

## Cabinet

**Date:** Wednesday, 06 April 2022

**Time:** 16:30

**Venue:** Council chamber, City Hall, St Peters Street, Norwich, NR2 1NH

### Committee members:

#### Councillors:

Waters (chair)  
Harris (vice chair)  
Davis  
Hampton  
Jones  
Kendrick  
Oliver  
Packer  
Stonard

### For further information please contact:

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## Agenda

### Page nos

#### 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 Proposed Designation of Neighbourhood Forum

5 - 34

**Purpose** - To consider the submitted application and decide whether to formally designate the proposed Norwich Over the Wensum Neighborhood Forum.

#### 4 Affordable Warmth Grant

35 - 48

**Purpose** - To seek approval for an additional financial assistance package to be included in the council's existing private sector financial assistance policy for home repair, improvement and adaptation and to provide funding towards a specific supported housing scheme.

#### 5 Social Housing Decarbonisation Fund Contract Award

49 - 54

**Purpose** - To recommend the award of a contract to deliver insulation measures to 45 council owned homes in Norwich, funded from the government's Social Housing Decarbonisation Fund grant scheme and the Thermal Comfort budget in the HRA.

#### 6 Award of contract for the construction of a Towns Fund project at the former Carrow House site (report to follow)

#### 7 Award of contract for drains and water mains contract (report to follow)

#### 8 The award of contract for Contact Manager, Workflow and Document Management System

55 - 66

**Purpose** - To consider awarding a contract for Contact Manager, Workflow, Document Management System and Master Data Management solution.

## **9 Procurement of HR and Finance System**

67 - 78

**Purpose** - To delegate approval to the executive director of corporate and commercial services, the award of a contract for the replacement of the council's HR and finance systems with a single Enterprise Resource Platform (ERP) system.

## **10 Exclusion of the public**

Consideration of exclusion of the public.

### **EXEMPT ITEMS:**

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

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

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

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## **\*11 Procurement of HR and finance system - 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.

Date of publication: **Tuesday, 29 March 2022**





**Committee Name:** Cabinet

**Committee Date:** 06/04/2022

**Report Title:** Proposed Designation of Neighbourhood Forum

**Portfolio:** Councillor Stonard, Cabinet member for inclusive and sustainable growth

**Report from:** Executive director of development and city services

**Wards:** All Wards

### **OPEN PUBLIC ITEM**

#### **Purpose**

To consider the submitted application and decide whether to formally designate the proposed Norwich Over the Wensum Neighborhood Forum.

#### **Recommendation:**

1. To approve the designation of the Norwich Over the Wensum Neighbourhood Forum for the Northern City Centre Neighbourhood Area previously designated in 2018.
2. To ask the neighbourhood forum to have particular regard to addressing the issues raised surrounding some areas of under-representation in paragraph 25 of this report as part of their future neighbourhood planning activities.

#### **Policy Framework**

The Council has five corporate priorities, which are:

- People live independently and well in a diverse and safe city.
- Norwich is a sustainable and healthy city.
- Norwich has the infrastructure and housing it needs to be a successful city.
- The city has an inclusive economy in which residents have equal opportunity to flourish.
- Norwich City Council is in good shape to serve the city.

This report meets the corporate priority Norwich is a sustainable and healthy city. Norwich has the infrastructure and housing it needs to be a successful city.

This report addresses the strategic actions in the Corporate Plan to support people to feel safe and welcomed, provide a means for people to lead healthy, connected, fulfilling lives and continue sensitive regeneration of the city of the city that retains its unique character and meets local needs.

This report helps to meet Housing, Regeneration and Development and Harnessing Social Capital objectives of the COVID-19 Recovery Plan.



## Report Details

### Introduction

1. The city council has recently received an application from a community group, Norwich Over the Wensum (NOW), to be designated as a neighbourhood forum.
2. The Town and Country Planning Act 1990, as amended by the Localism Act 2011, sets out the requirements and considerations for local planning authorities in relation to applications for designation of a neighbourhood forum and designation of a neighbourhood area. Once an area and forum have been designated, a neighbourhood plan can be prepared. Neighbourhood planning is to provide local people with a set of tools to enable them to set out a vision for an area and to shape development in a positive manner. Neighbourhood plans must be aligned with the strategic needs and priorities of the wider local area and once 'made' become part of the development plan.
3. A neighbourhood plan, once 'made' or adopted, forms part of the development plan prepared by the local planning authority (LPA). The development plan for Norwich includes the Joint core Strategy for Broadland, Norwich and South Norfolk (adopted 2011, with amendments adopted 2014), and the Norwich Development Management and Site Allocations plans (both adopted 2014). Decisions on planning applications will be made using both the development plan and the neighbourhood plan (unless material considerations indicate otherwise). To help deliver the vision for their neighbourhood, where an adopted (or 'made') local plan is in place the neighbourhood forum will benefit from 25% of the revenues from the Community Infrastructure Levy arising from development that takes place in their area
4. Norwich currently has no neighbourhood plans, however there are many in the surrounding local authority areas of Broadland, South Norfolk and the Broads Authority. In 2018, applications were submitted for designation of a neighbourhood area for the northern city centre/Cathedral Close/Magdalen area, and an associated neighbourhood forum. These applications were considered by [Cabinet in June 2018](#). The application for the neighbourhood area was refused as the proposed area was considered to be an inappropriate size for neighbourhood planning and a disparate area encompassing neighbourhoods with very different characteristics. Instead, an alternative area was designated, which follows the same boundaries as the now expired Northern City Centre Area Action Plan area. The application for the neighbourhood forum was also refused as the membership of the group was not considered representative of the proposed area.
5. A newly-constituted community group (NOW) have been liaising with the planning policy team for the last year and recently submitted an application to have their group designated as a neighbourhood forum for the neighbourhood area previously designated in 2018.

### Legal Requirements

6. The Local Planning Authority has a statutory duty under the Town and Country Planning Act 1990 to advise and assist prospective neighbourhood forums in

the preparation of a neighbourhood plan. The Town and Country Planning Act 2011 (as amended by the Localism Act 2011) sets out the requirements and considerations for LPAs in relation to applications for designation of a neighbourhood forum.

7. The basic conditions an application (set out in 61F(5) of the Act and in the neighbourhood planning regulations) must meet are:
  - that it is established for the express purpose of promoting or improving the social economic and environmental wellbeing of an area including or consisting of the neighbourhood area;
  - its membership is open to individuals who live in the area, work there, and local elected members for the area;
  - membership includes a minimum of 21 individuals meeting the above criteria; and
  - it has a written constitution.
8. In determining whether to designate the forum as an appropriate body to undertake neighbourhood planning, the LPA must have regard to the desirability of designating a body which:
  - Has taken reasonable steps to ensure that its membership includes at least one individual within each of the membership groups listed in paragraph 7 above;
  - Has a membership which is drawn from different places in the neighbourhood and from different sections of the community; and
  - Its purpose reflects, in general terms, the character of the area.
9. The application is considered valid in terms of the documents provided which includes a plan of the area, a written constitution, a list of 53 names of members of the forum, and information to support the makeup of the forum. Some of the information provided, such as the full list of members and related demographic information, has been provided to the council for the assessment of the application but has not been published online due to GDPR reasons in consultation with the council's GDPR officer. However, an anonymized summary of this information is included in the consideration section below and the appendices.

## **Public Consultation**

10. In addition to the considerations set out in paragraphs 6-8, an application for a neighbourhood forum must be taken through a process of public consultation. The legislative requirements for this are set out in Regulation 6 of the Neighbourhood Planning (General) Regulations 2012 and require that the application is publicized for a period of 6 weeks before it can be determined.
11. The consultation period for this application began on 11 February 2022 and closed on 25 March 2022.
12. The consultation documentation has been made available on the city council's website, and hard copies have been provided at the Millenium Library at The Forum. Details of the consultation were also published on the council's social



media channels and approximately 200 organisations/groups were contacted directly. In deciding who to consult, the starting point was relevant consultees in the local plan consultation database, along with other groups identified with colleagues around the council that may have an interest in the application. These organisations/groups include: major landowners within/adjacent to the area or their agents, businesses and related representative organisations such as Norwich BID and Chamber of Commerce, institutions including universities, schools etc., community groups in the area and wider area of influence, representative organisations and charities with an interest in the area, and civic societies. Furthermore, the neighbourhood forum also used their own means to make the local public aware of the application.

13. In total, 13 consultation responses were received within the consultation period which closed on 25th March. Appendix 1 contains a summary of all representations received.

14. The responses can be broken down as follows:

- 4 representations in support
- 8 representations making comment
- 1 representations in objection

15. The level of response to the consultation at the time of writing is relatively low considering that a significant number of individuals, organisations and groups were consulted. The majority of responses were from organisations who were consulted from the local plan consultation database, who responded that they did not wish to comment on the application. There were 5 representations submitted from residents of Norwich, however not all provided their addresses so it has not been possible to determine whether these people live within the designated neighbourhood area.

16. The representations of support covered the following points:

- Agree with local representation and giving the community a voice.
- Localism fosters empowerment and community
- The area is broad and diverse – it is good to be able to represent such a place in an urban environment
- Not blanket opposition to building and change – it is about getting the right balance between local people and development
- This area has distinct identity
- Impressed by the work of the forum so far
- The objectives and purpose of the forum seem sound
- The area has suffered from poor planning decisions
- Population profile of this area is disadvantaged and the forum will give a voice to the community

17. The representations commenting on the proposed forum covered the following points:

- Do not wish to make any comments on the application
- The full forum members list is not available to view along with the other consultation documents.

- No objection to the application
18. The representation in objection covered the following points:
- The boundaries of the area are arbitrary
  - Businesses are excluded from membership
  - The area is already part of the city centre conservation area and existing planning processes work well enough
  - The constitution does not have enough detail on how the forum would operate, or enough checks and balances
  - Would prefer this is an advisory group that works with the council instead of creating a neighbourhood plan
19. In relation to the comment that the full members list is not available to view in public along with the other consultation documents, these details were not made available to the public as it contains personal information about members including their names and addresses. The name and contact details of one forum member was published on the website (with their consent) to comply with the requirements of the legislation. This approach was followed in consultation with the council's GDPR officer.
20. In relation to the points raised in paragraph 18, the boundary of the neighbourhood area was set when the area was formally designated by cabinet in 2018. In addition, businesses are not excluded from the membership. In considering an application for designating a neighbourhood forum, the council is not required to consider the content of the constitution other than in relation to the criteria set out in paragraphs 7 and 8 of this report. It should be noted however that the constitution does contain information in relation to the operation and administrative processes of the forum, for example in section 13. Furthermore, officers are aware that the proposed forum has liaised with Locality who have reviewed and commented on their constitution prior to submission (Locality provides support to neighbourhood planning groups on behalf of the government).

### **Consideration of the Application**

21. The key considerations in reaching a decision on the designation of the proposed neighbourhood forum are set out above in paragraphs 6-8. The following assessment looks at each of these considerations in turn.
22. *That the forum is established for the express purpose of promoting or improving the social, economic and environmental wellbeing of an area including or consisting of the neighbourhood area;* The neighbourhood forum has prepared a written constitution, which sets out that the purpose of the forum is to prepare a neighbourhood plan, to protect and enhance the inherent qualities of the neighbourhood area and to promote and improve the cultural, creative, social, economic and environmental wellbeing of the area.
23. *That the forum membership is open to individuals who live in the area, work there, and local elected members for the area;* The constitution also sets out that the forum membership is open to individuals that live and work in the area, as well as elected councillors for Mancroft Ward.

24. *That the forum membership includes a minimum of 21 individuals meeting the above criteria;* The list of membership for the forum has been provided to the council. There are 53 members on the list, of which 1 is a councillor for Mancroft ward, 7 members work in the area, 2 members are supporters of the forum and 44 members are residents in the area.
25. *That the forum has a written constitution.* The forum has prepared and submitted a written constitution.
26. *That the forum has taken reasonable steps to ensure that its membership includes at least one individual within each of the membership groups listed in paragraph 19 above;* The forum has undertaken several exercises to obtain their membership, including postal materials to the area, setting up a website, having public meetings and having various methods for members to sign up including by email, post and utilizing a drop-off point in Roys. As detailed in paragraph 22, the membership of the forum is comprised of at least one member that lives in, works in or is an elected member for the area.
27. *That the forum has a membership which is drawn from different places in the neighbourhood and from different sections of the community.* In assessing the representativeness of the forum membership, the following have been undertaken:
- Geographical distribution: the addresses of each member of the forum have been plotted on a map (see appendix 2). The map shows that, in general, there is a good geographical spread of members across the area. There are a few areas where it is notable that there is no representation; these are the Anglia Square site, St Mary's Works and the Smurfit Kappa site. Given that the membership is largely from residents of the area, these gaps in the map are not unexpected. There does seem to be a lower level of representation in the North-Eastern part of the neighbourhood area, however representation across the whole area is considered to be generally acceptable.
  - Demographic information from Norfolk Insight 2020: Information on Norfolk Insight is displayed by Ward. This area does not directly correspond with the neighbourhood area boundary, however it does give an overall understanding of the makeup of the population in the local area. Relevant graphs and graphics from Norfolk Insight are contained within appendix 3. Norfolk Insight shows that Mancroft Ward is approx. 52% male and 48% female. The membership of the proposed forum is 47% male and 53% female.
  - The membership of the proposed forum is comprised of a good age range between 30–84-year-olds. This largely accords with information available for Mancroft ward on Norfolk Insight. There is minimal representation in 85+ year-olds and no representation in under 30 year-olds in the forum membership. Norfolk Insight shows that there is a good proportion of the population of Mancroft ward that is under the age of 30 who are therefore not represented in the forum membership. However, this is not an issue that is unique to this application, as generally engagement in the planning process by younger age groups tends to be

lower anyway. Furthermore, efforts have been made to ensure a wide variety of the population are aware of the forum and application, through the use of various methods of consultation.

- The forum membership is 84% white British, 9% white European, 5% white other and 2% other. Using information from the 2011 Census, Norfolk Insight indicates that Mancroft ward has a predominantly white population with a small proportion of Asian/Asian British, Black/African/Caribbean/Black British and mixed/multiple ethnic groups.
- The forum membership is predominantly of no organized religion, or Christian, with smaller percentages Jewish, Pagan or other. Using information from the 2011 Census, Norfolk Insight indicates that Mancroft ward is predominantly no religion, followed by Christian.
- The forum membership is predominantly made up of homeowners (78%). Using information from the 2011 Census Norfolk Insight indicates that Mancroft ward is largely made up of people who rent their homes.
- The majority of the forum membership are employed, which is generally reflected in 2011 Census Data displayed on Norfolk Insight.
- The forum membership is largely made up of residents in the local area. However, there are a handful of those who work in the area, own/run businesses in the area, or represent local organisations. In the application covering letter, the forum outline that they leafleted residences and took posters and leaflets to as many businesses in the area. In addition, as part of the formal consultation process, the city council contacted many local organisations, and publicized the application on social media channels and on its website. Therefore, whilst there could be greater representation from businesses/organisations on the membership, there is some representation and efforts have been made throughout consultation to reach these groups.

*28. That the forum's purpose reflects, in general terms, the character of the area.*

As set out in paragraph 20, the purpose of the forum which is set out in the constitution is considered to reflect the character of the area and seeks to cover a range of elements including the cultural, creative, social, economic and environmental wellbeing of the area.

29. Following the above assessment, officers acknowledge that the forum could have stronger representation from certain groups on the membership e.g. more businesses/local organisations, higher proportion of renters etc. However, given that the other criteria are largely met, officers consider that, on balance, the proposed neighbourhood forum overall meets the relevant criteria set out in the legislation.

## **Consultation**

30. The neighbourhood forum application has been through a process of public consultation (see paragraphs 10-12).

31. In addition, the proposed NOW neighbourhood forum has been made aware of this report and its content.

32. Relevant ward councillors have also been informed of the neighbourhood forum application through the formal consultation process.

## **Implications**

### **Financial and Resources**

Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan 2019-22 and Budget.

33. There are no direct financial or resource implications from the designation of a neighbourhood forum. However, the future preparation of a neighbourhood plan will require further council resources.

34. In addition, should a neighbourhood plan be prepared and adopted in future, then the local community will benefit from 25% of the revenues from the Community Infrastructure Levy arising from the development that takes place in their area. This will apply to any planning permissions issued subsequent to the adoption of a neighbourhood plan.

## **Legal**

35. Local planning authorities have a statutory duty to advise and assist prospective neighbourhood forums in the preparation of a neighbourhood plan. The Town and Country Planning Act 1990, as amended by the Localism Act 2011, sets out the requirements and considerations for LPAs in relation to applications for designation of a neighbourhood forum and designation of a neighbourhood area. These requirements have been discussed in detail above.

### **Statutory Considerations**

<b>Consideration</b>	<b>Details of any implications and proposed measures to address:</b>
Equality and Diversity	Designation of the neighbourhood forum is likely to improve community cohesion. Part of the designation process involves ensuring the forum is representative of the people who live and work in the area.
Health, Social and Economic Impact	No direct impact arising from neighbourhood forum designation at this stage but there may be impacts from a future neighbourhood plan.
Crime and Disorder	No direct impact arising from neighbourhood forum designation.
Children and Adults Safeguarding	No direct impact arising from neighbourhood forum designation.

Consideration	Details of any implications and proposed measures to address:
Environmental Impact	No direct impact arising from neighbourhood area designation at this stage but there may be impacts from a future neighbourhood plan.

### Risk Management

Risk	Consequence	Controls Required
Decision not to designate the forum	Risk of legal challenge.	Designation of the neighbourhood forum in accordance with the assessment and recommendation in this report.

### Other Options Considered

36. In this instance, no other alternative options were considered, as it is recommended the proposed neighbourhood forum be designated as it meets the requirements of the legislation.

### Reasons for the decision/recommendation

37. An application along with supporting information has been submitted for the proposed designation of a neighbourhood forum for the previously designated neighbourhood area. Following the assessment above, officers acknowledge that whilst there could be stronger representation for certain parts of the local community in the membership (e.g. businesses, renters, younger age groups), on balance, the forum meets the relevant criteria set out in the legislation. Therefore, it is recommended that cabinet approve the designation of the Norwich Over the Wensum Neighbourhood Forum for the Northern City Centre Neighbourhood Area previously designated in 2018. In acknowledging those areas where there could be stronger representation in the membership of the forum, it is also recommended that cabinet ask the neighbourhood forum to have particular regard to addressing the issues raised in paragraph 25 of this report as part of their future neighbourhood planning activities.

### Background papers: None

### Appendices:

Appendix 1: Summary of consultation responses  
Appendix 2: Map showing geographical distribution of membership  
Appendix 3: Norfolk Insight data  
Appendix 4: Copy of publicly available application documentation

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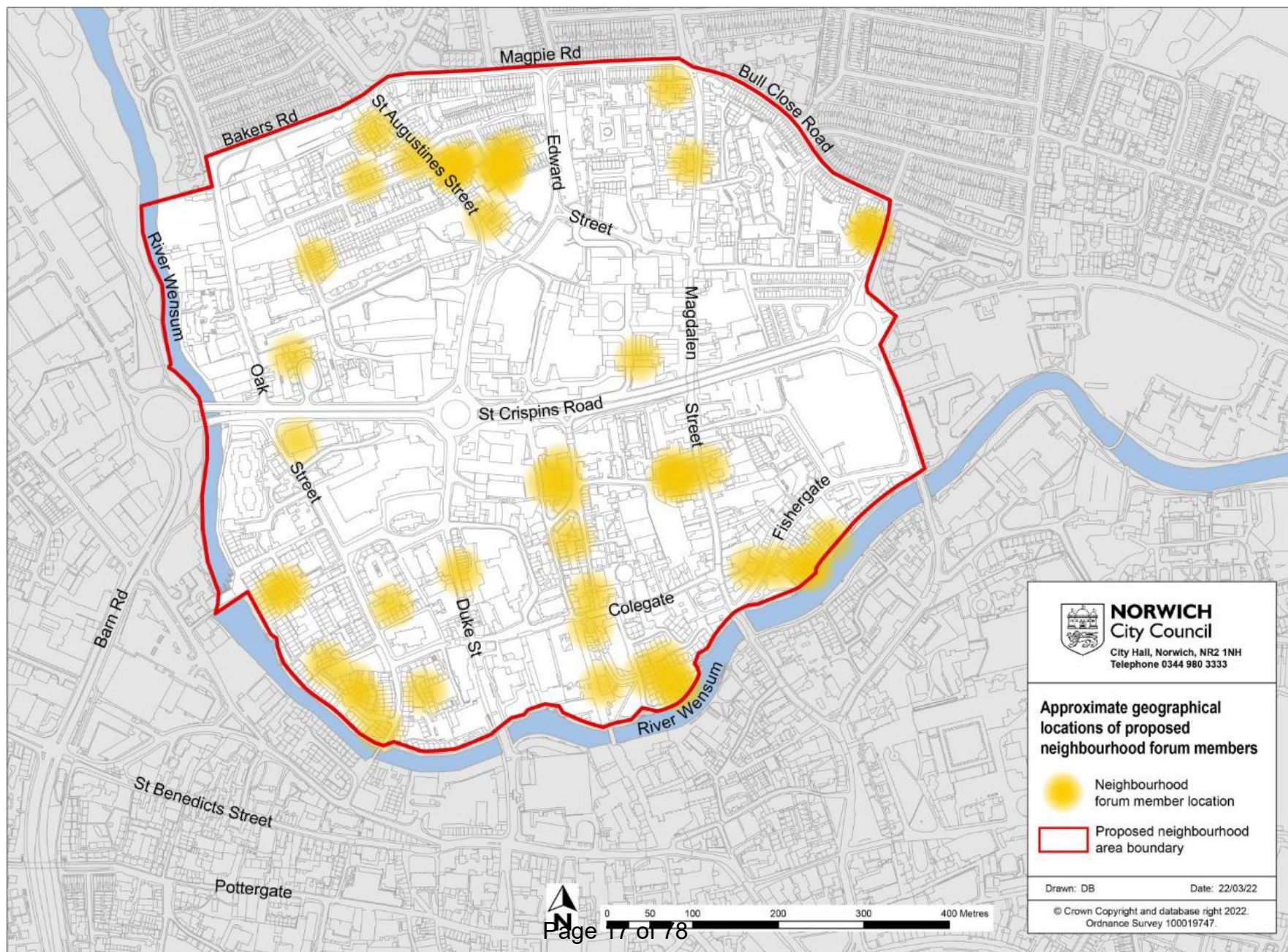
## Appendix 1 – Summary of Consultation Responses

<b>Individual/ Organisation</b>	<b>Category</b>	<b>Summary of comments</b>
Broads authority	Comment	We note the area is right up to the river and so up to our border. Please keep us informed of each step and consult us. We are happy to attend any relevant meetings and the group are welcome to get in touch directly.
Individual	Comment	Note the plans. Some of the documents are not available to see on the website. Poor transparency to not be able to see who the members are/what organisations they represent.
Coal Authority	Comment	The Coal Authority is only a statutory consultee for coalfield Local Authorities. As Norwich City Council lies outside the coalfield, there is no requirement for you to consult us and / or notify us of any emerging neighbourhood plans.
Gardens Trust	Comment	Thank you for consulting the Gardens Trust on this proposed designation. The Trust does not wish to submit comments on this matter.
LLFA	Comment	The County Council as Lead Local Flood Authority has no comments to make.
Natural England	Comment	Natural England does not wish to make comment on the suitability of the proposed plan area or the proposed neighbourhood planning body. Information Provided to sources the neighbourhood planning body may wish to use in developing their plan, and to highlight some of the potential environmental risks and opportunities that neighbourhood plans may present.
Norfolk Constabulary	Comment	No comment on the designation of the neighbourhood forum. Response sets out a number of consideration for a future neighbourhood plan.
Historic England	Comment	No objection to designation of the forum. Response sets out some useful information and resources for a future neighbourhood plan.
Individual	Support	I am a resident in the area. I support the proposed forum and it will give a voice to those living in this part of the city on future plans.
Individual	Support	Live in the area and keen to support its development. I agree with local representation and local voice in civic matters. The area is diverse and keen that the forum can represent as many voices and ways of living as possible. Not blanket opposed to building and change – there's a balance between local people, planners and developers and this neighbourhood scheme will help with that.

## Appendix 1 – Summary of Consultation Responses

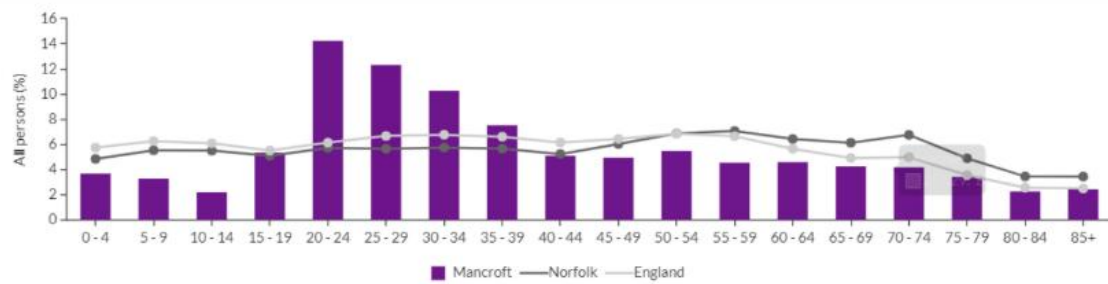
Individual	Support	Welcome the forum. The forum covers a coherent area with distinct identity. It has not had the same attention as other areas of the city. It is diverse. The forum would give the area a voice. I am impressed by the work done by the forum so far.
Individual	Support	The objectives and rationale for the forum are sound. The area is a distinct and historic part of the city that has been poorly served by planning decisions. The population profile of the neighbourhood is disadvantaged and the forum should be well placed to articulate the need and priorities of the area to the council.
Individual	Object	The intentions of the group seem sincere but unfortunately object to the forum. The area seems arbitrary and those that travel to or through the area are not eligible for membership. The membership excludes businesses. There are not enough checks and balances in the constitution in terms of quorum, voting, decision making, recalling members/officers etc. The area is already in a conservation area and the existing planning system works well enough. Would prefer to see this as an advisory group working with the council etc. instead of creating a neighbourhood plan.





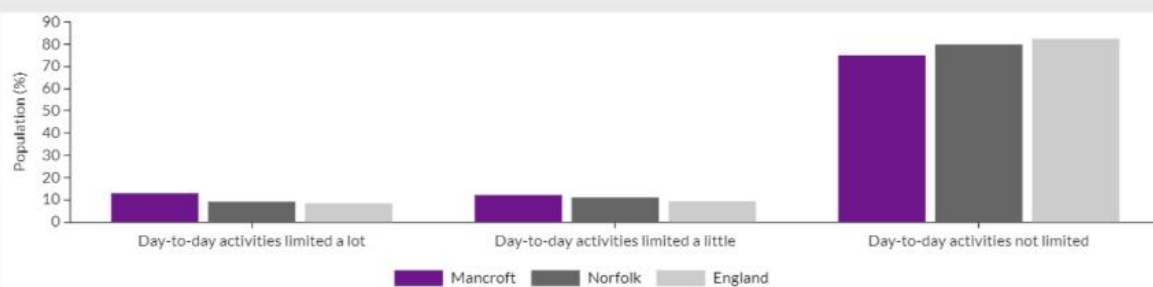
## Appendix 3 – Norfolk Insight data for Mancroft ward

Population estimates for all persons by 5-year age group for 2020



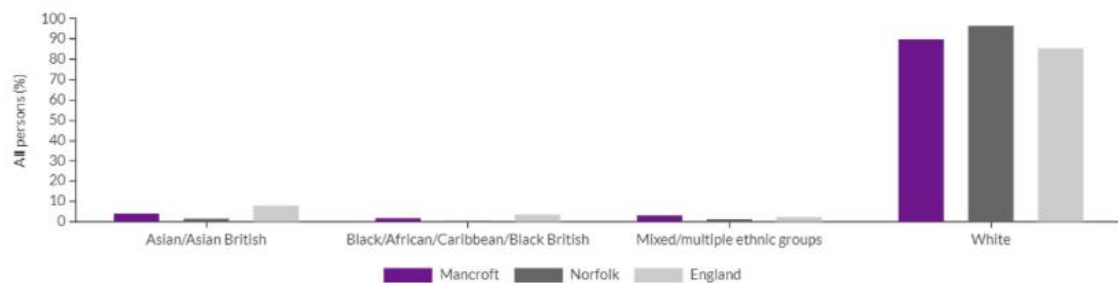
Date: 2020 Source: ONS

Long-term health problem or disability



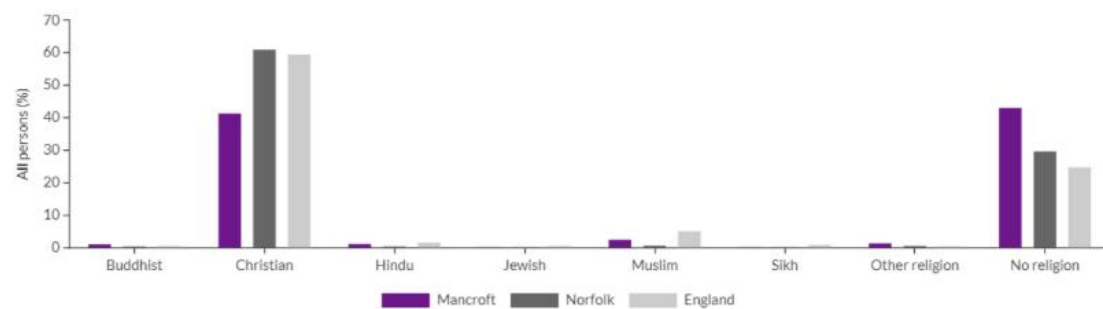
Source: ONS Census 2011

Broad ethnicity groups



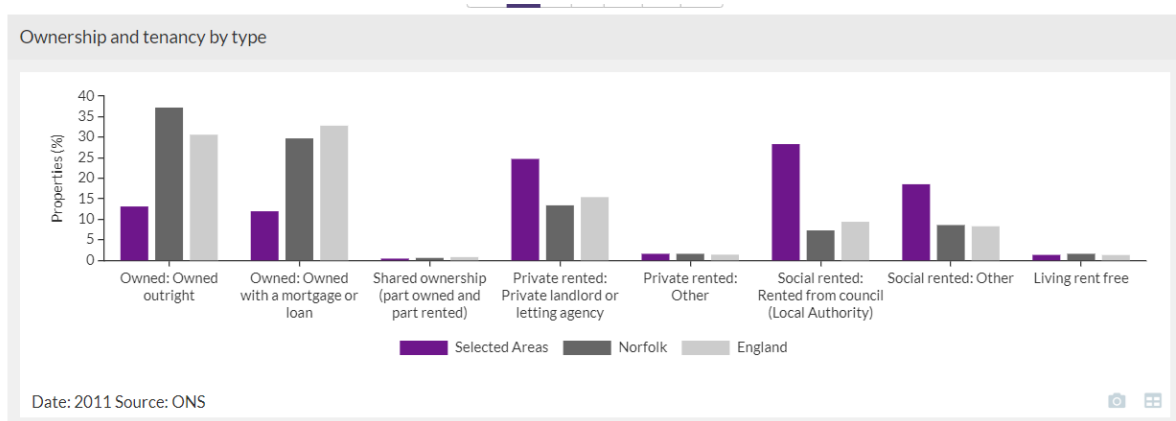
Source: ONS Census 2011

Religion breakdown



Source: ONS Census 2011

## Appendix 3 – Norfolk Insight data for Mancroft ward



## Norwich Over The Wensum Neighbourhood Forum

[www.norwichoverthewensum.org.uk](http://www.norwichoverthewensum.org.uk)  
[info@norwichoverthewensum.org.uk](mailto:info@norwichoverthewensum.org.uk)



To:

Norwich City Council  
 St Peters Street,  
 Norwich,  
 NR2 1NH

17<sup>th</sup> December 2021

Dear Norwich City Council Councillors and Officers,

### Application of Neighbourhood Forum Designation

The Norwich Over the Wensum Neighbourhood Forum, which was formally constituted on 18<sup>th</sup> November 2021, hereby applies to be designated as a Neighbourhood Forum under the provisions of section 61F subsection 5 of The Town and Country Planning Act (1990) as amended by the Localism Act 2011, and the Neighbourhood Planning (General) Regulations 2012.

To support our application, please find attached:

- The Neighbourhood Forum Constitution
- A list of members, along with names, addresses, and any other information required to demonstrate membership eligibility
- The results of our demographics survey (please note that both members and supporters could fill in this survey, which is why there is a mismatch between the number of people on each list)

For information, we also provide:

- A map of the area, with the geographical area boundaries indicated.
- A copy of the leaflet we distributed to all residences, and as many workplaces as was reasonably possible, informing people of the opportunity to join the forum

Below, we provide further details regarding the forum and its development.

#### The forum formation process and outreach

An application was made by a previous group to form a neighbourhood forum for the Cathedral, Magdalen Street and St Augustines area (CMStA). This was unsuccessful. The Council did however designate the area subject to this current application as appropriate for a neighbourhood plan area. Following this, those who had an interest in creating a neighbourhood forum for this area of the city began to bring together a new group with this intention.

Towards the end of 2020, a website and mailing list was established for ease of communication with those interested. At that time a provisional name was the Northern City Centre Neighbourhood Forum. In early 2021 we found that meetings of large numbers of interested people was not effective in making progress and it was decided to form a steering group charged with undertaking the process of setting up the Forum. This group consisted of Simeon Jackson, Judith Ford, Hilary



Wakeman (until September 2021), Stacey-Louise Wilson, Pipa Clements, Hugh McGlyn, and Rob McVicar.

This group met regularly between April 2021 and November 2021 and undertook the following tasks to facilitate the establishing of the forum:

- Liaison with Norwich City Council
- Obtaining technical support from Locality
- Decisions on the name of the Forum, domain name and email address, and logo
- Writing and distributing an invitation leaflet to all residences in the area
- Following communication with Vision Norfolk, produced leaflets more suitable for those with visual impairments
- Distributing posters and/or leaflets to most businesses in the area
- Providing a postbox in Roys for paper applications
- Maintaining and updating the website ([norwichoverthewensum.org.uk](http://norwichoverthewensum.org.uk))
- Writing the Constitution
- Drafting the Terms of Reference of the Administrative Committee
- Holding on-line and in-person information events for people interested in being involved of the Forum
- Holding an on-line General Meeting where the members unanimously approved the constitution. This meeting also appointed Officers for the Forum and the Administrative Committee and charged the committee with submitting this application for designation.

In an effort to engage a diverse range of residents and workers throughout the area, the steering group setting up the forum leafleted all residences in the area that we were able to access, and included as many businesses as we could. The leaflet design is attached to this application, as is the large print text only version which we provided to Vision Norfolk to help engage those with visual impairments.

The Steering Committee has now finished its work and the Administrative Committee, appointed by our inaugural general meeting, is taking over the secretariat function for the Forum.

### **The Neighbourhood Area**

The area for which this neighbourhood forum is applying has already been designated as a Neighbourhood area by the June 2018 meeting of Norwich City Council cabinet. See the map for the area boundaries.

### **The Constitution**

The constitution has emerged from a long process of review and revision amongst the steering group seeking to set up the forum, with feedback sought from Norwich City Council planning officers and Locality at various stages during its development.

From the beginning, the intention was to ensure that the constitution recognised the nature of the area as a commercial district centre that serves a wider area, and should therefore include provision for non-residents who are not eligible to be members to have some involvement in the activity of the forum, whilst still being in line with the Act's membership requirements. Advice was obtained from Locality on this topic in particular, as well as other aspects of the constitution.

## **List of members**

Most members signed up online using a web-form on our website. This form gave the option to apply for membership, or to become a Supporter if not eligible for membership, or to be on the mailing list only. We provided paper application forms upon request.

The list of confirmed members of the forum is included with this application, totalling 48 members. On this list, we have indicated which are members by virtue of living in the area (42), working in the area (5), or as a councillor for the area (1). We have also included addresses/postcodes and other eligibility information so that you are able to verify the eligibility of our membership. We also attach a map showing the geographical distribution of these members within the area based on postcode, to demonstrate the geographic representativeness of our membership.

We also hold a further list of 48 people who are eligible and have shown an interest in becoming a member prior to the completion of the forum's constitution, and who have not yet confirmed their agreement with the constitution and their rights and responsibilities. These people continue to receive our emails and be invited to our meetings until such time as they either confirm their membership, or choose to become a Supporter, subscriber, or to remove themselves from our list altogether. We expect our membership to continue to grow a little as people continue to respond.

We also hold a further list of Supporters (22): people who are supportive of the forum, but are either not eligible to be members, or who have chosen to be a Supporter rather than a full Member of the forum.

There are also people who are on our mailing list for information only which includes a further 100 contacts.

## **Demographic data**

When individuals signed up, we invited them to take part in a demographics survey so that we could get a feel for the diversity of our membership. Because this survey took place before our constitution was finalised, this also includes some Supporters. 109 people took part in the survey.

As anonymised data, we are unable to filter out the data for Members and Supporters retrospectively. However, this still provides useful data on those we have engaged with and how this compares to the demographics of the area as a whole, indicating therefore which sections of the local population we need to make more efforts to engage with as the forum progresses.

## **Technical advice and grant funding**

During the process of creation of the forum, the steering group setting up the forum applied for and received a technical support package from Locality (available to nascent groups in un-parished areas). This ongoing technical support package has assisted the group with the development of the constitution, the organisational structure, and offered guidance regarding our community engagement activities.

The group has not to date accessed any grant monies and has found skills and support within the group and the wider community which has enabled it to work towards this application for designation.

**Deprivation data for the area**

Approximately half the area is covered by LSOA001C and half by LSOA001D. LSOA001C is amongst the 10% most deprived areas of the country. LSOA001D is within the 40% most deprived areas of the country.

The criterion for eligibility for an extra £8,000 grant and for extra technical support from Locality is that at least 30% of the area is within the 20% most deprived areas of the country. Our area meets that criterion.

Yours sincerely,

Norwich Over The Wensum (NOW) Neighbourhood Forum Administrative Committee

upon the instruction of the meeting of the Neighbourhood Forum held on the 18<sup>th</sup> November 2021

[www.norwichoverthewensum.org.uk](http://www.norwichoverthewensum.org.uk)

**Contact details of one member of proposed Norwich Over the Wensum Neighbourhood Forum**

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# **Norwich Over the Wensum Neighbourhood Forum Constitution**

Adopted at the General Meeting on 18<sup>th</sup> November 2021.

## **1. Name**

- 1.1. The Neighbourhood Forum shall be known as 'Norwich Over the Wensum Neighbourhood Forum' (hereinafter referred to as 'the Neighbourhood Forum') as defined in the Town & Country Planning Act 1990 as amended by the Localism Act 2011 ('the Act').

## **2. The Norwich Over the Wensum Neighbourhood Area**

- 2.1. The Neighbourhood Area shall be the area shown in the map in Appendix A
- 2.2. The Neighbourhood Area is that which was defined for the expired Norwich Northern City Centre Area Action Plan (2010). The River Wensum forms the Southern and Western Boundary between Whitefriars Bridge and adjacent Oak Street in line with the former city wall; then following the Mancroft ward boundary along Bakers Road, Magpie Road and Bull Close Road up to where it meets Charlton Road; then Charlton Road and Whitefriars back to Whitefriars Bridge.
- 2.3. As defined, the Neighbourhood Area falls entirely within the boundary of Norwich City Council, being wholly contained within the Mancroft Ward. It is also wholly contained within the Mancroft Division of Norfolk County Council, and the Norwich South Parliamentary Constituency.

Between Whitefriars Bridge and New Mills the Neighbourhood Area is bordered by the River Wensum for which the Statutory Planning Authority is the Broads Authority.

## **3. Purpose**

**The Purposes of Norwich Over the Wensum Neighbourhood Forum shall be:**

- 3.1 to prepare the statutory Neighbourhood Plan.
- 3.2 to protect and enhance the inherent qualities of the Neighbourhood Area and to promote and improve the cultural, creative, social, economic and environmental well-being of the Neighbourhood Area.
- 3.3 The Neighbourhood Forum aims to give a voice to the residents and those who work in the area and to listen to representatives of businesses and organisations of the Neighbourhood and to reflect their aspirations and concerns:

- to enable the identification, and if possible, delivery of solutions to the challenges it faces
- to facilitate better communication of local interests with Norwich City Council, the Broads Authority and other bodies
- to promote a sustainable, mixed and inclusive community

#### **4. Commitments to diversity and inclusivity**

- 4.1.** The Neighbourhood Forum will respect all differences including gender, age, ethnicity, religion, sexual orientation, disability and income, and will act without discrimination.
- 4.2.** Neighbourhood Forum will provide all residents and people who work in the Neighbourhood Area the opportunity to join the Neighbourhood Forum
- 4.3.** The Neighbourhood Forum will actively seek individual membership to represent the demographic make-up and geography of the Neighbourhood
- 4.4.** Acknowledging the Neighbourhood Area as a hub for the wider locality, when developing the Neighbourhood Plan the Neighbourhood Forum will endeavour to engage with those coming to the area to work, study, shop, design/produce/make, socialise, or for entertainment or other purposes to better understand how the neighbourhood functions.

#### **5. Affiliations**

- 5.1.** The Neighbourhood Forum shall not be affiliated to any political party or political organization, or specific religious organization or sectarian group, or developer.
- 5.2.** The Norwich Over the Wensum Neighbourhood Forum is not related to or affiliated to any former or current Norwich Over the Water organisations or schemes.

#### **6. Responsibilities and Powers**

- 6.1.** The Neighbourhood Forum will work in close liaison with the Local Planning Authority (Norwich City Council), and in order to prepare a Neighbourhood Plan the Forum, will take into consideration, and build an evidence base from, all development and planning matters relevant to the Neighbourhood Area.
- 6.2.** The Neighbourhood Forum will elect Officers which will include, but are not limited to, Chair, Vice Chair, Secretary and Treasurer from within the Membership. These Officers will be elected at a General Meeting of the Forum, by a simple majority.
- 6.3.** To achieve its purposes the Membership of the Neighbourhood Forum will, at a General Meeting, set up an Administrative Committee to oversee the day to day

running of the work of the Forum. The Neighbourhood Forum is responsible for oversight of the Administrative Committee and will set the Terms of Reference to include its structure, appointments to the committee and delegation of powers to the committee.

The Administrative Committee will report to the Forum.

- 6.4.** To achieve its purposes the Neighbourhood Forum may if appropriate initiate Neighbourhood Development Orders, or identify Assets of Community Value, or carry out any other permitted actions.
- 6.5.** The Neighbourhood Forum may also seek to deliver wider improvements by working in partnership with residents, businesses, Norwich City Council, the Broads Authority and local organisations, as well as those further afield as necessary.

## **7. Governance,**

- 7.1.** The Neighbourhood Forum will follow the correct statutory neighbourhood planning process and will ensure that the plan meets the Basic Conditions and other legal requirements for a Neighbourhood Plan.
- 7.2.** The Neighbourhood Forum is responsible for approving each statutory stage of the Neighbourhood Plan by vote at a General Meeting.
- 7.3.** The Neighbourhood Forum will take account of Data Protection and any other relevant regulation.
- 7.4.** The Neighbourhood Forum shall take account of the following principles of governance
- 7.4.1. The Forum is clear about its aims and purpose and ensures that these are being delivered effectively and sustainably
- 7.4.2. The Forum ensures the Officers and Administrative Committee are effective and working in line with the Forum's aims and purposes
- 7.4.3. The Forum and its Officers will act with integrity
- 7.4.4. The Forum ensures its decision-making processes are informed, rigorous and timely
- 7.4.5. The Forum will endeavour to ensure the Administrative Committee works as an effective team, and has the appropriate balance of skills, experience, backgrounds and knowledge to progress the work of the Forum
- 7.4.6. The Forum is committed to diversity and inclusivity as under paragraph 4
- 7.4.7. The Administrative Committee is open and accountable to the Forum

## **8. Membership**

### **8.1. Criteria for Membership of the Neighbourhood Forum**

- 8.1.1. Membership of the Neighbourhood Forum shall be a minimum of 21 eligible individuals

8.1.2. Membership of the Neighbourhood Forum is open to:

- a) all individuals who live in the Area
- b) all individuals who work in the Area (whether for businesses carried on there or otherwise)
- c) City and County Councillors representing Mancroft, within which ward the Area lies.

## **8.2 Application for Membership**

8.2.1 Each individual applicant for Membership shall submit a request to join which may be on-line or by mail to the Secretary which includes:

- a) contact details
- b) if resident within the Neighbourhood Area: home address including post code
- c) if not resident in the Neighbourhood Area: address of workplace within the Neighbourhood Area including post code
- d) GDPR consent for the Neighbourhood Forum to process their personal data for its lawful purposes

8.2.2 The Secretary of the Forum will have the right to request proof of eligibility for Membership

## **8.3 Rights and Responsibilities of Membership**

8.3.1 The Membership will be invited to all AGM and General Meetings of the Neighbourhood Forum and will have the right to speak or ask questions.

8.3.2 Members will have voting rights of one vote per individual at all General Meetings.

8.3.3 Members are expected to take responsibility for the Governance and sound financial management of the Neighbourhood Forum through attending and voting at General Meetings. This will include decisions on the Regulation 14 and Submission versions of the Neighbourhood Plan and any other decisions required by the Statutory Process.

8.3.4 All Forum Members are required to consider any personal or financial conflicts of interest and declare these by notifying the Secretary as soon as is possible.

- a) Any declared conflict of interest will be recorded in a Register of Interest
- b) The concerned member may not vote in respect of matters in which they have declared a conflict of interest.

## **8.4. Termination of Membership**

8.4.1 Members are required to inform the Secretary promptly of:

- a) any change in their details as supplied under 4.2

b) if they wish to resign from the Forum

8.4.2 The Forum may, by a simple majority vote, refuse to accept, or may revoke, membership of any individual who in its opinion fails to meet the criteria for membership, or fails to act in accordance with the principles of Governance outlined above, or acts in a way inimical to the Forum's purpose.

Any person whose membership is revoked shall have the right to appeal to a General Meeting of the Forum.

## **9. Non-Member involvement with the Neighbourhood Forum**

### **9.1. Supporters of the Neighbourhood Forum:**

9.1.1. Individuals who have a material and ongoing interest in the area and are dedicated to the objectives and purpose of the Forum may become Supporters of the Neighbourhood Forum whether or not they live or work within the Neighbourhood Area.

9.1.2. Supporters will be encouraged to volunteer to be involved in activities of the Forum if they wish.

9.1.3. Supporters may be co-opted onto the Administrative Committee and serve on Working Groups

9.1.4. Supporters are not Members of the Forum for the purposes of this Constitution.

### **9.2 Mailing list:**

Individuals who just wish to be kept informed may sign up to be on a mailing list whether or not they live or work in the Neighbourhood Area.

## **10. Communication**

10.1. The Forum will maintain a website and email address.

10.2. The Forum will maintain a mailing list.

## **11. Finance**

11.1 The signatories on any bank account which the Neighbourhood Forum holds will be Officers of the Forum.

11.2 The Neighbourhood Forum will apply for appropriate grant funding as needed for the furtherance of its purposes.

11.3 Funds controlled by the Forum shall only be used in furtherance of the Purpose & Objects of the Forum.

11.4 The Accounts will be presented to the Forum Members for approval at the Annual General Meeting.

## **12. Amendments and Dissolution**

12.1. Amendments to this Constitution will be by decision of a General Meeting carried out in accordance with the rules for General Meetings above.

- Proposed amendments should be sent to the Secretary a minimum of 14 days before the General Meeting
- The Secretary will send out proposed amendments to the Membership and at least 7 days before the General Meeting and will alert the Administrative Committee and the Local Planning Authority to proposed amendments

12.2 The life-time of the Neighbourhood Forum will be 5 years as set out in planning legislation

12.3 A formal review of the functions and achievements of Norwich Over the Wensum Neighbourhood Forum will be carried out five years after its formation.

12.4 Following such review, and consultation with its members, the Neighbourhood Forum will decide the most appropriate way of supporting its Neighbourhood's aspirations

12.5 The Neighbourhood Forum may be dissolved prior to the end of its five-year life, by decision of a General Meeting specifically called for this purpose and carried out in accordance with section 4 above, with the exception that such a vote will only be carried if supported by two thirds or more of those voting.

12.6 At the time of dissolution, any property or funds held by Norwich Over the Wensum Neighbourhood Forum will be:

- subject to the agreement of the Members at General Meeting, allocated to one or more nominated organisations set up to continue the work of Norwich Over the Wensum Neighbourhood Forum,  
*or*
- in the absence of any such organisation and subject to any statutory regulations, distributed equally to local voluntary or charitable organisations

## **13. Meetings**

13.1 Annual General Meetings will be held yearly or as close to yearly as practicable and should be no longer than 15 months apart.

13.2 Further General Meetings of the Forum will be called when needed, by the Administrative Committee. In particular, meetings of the Forum will be called whenever there is Statutory Business or other business requiring a vote. Meetings should be at intervals not greater than 6 months.

An Extraordinary General Meeting may be called by 5 members of the Forum applying to the Secretary.

- 13.3 The quorum for a General Meeting shall be 14 members and notice should be given at least 21 days in advance.
- 13.4 At any General Meeting of the Forum each Member present will have one vote. Only Members are allowed to vote. Decisions of General Meetings will be by simple majority except in the cases set out in section 9 (Amendments & Dissolution) below. Votes will be by a show of hands or online poll (where meetings are held online).
- 13.5 The Chair (or the Vice Chair when acting as Chair) will have a casting vote at any General Meeting
- 13.6 Members will declare and abstain from voting on any matter in which they have a direct financial interest, or a conflict of interest where a Neighbourhood Plan policy would affect the business interests of a Forum member.
- 13.7 The Secretary is responsible for the minutes of General Meetings and will ensure that declarations of interest or conflicts of interest are recorded and that the minutes are drafted and circulated to invite comments on accuracy within two weeks and ensure that a process of approval is maintained at the next meeting.

## Appendix A: Map of the Neighbourhood Area





## **Appendix B: Duties of Officers of the Forum**

- A. The **Chair** of the Neighbourhood Forum, shall:
- i. call and chair regular meetings of the Neighbourhood Forum and have a casting vote on elections and resolutions where necessary
  - ii. act on behalf of the 'Norwich Over the Wensum Neighbourhood Forum' and represent it externally when required, or delegate other appropriate person to do so. This would most usually be the Vice Chair, but where there is an area of specialist expertise an alternative person may be chosen.
  - iii. interpret the constitution. The Chair's interpretation may be overturned by a simple majority of the Membership at a General Meeting.
  - iv. have the power to take decisions on urgent matters between meetings of the Forum, but should attempt to liaise with other Officers and Forum members where at all possible.
  - v. act as joint signatory on the 'Norwich Over the Wensum Neighbourhood Forum' bank account.
- B. The **Vice Chair** of the Forum, shall deputise for the Chair in all of these matters in his or her absence or on request.
- C. The **Treasurer**, shall:
- i. be responsible for maintaining the accounts of the 'Norwich Over the Wensum Neighbourhood Forum'
  - ii. be responsible for presenting a budget annually for the following year to the Membership at the AGM for approval.
  - iii. submit a detailed summary of the accounts at every Forum Meeting
  - iv. be responsible for the drafting of applications for grant funding, sign off on such applications and liaise with the accountable body where appropriate
  - v. act as a joint signatory on the 'Norwich Over the Wensum Neighbourhood Forum' account
- D. The **Secretary** shall:
- i. be responsible for organising General Meetings of the Forum, taking the minutes of these meetings, circulating them promptly to Forum Members and ensuring that a process of approval of the Minutes is maintained at the next general meeting.
  - ii. ensure that declarations of interest or conflicts of interest are recorded.
  - iii. be responsible for oversight of the member database and data protection
  - iv. act as joint signatory on the 'Norwich Over the Wensum Neighbourhood Forum' bank account if required



Anglia  
Square



**Committee Name:** Cabinet  
**Committee Date:** 06/04/2022  
**Report Title:** Affordable Warmth Grant

**Portfolio:** Councillor Jones, Cabinet member for safer, stronger neighbourhoods

**Report from:** Interim Head of Housing and Community Safety

**Wards:** All Wards

**OPEN PUBLIC ITEM**

**Purpose**

1. To seek approval for an additional financial assistance package to be included in the council's existing private sector financial assistance policy for home repair, improvement and adaptation.
2. To seek approval to provide funding towards a specific supported housing scheme.

**Recommendation:**

To:

1. Approve an extension to the council's existing Financial Assistance Policy to include the provision of affordable warmth grants.
2. Approve an amendment to the 2022/23 General Fund capital programme to create budgets funded from unspent Better Care Fund (BCF) grant to provide:
  - a. Affordable warmth grants.
  - b. A grant of £0.100m to be made to Norfolk County Council, to support the development of a specialist supported housing scheme for the acute needs of a Norwich resident.

**Policy Framework**

The Council has five corporate priorities, which are:

- People live independently and well in a diverse and safe city.
- Norwich is a sustainable and healthy city.
- Norwich has the infrastructure and housing it needs to be a successful city.

- The city has an inclusive economy in which residents have equal opportunity to flourish.
- Norwich City Council is in good shape to serve the city.

This report meets the priority to support people living independently and well in a diverse and safe city.

## Introduction

1. Each year, Norwich City Council receives an allocation from the Better Care Fund (BCF) to enable the council to make Disabled Facilities Grants (DFG) and provide financial assistance for home improvements (HIA). Grants are awarded to support people to live independently in their existing homes.
2. In 2020/21, due to Covid-19 impacting services and demand, the combined DFG and HIA budgets underspent, resulting in only £0.944m of the £1.286m BCF grant being utilised (see appendix A).
3. For the 2021/22 financial year, it is forecast that £1.040m of the £1.294m BCF grant will be utilised by the end of the financial year. There are a number of contributing factors to why this has occurred, but, significantly, there are no waiting lists of private sector residents needing to access the service.
4. Norfolk County Council has approved an application for the unspent BCF funding from 2020/21 (£0.342m) and 2021/22 (forecast £0.254m) to be carried forward into the 2022/23 financial year.
5. The Department for Levelling Up, Housing and Communities, Disabled Facilities Grants (DFG) Delivery Guidance - March 2022 states that BCF is intended to be used for private sector residents and not tenants of the council; council tenants receive support through alternative funding sources.
6. Discussion has taken place between the county council and officers from the city council on how best this money could be used to support the aims of the Better Care Fund in supporting residents.
7. This has resulted in two proposals: first, to initiate affordable warmth funding, and secondly to assist in the development of specialist accommodation.
8. On 22<sup>nd</sup> February 2022, Council approved to delegate to Cabinet, to include in the capital programme, additional capital schemes funded wholly by grant where it meets the Council's aims.
9. It is proposed that the remaining underspent BCF grant, forecast to total £0.596m, is utilised to create the following budgets within the 2022/23 General Fund capital programme:
  - a. £0.100m – specialist supported housing grant to Norfolk County Council
  - b. £0.496m (subject to 2021/22 final outturn) – affordable warmth grants

## **Affordable Warmth Grant**

10. Nationally, there were large increases in excess winter deaths between December 2019 and March 2020 (Covid-19 deaths are excluded from the numbers). An estimated 28,300 excess winter deaths occurred in England and Wales over this period, which was 19.6% higher than winter 2018 to 2019.
11. Respiratory diseases accounted for 39.6% of all excess winter deaths in 2019 – 2020. Furthermore, Public Health England estimate that 10% of all excess winter deaths are due to cold homes.
12. Within fuel poor households, there are those who have increased vulnerability, such as the very old or the very young and those with long-term health conditions. Everyone can be negatively impacted by living in a cold home, but these vulnerable groups are particularly at risk of the cold exacerbating underlying health conditions such as respiratory and cardiovascular problems.

Children who are living in cold homes are significantly more likely to suffer from chest problems, asthma and bronchitis. Cold homes can slow down recovery following discharge from hospital, when people are already at risk, and can lead to repeat admissions due to unsuitable housing. It has been estimated that housing-related ill health costs the NHS £2.5bn per year.

13. In consultation with the environmental strategy team, it is believed that replacing old ineffective, but working boilers, would be the most effective solution in the immediate term. Homes heated by electricity are twice as likely to be in fuel poverty than those heated by gas, and, in households heated by gas, those heated by an inefficient boiler are again twice as likely to be in fuel poverty than those heated by efficient boilers.
14. There are funding streams already available to replace boilers that are no longer working, but often people in fuel poverty who have working but expensive to run systems are unable to raise funds to bring down their heating costs.
15. The proposed replacement of gas boilers greater than 15 years old, with new and more efficient gas boilers, saves both energy, operating cost and carbon emissions. An energy efficiency saving of 20-30% can be expected, with a proportionate saving in carbon emissions.
16. Replacing old gas boilers with renewable heating systems requires the replacement of the entire heating system, including radiators and often necessitates a higher rated electricity supply being provided, such as in the case of heat pumps. The increased cost of renewable heating systems would mean that the grant would be consumed by a smaller number of participants and this would result in fewer vulnerable people benefitting from assured and reliable heat.
17. There is already in place, a framework of contractors used by the home improvement team. It is intended that the contractors would also be utilised to deliver the boiler replacement programme.

18. Funding towards insulation measures was also considered, however, with the exception of double glazing, there are already effective grant schemes in place that the council could signpost to, if needed.
19. The activity described in this paper has been designed to complement other funding and activity planned for this financial year, including the Social Housing Decarbonisation Fund and Sustainable Warmth grant, which explicitly exclude the replacement of gas boilers, although do include funding for solar photovoltaic systems.
20. The Energy Company Obligation funding stream also exists for homes in need of increased insulation, which NCC can target at those in need. All activity relating to these workstreams will be joined up with regards efficiently targeting need and carrying out installation work.
21. The councils Council Tax Reduction scheme is identified as being an effective and efficient way of targeting those residents who have already been assessed as having limited finances, which would prevent them from modernising and upgrading their homes.

## **Grant Details**

22. It is proposed to provide an affordable warmth grant, funded from the BCF.
23. The grant will fund replacement boilers that are 15 years and older. This is in line with the Norwich Standard.
24. Boilers will be replaced with modern energy efficient 'A' rated boilers.
25. The grant will fund the replacement of any radiators that are insufficient in size, not effective or in need of replacement.
26. Additionally, the grant will cover the installation of new 'A+' BFRC rated double glazing where there are any windows in the property that are single glazed, or if the property is a listed building or in a conservation area, the installation of secondary glazing, if none is present.
27. There are no repayment conditions on the grant and no grant maximum, however, the home improvement team will identify and specify the required works and arrange for them to be carried out.
28. It is anticipated that around 65 households could benefit from this scheme but this will be dependent upon the level of funding available.
29. To qualify for the grant, residents must be a homeowner and supported with Council Tax Reduction.
30. The proposed affordable warmth grant will be fully funded from unspent BCF and therefore the value of the budget to be created will be confirmed once the

2021/22 outturn has been finalised and the total value of grants made will not exceed this.

## **Supported Living**

31. Norfolk County Council has developed a supported programme to increase the suitability, pace and quantity of supported living units being delivered across the county.
32. Norfolk has a shortage of independent accommodation for working age adults with disabilities and a higher proportion of people with Learning Disabilities, Autism, Physical Disabilities and Mental ill health in residential care compared to both the East of England and nationally.
33. While a number of long-term options for accommodation for those with complex needs are being progressed, it is clear that for at least one individual, there is the need for bespoke accommodation in the medium term (3-6 months development timescale).
34. The county council has agreed capital funding, in partnership with funding from National Health Service England NHSE to purchase and adapt a single storey bungalow in Norwich. The accommodation needs to be suitable for the accommodation of this person, who has been a Norwich resident with family in Norwich, but who is currently in an out of county hospital due to a lack of appropriate accommodation.
35. Norwich is the individual's location of choice due to the proximity of his family and his connections to Norwich Football Club. Both factors are important for his wellbeing.
36. Suitable properties in Norwich have been identified, however the cost of the adaptations required exceeds the available budget. The use of the city council's expertise and funding in undertaking these adaptations will allow the successful completion of this project.
37. It is proposed that £0.100m is granted to Norfolk County Council to provide this specialist accommodation.

## **Financial and Resources**

38. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan and Budget.
39. The 2020/21 combined Disabled Facilities Grants and Home Improvement Agency budget was underspent which resulted in only £0.944m of the £1.286m Better Care Funding grant being utilised and £0.342m remaining unspent at the end of the financial year.

40. The 2021/22 combined budget to deliver Disabled Facilities Grants and Home Improvement Agency works is also currently forecast to underspend and utilise only £1.040m of the £1.294m Better Care Fund grant, which would result in £0.254m remaining unspent at the end of the financial year.
41. This would result in a total available grant of £0.596m (subject to 2021/22 final outturn).

## Legal

42. The council has power under Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 to provide discretionary financial assistances.
43. The council will ensure that Data Protection Act 2018/UK GDPR will be adhered to when providing the services.

## Statutory Considerations

Consideration	Details of any implications and proposed measures to address:
Equality and Diversity	A full equality impact assessment has been undertaken on the proposals and attached at Appendix B
Health, Social and Economic Impact	It is considered that the scheme proposed has a positive impact, in that the funding will be used to support positive outcomes for residents who may otherwise be at risk of fuel poverty.
Crime and Disorder	Not applicable
Children and Adults Safeguarding	Not applicable
Environmental Impact	As set out above, the proposals in this report have the potential to improve energy efficiency, and have a positive impact, in relation to up to 65 properties.

## Risk Management

Risk	Consequence	Controls Required
The Better Care Fund is not used effectively to support residents living in their own home	Norwich residents do not benefit from the funding available, potentially requiring additional care support to live independently	The proposals set out in this report enable the funding to be spent. Delivery of schemes funded by the grant will be monitored through existing mechanisms used to monitor private sector grants

## Other Options Considered



44. Various options have been considered in discussion with Norfolk County Council and the environment strategy team. The proposals within this report have been developed to complement existing schemes whilst meeting the purpose of the Better Care Fund

### **Reasons for the decision/recommendation**

45. The constitution requires that any key decision is referred to Cabinet to determine; the proposals within this report require the commitment of more than £0.500m and meet the definition of being a key decision.

### **Contact Officer:**

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## Appendix A:

### Background

46. The council has statutory duty to provide Disabled Facilities Grants (DFG) to adapt people's homes to help keep them living independently. These are currently funded through the Better Care Fund (BCF) which is administered by Norfolk County Council.
47. In recent years, successive governments have recognised the preventative benefits of DFGs and increased the budget allocated to councils accordingly. In 2015/16 the allocated budget was £472k; in 2021/22 the budget was £1.29m, an increase of 174%
48. The county council is required to pass the calculated allocation onto the city council who can only spend the money on DFGs, unless jointly agreed otherwise.
49. There has also been a move towards extending the purposes for which the funding can be used beyond just providing DFGs, in recognition that other work, for example, tackling hazards in the home or carrying out minor repairs and improvements, can help to meet the purposes of the better care fund.
50. The council uses its powers under the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 to offer discretionary financial assistances. With the agreement of the county council, we utilise the BCF grant to finance these additional assistances.
51. For example, the council offers emergency repairs grants, hospital discharge grants, means test contribution grants etc.

## Appendix B

<b>What is being assessed</b>	Affordable warmth grant	<b>Status</b>	First assessment of a new proposal
<b>Officer completing</b>	Kevin Ayers	<b>Role</b>	Home Improvement Manager
<b>Team</b>	Home Improvement team	<b>Directorate</b>	Community Services
<b>Senior leadership team sponsor</b>	Louise Rawsthorne	<b>Role</b>	Executive Director for Community Services

### **What are the main aims or purpose of the policy, practice, service or function?** *(include links to project briefs, cabinet reports etc)*

To provide an affordable warmth grant to fund replacement boilers that are 15 years and older with modern energy efficient 'A' rated boilers. The grant will also fund the replacement of any radiators that are insufficient in size, not effective or in need of replacement.

Additionally, the grant will cover the installation of new 'A+' BFRC rated double glazing where there are any windows in the property that are single glazed. Or if the property is a listed building or in a conservation area the installation of secondary glazing, if none is present.

There are no repayment conditions on the grant and no grant maximum, however, the home improvement team will identify and specify the required works and arrange for them to be carried out.

To qualify for the grant, residents must be a homeowner and in receipt of Council Tax Reduction.

### **How does it fit with other services and policies, and how does it support our [corporate objectives](#) and [City Vision](#)?**

This is an addition to the council's financial assistance policy and meets the People living well and Great neighbourhoods, housing and environment corporate priorities, and the City Vision theme of a Fair City.

### **What is the reason for the proposal or change (financial, legal etc)?** *The Equality Act requires us to make this clear.*

Financial: The affordable warmth grant is making use of an underspent budget focused on health outcomes from the home environment.

**Who implements, carries out or delivers the policy, practice, service or function?**

The home improvement team will deliver the policy and the works will be carried out by selected contractors of the council.

**What outcomes do we want to achieve, why and for who?**

To provide affordable warmth grants for qualifying homeowners to make use of an underspent budget and benefit homeowners to improve their homes thermal comfort when otherwise they may not be able to afford to do so.

**Will anyone be disproportionately affected by the programme, and/or will it create any benefits?**

Recipients of the grant will benefit from reduced heating bills. No one will be negatively impacted as a result of this proposal.

**If yes, complete the relevant sections below for any benefits and adverse impacts identified.**

Affected group	Key findings from analysis of data and evidence. Identify any gaps in data here	Level & type of impact: low/medium/high, positive/adverse	Justifiable if adverse	Actions to mitigate impacts, maximise benefits or address identified gaps in data	By when
Age	The recipients of the grant will benefit from new efficient heating systems which will add health benefits to older people and younger children. These groups are particularly at risk of the cold exacerbating underlying health conditions such as respiratory and cardiovascular problems. Children who are living in cold homes are significantly more likely to suffer from chest problems, asthma and bronchitis. Cold homes can	Positive	N/a	N/A	N/A

## Equality Impact Assessment



	slow down recovery following discharge from hospital, when people are already at risk, and can lead to repeat admissions due to unsuitable housing. It has been estimated that housing-related ill health costs the NHS £2.5bn per year				
<b>Disability</b>	<p>For one individual, with very specific care and support needs, there is the need for bespoke accommodation in the medium term (3-6 months development timescale).</p> <p>The county council has agreed capital funding, in partnership with funding from National Health Service England NHSE to purchase and adapt a single storey bungalow in Norwich. The accommodation needs to be suitable for the accommodation of this person, who has been a Norwich resident with family in Norwich but who is currently in an out of county hospital due to a lack of appropriate accommodation.</p>	Positive	N/A	N/A	N/A

## Equality Impact Assessment

<b>Gender reassignment</b>	No impact identified	N/A	N/A	N/A	N/A
<b>Marriage and civil partnership</b>	No impact identified	N/A	N/A	N/A	N/A
<b>Pregnancy and maternity</b>	No impact identified	N/A	N/A	N/A	N/A
<b>Race/ethnicity</b>	No impact identified	N/A	N/A	N/A	N/A
<b>Religion and belief</b>	No impact identified	N/A	N/A	N/A	N/A
<b>Sex/gender</b>	No impact identified	N/A	N/A	N/A	N/A
<b>Sexual orientation</b>	No impact identified	N/A	N/A	N/A	N/A
<b>Other groups low-income households,</b>	The recipients of the grant will benefit from new efficient heating systems which will reduce heating bills for low-income households	Positive	N/A	N/A	N/A

### What evidence and data has been used for this assessment, including community engagement and consultation?

Nationally there were large increases in excess winter deaths between December 2019 - March 2020 (COVID deaths excluded from the numbers). An estimated 28,300 excess winter deaths occurred in England and Wales over this period, which was 19.6% higher than winter 2018 to 2019. This was likely down to respiratory issues.

Additionally, within fuel poor households there are those who have increased vulnerability such as the very old or the very young and those with long-term health conditions. Everyone can be negatively impacted by living in a cold home, but these vulnerable groups are particularly at risk of the cold exacerbating underlying health conditions such as respiratory and cardiovascular problems. Children who are living in cold homes are significantly more likely to suffer from chest problems, asthma and bronchitis. Cold homes can slow down recovery following discharge from hospital, when people are already at risk, and can lead to repeat admissions due to unsuitable housing. It has been estimated that housing-related ill health costs the NHS £2.5bn per year

In Norwich, there are on average 71 excess winter deaths a year.

## Equality Impact Assessment

In consultation with the environmental strategy team, it is believed that replacing old ineffective, but working boilers, would be the most effective solution in the immediate term.

There are funding streams already available to replace boilers that are no longer working, but often people in fuel poverty who have working but expensive to run systems are unable to raise funds to bring down their heating costs.

Alternative heating schemes, such as air source heat pumps, were considered but disregarded due to their current cost, the insufficient infrastructure for the delivery of them and the suitability of houses identifiable for their installation.

The home improvement team has an established framework of contractors who have the capability and capacity to deliver boiler replacements immediately.

Funding towards insulation measures was also considered, however, with the exception of double glazing, there are already effective grant schemes in place that the council could signpost to, if needed.

The councils Council Tax Reduction scheme is identified as being an effective and efficient way of targeting those residents who have already been assessed as having limited finances which would prevent them from modernising and upgrading their homes.

**The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of the impacts identified has influenced your proposal, and how the findings of the Equality Impact Assessment can be measured going forward.**

**How has the equality impact assessment informed or changed the proposal?**

The evidence outlined above relating to the older and younger people suffering as a result of unaffordable or inadequate heating has led us to focus this unspent funding in the way proposed.

**What actions have been identified going forward?**

N/A

**How will the impact of your proposal and actions be measured moving forward?**

The success (or failure) of the grant will inform future policy decisions for any amendments, additions, reviews or rewrites of the council's financial assistance policy

## Equality Impact Assessment



<b>Officer completing assessment</b>	Kevin Ayers	<b>Date</b>	14/02/2022
<b>Senior leadership team sponsor</b>	Louise Rawsthorne	<b>Date</b>	25/03/2022
<b>Equality lead (strategy team)</b>	Emma Smith	<b>Date</b>	28/02/2022





**Committee Name:** Cabinet

**Committee Date:** 06/04/2022

**Report Title:** Social Housing Decarbonisation Fund Contract Award

**Portfolio:** Councillor Harris, Deputy leader and cabinet member for social housing

**Report from:** Head of Strategy, Engagement and Culture

**Wards:** Wensum and Catton Grove

### **Purpose**

To recommend the award of a contract to deliver insulation measures to 45 council owned homes in Norwich, funded from the government's Social Housing Decarbonisation Fund grant scheme and the Thermal Comfort budget in the HRA.

### **Recommendation**

To award a contract up to a maximum value of £1,205,000 to E.On Energy Solutions Ltd., via a direct award from the Fusion 21 framework.

### **Policy Framework**

The Council has five corporate priorities, which are:

- People live independently and well in a diverse and safe city.
- Norwich is a sustainable and healthy city.
- Norwich has the infrastructure and housing it needs to be a successful city.
- The city has an inclusive economy in which residents have equal opportunity to flourish.
- Norwich City Council is in good shape to serve the city.

This report meets the sustainable and healthy city corporate priority

## **Report Details**

### **The Social Housing Decarbonisation Fund**

1. Following a bid in Autumn 2021, the Department for Business, Energy & Industrial Strategy (BEIS) awarded £0.855m of funding to the council in February 2022 through the Social Housing Decarbonisation Fund.
2. Combined with a £0.350m existing budget within the approved 2022/23 HRA capital programme, the total funding of £1.205m will enable 45 homes that are of “Wimpey no-fines” concrete-based construction to benefit from solid wall insulation which will enable their energy efficiency rating to be increased to an EPC C rating. The majority of these are currently D, E, F and G.
3. This grant was accepted into the budget by Cabinet on 9 March 2022.
4. The 45 properties have been identified during previous housing stock analysis as some of the worst performing homes in terms of energy efficiency, in particular when looking at EPC data, which would benefit strongly from insulation work. The work should deliver energy bill savings in the region of £8,000 a year (across all homes) and save over 3,000 kWh in energy per year.
5. The conditions of the funding require all works to be complete by 30 April 2023 with any remaining funding returned to the awarding body.

### **Delivery of the works**

6. An installer needs to be contracted to install the insulation work. This is a wide-ranging project where the installer is required to carry out a wide range of works – confirming tenant eligibility, carrying out pre installation surveys, carrying out works and post work energy performance certificates and surveys. As well as this, pre and post installation surveys may also identify further ancillary work needed, such as guttering. Furthermore, given the weather dependent nature of the works, and the grant requirement that work must be completed by 30 April 2023, delivery needs to commence as soon as possible.
7. A suitable procurement framework has been identified - Fusion 21 Energy Efficiency Framework; using a framework enables us to procure a contractor in line with the deadlines required whilst also assuring value for money, quality and delivery capability.
8. The framework provides assurances around business probity, professional standing, health and safety policy and capability, financial capability, accreditations, carbon reduction plans, supply chain management and past performance.
9. Given the complex nature of the work, as described in paragraph 6, there are not many suppliers with the capability and capacity to deliver the works, hence the pursuit of a framework of quality assured specialist suppliers.
10. E.On Energy Solutions Ltd has been identified as the only supplier on the framework with the capacity to deliver these works, based on an assessment of

size and capacity of the companies to deliver a significant project in a short timeline. The recommendation therefore is to directly award the contract to E.On Energy Solutions Ltd, in accordance with the rules and procedures set out in the framework agreement, and in accordance with the Public Contract Regulations 2015.

11. Under this framework, for every £100,000 spent, a minimum of 10 credits are given for additional social value projects and commitments. These commitments cover training, education, employment, community engagement, material donation. By awarding through the framework, we will secure added social value and contract management support from Fusion 21.
12. Department for Business, Energy and Industrial Strategy (BEIS), who are providing the funds, are also content that E.On Energy Solutions Ltd has the capacity to deliver.

### **Consultation**

13. Regular engagement will be undertaken with residents in the targeted areas before and throughout grant delivery in a variety of ways, compliant with the processes set out in the grant funding and in line with industry best practice. This will include, in the first instance, letters to potentially eligible households, followed by visits in the community. Residents will be able to indicate their interest (or lack of) and will have a clear choice whether or not to be involved with the works. Any data sharing will be guided by a Data Sharing Agreement.
14. Ward Councillors for relevant wards have been informed and will be briefed before any works begin.

### **Implications**

15. There are no further implications other than those stated in this report.

### **Financial and Resources**

16. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan and Budget.
17. On 22 February 2022, Council approved a Thermal Comfort budget of £0.350m within the 2022/23 HRA capital programme
18. On 9 March 2022, Cabinet approved the addition of £0.855m to this budget to increase the overall available budget to £1.205m, which will fund these works
19. The additional budget is fully funded from the BEIS Social Housing Decarbonisation Fund.
20. The contract will be managed using existing resource within the Environmental Strategy Team.

## Legal

1. Requirement of the Public Contract Regulations 2015 are met by using the Fusion21 Framework. The framework terms permit a direct award.

## Statutory Considerations

Consideration	Details of any implications and proposed measures to address:
Equality and Diversity	No statutory considerations affected
Health, Social and Economic Impact	This work will have a positive impact as the scheme is focused on improving energy efficiency in the city, particularly in low income housing and/or households identified to be in fuel poverty.
Crime and Disorder	Neutral
Children and Adults Safeguarding	Neutral
Environmental Impact	This work will improve the fabric of some of the worst performing homes in Norwich, considerably reducing carbon emissions

## Risk Management

Risk	Consequence	Controls Required
Issues with installation impacting residents	Loss of reputation to council  Possible remedial works required	All installers will be Trustmark registered  Regular inspections by council staff will take place
Works not installed by scheme deadline	Loss of reputation to council  Loss of beneficial impacts for residents	Award of contract to allow us to start delivering work

## Other Options Considered

2. Do nothing: The funding has been applied for and approved, if we do not complete the works then it will be lost, which may cause reputational damage, and the low-income homes will not benefit from the savings. This option is not recommended.
3. In house provision: Norwich City Council does not have any existing in-house provision for this work. This option is not recommended.
4. NCS provision: The service cannot currently be provided by the Council's wholly owned company, NCS. This option is not recommended.

**Reasons for the decision/recommendation**

5. This approach is recommended so that works can be completed on schedule, to the required quality and in line with the requirements of the grant and the Council's procurement procedures.

**Background papers:** None

**Appendices:** None

**Contact Officer:** Affordable Warmth Officer

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**Committee Name: Cabinet**

**Committee Date: 06/04/2022**

**Report Title: The award of contract for Contact Manager, Workflow and Document Management System**

**Portfolio:** Councillor Kendrick, cabinet member for resources

**Report from:** Head of customers, IT and digital

**Wards:** All Wards

**OPEN PUBLIC ITEM**

### **Purpose**

To consider awarding a contract for Contact Manager, Workflow, Document Management System and Master Data Management solution

### **Recommendation:**

To enter into a contract with Civica (UK) Limited for a Contact Manager, Workflow, Document Management System and Master Data Management solution.

### **Policy Framework**

This report meets the following corporate objectives and aims.

### **Policy Framework**

The Council has five corporate priorities, which are:

- People live independently and well in a diverse and safe city.
- Norwich is a sustainable and healthy city.
- Norwich has the infrastructure and housing it needs to be a successful city.
- The city has an inclusive economy in which residents have equal opportunity to flourish.
- Norwich City Council is in good shape to serve the city.

Having an effective and linked up CRM supports the priority to ensure Norwich City Council is in good shape to serve the city

### **Report Details**

1. A customer relationship management system (CRM) is a piece of software used across the council to manage interactions with customers and store information about them. The system contains a document management (DMS) and holds copies of correspondence and documents from customers and third parties. It

has integration with other systems such as housing and revenues.

2. This system is important to us because it provides a “single view” of our customers and their contact details across services and provides the platform to communicate with them. This provides Council staff with a wider range of information about customers, ensuring queries can be handled effectively.
  - Reduces duplication of data entry across multiple systems, reducing the potential for inconsistency or error and providing efficiencies;
  - Provides officers of a wider view of a resident’s different contact with the Council, enabling the council to support them more effectively first time, with reduced handover between departments – thus improving the resident experience
  - Enables better decisions to be made in relation to residents by having a more comprehensive picture of their needs
  - Improves the effective sharing of data between the Council and other organisations (where it is lawful to do so), again helping to improve outcomes for residents
  - Supports the Council to target support and services to those residents who need them the most
3. It also provides the workforce with information and guidance to ensure the correct handling of customer enquiries.
4. An exercise has been undertaken to evaluate potential solutions for this functionality for the council, drawing on external specialist support. This comprised a review of our existing systems and potential alternatives.
5. Following the completion of the evaluation it is recommended that we continue to use the existing Civica system, upgrading to an improved version with significant enhancements for customers and the workforce.
6. The current system has been at the ‘W2’ level since 2003 and the existing five-year agreement for support of the system will expire in April 2022. In order to remain on a supported version of the software, we need to migrate to the later version, ‘W3’.
7. The new agreement will allow us to continue to use their software, minimising disruption across multiple teams within the council, and also provide a platform for the implementation of the Master Data Management solution, MultiVue. There is also a growing need to better manage our data in order to:
  - Improve online services available to customers
  - reduce the potential for fraud and error
  - provide evidenced based policy and modelling to make more effective decisions about individual residents, as well as targeting support and services to those who need it the most
  - provide operational efficiency
  - transform business intelligence and data analytics capability



- Enabling more effective sharing of data with partner organisations (where it is lawful and appropriate to do so), improving how we communicate with other organisations to support effective decision making and targeting of services.
8. This system and the additional functionality is a key corporate IT and digital system as it manages our data, service requests and workflow. Implementing the upgrade will create the platform to deliver our customer experience and digital strategy which aims to deliver more streamlined and efficient services across the organisation and increase take up of our online services.
  9. Data and customer information is core; and the master data management system will enable us to harness information to realise our ambition to provide customers with one front door to their information and services, reducing the need for multiple interactions and improving their overall experience.
  10. This new agreement will support all three key themes of the Customer Experience and Digital Strategy – smarter services; digital workforce; data sharing and upgrade the entire system to the latest version of the Civica software, 'W3', which includes:
    - improved access and performance of the system for anybody not using a 'hard-wired' connection to the council's network (i.e. all those working from home); this is essential to support the new Hybrid Working policy.
    - significant improvements to managing workloads through work dashboards.
    - a portal that will enable customers to access their services online, for example complaints, comments, and compliments.
  11. The enhancements the new system will bring to our online services is key to meeting the needs of our customers. Covid has quickened the pace of change, the trend is showing that 45% of customers are accessing our services online, compared to 39% last year with phone and face to face contact reducing. Research indicates that in the east of England, 84% of our customers have "essential digital skills for life" (UK average is 78%). We need to keep up with customer expectations of how they expect services to be provided, increasing those available as well as improving ease of access to them, will ensure the direction of travel to online continues.
  12. As part of the upgrade, there will be a planned implementation of MultiVue (Civica's Master Data Management software) during 2022. This will provide the platform to automatically link customer data between systems, from which a single view of customer data can be made available for council staff and our customers accessing individual information and services online (self-serve). The additional functionality will be able to use and manage this data across other assets and resources within the council.
  13. The system continues to be used throughout the council to support interactions with customers, manage the workflow of processes and provide an electronic document management solution.

14. A new agreement is required to enable the continued use of the software and interfaces with other core systems and processes.
15. The upgrade to W3 will provide a number of significant enhancements for staff, including:
- Advanced functionality (Application Programming Interfaces/APIs) to allow direct and dynamic integration between the Civica system and our other business applications (e.g. NEC Housing). This will result in consistent and accurate data across systems, improving both operational delivery and data analysis opportunities
  - Access via a browser (Edge) instead of client software – simplifying both the user access experience and the software complexity on laptops
  - More sophisticated search functions – use of enterprise/elastic search functionality to increase ‘right-first-time’ success
  - Improved access and performance of the system for anybody not using a ‘hard-wired’ connection to the council’s network (i.e. all those working from home) which is essential to support the new Hybrid Working policy.
16. Our strategy is to utilise cloud-based solutions where appropriate, at the point of contract review.
17. The upgrade will form part of a complete move away from an ‘on-premise’ installation. Instead, Civica will host the software externally, on their own site, resulting in this becoming a complete ‘Software as a Service’ (SaaS) solution.
18. This will also ensure the systems will always be on supported infrastructure, operating systems software, database software and application versions; all part of our continued commitment for compliance with security standards (PSN) and strengthening our ability to resist cyber-attacks.
19. A move to SaaS has the potential to provide other significant benefits for the council:
- Improving our business continuity capability with a fully resilient service provided by Civica’s UK-based data centres, with ‘fail-over’ capability
  - Civica’s service is fully certified to government security standards (ISO 9001, ISO 20000 and ISO 27001)
  - 24 x 7 real-time monitoring and proactive management of the council’s Civica environment.
  - Access to the latest updates, fixes and improvements at the earliest opportunity, with all timings to be agreed with Civica to avoid unplanned changes
  - Reducing the volume and complexity of our in-house server estate, supporting the future aim for all our IT services to be available without reliance on the city hall ‘on-premise’ servers
20. The upgrade to ‘W3’, implementation of MultiVue and migration from on-premise to SaaS will be phased, with activities taking place during 2022 with minimal impact on the availability of the system to staff.

21. An IT technical project manager will be appointed to work alongside our own team, key service areas and Civica to direct the overall plan including resources, risks, mitigation actions, escalations, highlight reporting and associated activity.

22. Estimated timeline for milestones:

- Create cloud environment for W3 and MDM – June 2022
- MDM - built and first dataset of Civica customer contact data – August 2022
- Migration of W2 (on-premise) to W3 (SaaS) – by December 2022
- W3 – additional datasets (housing, revenues & benefits) - 2023

23. It is planned to enter into a new 5-year agreement with Civica.

24. An analysis has been undertaken to explore the most suitable approach to entering into a new contract. It is intended the council will use the Crown Commercial Services framework, RM3821 (Data and Applications Solutions). We are able to use this framework to make a direct award to Civica, having used the same method for other software contracts. This will ensure the council adheres to Procurement Contract Regulations.

## **Consultation**

25. This is key deliverable of the customer experience and digital strategy for which a range of customer insight and data was used, as well as formal consultation on the strategy itself.

## **Implications**

### **Financial and Resources**

26. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan and Budget.

27. The original proposal from Civica in 2021 included an option for an 'on-premise' service, allowing us to host the software on internally maintained servers, supported by internal IT teams. Since then, they have made a strategic decision to only offer their W3 and MDM services as 'SaaS', with no 'on-premise' option.

28. A move to SaaS typically involves a decrease in capital spend, but an increase in revenue costs. The supplier will be spending capital to maintain the hardware, security and connections etc. but financed by payments from our revenue budget. Our capital investment, aside from the initial costs of actually migrating to the Civica cloud service, will reduce as we will no longer have to maintain, service, upgrade, or replace the 'on-premise' hardware currently hosting the system.

29. Estimated capital implementation costs of £296,350 were included within the 2022/23 capital programme approved by the Council in February 2022. The current implementation costs (for SaaS) are estimated at £289,745; within the currently approved budget envelope.

30. The current revenue costs for the Digital360 and W2 products is £160,000. An additional annual revenue cost of £39,960 is attributable to the new W3 and MDM products on a SaaS basis.
31. The 2022/23 cost can be met from within the implementation resources, meaning that there will not be an additional budget pressure on this year's revenue budget.
32. However, these additional revenue costs were not known at the time that the 2022/23 budget was set and as a result there will be an additional on-going pressure of £39,960 per annum from 2023/24 onwards which will increase the Council's overall budget gap.
33. Efficiencies from the implementation of the customer and digital strategy are already included in the current MTFs and amount to £378,000 of which 2022/23 has been delivered with the remaining £272,000 being an indicative stretch target over the period 2022 – 2025 and the additional £39,960 per annum will be on top of those proposed savings.
34. The additional ongoing costs (£39,960 per year) can be addressed by taking advantage of the efficiency opportunities that will be made available and exploiting the benefits of more diverse and improved online services. Stretch target savings could be realised across multiple front and back-office teams, including, but not limited to IT services, customer contact, housing, revenues and benefits.

The financial position is summarised in the tables below:

£000	2022/23	2023/24	2024/25	Totals
<b>Capital Costs</b>				
Estimated implementation costs <sup>1</sup>	290			290
<b>Revenue Costs</b>				
Revenue (One-off)	160	416	99	715
Funding – Invest to save reserve (One-off)	(160)	(416)	(99)	(715)
Additional SaaS subscription (on-going)	40			40
Funding – Invest to save reserve (One-off)	(40)			
Additional savings - stretch target (on-going)		(40)		(40)
Savings reflected in MTFs (£378k on-going by year 3 – year two and three stretch targets)	(106)	(112)	(160)	(378)

Note 1 – Capital costs included in 2022 Capital Programme.

35. The total cost of the proposed five-year agreement is £1,289,545, comprising £289,745 of up-front charges for the upgrade to 'W3' and implementation of MultiVue, with ongoing support charges of £199,960 pa.

## Legal

36. The Council is using a recognised framework, CCS RM3821, for this contract and utilising the option to make a direct award. This is compliant with the Public Contract Regulations 2015.

## Statutory Considerations

Consideration	Details of any implications and proposed measures to address:
Equality and Diversity	Positive- Customer benefit include access to services online, which will result in a wider range of services available on line 24/7 without the need to visit face op face or phone. Improvements to the non-wired connection ensures that the whole workforce will benefit from the opportunity for hybrid working.
Health, Social and Economic Impact	Positive – supports IT solutions across the council and provides. Supporting good methods of communication across the workforce and with customers. Improved access to Civica while working at home will have a positive impact to the workforce.
Crime and Disorder	Improved quality and access to customer information and our partner agencies.
Children and Adults Safeguarding	Improved quality and access to customer information and our partner agencies.
Environmental Impact	Positive- Providing customer information digitally reduces the need for printing and postage and a digital workforce that has the right tools to enable flexible and virtual working helps towards reducing our carbon footprint.

A high-level Equality Impact Assessment has been completed with no negative outcomes

## Risk Management

Risk	Consequence	Controls Required
Not extending this contract	Severe disruption to council services as Civica process and customer data is inextricably linked to IT provision across the council. Remaining on existing infrastructure will compromise the council's compliance with PSN (Security) requirements. Implementing MDM is a key platform for the transformation that is part of the Customer Experience and Digital strategy, introducing Master Data Management as a means of linking data and intelligence on our customers to support efficient and effective service delivery across multiple teams and business areas	Report progress to key officers.

## Other Options Considered

37. The following options have been considered:

- Do nothing – there would be no improvements to performance for staff and we will fail our PSN & PCI compliance, potentially losing access to the DWP data and incurring fines respectively.
- Procure alternative DMS / CRM solutions – an assessment against other products has been made, with the assistance of external consultancy, and has concluded that Civica offers the best value product functionality with minimum disruption.
- Upgrade Civica W3 (without MDM) – there would be no improvement to data management, nor any significant transformation of our services to customers.
- Upgrade Civica W3 and include Multivue (MDM)– this would provide improvements to user functionality and performance for agile working, as well as data management that will drive efficiencies through improved system capabilities and development. The system specification and cost has been assessed against market leaders and the packaged price offers the best product and value for money

**Reasons for the decision/recommendation**

38. The recommendation to award is because the current five-year agreement expires on 11 April 2022 and without this support, core elements of the IT service will not be available for the workforce and our customers.

**Contact Officer:**

**Name: Paul Gooch**

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<b>Programme title</b>	Award contract for Contact manager, workflow and document management system, including master data management systems	<b>Programme start date</b>	31 March 2022
<b>Team</b>	Customers, It and digital	<b>Directorate</b>	Community services
<b>Senior leadership team sponsor</b>	Julia Medler	<b>Role</b>	Head of customers, IT and digital
<b>Officer completing</b>	Paul Gooch	<b>Role</b>	Applications and support manager

### What are the main aims or purpose of the programme?

- Reduces duplication of data entry across multiple systems, reducing the potential for inconsistency or error and providing efficiencies;
- Provides officers of a wider view of a resident's different contact with the Council, enabling the council to support them more effectively first time, with reduced handover between departments – thus improving residents' experience
- Enables better decisions to be made in relation to residents by having a more comprehensive picture of their needs
- Improves the effectiveness sharing of data between the Council and other organisations (where it is lawful to do so), again helping to improve outcomes for residents
- Supports the Council to target support and services to those residents who need them the most

### How does it fit with other services and policies, and how does it support our [corporate objectives](#)?

The Council has five corporate priorities, which are:

- People live independently and well in a diverse and safe city.
- Norwich is a sustainable and healthy city.
- Norwich has the infrastructure and housing it needs to be a successful city.
- The city has an inclusive economy in which residents have equal opportunity to flourish.
- Norwich City Council is in good shape to serve the city.

Having an effective and linked up CRM supports the priority to ensure Norwich City Council is in good shape to serve the city

The development of these systems is also a key deliverable of the customer experience and digital strategy



**What outcomes do we want to achieve, why and for who?**

This new agreement will support all three key themes of the Customer Experience and Digital Strategy – smarter services; digital workforce; data sharing and upgrade the entire system to the latest version of the Civica software, 'W3', which includes -

- improved access and performance of the system for anybody not using a 'hard-wired' connection to the council's network (i.e., all those working from home); this is essential to support the new Hybrid Working policy.
- significant improvements to managing workloads through work dashboards.
- a portal that will enable customers to access their services online, for example complaints, comments, and compliments.

The multivue software will provide the platform to automatically link customer data between systems, from which a single view of customer data can be made available for council staff and our customers accessing individual information and services online (self-serve). The additional functionality will be able to use and manage this data across other assets and resources within the council. A single customer view will benefit those with a protected characteristics eg better able to support customers access to services due to disability, language barriers etc.

**Will anyone be disproportionately affected by the programme (customers, employees, those with protected characteristics or groups in the wider community)?**

No, the aim is to improve services for all customers, employees, those with protected characteristics and the wider community.

**If yes, will these be adverse impacts (specify whether high, medium or low impacts)?**

n/a

<b>If yes, can the impacts be</b>	<b>a) justified?</b> n/a	<b>b) mitigated?</b> n/a
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**What is the reason for the proposal or change (financial, legal etc)? *The Equality Act requires us to make this clear.***

- We are reviewing the contract
- We need to improve what we have to deliver the customer experience and digital strategy.

<b>Officer completing EqIA</b>	Paul Gooch	<b>Date</b>	25/3/22
<b>SLT sponsor</b>	Julia Medler	<b>Date</b>	25/3/22
<b>Equality lead (strategy team)</b>	Emma Smith	<b>Date</b>	28/03/22





**Committee Name: Cabinet**

**Committee Date: 06/04/2022**

**Report Title: Procurement of HR and Finance System**

**Portfolio:** Councillor Kendrick, cabinet member for resources

**Report from:** Executive director of corporate and commercial services

**Wards:** All Wards

**OPEN PUBLIC ITEM**

### **Purpose**

To request that Cabinet delegate approval to the Executive director of corporate and commercial services, the award of a contract for the replacement of the Council's HR and Finance systems with a single Enterprise Resource Platform (ERP) system.

The current contract for the HR (MHR iTrent) and Finance (Advanced E5) systems expire in June 2022 although they are being extended in accordance with the contract provisions for a further 2 years to June 2024 to facilitate the implementation of a new system. During this period a new combined ERP will be procured and implemented. The proposed go live date for a new ERP system will be confirmed during the clarification period with the preferred supplier but the project timelines are currently assuming an 18 - 24 month implementation.

### **Recommendation:**

Cabinet is recommended to:

- 1) enter into a contract for the replacement of the Council's HR and Finance systems
- 2) delegate approval to the Executive director of corporate and commercial services to award the contract to the most economically advantageous tender following submissions through the G-Cloud 12 framework.

### **Policy Framework**

The Council has five corporate aims, which are:

- People live independently and well in a diverse and safe city.
- Norwich is a sustainable and healthy city.
- Norwich has the infrastructure and housing it needs to be a successful city.
- The city has an inclusive economy in which residents have equal opportunity to flourish.
- Norwich City Council is in good shape to serve the city.

Having effective management systems including the Council's HR and Finance systems supports the delivery of all the Council's corporate aims.



## **Report Details**

### **Background**

1. The council currently administers its personnel and financial information through separate but integrated systems. Provision of payroll services are provided externally through Sefton council and several other line of business systems interface with the council's financial system. The council also maintains financial records on behalf of its wholly owned company, Norwich City Services Limited; future options to include other council companies will also be possible.
2. The current arrangements are provided through what is known as an on-premise solution; this means that the council maintains the software on its own servers, it implements software updates and patches itself and considers at what point system enhancements or upgrades are implemented. The council is supported in these activities through having maintenance contracts with the core system supplier.
3. The council procured its current HR and finance system through a contract which is scheduled to expire in June 2022, although it has provision to be extended by up to a further two years. The systems were procured through Advanced Financial Services Limited who provided their E5 financials product which integrates with the MHR iTrent HR system.
4. The intention at the time was that these 'best of breed' systems would enable more effective provision of support services through for example, manager and employee self-service both in the delivery of human resource and financial management and reporting functions.
5. However, the expected benefits have not materialised. For example, budget holders are expected to forecast the financial position of the areas which they are responsible for and are supported to do this through collaborative planning which is a module within the E5 solution. This module does not provide real time information for budget holders. As a result, it has proved difficult to truly reap the benefits from this aspect and additional finance input has been required to support this area of work.
6. Similarly, within the HR service it has not proved possible to integrate payroll reporting into the system given the use of an external payroll provider; and as a result, payroll review checking and reporting is manually intensive and time consuming. Errors are also higher than would normally be expected or acceptable.
7. It is apparent that the current configuration does not support the Council's ambition for enabling services to support the effective delivery of front-line services. Several opportunities are available to the Council to support delivery in better ways, and these have been considered as part of the options for replacement of the existing HR and Finance systems. These are further explored in this report.

### **Timeframes**

8. There are several drivers which are informing the timeframes for delivering this project:

- It is considered desirable, although not essential, for financial systems to be implemented at the beginning of a financial year. The timescale for implementation will be confirmed during the clarification questions prior to an award of the contract. . It should be recognised that this is a major system implementation which will also require significant business change and transformation to achieve full potential. The current project timeline is approximately 18 – 24 months although this will be clarified with the preferred supplier.
  - As highlighted earlier in the report, it will be important to replace the current system before the end of the existing contract arrangements.. The achievement of the corporate benefits of the new system will continue to be reviewed and prioritised alongside all other change projects as they evolve. Precise implementation timescales will be determined set against the resources required to deliver this and other competing system priorities, including the proposed Civica CRM system. It is possible to have a go live date other than at the start of a financial year and so once a project plan is in place alongside the successful supplier this aspect will need careful review and consideration.
  - Ideally external audit information is accessed via the financial system where the detailed transactions were made and are held. Recent audits have been significantly delayed because of audit resourcing issues, therefore transition to the new system will support a more effective closure process. Implementation will focus on the safe transition from one solution to another and costs will be monitored throughout.
  - There are some elements that could be implement before the Finance/ HR system. For example, the recruitment element is an area where earlier benefits could be achieved across the organisation by moving forward sooner rather than later.
  - There is a balance to having an ambitious and challenging implementation deadline, against a longer implementation period. Personnel can change and continuity be lost if projects take too long, additional 'nice to have' requirements can be included and lose the focus of the implementation.
  - The external environment within which Councils operate is fast changing and it is far better to implement quickly a good basic system that can be adapted subsequently to changes, rather than having to enhance and add in requirements which have changed during implementation.
  - If an April 2023 go live was not possible, the detailed transactions for 2023/24 would either continue to be held in E5 which would require an extension to the Advanced contract to enable transactions for audit to be extracted from E5, or all detailed transactions and supporting information would need to be extracted and imported into the new system. There would be a further cost to that process.
9. Using a framework arrangement as described below, is an excellent way to reduce procurement timeframes by relying on the preparatory evaluation and entry requirement work undertaken by the framework provider.

### **Enterprise Resource Planning (ERP)**

10. An enterprise resource planning system (ERP) provides an alternative to separate integrated systems. The main advantage from an ERP is that all its functionality operates from a single database of information. As the name suggests this type of system is used to maintain oversight, reporting and control across all an organisation's resources. Typically, that includes its human resources, financial resources, and physical assets. An ERP provides and links together all the primary enabling service functions including, for example, financial and management accounting, procure to pay, income receipting and cash management, project and capital accounting, recruitment, establishment control (starters, movers, and leavers), performance management as well as absence management.
11. Reporting functionality sits across the system allowing for information to be consolidated and reported across the organisation without separate reporting tools, although exporting into products such as Power BI, Excel or in PDF format is also available.
12. The Council's core finance and HR system is a key corporate IT and digital system as it manages our total resources – people, money, and physical assets. It supports the statutory accounting information provided externally to stakeholders and regulators and supports effective decision making within and across the organisation. It also supports the management of our staff from initial recruitment to their leaving, providing the payment of salaries, management of leave and other absence and supporting their training and development. Implementing this system will create the platform to deliver more streamlined and efficient enabling services across the organisation.

### **Software as a Service (SaaS)**

13. In contrast to an on-premise solution many suppliers now offer software as a service (SaaS) – this essentially means a 'cloud' solution as opposed to a physical server on NCC or other premises. The Council's IT strategy reflects a need to move to smarter services through investment in modern infrastructure, and the decommissioning of legacy systems; this approach will utilise cloud-based solutions where appropriate, especially at the point of contract renewal. It also proposes the integration of services and systems by investing in web services and API (application programming interface)
14. A move to SaaS also provides significant benefits to support the Council's business continuity as the fully resilient service will be constantly monitored and supported by the supplier.
15. The SaaS approach also differs to an on-premise approach in several ways:
  - The underlying software is held and maintained within the cloud; this means that it is no longer necessary for physical servers to be maintained by an organisation.
  - The software is maintained, kept up to date and made available by the supplier; this means that it is no longer necessary for software updates improvements or patches to be undertaken by an organisation's IT staff. Regular system enhancements, patches and updates for regulatory changes are made according to schedules (typically twice yearly) and with no additional implementation costs.

- Security of the software and the underlying data rests with the supplier rather than the organisation itself needing to maintain external access security controls; this does of course, require assurance that the level of system security is appropriate.
16. The main advantages of SaaS over on-premise are those associated with maintaining an up-to-date system in a cloud hosted environment. Elsewhere on the Cabinet agenda the report in respect of the CIVICA upgrade highlights that their on-premise offer has recently been withdrawn and the only option for that service going forward is via cloud-based SaaS options.
  17. Over time the move to SaaS products will deliver savings to the Council both in terms of reducing the need to purchase and maintain hardware such as servers and other infrastructure components but also in terms of the human resources needed to maintain up to date applications including security and other patches, version updates, access, and security controls.
  18. The financial model underpinning the purchase and ongoing maintenance of system costs changes from an initial upfront purchase and implementation cost including hardware costs (typically capital in nature) to a subscription-based model (typically revenue in nature) with capital implementation costs. It also avoids the direct costs of purchasing and replacing servers on a cyclical basis, although clearly the costs of cloud storage are built into the subscription model.

## **Benefit Realisation**

19. The main benefits to be achieved from the implementation of a new HR and Finance system come from the business changes aligned to applying a standard approach to common financial and HR processes and these being embedded within the new system. This business led transformation is supported by tools and functionality within the system such as workflows, integrated reporting and manager and employee self-service.
20. In addition to the overall reductions in the hardware, software and people costs associated with maintaining an on-premise solution referred to above, there are several further areas in which cross council benefits can be achieved which will over time support and feed into the savings required to meet the additional on-going revenue costs from the current system approach. The move to a new system has the opportunity to unlock efficiency savings across support services and wider council teams in the following areas:
  - Efficiencies – supporting the shift from transactional services through self-service to a business partnering approach enabling more time to be spent on strategic planning functions.
  - Efficiencies – in managing workloads and understanding performance using dashboards and reporting.
  - Efficiencies – through the streamlining of business processes, based on best practice and supported through effective workflows linked to the organisation's hierarchies and establishment.
  - Efficiencies in the identification and reduction of off contract or maverick spend.



- Effectiveness – in workforce planning and improving organisational change management processes.
- Effectiveness - through the automation of business processes.
- Effectiveness – through better debt management oversight and collection processes.

## **Procurement**

21. Having considered other procurement options such as a formal invitation to tender to several suppliers against a detailed specification, we have concluded that the Government's G-Cloud framework is the most appropriate method to access services quickly and effectively in a way which meet the Council's needs. Terms and Conditions are provided by the framework and cannot be amended which also shortens the time to award contracts and move to implementation phase. The framework also allows for a direct award.
22. The G-Cloud framework allows public sector customers to buy commoditised cloud-based solutions through a framework that is compliant and regularly refreshed allowing Crown Commercial Services (CCS) to provide customers with access to up-to-date innovative solutions.
23. Within the Digital Marketplace (DMp), customers can find supplier service information, including detailed service definitions, pricing documents and suppliers' terms & conditions which enable organisations to evaluate their capabilities.
24. Services span across 3 lots. These lots are defined as follows:
  - Lot 1 – Cloud hosting: Cloud hosting suppliers provide cloud platform or infrastructure services that can help customers deploy, manage, and run software onto the cloud. They provide processing, storage, or other computing resources where the customer can deploy and run software, which can include operating systems and applications.  
The customer does not manage or control the underlying cloud infrastructure including network server, operating systems, or storage. They have control over the deployed applications and possibly configuration settings for the application-hosting environment.
  - Lot 2 - Cloud software: The capability provided to the customer is to use the provider's applications running on a cloud infrastructure. The applications are accessible from various client devices through either a thin client interface, such as a web browser (for example, web-based email) or a program interface.  
The customer does not manage or control the underlying cloud infrastructure including network, servers, operating systems, storage or even application capabilities, except for limited user-specific application configuration settings.
  - Lot 3 – Cloud support: Cloud support provides services to help customers set up and maintain their cloud services.
25. We have concluded that the Lot 2 Cloud software option provides the most appropriate way forward. Using the approach set out in the G-Cloud customer guidance we narrowed the search using 'key words'. This highlighted 2 separate

systems, one of which was linked to several value-added implementation partners, the other which provides for implementation by the software provider themselves.

26. Soft market testing has been undertaken on both the identified systems. So far this has been through a demonstration of the features of the HR and Finance elements of the system including procurement, financial planning, recruitment, and self-service functionality. Additional sessions have been held on the system administration functions and the more technical system requirements including security access and integration with other Council systems.

### **Conclusions and Next Steps**

27. Having identified two suppliers and reviewed the functionality of their systems it is currently considered that both can deliver the requirements of the Council. Both have critical mass presence in the local authority market and informal site reference requests have confirmed their ability to deliver.
28. The G-Cloud process precludes the use of mini competitions, Invitations to Tender (ITT), Request for Quotations (RFQ) or similar. Clarification questions on functionality and price are allowed and it is proposed to issue a series of clarification questions which will be based on the feedback from the demonstrations and overall system requirements. These will be scored to ascertain a quality index score.
29. A pricing clarification based on the Council's demographic information will be sought to ensure that it is in accordance with the G-Cloud pricing offered and the basis understood, before making a recommendation to award to the contractor offering the most economically advantageous tender based on a 60:40 quality to price weighting. The quality weighting includes 5% attributable to any Social Value benefits offered

### **Consultation**

30. Several stakeholders within the Council have been involved in the soft market testing exercises with the two suppliers selected through the government's G-Cloud framework. these include representatives from finance and HR services, procurement services, IT applications support and IT infrastructure teams.
31. The views of these stakeholders are being considered as part of the final evaluation and supplier selection process.

### **Implications**

#### **Financial and Resources**

32. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan and Budget.
33. As set out in para 14 above a move to SaaS typically involves an increase in revenue costs. The supplier will be spending capital to maintain the hardware, security, and connections etc. but this approach will be financed by payments from the revenue budget. The Council's capital investment, aside from the initial costs of migrating to the cloud service, will reduce as we will no longer have to maintain, service, upgrade, or replace the 'on-premise' hardware currently hosting the system.

34. The Council currently has a total base revenue budget amounting to £52,000 (£36,000 NCC and £16,000 NCSL) to pay for the maintenance and support of the existing HR and Finance system. Because the move to a SaaS model tends to increase the revenue costs; subject to the final contract award price it is anticipated that there will be an increased on-going budget gap estimated at £100,000 which will require the identification of additional stretch savings targets across the Council through the review of enabling services. An appropriate cost sharing agreement will also be agreed with NCSL.
35. Estimated capital implementation costs of £697,000 were approved within the 2022/23 capital programme approved by the Council in February 2022 over the years 2022/23 and 2023/24.
36. Resources will also be required from the Business Change reserve to support the implementation of the system in a way that achieves the delivery of the enabling services project including the required stretch savings targets. These costs are estimated at £100,000.
37. There will also be a need for a period of system dual costs whilst the existing system continues to be in contract. These are estimated at £120,000 and will be met from the Business Change Reserve or contingency.
38. The financial position is summarised in the table below.

£000	2022/23	2023/24	2024/25	Totals
<b>Capital Costs</b>				
Estimated implementation costs <sup>1</sup>	576	121		697
<b>Revenue Costs</b>				
Revenue (One-off) <sup>2</sup>	120			120
Funding – Business change reserve (One-off)	(120)			(120)
Additional SaaS subscription (on-going) <sup>3</sup>	100			100
Additional savings - stretch target	(100)			(100)
Savings reflected in MTFS (£75k on-going by year 3)	(15)	(25)	(35)	(75)

Note 1 – Capital costs included in 2022 Capital Programme.

Note 2 – One-off revenue costs funded from business change reserve.

Note 3 – Estimated additional costs prior to final price clarification.

39. The total estimated cost of the proposed four-year agreement is set out in the exempt appendix and is subject to final G-Cloud pricing being received.

## Legal

40. The Council is using a recognised G-Cloud 12 framework, RM1557, for this contract. This is compliant with the Public Contract Regulations 2015 and allows for the Direct Award of a contract.

## Statutory Considerations

Consideration	Details of any implications and proposed measures to address:
Equality and Diversity	Not considered relevant at this stage although this will be monitored through the implementation phase
Health, Social and Economic Impact	Although not a statutory requirement under the G-Cloud 12 framework the clarification questions will seek to ascertain whether any Social Value benefits can be offered as part of the contract. 5% of the overall evaluation will be attributed to this element
Crime and Disorder	None considered relevant
Children and Adults Safeguarding	None considered relevant
Environmental Impact	None considered relevant

## Risk Management

Risk	Consequence	Controls Required
Required system functionality is not achieved	Impact on efficiency and effectiveness of functions.	Change controls for any departure from standard Local Government solution enforced through Programme Board.
Required system is not delivered to time or budget	Cost overrun implications	Senior Responsible Officer and Project Sponsor at Executive Director level. Programme Board and rigorous Project Management approach adopted
Knowledge transfer not embedded in organisation	Reliance on external training and support post go-live	Substantive staff seconded onto project team with BAU roles backfilled.

## Other Options Considered

41. The continuation of the existing arrangement alongside consultancy work to

improve the user experience and remedy the existing system issues has been discounted. An integrated ERP solution is preferable to the existing arrangements.

42. Other procurement approaches have been considered but discounted as it is not clear that they offer any benefits over the framework approach which can deliver access to appropriate solutions more quickly and with the legal terms conditions and pricing models already agreed.

**Reasons for the decision/recommendation**

43. Contracts costing more than £500,000 are the responsibility of the Cabinet to approve.
44. To mobilise the project team and allow implementation to commence to achieve a potential April 2023 go live target date, award of the contract needs to take place in April 2022. The April Cabinet meeting is scheduled for the 6th of April and at that time it may not be possible to confirm the name of the preferred supplier.
45. It is unlikely that all the clarification questions and evaluation will have been completed before the meeting, however if the clarification questions and evaluation are completed prior to the Cabinet meeting, officers will update the Portfolio holder in advance and Cabinet orally on the day to seek an amended recommendation awarding the contract in the name of the preferred supplier.
46. However, if the clarification questions and evaluation have not been satisfactorily concluded prior to the Cabinet meeting, an oral update will be presented to the Cabinet meeting and the original recommendation requesting the Executive director of corporate and commercial services to take the final decision will stand.

**Background papers:** None

**Appendices:** Exempt Appendix - Financial Implications

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