts in 2018. The existing equipment is over its natural life span and therefore cannot be relied upon. |

| Recommendations from impact assessment |
|--|
| Positive |
| Value for money and the natural environment. |
| Negative |
| |
| Neutral |
| |
| Issues |
| |

| | |
|------------------|--------------------------------------|
| Report to | Cabinet |
| | 14 March 2018 |
| Report of | Head of HR and learning |
| Subject | Award of contract for agency workers |

Item

17

KEY DECISION

Purpose

To consider delegating authority to establish an agency framework and award contracts to up to four agencies as the preferred suppliers for the provision of agency workers.

Recommendation

To delegate authority to establish a framework agreement and award contracts to up to four suppliers for provision of agency workers to the director of business services, in consultation with the leader.

Corporate and service priorities

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

Financial implications

Based on current agency usage, the annual value of this contract would be in the region of £467k. The length of contract is for 4 years, with the option to extend for a further year therefore the total value of the contract for four years is £1,868k. This cost is borne by the budgetary provision in individual services areas.

Ward/s: All Wards

Cabinet member: Councillor Waters - Leader

Contact officers

| | |
|---|--------------|
| Anton Bull, Director of business services | 01603 212326 |
|---|--------------|

| | |
|--|--------------|
| Dawn Bradshaw, Head of HR and learning | 01603 212434 |
|--|--------------|

Background documents

None

Report

Background

1. Norwich City Council has had preferred supplier arrangements in place since 2003 for the supply of agency workers. This has been provided through an agency framework agreement with multiple agencies since 2012.
2. The current agency framework contract primarily covers administrative and customer service posts. Other agencies outside of the framework agreement are used on an ad hoc basis for the provision of specialist roles or when the preferred suppliers are unable to provide the required workers.
3. The framework contract has provided the council with competitive charge rates and has worked well to ensure the council fill temporary vacancies effectively.
4. The council is seeking to appoint up to four suppliers to create a framework agreement to provide its temporary staffing needs as and when required. The framework will be owned and managed by the council and will also be available to UK public sector organisations.
5. All public sector bodies will have access to the framework under the same terms and conditions available to the council. There shall be a one off fee payable to the council by any public sector body wishing to access the framework agreement. At this stage there is potential interest from four local public sector bodies.
6. Agencies outside of the framework agreement will continue to be used where there is a requirement for a specialist role or if the preferred suppliers cannot meet our requirements.
7. The agency framework contract will be for a period of 4 years with an option to extend for a further year
8. Analysis of the cost of agency workers under the current framework agreement for the period January to December 2017 shows the anticipated spend to be circa £467k per annum. Usage of temporary workers will fluctuate depending on the Council's requirements and this level of expenditure may vary.
9. It is expected that this framework will result in:
 - Cost savings for Norwich City Council and other UK public sector bodies who choose to access the framework, through competitive agency charge rates.
 - Timely fulfilment of agency worker requirements for Norwich City Council and any other UK public sector bodies who choose to access the framework.

Tender process and timescales

10. The current framework contract is due to end and we will need to tender for new suppliers to ensure agency worker requirements can continue to be met in the most cost effective way. The invitation to tender is expected to be advertised in March 2018
11. A contract will be awarded to up to four suppliers who submit the most economically advantageous tenders in terms of quality and price. The evaluation of submitted tenders will be on the basis of 60% for quality and 40% for price.
12. The council will invite the four highest scoring suppliers who meet the requirements of the specification to join the framework.
13. Delegated authority to approve the contract award is requested due to the timing and absence of Cabinet meetings during April and May.

Integrated impact assessment



NORWICH
City Council

Report author to complete

| | |
|-----------------------------------|---|
| Committee: | Cabinet |
| Committee date: | 14 March 2018 |
| Director / Head of service | Anton Bull, Director of Business Services |
| Report subject: | Award of contract for agency workers |
| Date assessed: | 2 March 2018 |

| | 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"/> | Enables fixed competitive rates to be agreed with a number of suppliers of agency workers |
| Other departments and services e.g. office facilities, customer contact | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Enable managers to access multiple agencies to meet agency worker requirements |
| ICT services | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Economic development | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Potential for smaller agencies not to be selected due to price criteria – social value. Quality criteria has been set as a higher percentage than price and requirement to demonstrate diversity of placements within Norwich should provide some mitigation |
| Financial inclusion | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | The council provides pay and terms and conditions parity to agency workers at the 12 week qualifying period. |
| | | | | |
| 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 type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | The assessment of providers includes the requirement for respondent agencies to prove that they are taking action to ensure that they are attracting candidates from under-represented groups. |
| Eliminating discrimination & harassment | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | as above |
| Advancing equality of opportunity | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | as above |
| | | | | |
| 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"/> | |
| | | | | |

| | Impact | | | |
|------------------------------------|--------------------------|-------------------------------------|--------------------------|---|
| (Please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |
| Risk management | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | The risk of supplier failure is minimised by having a framework of multiple agencies identified as preferred suppliers, if one agency fails during the life of the contract, there are other suppliers providing agency workers at competitive rates under the framework. |

| Recommendations from impact assessment |
|--|
| Positive |
| none |
| Negative |
| none |
| Neutral |
| none |
| Issues |
| none |

| | | |
|------------------|---|-------------|
| Report to | Cabinet | Item |
| | 14 March 2018 | |
| Report of | Head of neighbourhood housing services | 18 |
| Subject | Award of contract for temporary accommodation for homeless households | |

Key decision

Purpose

To consider the result of the recent procurement process for the provision of temporary accommodation to those households which the council holds a duty to accommodate under Part VII of the Housing Act.

Recommendation

To approve the award of the contract to Norwich Accommodation Ltd (Petit Port).

Corporate and service priorities

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

Financial implications

The award of a three year contract to provide temporary accommodation up to a total tendered cost of £160,000 per annum, which is included in current budgets and financial forecasts.

Ward/s: All Wards

Cabinet member: Councillor Harris - deputy leader and social housing

Contact officers

Chris Haystead – housing options manager 01603 212936

Gilly Newton – contracts officer 01603 212169

Background documents

None

Report

Background

1. Part VII of the Housing Act determines that any household that makes a homelessness application to the city council and has a potential priority need should be placed in suitable temporary accommodation pending a final assessment of whether they are to be permanently rehoused.
2. The contract covered in this report relates to the provision of this accommodation.
3. Over the past year the council has provided temporary accommodation to over 200 households in line with its statutory duty. While single clients are relatively well catered for, the council faces a greater challenge in accommodating the 60 or so families per annum that it has a duty to accommodate and as such a focus of the tender was the provision of family sized rooms in the local area.
4. Implementation of the Homeless Reduction Act (April 2018) will see a projected 30% increase in approaches to this council from clients facing homelessness. There is therefore a strong possibility that the need for suitable temporary accommodation will increase.

Tender process

5. The contracts were advertised on the council's e-tendering portal and Contracts Finder.
6. Suppliers were asked to submit details of their organisation in terms of how they could meet the councils minimum requirements as detailed in the Invitation to Tender and associated documents. For example: private space, accessibility, property standards, health and safety, equality and diversity and risk. These aspects were then evaluated to ensure that suppliers met the council's minimum requirements.
7. The tender return date was 26 November 2017.

Tender evaluation

8. The tender responses were evaluated based on the criteria set out below in order of priority:

| | |
|--|-----|
| i. Quality of service | 50% |
| ii. Properties meeting specification assessed via site visits. | 50% |

9. Tenders were received from two providers, these were:

- Norwich Accommodation Ltd (Petit Port)
- Theori Housing Management Services, London

10. The quality of one of the bids was excellent which evidenced that they are an experienced provider with well-managed accommodation for families within the Norwich area. The second bid did not meet the minimum criteria, having no accommodation available in Norfolk. This bid was considered non-compliant to the conditions of the tender.
11. The highest scoring and only qualifying tender was submitted by Petit Port. The Petit Port is one of the council's current providers, with whom there is a strong long-term working relationship.
12. Petit Port's management have shown that they are responsive to our clients' needs and are able to take a flexible approach when required. In addition, the council's experience from use of Petit Port is that the standard of the accommodation is high in comparison to other similar providers.

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: | 14.03.18 |
| Director / Head of service | Lee Robson |
| Report subject: | Award of contract for temporary accommodation for homeless households |
| Date assessed: | 27.02.18 |

| | Impact | | | |
|--|--------------------------|--------------------------|--------------------------|--|
| Economic (please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |
| Finance (value for money) | <input type="checkbox"/> | X | <input type="checkbox"/> | The tender process ensures that the Council achieves the best value for money at that particular time. |
| Other departments and services e.g. office facilities, customer contact | X | <input type="checkbox"/> | <input type="checkbox"/> | |
| ICT services | X | <input type="checkbox"/> | <input type="checkbox"/> | |
| Economic development | X | <input type="checkbox"/> | <input type="checkbox"/> | |
| Financial inclusion | X | <input type="checkbox"/> | <input type="checkbox"/> | |
| | | | | |
| Social (please add an 'x' as appropriate) | Neutral | Positive | Negative | Comments |
| Safeguarding children and adults | <input type="checkbox"/> | X | <input type="checkbox"/> | The tender criteria ensures that the provider agrees to meet their safeguarding responsibilities |
| <u>S17 crime and disorder act 1998</u> | X | <input type="checkbox"/> | <input type="checkbox"/> | |
| Human Rights Act 1998 | X | <input type="checkbox"/> | <input type="checkbox"/> | |
| Health and well being | <input type="checkbox"/> | X | <input type="checkbox"/> | Good quality, local accommodation is an important factor in ensuring the health and well-being of vulnerable clients |
| | | | | |

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

| Recommendations from impact assessment |
|--|
| Positive |
| |
| Negative |
| |
| Neutral |
| |
| Issues |
| |

