

Scrutiny committee

Date: Thursday, 30 June 2016

Time: 16:30

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

All group pre-meeting briefing – 16:00 Mancroft Room

This is for members only and is not part of the formal scrutiny meeting which will follow at 16:30.

The pre-meeting is an opportunity for the committee to make final preparations before the start of the scrutiny committee meeting. The public will not be given access to the committee room before 16:30.

Committee members:

Councillors:

Wright (chair)
Maguire (vice chair)
Bogelein
Bradford
Coleshill
Davis
Fullman
Grahame
Haynes
Malik
Manning
Packer
Peek

For further information please contact:

Committee officer: Lucy Palmer
t: (01603) 212416
e: lucypalmer@norwich.gov.uk

Democratic services
City Hall
Norwich
NR2 1NH

www.norwich.gov.uk

Information for members of the public

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

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



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

AGENDA

1 Apologies

To receive apologies for absence

2 Declarations of interest

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

3 Public questions/petitions

To receive questions / petitions from the public (notice to be given to committee officer in advance of the meeting in accordance with appendix 1 of the council's constitution)

4 Minutes

To approve the accuracy of the minutes of the meeting held on 26 May 2016

9 - 12

5 Scrutiny committee work programme 2016 -2017

Purpose - To note the scrutiny committee work programme and agree any potential topic (s) that may be tested against the TOPIC analysis for future inclusion onto the programme. For the assistance of members, the cabinet forward agenda is also included.

13 - 24

6 Quarterly Performance Report

Purpose - This report details the final quarterly performance report of 2015 / 16 before it goes to cabinet in July.

25 - 34

7 Update on the Norwich market consultation

Purpose - For members to receive information on how the responses to the Norwich market consultation have shaped the future strategy

35 - 42

8 Review of the Grounds Maintenance Contract 2013 - 2022

Purpose - To receive an overview of the grounds maintenance contract 2013 - 2022

43 - 54

Date of publication: **Wednesday, 22 June 2016**

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

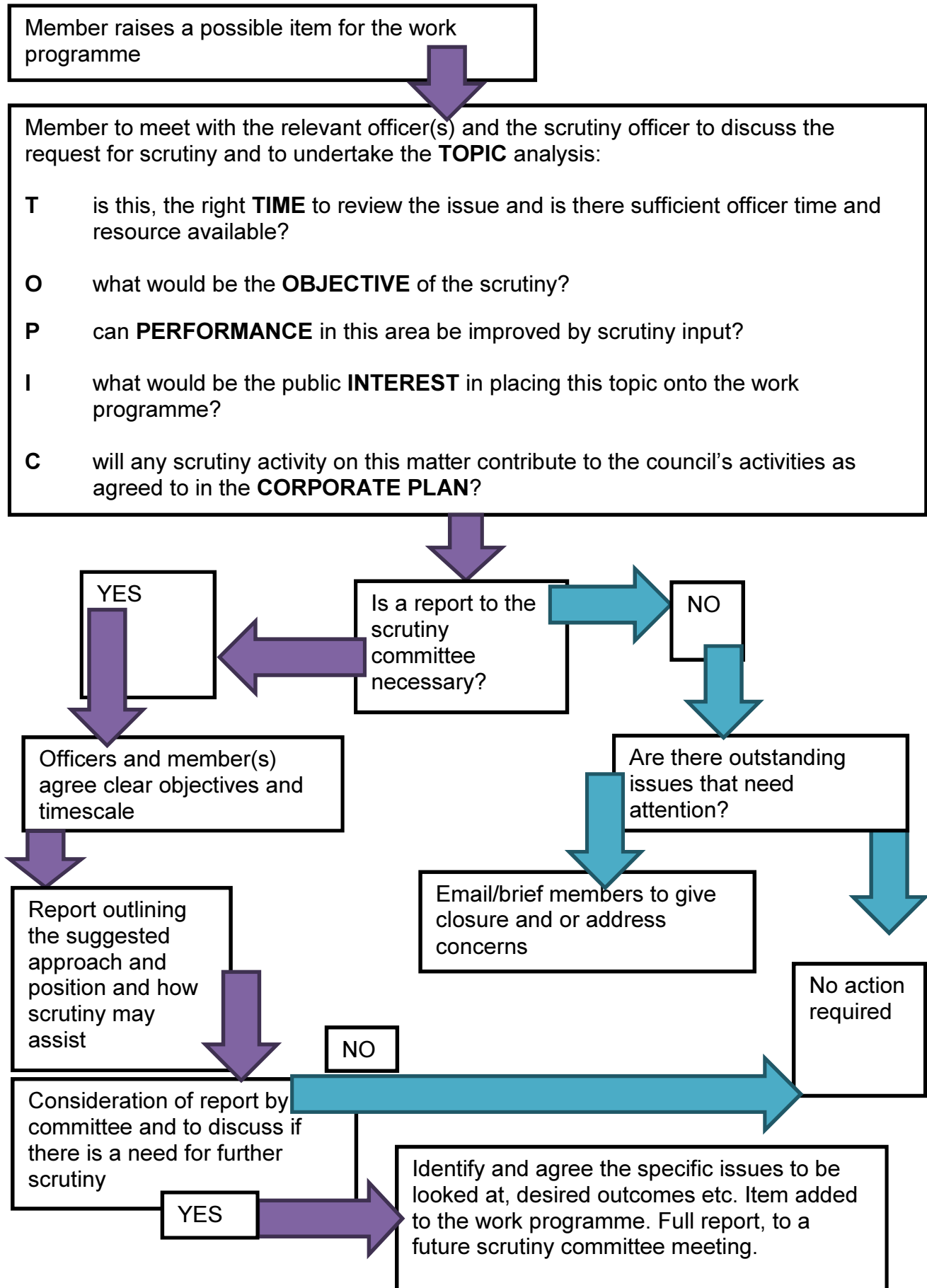
Once the TOPIC analysis has been undertaken, a joint decision should then be reached as to whether a report to the scrutiny committee is required. If it is decided that a report is not required, the issue will not be pursued any further. However, if there are outstanding issues, these could be picked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

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

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

Specific, Measurable, Attainable, Relevant and Time-bound

Guidance flow chart for placing items onto the scrutiny committee work programme



Working style of the Scrutiny committee and a protocol for those attending scrutiny

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

SCRUTINY COMMITTEE**16:30 to 18:00****26 May 2016**

Present: Councillors Wright (chair), Maguire (vice chair following election), Bogelein, Bradford, Coleshill, Davis, Fullman, Grahame, Haynes, Malik, Manning, Packer and Peek

1. Appointment of vice chair

Councillors Bogelein and Maguire were moved as vice chair. After a vote it was:-

RESOLVED to appoint Councillor Maguire as vice chair for the ensuing civic year

2. Declarations of interest

There were no declarations of interest

3. Minutes

RESOLVED to agree the accuracy of the minutes of the meeting held on 17 March 2016

4. Norfolk Health Overview and Scrutiny Committee

RESOLVED to:-

- 1) Agree to continue with the protocol as agreed last year; and
- 2) Appoint Councillor Maguire as the representative and Councillor Grahame as the substitute for the Norfolk Health Overview and Scrutiny Committee

5. Appointment of representative and substitute for the Norfolk Countywide Community Safety Partnership Scrutiny sub panel

RESOLVED to appoint Councillor Fullman as the representative and Councillor Grahame as the substitute for the Norfolk Countywide Community Safety Partnership Scrutiny sub-panel.

6. Scrutiny committee work programme 2016 - 2017

The strategy manager presented the report. There were some standard items that had already been drafted into the suggested work programme at appendix A to the

report. With regards to the transformation and budget items, the strategy manager said that the government had invited councils to submit a four year efficiency plan which would need approval by council. The timetable for this process had not been set and therefore if the members kept this as a topic on the work programme, they would need to have some flexibility around the date.

Members discussed the topics outlined in the report as well as items suggested at the meeting.

RESOLVED to:-

- 1) Ask the strategy manger to include the following topics on the scrutiny committee work programme 2016 – 17:
 - a) Annual equality information report
 - b) Quarterly performance monitoring
 - c) Communications and consultations (June or July meeting)
 - d) Devolution (July meeting)
 - e) Food poverty and community supermarkets (meeting date to be confirmed)
 - f) Neighborhood model and the role of the ward Councillor (meeting date to be confirmed)
 - g) Academies (September meeting)
 - h) Greater Norwich Growth Board and LEP (briefing paper to be received by the committee before setting a date for scrutiny)
 - i) Employability of young people, including economic development (November meeting)
 - j) The Housing and Planning Act, possibly linking with scrutiny of the new corporate plan with the chair to approach the leader about a possible joint piece of work with cabinet (meeting date to be confirmed)
- 2) Ask the strategy manager to speak to the appropriate head of service to bring a briefing paper to the scrutiny committee prior to any scrutiny work taking place on the following topics:
 - a) Grounds maintenance contract
 - b) Greater Norwich Growth Board and the Local Enterprise Partnership, concentrating on the relationship between these boards and the council
 - c) Outcomes of the consultation on Norwich Market

- 3) Ask the strategy manager, in conjunction with the chair and the appropriate head of service, to arrange a tour of the city to look at city accessibility,
- 4) Ask the scrutiny liaison officer to add an item on the publication of Traffic Regulation Orders to the scrutiny tracker,
- 5) Ask the chair to initiate a discussion at the pre-meeting of the scrutiny committee on ways of working and the functions and structure of the committee; and
- 6) Ask the NHOSC representative to initiate a discussion on understand how the Care Act impacts on local people and to report back to the scrutiny committee

CHAIR

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR, or ORGNISATION	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
30 June 2016	Market Consultation	Adrian Akester	To update members on the outcomes of the consultation on Norwich market.
30 June 2016	Grounds Maintenance Contract	Adrian Akester	To gain clarification on whether efficiencies can be found in the budget regarding the Grounds Maintenance Contract.
30 June 2016	Publication of Traffic Regulation Orders	Phil Shreeve	
30 June 2016	Quarter 4 Performance Review	Phil Shreeve	Identification of any causes for concern and note successes arising from this 6 monthly review of performance monitoring data
14 July 2016	Communications and Consultation	Nikki Rotsos and Cllr Ryan (Cllr Ryan)	
14 July 2016	Devolution	Phil Shreeve and James Wright	
22 September 2016	Update from 21st July meeting of the Norfolk Health and Overview Scrutiny Committee	Cllr Maguire and Beth Clark	For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the rep to take back to the next NHOSC meeting.

Initial work programme Scrutiny Committee

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR, or ORGNISATION	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
22 September 2016	Update from 8th September meeting of the Norfolk Health and Overview Scrutiny Committee	Cllr Maguire and Beth Clark	For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the rep to take back to the next NHOSC meeting.
22 September 2016	Academies and education attainment		
20 October 2016	Update from 13th October meeting of the Norfolk Health and Overview Scrutiny Committee	Cllr Maguire and Beth Clark	For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the rep to take back to the next NHOSC meeting.
24 November 2016	Greater Norwich Growth Board/Local Enterprise Partnership	Dave Moorcroft	
24 November 2016	Employability and young people	Dave Moorcroft and Phil Shreeve	
15 December 2016	Equality Report	Phil Shreeve	
15 December 2016	Neighbourhood Model and ward councillors	Bob Cronk	

Initial work programme Scrutiny Committee

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR, or ORGNISATION	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
26 January 2016			
26 January 2016			
23 February 2016			
23 February 2016			
23 March 2016	Food Poverty and Community Supermarkets		
23 March 2016	Annual Review of the Scrutiny Committee		

Initial work programme Scrutiny Committee

UNALLOCATED ITEMS

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR, or ORGNISATION	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
TBC – at county meeting?	Care Act		
TBC	Housing and Planning Act		
TBC	Transformation/Budget/Efficiency Plan		
Summer – tbc	City accessibility tour		

Date	Topic	Responsible Officer	Scrutiny Request	Outcomes or current position
11 June 2015	The council's consultation process	Nikki Rotsos	For a briefing paper to be circulated, for scrutiny members to gain an overview and understanding of the council's current work in this area.	This item is provisionally allocated to be reviewed by the committee on 14 July 2016
15 October 2015	Scrutiny Committee Work Programme 2015 – 2016	James Wright	Discussion of income generation led to the suggestion of involving cooperatives in this work. Idea to hold a half-day seminar for senior staff and officers to provide clarification around the way in which they work	The cooperatives item is being progressed by the strategy manager and Cllr Herries for a future scrutiny committee meeting – date tbc. It was also agreed that workshops would be held to update members.
12 November 2015	Community Space Review	Bob Cronk	It was agreed a website containing a centralised tool for room bookings across all community centres would worthwhile	A central online booking system is something that has previously been explored with the volunteer management committees/community associations that operate the council's community centres. A centralised tool would provide some positive benefits but not all of the centres use IT regularly. The new community centres website could be used as a basis for this and further development work with the centres has been proposed linking this proposal with the council's digital inclusion activity. The majority of the centres still work with a paper booking system and taking forward a web based system would require endorsement from the centres but something the council can encourage and will continue to do so, building on those centres that do use web tools.
17 December 2015	*Transformation Update	Bob Cronk	Discuss with the communications team about publishing the changes to the Housing and Planning Bill	Ongoing

Date	Topic	Responsible Officer	Scrutiny Request	Outcomes or current position
17 December 2015	Quarter 2 performance monitoring 2015 – 2016	Andy Watt	The homelessness strategy shows that Norwich is way below the average with regards to preventing homelessness by keeping people in their own homes. How does this relate to the target of preventing homelessness? Would it be worth having a new target to help increase the number of people staying in their own home?	Members can find an update on e-cllr
28 January 2016	Scrutiny Committee Work Programme 2015 – 2016	James Wright	Ask the chair to provide members with an update on the cooperatives briefing	The cooperatives item is being progressed by the strategy manager and Cllr Herries for a future scrutiny committee meeting – date tbc. It was also agreed that workshops would be held to update members.
25 February 2016	Norfolk Health and Overview Scrutiny Committee	Phil Shreeve	Ask the strategy manager to contact the chair of the CCG to see which consultations on planned changes to commissioning intentions may be able to be made available via e-councillor	A discussion has been held and further options looked at once the CCG have looked again at their consultation and engagement processes
	Council policies for the control of verge parking and A boards	Andy Watt	Contact all schools in the Norwich City Council area for a copy of their travel plan to collect data on how children travel to school	Members can find information here: <u>\\Sfil2\Shared Folders\Transport and infrastructure\Transport planning\School Travel\School Travel Plans\School Travel Plans (2016)</u>
			Liaise with the communications team and place an article in Citizen magazine to promote best practise around verge parking	The communications team have confirmed that the article has been written, signed off and filed ready for the summer issue (which is circulated from June 6 th)

Date	Topic	Responsible Officer	Scrutiny Request	Outcomes or current position
17 March 2016	Push the Pedalways	Jo Deverick	Percentage of roads that are 20mph on the pink pedalway	<p>West area (around The Avenues), including North Park Avenue. 10763 metres (10.8 kilometres)</p> <p>- Britannia Road (includes part of Gurney Road and Vincent Road). 1284 metres (1.3 kilometres)</p> <p>- East area (Heartsease). 12401 metres (12.4 kilometres)</p> <p>Areas that have been approved and designed as part of the CCAG1 but will be installed as part of the CCAG2</p> <p>- City centre - the new areas of 20mph. This includes all new areas within the old city walls and a small area north of Barrack Street. 23738 metres (23.8 kilometres)</p>
			Members asked for verification of the width of the contraflow cycle path of Essex Street	Ongoing
		Phil Shreeve	Understand the health benefits of the pedalway scheme and benefits for 20mph zones	<p>Benefits of 20mph zones - http://www.britac.ac.uk/policy/health_inequalities.cfm</p> <p>Benefits of physical activity - http://www.ukactive.com/turningthetide/</p> <p>https://www.gov.uk/government/publications/everybody-active-every-day-a-framework-to-embed-physical-activity-into-daily-life</p>

Date	Topic	Responsible Officer	Scrutiny Request	Outcomes or current position
26 May 2016	Setting of the Scrutiny Committee Work Programme	Phil Shreeve	Publication of Traffic Regulation Orders	Strategy manager and head of city development service to provide verbal update at future meeting – date tbc.

FORWARD AGENDA: CABINET, COUNCIL, SCRUTINY AND COMMITTEES and MEMBER BRIEFINGS 2016 – 2017

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
CABINET 13 JULY 2016	Norwich Regeneration Ltd business plan 2016/17 - KEY DECISION	To approve the Business Plan for Norwich Regeneration Ltd for 2016/17.	Cllr Stonard Gwyn Jones	29 June	Dave Moorcroft	NO
CABINET 13 JULY 2016	Award of contract for housing development at Goldsmith Street – KEY DECISION	To confirm the award of a contract and funding relating to the construction of 105 houses at the Goldsmith Street site	Cllr Bremner Andrew Turnbull Andy Watt	29 June	Dave Moorcroft	NO
CABINET 13 JULY 2016	Phone masts on council buildings KEY DECISION	To review the council's moratorium on the placing of phone masts on council owned land and buildings	Cllr Stonard Andy Watt Dave Moorcroft	29 June	Dave Moorcroft	NO
CABINET 13 JULY 2016	Land development in the South City Centre KEY DECISION	To consider a land development proposal in the South City Centre area	Cllr Stonard Dave Moorcroft Andy Watt	29 June	Dave Moorcroft	YES (Para 3)
CABINET 13 JULY 2016	Lease surrender KEY DECISION	To consider the council's interest in land identified in this report	Cllr Stonard Andy Watt Dave Moorcroft	29 June	Dave Moorcroft	Yes (Para 3)
CABINET 13 JULY 2016	Working with the Norwich Preservation Trust	To consider the proposals for the Norwich Preservation Trust to lease four properties from the council	Cllr Stonard Andy Watt/Ben Webster Dave Moorcroft	29 June	Dave Moorcroft	Yes (Para 3)
CABINET 13 JULY 2016	Managing assets	To consider the disposal of property assets outlined in the report	Cllr Stonard Debbie Gould/David Rogers Andy Watt	29 June	Dave Moorcroft	YES (Para 3)
CABINET 13 JULY 2016	Grant of right to buy one for one receipts – KEY DECISION	To consider the granting of right to buy one for one receipts to support the provision of new homes by registered	Cllr Bremner Cllr Stonard Andy Watt	29 June	Justine Hartley	YES (para. 3)

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
		providers	Head of city development services EXT 2691 Andrew Turnbull senior development officer (enabling) EXT 2778 Justine Hartley Chief finance officer EXT 2440			
CABINET 13 JULY 2016	Procurement of loft and cavity wall insulation for social housing properties – KEY DECISION	To award a contract above threshold for the procurement of loft and cavity wall insulation for social housing properties	Cllr Harris Steve Cleveland NPS	29 June	Bob Cronk	NO
CABINET 13 JULY 2016	Houses in Multiple Occupation – KEY DECISION	To consider the introduction of an Article 4 Direction to regulate the conversion of dwellings into Houses in Multiple Occupation.	Lara Emerson, Planner (Policy)	29 June		NO
CABINET 13 JULY 2016	Annual scrutiny review	To consider the work and progress that has been made by the scrutiny committee for the civic year 2015 – 16.	Cllr Waters Phil Shreeve, Strategy manager	29 June	Phil Shreeve	NO
CABINET 13 JULY 2016	Review of management and delivery of push the pedalways	To consider the recommendations made by the scrutiny committee on 17 March 2016	Cllr Bremner Andy Watt	29 June	Dave Moorcroft	NO
CABINET 13 JULY 2016	Proposed Norfolk Syrian refugee resettlement	To seek the views of Cabinet members on the financial implications of the proposed Norfolk Syrian refugee	Cllr Harris Bob Cronk	29 June	Bob Cronk	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
	programme	resettlement scheme				
CABINET 13 JULY 2016	Revenue outturn report	To update cabinet on the revenue outturn for the year and the consequent general fund and housing revenue account balances.	Cllr Stonard Justine Hartley, Chief finance officer	29 June	Justine Hartley	NO
CABINET 13 JULY 2016	Capital outturn report	To update cabinet on the outturn of the housing and non-housing capital programmes.	Cllr Stonard Justine Hartley, Chief finance officer	29 June	Justine Hartley	NO
CABINET 13 JULY 2016	Asset acquisition KEY DECISION	To approve a process for the acquisition of assets.	Dave Moorcroft David Rogers Client Property and Parking Manager 2463	29 June		YES (Para 3)
CABINET 13 JULY 2016	Grant of right to buy one for one receipts – KEY DECISION	To consider the granting of right to buy one for one receipts to support the provision of new homes by registered providers	Cllr Bremner Cllr Stonard Andy Watt Head of city development services EXT 2691 Andrew Turnbull senior development officer (enabling) EXT 2778 Justine Hartley Chief finance officer EXT 2440	29 June	Justine Hartley	NO
CABINET 13 JULY 2016	Pedalways – appropriation of council-owned land for adoption as highway KEY DECISION	To consider the appropriation of several sections of pathway and associated infrastructure on City Council-owned land for adoption as public highway to form part of the pedalway network.	Ben Webster, Design Conservation and Landscape Manager Andy Watt, Head of City Development Services	29 June	Dave Moorcroft	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
CABINET 13 JULY 2016	Procurement of a printing service framework KEY DECISION	To delegate the power to award a contract above threshold	Cllr Stonard Richard Balls, Communications Manager Gillian Newton Contracts Officer	29 June	Anton Bull	NO
CABINET 13 JULY 2016	Joint venture business plans	To seek approval for the business plans for NPS Norwich Limited, Norwich Norse Building Limited and Norwich Norse Environmental Limited	Cllr Stonard Cllr Harris Cllr TBC Anton Bull Bob Cronk Dave Moorcroft	29 June	Anton Bull	NO

Norwich City Council
SCRUTINY COMMITTEE

Item No 6

REPORT for meeting to be held on 30 June 2016

Quarterly Performance Report

Summary:

This report details the final quarterly performance report of 2015 / 16 before it goes to cabinet in July. Detailed questions can be sent to the appropriate head of service. At the last scrutiny committee the principle was agreed to consider at future meetings specific areas, measures or themes of particular concern rather than simply analyse the reports line by line

Conclusions:

Cabinet has agreed there needs to be a review more generally of the Corporate Plan to better reflect outcomes which are realistic within the current financial and legislative constraints. As such some of these measures and targets may subject to revision and agreement by council. At this stage it is suggested that scrutiny simply particular areas of concern (if any) to add to a future available work programme slot

Recommendation:

- a) To consider if there are any measures within those highlighted in paragraph 3.1 or others within the main report to consider for future analysis
- b) Alternatively consider looking at one or two linked themes where there is cause for concern and where future delivery looks problematic. Options could include the decent housing priority (perhaps as part of the Housing and Planning Act work identified at the last meeting), street cleaning and waste or broader customer contact and demand
- c) Suggestions could be scoped with the Chair and Vice Chair and considered at future meetings and considered within the light of a wider review of the Corporate Plan and priority targets

Contact Officer:

Phil Shreeve
Strategy Manager
philshreeve@norwich.gov.uk
01603 212356

1 Structure of the report

- 1.1 The quarterly reports to cabinet detail progress toward a number of performance measures agreed by council as part of the Corporate Plan and budget setting process.
- 1.2 Measures are grouped by corporate priority, targets agreed and thresholds set which determines a “RAG” (Red / Amber / Green) status of these measures
- 1.3 Each priority areas is given an overall status based upon the combined relative distance away from target (hence an overall status may be green but some individual measures may be red or amber).

2. Overall performance

- 2.1 Generally each priority area at the end of 2015 / 16 is broadly on target. However there are very obviously some areas performing below (or indeed well above) target levels.
- 2.2 The report shows wherever possible both recent performance and the direction of travel of each measure so, for example, it is possible to see if poorer performing areas are improving or indeed if better performing areas are showing signs of getting worse. In many cases commentary is provided by the head of service to help detail performance.
- 2.3 Some measures have a time lag and whilst the most recent data are shown, these may sometimes be from a previous period

3. Possible areas to note

- 3.1 The following measures may be of interest to track into the future given either their current status and / or direction:
 - SCL01 – street cleanliness – slightly below target and quarterly performance down slightly
 - SCL02 – satisfaction with waste collection – similar reasons
 - FAC6 – Living Wage – The decrease between 2014/15 and 2015/16 in the actual number of contractors etc paying the living wage hides the fact that there has been an increase in the overall proportion to 98%. So despite the mathematical missing of the target (owing to the way it is expressed), it represents real success in progress towards the intention of the measure
 - HCH04 – delivery of affordable housing – as noted at the previous committee the dual impacts of national housing finance changes and the Housing and Planning Act make this a target that is likely to require review. If scrutiny proceed with the Housing and Planning Act as future topic consideration of viable alternative housing solutions may be a useful area to consider to help support the priority
 - HCH07 – council homes meeting the “Norwich Standard” – again significant changes to the finance regime may make this difficult,

especially when balanced against other demands on housing finance such as new homes (see above)

- VFM04 and 05 – avoidable contact and channel shift – this considers both “right first time” and to an extent switching demand to digital channels where appropriate. These represent challenges both to capacity within a shrinking council and meeting demand as well as championing self serve and community resilience



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 final performance report for 2015/16 and as usual there are a mixture of results. Overall delivery against all five Corporate Plan priorities is broadly on target. As in previous quarters we continue to operate within challenging financial and regulatory pressures. We have managed to reduce the general fund budget by £2.3M and in many cases continue to deliver high quality services. The years from 2016/17 onwards will be even more challenging as we look to save similar amounts of money each year and at the same time see the Housing Revenue Account come under extreme pressure from legislative changes. The Corporate Plan and what is deliverable within these challenges will be reviewed over summer with cabinet.

It is particularly good to see that services for the most vulnerable people such as homelessness prevention and quick reletting of empty council homes to meet high demand are meeting targets. Delivery of the benefit service is also showing sign of improvement. We do face increasing challenges to deliver affordable housing given not only the impending changes to our own finances but also changes in national policy toward the delivery of reduced cost home ownership instead of affordable rented housing. This is an area we need to consider as part of the review of the Corporate Plan

Despite these challenges we are not complacent about services which are not meeting targets and staff will continue to work with elected members to get a good balance of performance and cost reduction

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

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

Key to tables (following pages) :

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



Measure	Actual	▲ Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
SCL8 % of adults living in the City Council's area who cycle at least once per week	16.3%	23.0%	▲	➡	16.3%	23.0%	▲
Comments: The reported figure relates to the period mid Oct 2013 - mid Oct 14. It compares to 2012/13 = 16.6%, 2011/12 = 20.1%, 2010/11 = 17.7%. Over the four year period from 2010/11 to 13/14 it suggests that the level of cycling in Norwich has remained static or even declined slightly. The latest data was gathered before the completion of any Push the Pedalways projects. A Bicycle Account will be published in the spring by the County and City Council that contains lots of locally gathered data that will provide a much richer set of data to combine with the national information.							

▲ Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
SCL01 % of streets found clean on inspection	89%	94%	●	➡	91%	94%	●
Comments: In all 306 sites across the city were surveyed in March 2016. With regard to littering five streets were graded D (Plumstead Road, Vancouver Road alley, Marryat Road alley, Hooker Road alley and Redfern Road alley) eleven sites were graded C, and three sites graded C-. The survey revealed that the areas with the highest percentage of detritus were in areas with prevalence for parked cars and other highways. Of the sites surveyed, two were graded at D, these were both alleyways, one off Marryat Road and one off Redfern Road. Nine sites were graded at C and four graded at C-. Five roads graded C or C- for detritus are due for a deep clean within the next 18 months alongside the regular street cleans. The alleyways in question all had their latest regular street clean towards the end of April, meaning they were at that stage back up to grade A standard. The issue with litter on shopping parades has been discussed with Norwich Norse management and cascaded to the supervisors, and the teams will ensure they are cleaning 50 metres either side of the parades in both directions on a daily basis Monday to Friday.							
SCL02 % of people satisfied with waste collection	79%	85%	●	➡	83%	85%	●
Comments: Officers are continually working with Biffa to improve the standard of service provided to residents. The numbers completing the surveys are relatively small and therefore individual issues can cause large swings in the %age rates. Such issues are investigated and wherever there are wider lessons to be learned these will be applied - in other parts of the city and with other collection crews as appropriate.							
SCL06 % of residential homes on a 20mph street	29.5%	30.0%	●	➡	29.5%	30.0%	●
Comments: The target of 30% of residential homes being in a 20mph hour was narrowly missed. This was due to a delay in implementing the city centre 20mph zone associated with the pink pedalway. This 20mph area is currently under construction and we are on course to exceed the target by the end of the next quarter.							
SCL07 Number of accident casualties on Norwich roads	434	400	●	?	434	400	●
Comments: While it is disappointing that the total number of road casualties exceeds the target, it is comforting to see a significant reduction in the total number of accidents over the course of the year from 483 at the end of 2014/15 to 434 at the end of 2015/16. We continue to work with partners at Norfolk County Council and Norfolk Constabulary to further reduce these numbers.							
SCL11 % of people satisfied with parks and open spaces	74%	75%	●	➡	74%	75%	●
Comments: The increase in satisfaction from 70% in the previous quarter is a reflection of the on-going efforts to maintain and increase quality despite pressure on resources.							



Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
SCL03 % of people feeling safe	76%	76%	★	→	77%	76%	★
Comments: Performance remains strong for 2015-16 which is on target at year end. Opportunities for benchmarking with similar cities will take place to understand how performance compares.							
SCL04 Residual household waste per household (Kg)	104	105	★	→	408	420	★
Comments: These comments are for Q3 2015/16 data. Residual waste has been increasing across the county and across the country in recent years, though the evidence from these figures is that the rate of increase may be declining. Waste reduction is a key element of the 'Re-imagining Norfolk' project and future long-term reductions in residual waste will be achieved through the on-going work of the Norfolk Waste Partnership.							
SCL05 % of food businesses achieving safety compliance	94.5%	90.0%	★	→	94.5%	90.0%	★
Comments: The levels of broad compliance continued to rise throughout the year. This result reflects the positive work of the food safety officers with the failing businesses, offering advice, enforcing where necessary and ultimately carrying out an unannounced rerating visit when the business demonstrated improvement. Food businesses can be high risk because they are failing, because they serve vulnerable people or because they use higher risk food treatments. All high risk food businesses in Norwich that were due for inspection were inspected by the end of the final quarter.							
SCL09 CO2 emissions for the local area	2.5%	2.4%	★	→	2.5%	2.4%	★
Comments: 2013 saw carbon dioxide emissions drop across all three sectors - Industry (-3.3%), Domestic (-2.4%) and Transport (-0.62%), whereas in 2012 there had been an increase in both the Industry and Domestic sectors. The population of the city increased in 2013 to 135,900 residents from 134,300 in 2012. However, over the same period the per capita emissions decreased from 5.4 tonnes per capita to 5.2 tonnes per capita. Since recording began in 2005 emissions have dropped overall from 7 tonnes per capita.							
SCL10 CO2 emissions from local authority operations	4.2%	2.2%	★	→	4.2%	2.2%	★
Comments: Over the period 1 April 2014 to 31 March 2015 the council reduced its carbon dioxide emissions by 4.2%, or 342 tonnes of CO2e (342,841 kg). This brings the total reduction, against a 2007 baseline, to 30.8% and brings us closer to achieving the ambitious 40% carbon emissions reduction target set in the council's recent environmental strategy.							
SCL12 Percentage of people satisfied with their local environment	87%	75%	★	→	86%	75%	★
Comments: This is a new target for 2015-16 that is showing excellent performance at year end which is above target. Benchmarking will take place with similar cities to understand how performance compares							



	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
PVC4 Number of new business start ups	88	100	▲	?	88	100	▲
Comments: In 2015/16 Enterprise Norfolk (Norwich CC was a partner) ceased due to County level cuts. We have also had a slight hiatus in the support delivered at Norwich Enterprise Centre due to a delay in the New Anglia Growth Hub (which is the primary funder) securing ERDF continuation funding.							

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
PVC2 Delivery of the council's capital programme	70%	80%	●	■	70%	80%	●
Comments: A number of projects are amber as they have been put on hold until 2016/17 when funding is available. Other red or amber projects have this status due to budget issues, which are being resolved or a lack of take-up of grants							
PVC7 Delivery of the heritage investment strategy action plan	40	50	●	■	40	50	●
Comments: The Strategy contains a commitment to implement eighteen policies and ten projects. The majority of these have been either completely or partly implemented. Successes include the establishment of a group of officers to implement the strategy, including the identification of an excellent surveyor in NPS to be dedicated to working on historic buildings; the introduction of a new protocol to secure council buildings that become vacant (e.g. Carrow Hill House); an acceptance that the council will look at broader criteria than just price when considering the future of listed buildings especially in relation to stewardship properties (e.g. Britons Arms); the provision of more thorough information about the heritage significance of buildings to people buying properties (e.g. 41 All Saints Green); and the inclusion of public realm improvements with traffic management schemes (e.g. Tombland and Westlegate). Several policies around training and awareness among staff and reviewing asset registers are behind schedule due to staffing turnover in the conservation team. A start has been made on most of the projects. Chapelfield Gardens and Memorial Gardens undercroft have been completed. Construction work on the landscape project for the Magpie Printers has been completed. Heathland restoration on Mousehold is ongoing. Funding has been allocated and feasibility work has begun on Castle Gardens. A feasibility study for the Halls and roof repairs to The Halls will take place in 2016/17. The Mile Cross Gardens project has just started. The Trust for Ninham's Court (of which the Council is sole trustee) is exploring the possibility of working with the Norwich Preservation Trust to bring the building back into beneficial use. A quotation has been received for the demolition of the disused toilet on Tombland but funding has not yet been found to implement this.							

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
PVC1 Number of new jobs created/ supported by council funded activity	551	300	★	■	551	300	★
Comments: Total: 551 (369 Apr-Sept 2016, 182 Oct-Mar 2016)							
PVC3 Amount of funding secured by the council for regeneration activity (£ thousands)	842,000	250,000	★	■	842,000	250,000	★
Comments: It should be noted that we only spent £355k and the DfT have allowed the remainder to be carried forward to 2016/17							
PVC5 Provision of free wi-fi in City Centre	2	2	★	?	2	2	★
Comments: The free Wi-Fi network was launched with 23 installed Access Points on 3rd December, in order to provide coverage in the run up to Christmas. Three more points are ready for installation pending road closure for access: Five more sites for points are under negotiation and are expected to be operating by 13th June							
PVC6 Planning service quality measure	93%	83%	★	■	93%	83%	★
Comments: The system to monitor planning service quality that has been developed by PAS (Planning Advisory Service) has been tested and is now available for use. Measurement will commence in quarter 1, 2016-17 and this will enable a wider range of factors to be captured, other than speed. We aim to be able to report on the planning service quality measure by the end of Q2 16/17. 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. It is hoped that future quarters outputs will appear in a different format, and will include measurements of speed, as part of a broader measure. 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.							
PVC8 % of people satisfied with leisure and cultural facilities	95%	85%	★	■	95%	85%	★
Comments: The data displayed is for Q3-Q4.							
PVC9 Number of visitors to the City	11,476,300	10,927,000	★	■	11,476,300	10,927,000	★
Comments: This is the annual year end figure. This measure is only reported once a year							



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
FAC6 % increase in contractors, providers and partner organisations paying a living wage	-25%	10%	▲	?	-25%	10%	▲

Comments:

98% of the council's contractors and delivery partners were paying a living wage at the end of 2015-16 which as a rate is an increase on 2014-15. The current indicator is calculated using absolute numbers of suppliers, but as the number of suppliers has decreased, this has led to an decrease in the number paying a living wage. Performance based on a ratio has significantly increased. It is proposed that the calculation is amended using a ratio as this will not be influenced by the actual number of suppliers.

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
FAC1 Delivery of the reducing inequalities action plan	90%	100%	●	🔴	90%	100%	●

Comments: A small number of activities have slipped beyond the end of 2015/16 but should be delivered early in 2016/17. Conversely, some additional activities have taken place in response to new opportunities, in line with the iterative nature of this programme. There is a capacity issue in reviewing contractual arrangements which may delay this aspect a little longer, but this remains an objective for 2016/17

FAC4 Timely processing of benefits	93.7%	100.0%	●	🟢	93.7%	100.0%	●
---	-------	--------	---	---	-------	--------	---

Comments: Quarter 4 has seen much stronger performance however the overall year to date figure of 82.9% reflects lower performance during earlier periods. In Q4 processing speeds for new claims (22 days), change of circumstances (15 days), discretionary housing payments (3 days) and appeals (2 days) are all good resulting in performance being just outside of the 100% target. This performance looks set to continue and improve further as LGSS and the council work together to strive to reach the target.

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	Δ RAG YTD
FAC3 Delivery of the digital inclusion action plan	25	25	★	?	25	25	★

Comments: Performance on this action plan is on track with initial work to identify resources and build relationships with partners progressing well. The new responsive website was launched in February and we are now in Phase 2 of the further development of that key customer channel. Volunteer recruitment and training is also gathering momentum and support to customers is being rolled out with a variety of pilot projects across a range of client groups.

FAC2 % of people saying debt issues had become manageable following face to face advice	100%	84%	★	➡	100%	84%	★
--	------	-----	---	---	------	-----	---

Comments:

The good performance, reflects the effectiveness of the work of council's debt services provided by 3rd sector partners and the delivery of positive outcomes.

FAC5 No of private sector homes where council activity improved energy efficiency	265	150	★	🟢	265	150	★
--	-----	-----	---	---	-----	-----	---

Comments:

In quarter 4, 27 private households were helped with energy efficiency measures for their homes. This constituted completed boiler replacements, cavity wall insulation, loft insulation, energy performance certificates and heating upgrades. Additionally, there were 50 small insulation measures given away to residents at the One Planet Norwich Festival.



	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
HCH4 Number of new affordable homes developed on council land or purchased from developers	25	80	▲	🔴	25	80	▲
Comments: The programme is currently at risk due to the Housing and Planning Act 2016 which is creating considerable uncertainty for the HRA business plan. The housing programme is also at risk due to reductions in social housing rents introduced through the Welfare and Reform Act 2016.							

▲ Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
HCH1 Delivery of the Healthy Norwich action plan	90%	100%	●	🟢	90%	100%	●
Comments: A lot of work continues day to day with colleagues in the CCG and Public Health to support better health outcomes within the city. This project is designed to flex within with resource, opportunities and partner engagement so, by its nature, evolves over the course of the year. Though we have not delivered every aspect of the 2015-16 action plan, it has provided a strong platform to take forward the key objectives of the programme in 2016-17.							
HCH7 % of council properties meeting Norwich standard	91.8%	97.0%	●	🔴	91.8%	97.0%	●
Comments: As we work around the city's various housing districts as part of the ongoing yearly programmes, it is inevitable that a number of properties in areas we've not yet reached will now contain individual elements not meeting the Norwich Standard. The programme for the forthcoming financial year contains these remaining properties so we are very much where we hoped we would be at the start of 2016/17. There's still a great deal of work to do this year, but we can be proud of the fact that 13,705 of Norwich City Council's housing properties meet the Norwich standard.							

▲ Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
HCH2 Relet times for council housing	16	16	★	🔴	15	16	★
Comments: Improved turnaround time was sustained for the remainder of 2015/16 with an average of 15 days for the year. Turnaround time has now been under 16 days for four consecutive years. Top quartile for local authorities last year was 24 days, whilst this year's performance is due to be submitted for benchmarking for an up to date comparison with our peers. In total 975 council homes have been let this year.							
HCH3 No of empty homes brought back into use	20	20	★	🔴	20	20	★
Comments:							
HCH5 Preventing homelessness	58%	50%	★	🔴	62%	50%	★
Comments: Meeting this indicator is a significant achievement given the difficult external environment causing increased demand on housing advice and homeless services. Our ability to continue such performance relies upon maintaining our bespoke housing options model; an accessible, focused and pro-active service designed to deliver specialist advice at an early stage to prevent homelessness.							
HCH6 % of people who feel that the work of the HIA has enabled them to maintain independent living	91	90	★	?	91	90	★
Comments:							
HCH8 % of tenants satisfied with the housing service	84%	77%	★	🟢	84%	77%	★
Comments: Over 900 housing tenants responded to this question in 2015/16 as part of the quarterly Local area survey run by Customer contact. Satisfaction levels improved in quarter 4 increasing the rolling yearly score up to 84%. The most recent STAR survey was conducted at the end of 2014/15 with a result of 82%, an increase of 11 percentage points on the previous survey. The STAR survey is a representative survey carried out every two years.							
HCH9 No of private sector homes made safe	107	100	★	🔴	107	100	★
Comments:							



Measure	Actual	Δ Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
✚ VFM4 Avoidable contact levels	54.0%	15.0%	▲	➡	39.1%	15.0%	▲
Comments: Levels remain high and continue to be analysed with targets for future years being reviewed. We will continue to work towards reducing the % throughout 16/17.							

Δ Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
✚ VFM1 % of residents satisfied with the service they received from the council	99.0%	93.0%	★	➡	97.0%	93.0%	★
Comments: Satisfaction has increased each quarter. Changes to customer survey for 2016-17 will continue to monitor satisfaction whilst actively seeking customers views as to how we could improve our service for them.							
✚ VFM2 Council achieves savings targets (£ thousands)	2,300,...	2,300,...	★	➡	2,300,...	2,300,...	★
Comments: We successfully delivered a package of general fund savings of £2.3 million for 2015/16 achieving the target.							
✚ VFM3 % of council partners satisfied with the opportunities to engage with the council	89.6%	80.0%	★	➡	89.6%	80.0%	★
Comments:							
✚ VFM5 Channel shift measure	17.6%	5.0%	★	➡	17.6%	5.0%	★
Comments: This is the 4th Quarter where we have measured channel shift performance. When setting the targets, we were cautious until we understood the outturn and sustainability of those figures. Outturn has remained stable throughout the year, however, it seems targets for future years should be reviewed and made more challenging. This measure represents the percentage of contact with the Council that is carried out electronically (emails and forms) as a percentage of all contacts (in person, letters, phone, emails and forms).							
✚ VFM6 % of income owed to the council collected	97.0%	95.0%	★	➡	97.0%	95.0%	★
Comments: Please note that an error was discovered in the data reported for sundry income from Apr 15 - Feb 16. This has been corrected for the entire 2015-16 year to reflect correctly in the Q4/year end dashboards.							
✚ VFM7 % of income generated by the council compared to expenditure	47.6%	43.2%	★	➡	47.6%	43.2%	★
Comments: The quarter 4 outturn general fund income for 2015/16 financial year is forecast to equate to 47.5% of expenditure which is above the target of 43.3%. These are provisional figures pending the finalisation of the accounts in June.							
✚ VFM8 % of customers satisfied with the opportunities to engage with the council	60%	50%	★	➡	60%	50%	★
Comments: Performance remains strong for this measure. Some benchmarking will take place with similar authorities following year end to understand how the Council's performance compares.							
✚ VFM9 Delivery of local democracy engagement plan	2	2	★	?	2	2	★
Comments: Complete							

Norwich City Council

SCRUTINY COMMITTEE

ITEM 7

REPORT for meeting to be held on 30 June 2016

Update on the Norwich market consultation

Summary:	The scrutiny committee meeting of 30 June will be given an update on the consultation of Norwich market.	
	To understand responses to the consultation on the market and understand how these responses have shaped the future strategy.	
Conclusions:	The report summarises the background to this topic and work currently being progressed to allow an initial discussion by the committee about areas they may wish to focus on in more detail and to come up with any initial suggestions.	
Recommendation:	To agree areas for further review and any initial recommendations.	
Contact Officer	Adrian Akester – Head of citywide services	01603 212331

Related documents: Norwich Market Consultation

https://www.norwich.gov.uk/downloads/file/2631/norwich_market_consultation_outline

Report

1. The proposed work on Norwich Market is supported by the council's Corporate Plan 2015-20.
2. The market consultation ran for eight weeks; opening on Thursday 4 February 2016 to Thursday 31 March 2016.
3. The purpose of this consultation was to seek the views of a range of stakeholders on the essential aspects of how we plan to move forward with our strategy in the short, medium, and long term.
4. The presentation by the head of citywide services about the market consultation can be found in appendix A.



Norwich Market 10 year strategy

Scrutiny Committee 30 June 2016

Adrian Akester Head of Citywide Services

Background

- The Norwich market was refurbished in 2006.
- The management of the market was transferred from asset and city management to Citywide Services in 2011.
- A full internal audit of the market's operational and managerial procedures was carried out in 2011 and the recommendations implemented.
- New leases have been issued in 2013 to replace the majority of the existing ones which had expired and the few leases still current will be renewed on expiry of their 5 year period.
- The new lease conditions address the management issues identified in the above audit.
- The refurbished market was designed to be maintenance free, albeit almost immediately it reopened issues arose regarding its structure and functional operation.
- The market is designed on a grid layout with three rental zones.

Current position

- The consultation on the draft 10 year strategy for Norwich Market has been completed and the full responses are available on the council's website
- **Key focus points from the public:** better cleanliness, better signage and information, more dwelling areas, occupation of vacant stalls, themed markets with 'pop-up' stalls
- Additionally:
 - 57% supported extended opening hours including weekends
 - 76% supported a more flexible balance of goods policy specifically specialist food outlets
- **Key focus points from the traders:** simpler more transparent charging system for rents and services, new hot food offer, broader range of goods, reduction of obstructions and clutter, more active and transparent market management and decision making
- Additionally:
 - 74% supported regulation of balance of goods for sale
 - 21% were interested in some form of business support
- The responses from the public and traders has been used to “reshape” the focus of the strategy.
- Corporate Leadership Team endorsed and signed off the strategy on 8 June 2016

- From the above, the current focus of the strategy is:
 - **Cleaning of the stalls** – The stall, canopies and awnings have been cleaned; annual programme in place
 - **Market Manager** – Two temporary market managers have been appointed; both in post by July
 - **Signage/information** – Replacement updated signage is in place and an information leaflet is available for the public
 - **Promotion of the market** – Market has been heavily promoted through the media
- The Norwich Market Traders' Association (NMTA) has been formed; first meeting held in April and the next meeting July

- The NMTA have considered and prioritised their favoured rejuvenation actions:
 - **Cleaner/refurbished toilets** – *Refurbishment is in the capital budget*
 - **Incentives for new and existing traders** – *Draft options are to be prepared and discussed with NMTA*
 - **Trader control of canopies** – *Quotes are being obtained for replacing the cross-aisle canopies*
 - **Better lighting for the winter** – *This will be reviewed*
 - **Seating /stall along the back row** – *This is part of the following two items*
 - **Defined business recruitment policy** - *Draft options are to be prepared and discussed with NMTA*
 - **Improved balance of goods policy** - *Draft options are to be prepared and discussed with NMTA*
- The rejuvenation of Norwich Market will be progressed in accordance with the timeline detailed in the strategy document
- **The council is working collaboratively with the NMTA, in making decisions and focusing initially on the agreed priorities above**

Norwich City Council

SCRUTINY COMMITTEE

ITEM 8

REPORT for meeting to be held on 30 June 2016

Review of the Grounds Maintenance Contract 2013-22

Summary:	<p>The scrutiny committee meeting of 30 June will carry out a review of the council's Grounds Maintenance contract.</p> <p>The purpose of the session is to gain clarification on whether efficiencies can be found in the budget regarding the Grounds Maintenance Contract. The head of citywide services will present and outline the contract to members.</p>
Conclusions:	<p>The report summarises the background to this topic and work currently being progressed to allow an initial discussion by the committee about areas they may wish to focus on in more detail and to come up with any initial suggestions or further committee work.</p>
Recommendation:	<p>To agree areas for further review and any initial recommendations.</p>
Contact Officer	<p>Adrian Akester – Head of citywide services 01603 212331</p>

Report

1. The council's Ground Maintenance Contract was requested by the members to be brought to scrutiny for review and comment. The outlines of the contract are presented by the head of citywide services.
2. The Grounds Maintenance Contract 2013 – 2022 forms part of a range of operations undertaken through one contract with Norwich Norse Environment, and it covers a large variety of operations throughout the local authority area.
3. This briefing provides an overview of the scope of services, grounds maintenance activities, and the budget set out for 2016 – 2017.

Grounds Maintenance over view

Scrutiny

30th Jun 2016

NorwichNorse Environment Ltd (NNE)

- There is no separate contract for grounds maintenance. It forms part of a range of operations undertaken through one contract with NNE
- The contract runs from 1st March 2013 to 31st January 2022
- The operations include: -

Grounds maintenance

Tree works

Street cleansing & related activities

Lifebuoy stations

Pest control

Stray dog service

Fly-tipping/Graffiti/fly-poster removal

Sheltered housing cleaning

Public toilet & changing room cleaning

Multi story car park cleaning

Out door sport facilities management

Play area maintenance & inspections

Municipal building cleaning

Grave digging

NB Our wildlife areas are looked after by the Norwich Fringe Project

Scope of the services

- Tree Management – We manage 130,000 trees across the City of which 17,500 are on the Highway. Our prime duty is to ensure the safety of all people who use our sites including highways, parks and open spaces and any land owned by the council to which the public has access.
- Street Cleansing – We clean just over 400 kilometres of adopted highways and deal with on average 3,600 occurrences of fly-tipping ranging from single black bags to household furniture and loads requiring heavy plant and machinery to remove.
- Horticulture and Grounds Maintenance – On average we cut over 3 million square metres of grass and maintain 23 formal parks, 61 natural areas (including woodland and marshland habitats), 83 play areas, 18 allotment sites (over 1900 plots) 15 football pitches, 4 bowling greens, 3 cricket wickets, 15 games courts, 10 grass tennis courts, 18 hard courts,, 2 operational cemeteries, 2 BMX tracks, 3 skate board facilities, 28 closed churchyards and 2 pitch & putt courses (including 1 foot golf). In all, we maintain over 1,200 open space locations across the City.
- Building Cleansing – we clean 12 toilet blocks and changing rooms, 24 sheltered housing complexes, 3 multi story car parks, the halls, city hall and several other offices

Grounds Maintenance Activities

- Grass maintenance
- Shrub maintenance
- Rose bed maintenance
- Hedge maintenance
- Spring & summer flower bedding
- Barrier/hanging baskets
- Herbaceous beds maintenance
- Pleached tree maintenance
- Sports pitch maintenance (Cricket/football/golf/tennis/foot golf)
- Hard court tennis and multiuse games areas
- Play area inspections and maintenance
- Paddling pool maintenance
- Locking and unlocking gates
- Irrigation unit maintenance
- Soft landscaping work
- Grounds maintenance hit squad

Grounds Maintenance Activities

- Each activity may include several sub-categories
- Eg Grass Maintenance includes: -
 - Fine grass
 - Standard grass
 - Vegetation cuts
 - Conservation cut 1
 - Conservation cut 2
 - Conservation cut 3
 - Conservation cut 4
 - Conservation cut 5
 - Fine sports turf (varies according to the type of sport pitch)

Budgets 2016/17

Grounds	£2,909,291
Grounds Hit Squad	£91,565
Streets & Ops	£1,677,792
Trees	£534,246
Dayworks	£109,990
Facilities cleaning	£214,565
Toilet Cleaning	£131,959
Sheltered Housing Cleaning	£94,395
Multi-storey Car Parks	£123,878
total core cost (incl dayworks)	£5,887,681

Budgets by service area

	Cemeteries	Highways Agency	HRA	Mousehold	public buildings	P&O Spaces	Stewardship	Streets & Other Cleansing
Grounds	295,387	251,961	462,154	72,992		1,764,941	61,856	
Grounds Hit Squad	9,157	3,663	54,939			23,807		
Streets & Ops		35,061					95,989	1,546,742
Trees	14,772	181,272	151,087	4,380		136,361	46,375	
Dayworks	12,810	29,308	37,507			30,365		
Facilities cleaning					214,565			
Toilet Cleaning				7,130	53,772	71,057		
Sheltered Housing Cleaning			94,395					
Multi storey car parks					123,878			
Totals	332,125	501,264	800,082	84,502	392,215	2,026,531	204,220	1,546,742

Specification

- Each element of the service has a specification laid out as follows: -
 - Key Aims
 - Method of operation
 - Specification to achieve the aims
 - Method of assessment

30 PARKS ENTRANCE SIGNS

30.1 Key Aims

- To ensure signs are kept to the required standards.
- That information on signs is correct.
- To provide relevant information to all site users

30.2 Method of Operation

The Company may use such methods appropriate to achieve the desired standard based upon good practice.

SPECIFICATION TO ACHIEVE AIMS

30.3 General Requirements

The Company will be required to inspect each sign daily Monday to Friday and cleaned as required.

The Company will be responsible for changing park opening and closing times and sport finishes times where applicable as directed by Council's Contract Liaison Officer

30.4 Inspect and Clean Signs

The Company will check that sign is securely fixed and not damaged in anyway.

Report to Council's Contract Liaison Officer within 2 hours of inspection any damage or misuse.

Signs should be kept clean and free of dirt, chewing gum, graffiti fly posting, smears and any other extraneous matter at all times.

30.5 Methods of Assessment

- Customer complaint levels
- Sustainability within the Operation
- Companys detailed maintenance schedule
- Agreed performance indicators

