

Cabinet

Date: Wednesday, 11 March 2015

Time: 17:30

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

Committee members:

Councillors:

Arthur (chair)
Waters (vice chair)
Bremner
Driver
Harris
Stonard

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Information for members of the public

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

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

AGENDA

1 **Apologies**

To receive apologies for absence

2 **Public questions/petitions**

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

3 **Declaration of interest**

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

4 **Minutes**

9 - 16

To approve the accuracy of the minutes of the meeting held on 4 February 2015.

Strategy

5 **Pay Policy Statement 2015-16**

17 - 38

Purpose - To consider and recommend to full council the pay policy statement for 2015/16.

6 **Reducing inequalities action plan**

39 - 56

Purpose - To consider a series of actions to target council activity at reducing key economic, social and financial inequalities.

7 **Formal co-operation on strategic planning issues through a shared non-statutory strategic framework**

57 - 82

Purpose - To agree how Norwich City Council will meet the requirement to cooperate on strategic matters in local plan making.

8 **Affordable housing supplementary planning document – Adoption**

83 - 138

Purpose - To consider how the council will meet the requirement to cooperate on strategic matters in local plan making

- 9 Business rates transitional relief for small and medium properties policy (Key decision) 139 - 152**

Purpose - To consider the implementation of the business rates transitional relief for small and medium properties policy

Neighbourhoods

- 10 The Anti-Social Behaviour, Crime and Policing Act 2014 153 - 162**

Purpose - To approve how the council will use the new powers contained within the Anti-Social Behaviour, Crime and Policing Act 2014 and that actions are delegated to the appropriate managers as specified in the council's scheme of delegation.

- 11 Safeguarding and safer communities 163 - 178**

Purpose - To consider the activities the council is undertaking to meet its safeguarding duties and responsibilities for a number of actions.

Resources and performance

- 12 Quarter 3 2014-15 Performance report 179 - 192**

Purpose - To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 3 of 2014 - 15.

- 13 Revenue budget monitoring 2014/15 – Period 10 193 - 212**

Purpose - To provide an update on the financial position as at 31 January 2015, the forecast outturn for the year 2014/15, and the consequent forecast of the General Fund and Housing Revenue Account balances

- 14 St Andrews multi storey car park remedial works contract award (Key decision) 213 - 220**

Purpose - To seek approval to award the contract to carry out remedial

works required at St Andrews multi-storey car park.

- | | | |
|-----------|---|-----------|
| 15 | Contract award – Housing improvement works and services (Key decision) | 221 - 228 |
| | <p>Purpose - To inform members of the procurement process which will result in the selection suppliers to deliver the works and services and to seek approval to delegate authority to award the contracts to the executive head of strategy, people and neighbourhoods and the portfolio holder for housing.</p> | |
| 16 | Award of contracts for the contract framework of suppliers to provide minor building works in connection with the Home Improvement Agency initiative (Key decision) | 229 - 236 |
| | <p>Purpose - To seek approval to award a contract framework of suppliers and to provide minor building works in connection with the Home Improvement Agency Initiative.</p> | |
| 17 | Constitution review | 237 - 248 |
| | <p>Purpose - To consider changes to the council's constitution to revise Appendix 9, Statutory and proper officers to reflect changes within the organisation and current legislation; and Appendix 4, Terms of reference of committees, to clarify the terms of reference for the planning applications committee in relation to the confirmation and revocation of tree preservation orders.</p> | |
| | <p>Environment</p> | |
| 18 | An overview of external relationships, contracts and grants 2015-16 (Key decision) | 249 - 268 |
| | <p>Purpose - To consider commissioned services for the period 2015-16. These are both planned and current relationships with external organisations including partnerships, grants, contracts and shared services.</p> | |
| 19 | Home Energy Conservation Act report 2015 | 269 - 314 |
| | <p>Purpose - To consider the HECA report setting out the energy conservation measures that the authority considers practicable, cost-effective and likely to result in significant improvement in the energy efficiency of residential accommodation in its area in line with government requirements.</p> | |
| 20 | Collective Solar Auction scheme (Key decision) | 315 - 322 |

Purpose - To consider the establishment of a collective solar auction scheme.

Economic development

21 Superfast Britain Connection Vouchers

323 - 334

Purpose - To inform cabinet that Norwich has been offered the opportunity to join the Government's Superfast Britain Connection Voucher Scheme, offering businesses a grant of up to £3,000 to cover the installation cost of superfast broadband; and to cabinet is asked to note the details of the Connection Vouchers Scheme and to approve Norwich's participation in the scheme prior to formal government approval on or before 21 March 2015

Key decisions

A 'key decision' means a decision which is likely to either –

(a) result in the council incurring expenditure which is, or making savings which are, significant in relation to the council's total budget for the service or function to which the decision relates (for these purposes the presumption is that "significant" means any sum exceeding whichever is greater of the thresholds established by the European public contracts directive 2004/18/EC for local government in respect of contracts for supplies or services), or;

(b) be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the Norwich city area.

22 Exclusion of the public

Purpose - 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.

***23 Write off non-recoverable National Non-Domestic Rate debt (paragraph 3)**

- 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.

***24 Managing Assets (General Fund) (paragraph 3)**

- 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.

***25 Managing Assets (HRA) (paragraph 3)**

- 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: **Thursday, 12 March 2015**

CABINET**17:30 to 19:10****4 February 2015**

Present: Councillors Arthur (chair), Waters (vice chair), Bremner, Driver, Harris and Stonard.

Also present: Councillors Boswell and Wright

1. PUBLIC QUESTIONS / PETITIONS

There were no public questions or petitions.

2. DECLARATIONS OF INTEREST

Councillors Waters, Driver and Harris declared a pecuniary interest in item 6, (below) Housing rents and budgets, as council tenants.

3. MINUTES

RESOLVED to agree the accuracy of the minutes of the meeting held on 14 January 2015.

4. DRAFT CORPORATE PLAN 2015-2020

Councillor Arthur, chair and leader of the council, presented the report, and said that she accepted the recommendations of the scrutiny committee made at its meeting on 29 January 2015.

The executive head of strategy, people and neighbourhoods referred to the scrutiny committee's recommendations for the corporate plan, as set out in the summary of recommendations circulated at the meeting and explained how recommendations (2) and (4) to (6) would be incorporated into the plan. He explained that recommendation (3) To amend the performance measure for 'number of empty homes brought back into use' to a percentage of the total brought back into use, could not be implemented as this was a measure of a targeted approach by the private sector housing team to bring long term empty homes into use and a percentage figure would not reflect that.

The chair congratulated the chief executive and the executive head of strategy, people and neighbourhoods and teams for their contribution to the production of an ambitious and well considered plan. She specifically thanked the policy, performance and partnerships manager and team for their hard work on the performance indicators and targets.

Councillor Wright, as chair of scrutiny committee, said that the inclusion of action plans on the scrutiny committee's work programme was a decision for the committee. Councillor Boswell considered that the workshops to develop the plan had worked well and that early cross-party involvement was important.

In reply to a question, the chair referred to council's resolution on council housing stock at its meeting on 27 January 2015 and confirmed that a statement would be included in the foreword and introduction to the corporate plan presented to council for adoption.

The chair thanked the scrutiny committee for its pre-scrutiny of the corporate plan and everyone who had attended the workshops.

RESOLVED to recommend the draft corporate plan 2015-2020 to council for approval, subject to incorporating the following recommendations from the scrutiny committee:

- (1) To ask officers to investigate an appropriate performance measure regarding listed buildings;
- (2) To ask officers to investigate an appropriate performance measure regarding listed buildings;
- (3) To include the delivery of regeneration action plans as a performance measure under prosperous and vibrant city;
- (4) To amend the performance measure for 'those who feel that the work of the home improvement agency has enabled them to maintain independent living' to a percentage of those who have been assisted.
- (5) Where the corporate plan refers to the high level of inward travel to Norwich, to acknowledge the positive effects on the city this has.

5. GENERAL FUND REVENUE BUDGET AND NON-HOUSING CAPITAL PROGRAMME 2015-2016

Councillor Waters, deputy leader and cabinet member for resources, presented the report. An additional table showing the non-housing detailed capital plan 2015-2016, over a five year period, was circulated at the meeting and would be incorporated into the report to council. He thanked the chief finance officer and the chief accountant (LGSS) and their teams for providing clear sets of papers which had helped the cabinet make informed decisions.

In reply to a question from Councillor Boswell, the chief executive said that the council would investigate whether there was external funding for its share of the secretariat costs for the Greater Norwich Growth Board.

RESOLVED to:

- (1) recommend to council:
 - (a) that the council's budgetary requirement for the 2015/16 financial year be set to £17,056m (paragraph 6.1 of the report);
 - (b) that the proposed general fund budgets for 2015/16 be approved, taking into account the savings, income and other budget movements set out in the report. (paragraph 6.3);
 - (c) that the council's council tax requirement for 2015/16 be set at £8.315m and that council tax be set at £239.34 for Band D, which is an increase of 1.95% (paragraph 7.1), the impact of the increase for all bands is shown in table 7.2;
 - (d) that the precept on the council tax collection fund for 2015/16 be set at £8.081m calculated in accordance with Sections 32-36 of the Local Government Finance Act 1992 as amended by the Localism Act 2011 (paragraph 7.1);
 - (e) that a new general fund earmarked reserve be set up into which all Section 31 Business Rates Relief grant monies are transferred until applied to offset related business rates deficits as they arise (paragraph 8.2);
 - (f) that the prudent level of reserves for the council be set at £4.474m in accordance with the recommendation of the chief finance officer (paragraph 8.5);
 - (g) that the proposed non-housing capital plan 2015-16 to 2019-20 (paragraph 9.8 of the report) and the non-housing capital programme 2015/16 (paragraph 10.3) be approved;
- (2) delegate to the executive head of regeneration and development and the chief finance officer, in consultation with the deputy leader and cabinet member for resources, the authority to agree the asset maintenance programme and the final scheme details, including any adjustment to the financial allocations of the Section 106 works, provided that this investment is contained within the total budgetary provision shown in table 10.3.

6. HOUSING RENTS AND BUDGETS

(Councillors Waters, Driver and Harris, having declared an interest, left the meeting at this point and did not take part in the determination of this item.)

Councillor Bremner, cabinet member for housing, presented the report.

Discussion ensued on the scrutiny committee's recommendation (29 January 2015), that the council undertook wider consultation on the housing revenue account (HRA) budget and the potential for joint scrutiny by the committee with the tenant involvement panels. Councillor Wright said that there would only be joint scrutiny of the HRA if the tenant involvement panels agreed to it. The executive head of strategy, people and neighbourhoods said that the cabinet member for housing had agreed that there would be wider consultation on the HRA next year.

RESOLVED to:

- (1) recommend council to approve for :
 - (a) the proposed council housing rent increase of 2.2% (paragraph 6.7 of the report);
 - (b) the proposed housing revenue account budgets (paragraph 3.1);
 - (c) the prudent minimum level of housing reserves (paragraph 7.11);
 - (d) the housing capital plan 2015/16-2019/20 (paragraph 8.6), and the housing capital programme 2015/16 (paragraph 9.1);
- (2) note that service charges will be determined under delegated powers in compliance with the constitution (paragraph 6.14).

(Councillors Waters, Driver and Harris were readmitted to the meeting at this point.)

7. TREASURY MANGEMENT STRATEGY 2015-2016

Councillor Waters, deputy leader and cabinet member for resources, presented the report.

The chief finance officer provided clarification on the increase in debt due to presumed borrowing for building properties within the HRA and general fund.

RESOLVED to recommend council to approve:

- (1) the capital prudential indicators and limits for 2015-16 through to 2017-18 (paragraphs 10 - 15 of the report);
- (2) the borrowing strategy 2015/16 through to 2017/18 (paragraphs 24 – 28)
- (3) the treasury prudential indicators (paragraphs 29 - 32), including the authorised limit (paragraph 30);
- (4) the minimum revenue provision (MRP) policy statement (paragraph 16)
- (5) the investment strategy 2015/16 (paragraphs 33 – 57) and the detailed criteria (Appendix 3)

8. DRAFT ENVIRONMENTAL STRATEGY 2015-2019

Councillor Stonard, cabinet member for environment, development and transport, presented the report and referred to the response he had made to a members' question at council on 27 January 2015. He confirmed acceptance of the recommendations of the sustainable development panel (28 January 2015) and the scrutiny committee (29 January 2015).

The executive head of strategy, people and neighbourhoods said the strategy was challenging, ambitious and deliverable. He referred to the scrutiny committee recommendations and said that the measures for air quality were currently met but the targets were subject to change nationally and would need to be reviewed. Members were also advised that biodiversity in the built environment was currently measured as part of the building for life strategy. He also pointed out that the scrutiny committee had also requested that consideration be given to the inclusion of a suite of measures within the environmental strategy relating to cycling within the city and could be incorporated.

The cabinet member for environment, development and transport said that cabinet had agreed to make the environmental strategy more challenging and had raised the target for priority 1 from 2% to 2.4%. This would be amended in the strategy presented to council.

RESOLVED to approve the draft environmental strategy 2015-2019 and note that the recommendations from the scrutiny committee and the sustainable development have been accepted.

9. REVENUE BUDGET MONITORING 2014-2015 – PERIOD 09

Councillor Waters, deputy leader and cabinet member for resources, presented the report.

RESOLVED to note the financial position as at 30 December 2014 and the forecast outturn for 2014-15.

10. CAPITAL BUDGET MONITORING 2014-2015 – QUARTER 3

Councillor Waters, deputy leader and cabinet member for resources, presented the report.

RESOLVED to note the position of the housing and non-housing capital programmes as at 31 December 2014.

11. COMMUNITY INFRASTRUCTURE LEVY (CIL) – COMMUNITY ELEMENT OF CIL 2015-2016

Councillor Arthur, leader of the council, presented the report. She said that she considered that all reports on CIL and related matters should be referred to full council and that consultation should be more robust and widened to involve ward councillors and the local community as proportionate to the project.

The city growth and development manager explained that a prudent approach had been made for the first year, based on an understanding of funding coming forward in 2015-2016, and other projects had been identified should further funding become available.

Councillor Harris, cabinet member for customer services, said that consultation was important, but as she had said at full council, it was a matter of proportion.

RESOLVED:

- (1) to recommend to council that it approves the projects to be funded from the neighbourhood element of the CIL 2015-2016 (as part of the capital plan);
- (2) that subject to the rules on CIL expenditure, to review the arrangements for expenditure of the community element of CIL within the neighbourhoods and widen consultation to involve ward councillors and the local community as proportionate to the project.

12. RESPONSE TO THE EAST ANGLIA RAIL FRANCHISE CONSULTATION

Councillor Stonard, cabinet member for environment, development and transport, introduced the report.

During discussion members commented on the response. Councillor Boswell commented that it would be appropriate to refer consultations on rail services to the sustainable development panel in future where there could be more detailed discussion. Councillor Wright commented on the response and said that an early morning service from Norwich to Stansted would be useful.

RESOLVED to agree the council's response to the East Anglia rail franchise consultation as set out in the report and amended to incorporate the request for an early morning service from Norwich to Stansted.

13. EXCLUSION OF THE PUBLIC

RESOLVED to exclude the public from the meeting during consideration items *14 to *15 (below) on the grounds contained in the relevant paragraphs of Schedule 12A of the Local Government Act 1972 (as amended).

14. GENERAL FUND REVENUE BUDGET AND NON-HOUSING CAPITAL PROGRAMME 2015-2016, APPENDIX 5 (PARAGRAPH 3)

RESOLVED to note appendix 5, transformation programme savings and new income streams for 2015-2016 (exempt items.)

15. REVIEW OF THE NORWICH COMMUNITY ALARM SERVICE (PARAGRAPH 3)

Councillor Bremner presented the report.

The executive head of strategy, people and neighbourhoods and the tenancy support manager answered members' questions.

RESOLVED to:

- (1) agree the proposed approach for consultation;
- (2) delegate authority to the executive head of strategy, people and neighbourhoods to agree the final structure for the service, post consultation, in liaison with the cabinet member for housing;
- (3) agree that further work is carried out on future options.

CHAIR

Report to Cabinet
11 March 2014
Report of Head of HR and learning
Subject Pay Policy Statement 2015/16

Item
5

Purpose

To consider and recommend to full council the pay policy statement for 2015/16.

Recommendation

To:

- (1) note the report (points 7 -15) of the senior pay remuneration panel and agree the recommendations incorporated into the pay policy statement for 2015/16 as applicable.
- (2) consider and recommend to full council to approve the pay policy statement for 2015/16

Corporate and service priorities

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

Financial implications

The pay policy statement sets out current remuneration arrangements and there are no additional or increased financial consequences of this report. There is a cost of circa £1000.00 for job evaluation services to be funded from existing budgets

Ward/s: All

Cabinet member: Councillor Waters- Deputy Leader and resources

Contact officers

Dawn Bradshaw, head of HR and learning

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Background documents

None

Report

Pay policy statement 2015/16

1. This report sets out a draft pay policy statement as required under Section 38 (1) of the Localism Act 2011. The Localism Act requires English and Welsh authorities to have considered approved and published a pay policy statement for each financial year. The pay policy statement must be approved by a resolution of the full council by 31 March each year.
2. The pay policy statement has been prepared having regard to the Department of Communities and Local Government (DCLG) publication Openness and accountability in local pay: Guidance under section 40 of the Localism Act 2011 and supplementary guidance.
3. The pay policy statement must express clearly the council's policies relating to the pay of its workforce, particularly its senior management and lowest paid employees. The pay policy statement must include:
 - The remuneration of its chief officers including the level and elements of remuneration.
 - The remuneration of its lowest paid employees
 - The definition of the lowest paid employees adopted by the council for the purposes of the pay policy statement and the council's reasons for adopting that definition.
 - Remuneration of chief officers on recruitment
 - Use of performance related pay and bonuses for chief officers
 - The approach to the payment of chief officers on their ceasing to hold office under or to be employed by the council
 - The publication of and access to information relating to remuneration of chief officers.
4. The council's pay policy statement is not specific to chief officers but applies to the whole workforce.
5. The pay policy statement for 2015/16 (Appendix A) has been updated to reflect changes during the course of the year, notably:
 - (a) Section 1.3 and 1.5 salaries have been updated to reflect the National Joint Council (NJC) pay award effective from 1 January 2015.
 - (b) Section 2.6 removal of reference to Deputy Chief Executive and increase of senior head of service posts from 3 to 4 and salaries have been updated for senior head of service to reflect the Joint Negotiating Committee (JNC) pay award effective from 1 January 2015.
 - (c) Section 2.7 addition of reference to terms and conditions of employment for Chief Executive and Chief Officers.

- (d) Section 5.2 pay multiples have been updated based on data from 1 January – 31 December 2014.
 - (e) Section 6.1 updated to include living wage accreditation
 - (f) Section 6.12 reference to employee pension contributions added.
 - (g) Section 6.15 clarification on re-engagement of former employees and appointment of interims added.
 - (h) Section 6.16 clarification of the council's recruitment practice and position on tax avoidance.
6. In November 2014 the national employers made a formal offer of a pay award for local authority Chief Executives for 2014-16. The proposed pay offer is 2% of guaranteed FTE basic salary of £99,999 or less as at 31 December 2014 with effect from 1 January 2015. The offer covers the period to 31 March 2016.
 7. This proposed pay award would not apply to the post of Chief Executive at Norwich City Council as the current salary range for this post exceeds £99,999 per annum

Report on activity of senior pay remuneration panel and recommendations

8. The senior pay remuneration panel was established from April 2013 to afford good governance in the council's approach to senior pay and to provide a verifiable and accountable process for recommending levels of senior pay and reward that ensure decisions are made in an open and accountable way.
9. Members of the panel are:
 - Councillor Alan Waters, cabinet member for resources (Chair)
 - Councillor Keith Driver – cabinet member
 - Councillor Judith Lubbock – Liberal Democrat group member
 - Councillor Marion Maxwell – Labour group member
 - Councillor Paul Neale – Green group member
 - Independent representative - not appointed
10. The panel met once during the year and reviewed information on and considered the following:
 - Current senior pay composition in the council
 - Benchmarking and market data
 - Terms of reference for the senior pay remuneration
 - The Panel also received updates on the JNC for Chief Executive pay offer and JNC for Chief Officers pay award and the proposals for public sector exit payments. The proposals for public sector exit payments are subject to secondary legislation but are likely to be implemented in April 2016.
11. The panel agreed that based on benchmarking data of comparable posts within local government they were satisfied that the remuneration package for senior posts at Norwich is fair and reasonable; that it reflects the local market and provides good value for money.

12. The panel noted the organisational changes in August 2014 which had resulted in changes in duties and responsibilities of senior posts and wished to ensure that the councils levels of pay and reward are sufficient to retain existing and recruit future talent should the need arise.
13. The panel requested regular monitoring and quarterly updates on trends in senior pay and rewards in local government.
14. The panel recommended meeting a minimum of twice each year.
15. A job evaluation of senior posts was due to be carried out in 2014/15. This work has not been concluded but will be completed in 2015. The job evaluation will be carried out by East of England LGA. The panel will review the results of the job evaluation and make recommendations for Cabinets consideration.
16. The panel have reviewed the value of having a senior pay remuneration panel against the terms of reference and are recommending that the panel continues. The panel have also reviewed the terms of reference and have requested that these are updated to reflect organisational changes. The amended terms of reference are attached (Appendix B).

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with completing the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	11 March 2015
Head of service:	Head of HR and learning
Report subject:	Pay Policy Statement 2015/16
Date assessed:	2 March 2014
Description:	

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

	Impact			
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Job evaluation of senior posts will identify any issues in relation to equal pay Full equality impact assessment carried out prior to implementation of pay and grading structure
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment
Positive
None
Negative
None
Neutral
None
Issues
None

**Norwich City Council
Pay Policy Statement 2015 - 16**

Introduction

This pay policy statement is provided in accordance with Section 38 of the Localism Act 2011 and is effective from 1 April 2015. The pay policy statement will be updated and approved at full council each financial year.

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

Scope

This document sets out the council's pay and reward arrangements for all posts within the council including senior pay arrangements. Remuneration for the purposes of this statement includes three elements:

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

Current Pay Policy**1. Employee remuneration up to and including heads of service**

- 1.1 Employees up to and including head of service grades are subject to the National Joint Council (NJC) for local government services national agreement on pay and conditions of service. These are supplemented by locally agreed collective agreements reached with trade unions recognised by the council.
- 1.2 The current pay structure was introduced on 1 October 2011 following a review of pay and grading under the national single status agreement and to meet the requirements of equal pay legislation. Executive approved the pay structure on 22 July 2009.
- 1.3 Cost of living pay increases are made in line with NJC national negotiations. Pay scales were updated following notification of the NJC pay award of 2.2% effective from 1 January 2015. The pay agreement also included a non-consolidated payment which was paid in December 2014.
- 1.4 The council uses a pay structure commencing at spinal column point (SCP) 12 up to SCP 65. SCP'S 12 to 49 reflect the NJC national pay points, SCP'S 50 to 65 are locally agreed pay points.

There are 14 grades within the pay structure. Each grade has 4 incremental points, with the exception of Grade 1 and grade 14, which contain 3 incremental points. Grade 1 is the lowest grade and Grade 14 is the highest of these pay grades. Grades 13 and 14 apply to head of service posts. Grade 13 is not currently used.

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

1.5 Pay and grading structure – pay rates from 1 April 2013

Grade	JE score	SCP	Annual salary	Grade	JE score	SCP	Annual salary
1	Up to 260			8	502-547	39	£33,857
		12	£15,523			40	£34,746
		13	£15,941			41	£35,662
		14	£16,231			42	£36,571
2	261-291	15	£16,572	9	548-593	43	£37,483
		16	£16,969			44	£38,405
		17	£17,372			45	£39,267
		18	£17,714			46	£40,217
3	292-332	19	£18,376	10	594-644	47	£41,140
		20	£19,048			48	£42,053
		21	£19,742			49	£42,957
		22	£20,253			50	£44,367
4	333-373	23	£20,849	11	645-695	51	£45,264
		24	£21,530			52	£46,463
		25	£22,212			53	£47,694
		26	£22,937			54	£48,959
5	374-414	27	£23,698	12	696-751	55	£50,256
		28	£24,472			56	£51,589
		29	£25,440			57	£52,955
		30	£26,293			58	£54,358
6	415-455	31	£27,123	13	752-812	59	£55,799
		32	£27,924			60	£57,277
		33	£28,746			61	£58,796
		34	£29,558			62	£60,353
7	456-501	35	£30,178	14	813 +	63	£61,952
		36	£30,978			64	£63,594
		37	£31,846			65	£65,279
		38	£32,778				

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

1.7 A small number of employees have transferred to the council under TUPE Regulations. With the exception of pension provision the transferred employees have retained their previous terms and conditions of employment, in accordance with TUPE legislation, and are not covered by the provisions of this pay policy statement.

2. Chief Executive and Chief Officer Pay

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

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

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

2.3 The current pay arrangements are locally determined and operated. Cost of living pay increases are made in line with Joint Negotiating Committee (JNC) national negotiations for Chief Executives and Chief Officers. No national pay increase has been applied to Chief Executive pay since 1 April 2008. Pay scales for Chief Officers were updated following notification of the JNC pay award of 2% effective from 1 January 2015.

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

Chief executive

Posts graded at senior head of service

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

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

2.6 Chief executive and chief officer grading structure

Post	FTE	Spine point	Salary £
Chief executive (head of paid service)	1	150	£118,891
		151	£121,593
		152	£124,296
		153	£126,997
		154	£129,699
Senior head of service	4.0	106	£69,917
		107	£73,246
		108	£76,575
		109	£79,905

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

3. Heads of service and senior managers

3.1 Some senior officers are classed as non statutory chief officers or deputy chief officers under the Local Government and Housing Act 1989, due to the council's organisational structure.

3.2 In accordance with the Local Government and Housing Act 1989 a non statutory chief officer for the purposes of this pay policy statement is defined as a person who reports directly to or is accountable directly to the head of paid service. A deputy chief officer is defined as a person who reports directly to or is directly accountable to a statutory or

non statutory chief officer. This definition excludes secretarial, clerical and support services.

- 3.3 These senior officers and heads of service are not subject to the pay and conditions of service determined by the JNC for Chief Officers of local authorities but are employed under NJC terms and conditions and are paid on Grades 7, 8, 9, 10, 11, 12, and 14 of the pay structure detailed in 1.5.

4. Other arrangements

4.1 Election Fees

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

The Chief executive is the council's Returning Officer.

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

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

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

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

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

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

4.3 S151 officer (S151 Local Government Act 1972)

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

5.0 Lowest and highest paid employees

- 5.1 The councils lowest paid employees are paid on Grade 1 of the pay structure. The minimum pay point paid to any employee is SCP 12 of the pay structure. This equates to a basic salary of £15,523 per annum. The salary range for Grade 1 is £15,523 to £16,231 per annum.

The council's highest paid employee is the chief executive. The chief executive salary scale ranges from £118,891 to £129,699.

5.2 Pay Multiples

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

The ratio of the highest and lowest pay point is:

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

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

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

6.0 General principles applying to remuneration of all employees

6.1 Living wage

The Council is an accredited Living Wage Employer and has adopted a Living Wage policy for employees, agency workers and contractors engaged through the Council's procurement processes.

The minimum point of the pay structure is currently above the national Living Wage.

6.2 Pay on appointment

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

6.3 Pay progression

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

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

6.4 Relocation and disturbance

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

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

6.5 Expenses and Travel

- Travel for work

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

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

Mileage per mile first 8,500 miles	46.9 p
Mileage per mile after 8,500 miles	18.7 p

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

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

- **Car Parking**

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

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

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

- **Subsistence**

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

6.6 Bonus scheme

The council does not operate a bonus scheme.

6.7 Performance related pay

The council does not operate a performance related pay scheme.

6.8 Professional fees and subscriptions

The council reimburses professional fees and subscriptions to employees undertaking approved studies towards a professional qualification, which require professional membership. The subscription is paid for the period of the studies, subject to satisfactory progress being made.

The council reimburses professional fees to statutory chief officers where the professional membership is a requirement in accordance with their statutory function.

6.9 Overtime and enhancements

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

6.10 Honoraria

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

6.11 **Severance arrangements**

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

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

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

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

and

- The statutory redundancy payment with the upper pay limit disregarded as set out above will be enhanced by a factor of 2.2.

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

- are entitled to receive a statutory redundancy payment;

or

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

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

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

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

Outplacement support is offered to all employees who are redundant.

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

6.12 **Pension**

All employees who have a contract of employment for at least 3 months and are under age 75 are eligible to join the Local Government Pension Scheme. Employees who are

eligible for membership automatically become members of the scheme unless they opt out.

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

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

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

6.13 Flexible retirement

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

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

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

6.14 Market supplements

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

6.15 Re- engagement

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

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

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

6.16 Tax avoidance

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

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

6.17 Salary sacrifice

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

7.0 Proposals for 2015/16

A job evaluation process will be carried out in relation to the senior posts identified in section 2.

8.0 Amendment and review of pay policy

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

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

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

**Senior Pay Remuneration Panel
Membership and Terms of Reference**

1. Background and purpose

Section 38(1) of the Localism Act 2011 requires English and Welsh local authorities to produce a pay policy statement for each financial, which has to be approved by a resolution of the full Council by 31 March. There are various requirements within the Localism Act specific to Chief Officer pay policies and how local decisions on senior pay are made.

The purpose of establishing and maintaining a remuneration panel is to ensure good governance in the Councils approach to senior pay. It will provide a verified and accountable process for recommending levels of senior pay and reward, ensuring that decisions are made in an open and accountable way.

2. Definition of senior pay in Norwich City Council

The remuneration panel will review and make recommendation on the pay and reward relating to the chief executive and posts defined in the Local Government and Housing Act 1989 as statutory or non statutory chief officer posts, excluding head of service posts. These include:

- Executive head of business relationship management and democracy
- Executive head of customers, communications and culture
- Executive head of strategy, people and neighbourhoods
- Executive head of regeneration and development

3. Composition

The remuneration panel will consist of:

- Portfolio holder for Resources (Chair of the Panel)
- 1 x Cabinet member
- 1 x Representative of each political group
- 1 x independent representative (optional)

The Head of HR and learning will act as Advisor to the panel and will engage independent external pay market and grading advice, as required.

The Cabinet member representative will be selected by the Portfolio holder for Resources in consultation with the Leader of the Council.

Political group representatives will be selected by Group Leaders.

There is no requirement for the panel to be politically balanced.

The Head of HR and learning in consultation with the Group Leaders will propose suitable candidates for the independent representative.

It would be advantageous to have continuity of knowledge and build expertise of panel members. Panel members are therefore encouraged to remain on the remuneration panel for a period of three years, subject to any change in circumstances which mean they are not eligible to be panel members.

Substitutes: substitutes will not be permitted.

4. Remit

The panel will provide advice and make recommendations to Cabinet on the Council's senior pay and reward in relation to the posts of Chief Executive and Executive heads of service.

The panel will make recommendations on elements of the remuneration package and strategy, which are not set nationally. These will include pay levels; pay relativities – job sizing, pay structure and recruitment and retention. Should a post covered by the senior pay arrangements become vacant and it is anticipated that there will be difficulties recruiting the panel may be asked to review the senior remuneration package outside of the normal cycle.

Cabinet will consider and approve recommendations made by the remuneration panel. Any changes will be incorporated into the annual pay policy statement for approval at full council.

The Head of HR and learning will ensure appropriate consultation on proposed changes with employees affected and trade unions.

5. Exclusions

The remuneration panel will not consider new appointments to posts covered by these arrangements, which will be conducted in accordance with the Council's constitution.

The remuneration panel will not consider whether any annual pay award negotiated and awarded as part of national terms and conditions of employment will apply.

6. Protocols

The remuneration panel will agree to abide by the following protocols

- Maintain confidentiality regarding all discussions, and not disclose information in respect of Panel recommendations or Cabinet/Council decisions until these are published.
- Undertake to attend panel meetings and relevant training and carry out any pre panel preparation
- Act with respect towards officers whose remuneration is being discussed and other panel members
- Agree that recommendations will be made by consensus
- Be accountable for all recommendations made irrelevant of personal views

7. Process

The Panel will meet in accordance with an agreed timetable and at twice each year.

Suggested meeting cycle and topics for consideration:

April	<p>Briefing on latest trends and report on current issues and external market competitiveness.</p> <p>Review total remuneration composition for senior posts</p> <p>Determine requirement for formal review of the relevant pay market and identify benchmarking data required.</p> <p>Identify other areas to be reviewed as part of overall pay and reward strategy.</p> <p>If necessary, commission relevant research and analysis.</p>
July	<p>Review outcomes of market analysis and benchmarking</p> <p>Propose initial recommendations to be modelled.</p> <p>Review pay ratio and dispersion</p>
December	<p>Review and agree recommendations</p> <p>Report to Cabinet on activity and any recommendations (to include report on risk)</p> <p>Review panels effectiveness and value added</p> <p>Review effectiveness of external and internal advice</p>

The Panel will make recommendations based on data, advice and evidence. Data to be reviewed may include:

- information on current workforce profile and issues
- national and regional employers information
- independent external pay data and benchmark information
- ALACE/SOLACE
- projections for future needs

8. Review of Remuneration Panel and terms of reference

The requirement for a remuneration panel and the panel terms of reference will be reviewed annually.

Report to Cabinet
11 March 2015
Report of Executive head of strategy, people and neighbourhoods
Subject Reducing inequalities action plan

Item
6

Purpose

To consider a series of actions to target council activity at reducing key economic, social and financial inequalities.

Recommendation

To

- (1) agree the overall approach
- (2) delegate authority to the executive head of strategy, people and neighbourhoods in liaison with the deputy leader to agree the final version of the plan taking on board comments from members.

Corporate and service priorities

The report helps to meet the new corporate priority “A fair city”

Financial implications

All activity to be funded from within existing budgets and other resources

Ward/s: All wards

Cabinet member: Councillor Waters - Resources

Contact officers

Russell O’Keefe, Executive head of strategy, people and neighbourhoods 01603 212908

Bob Cronk, Head of local neighbourhood services 01603 212373

Phil Shreeve, Policy, performance and partnerships manager 01603 212356

Background documents

None

Report

Background

1. Cabinet received a report on 26th March 2014 which agreed to extend the financial inclusion work into a broader inequality reduction plan. It highlighted some of the persistent inequalities within Norwich such as child poverty, low wages and in-work poverty and a number of unequal health outcomes.
2. As well as highlighting a number of activities taken over previous years it suggested a number of initial actions as well as the development of a broader reducing inequalities action plan for the future, in line with the development of a new corporate plan.
3. The Council continues to face significant budget pressures so activities within this action plan are mainly based upon refocusing existing activities already identified within service plans and budgets as well as continued collaborative work with partners.
4. It is envisaged that this could form the basis of a rolling three action plan capable of review and amendment each year as challenges change or opportunities arise.

Key themes

5. A number of key themes have emerged based upon previous work and ongoing activity across services:
 - a) Making best use of resources both within the council and across partner agencies and all sectors.
 - b) The connection between low income and poor health and other life outcomes including education and quality of life.
 - c) Well documented variations in income and other outcomes across parts of the city and the need to explore not only universal offers but also targeted work in particular communities.
 - d) The fact that not all people and communities are always equally placed to necessarily benefit from either initiatives, schemes or any general economic upturn.
 - e) Just as health is now often perceived “as everybody’s business”, so reducing inequalities can become part of the whole council “business as usual” and cut through all activities.
 - f) It should be possible to expect that all our activities and funding streams consider reduction of inequalities and making best use of those assets and funds to try to reduce the gaps.

Key principles

6. Drawing together universal service provision but targeting of certain activities toward parts of the city where inequalities are the most marked, where there are opportunities to work with partners and add value to existing resources.

7. Join up activity where it is both possible and where there is evidence of need with other public and voluntary sector partners and other sources of funding in order to maximise impact and reduce duplication given that some individuals may experience multiple issues of inequality.
8. Take advantage of new opportunities where they arise e.g accessing new funding streams if they were to become available.

Initial geographic areas for targeting

Based on an assessment of the wards where inequalities are most marked (see Appendix 1 for some key statistics) it is proposed to focus initial targeted work on Mile Cross, Mancroft and Lakenham wards. Due to current opportunities to work better with partners on the ground and join up better with existing resources in Catton Grove ward some initial targeted work is also proposed to be carried out there.

Seven areas of activity

9. Looking where impact may have a realistic chance of making a difference, seven broad areas of investigation and action are suggested:
 - a) **Regeneration and development** – consider the implications and opportunities to further advance equality (and avoid increasing inequality) via e.g. City Deal, Local Enterprise Partnership, new housing development and economic development.
 - b) **Develop living wage and social value** into broader policies across a number of key themes over the three years, including:
 - i) Contracts e.g procurement and award
 - ii) Grants and commissioned services – moving a range of sectors toward living wage
 - iii) Other partnerships and funding streams and an explicit expectation to directly impact inequality (health, culture, active travel)
 - iv) Civic leadership – how best to further advocate for reducing inequality and supporting living wage e.g incentives to become living wage employers
 - c) **Open spaces / physical activity / food** – look at the linkages between open spaces and sports strategy plans, opportunities for Community Led Local Development (or its successor), links between allotments, food, low income etc. Review Go4Less and how that may enable targeted activity or support.
 - d) **Digital inclusion** – based upon the three year service transformation challenge award action planning. This has at its heart work with digitally excluded communities and opportunities inclusion may afford in terms of jobs, income, reducing costs etc.
 - e) **Housing**– assessing the opportunities within the council's approach to housing including the impacts of rent levels and high quality capital improvements, use of housing resources to support community wide activity and provision which reduces inequality (welfare reform, advice, engagement, facilities etc.)

- f) **Transformation and budget challenges** – continued and robust examination of transformation and budget changes through the prism of financial and other inequality matters. Additional work on developing and utilising the socio economic considerations within the equality impact assessment tool for this as well as other policy and change activity to reduce unintended consequences. Existing work to support debt and money advice, income maximisation and expenditure minimisation
- g) **Affordable warmth** – recognising the links between housing and health as well as income and life opportunities. Continue to build and source additional opportunities to address the poorest quality housing in Norwich (e.g. within the private rented or owner occupied sector)

Action plan

- 10. A set of draft high level actions are proposed at Appendix 2.
- 11. These will require more detailed project plans to be worked up within services and in liaison with key partners and where practicable with local communities.

Engagement of members

- 12. As part of considering the council's new corporate plan, Scrutiny Committee requested that key draft supporting actions plans such as the reducing inequalities plan are sent to members so that they can determine whether they would wish to add them to the scrutiny work programme. Other members have requested the opportunity for cross party involvement in the plans. It is, therefore, proposed that following cabinet the reducing inequality plan is circulated to all members for comment and any changes to the plan from this process agreed as part of the delegation proposed in this report.

Appendix 1 – Local area deprivation

Measures of inequality at ward level

There are a number of ways in which inequality in different parts of the city could be assessed. These in turn would likely highlight different geographic areas evidencing unequal outcomes between those areas. Inevitably there will need to be an element of “best fit” across a variety of possible measures including where there are may be opportunities in some areas that will help support the council and its partners to make a difference. The data presented here is drawn primarily around factors such as:

- Poverty
- Benefit claims
- Life expectancy
- Fuel poverty
- Income

These in turn could be analysed either as percentages or actual numbers affected within any given area, especially in the latter case where numbers are relatively small or where the differing sizes of total population may impact percentages.

The tables below show a range of variable across all 13 wards and also highlight those wards which feature in the most unequal bottom four wards.

Poverty

A selection of poverty data relating to children and also pensioner households. This will use 60% of median household income as the definition of poverty. Also included are general child development indices:

Ward	IMD		Child Poverty		Child Well Being Index		Pensioner poverty	
	Avg IMD	Rank	Percentage	Rank	Index	Rank	Percentage	Rank
Bowthorpe	7952	3	38.6%	5	26579	3	30.1%	3
Catton Grove	10488	7	30.6%	8	22720	8	23.9%	8
Crome	9697	6	36.3%	7	23186	7	20.0%	11
Eaton	25884	13	7.9%	12	8436	13	10.1%	13
Lakenham	8652	5	37.8%	6	26760	2	27.6%	5
Mancroft	5441	1	39.4%	4	27407	1	37.7%	1
Mile Cross	6561	2	41.6%	2	25877	4	35.1%	2
Nelson	25364	12	7.3%	13	10241	12	15.2%	12

Sewell	14658	10	22.7%	10	18301	10	23.8%	9
Thorpe Hamlet	12097	8	26.1%	9	19248	9	24.1%	7
Town Close	18599	11	22.7%	11	17021	11	23.2%	10
University	13878	9	39.8%	3	25251	6	27.3%	6
Wensum	8438	4	42.0%	1	25270	5	28.2%	4

Employment measures

Broadly this looks percentage of families (i.e. with children) where no one is in work, percentage claiming JSA and the percentage claiming benefits:

Ward	No adult in employment		JSA		% on benefits	
	% with dep children	Rank	Percentage	Rank	Percentage	Rank
Bowthorpe	8.9	1	2.1%	8	15.42	7
Catton Grove	5.4	7	2.7%	5	16.07	6
Crome	6.7	5	2.9%	3	17.19	4
Eaton	1.7	13	0.9%	12	6.22	12
Lakenham	6.2	6	2.8%	4	18.02	3
Mancroft	3.7	9	4.1%	1	23.06	1
Mile Cross	8.1	3	3.8%	2	19.46	2
Nelson	1.9	12	0.9%	12	3.9	13
Sewell	4.2	8	2.1%	8	10.63	10
Thorpe Hamlet	3.3	10	2.3%	7	14.48	8
Town Close	2.3	11	1.7%	10	10.68	9
University	7.5	4	1.1%	11	8.82	11
Wensum	8.4	2	2.7%	5	16.39	5

Benefit and incomes

Ward	Pension credits	DLA per 000	Income <15K	Median Income
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	Number	Rank	Percentage	Rank	Percentage	Rank	Income	Rank
Bowthorpe	535	5	68.1	2	32.4	8	28,844	8
Catton Grove	430	9	55.91	7	33.7	7	27,555	7
Crome	600	4	61.17	5	39.5	1	24,017	1
Eaton	280	12	28.32	12	23.6	12	38,661	12
Lakenham	625	2	65.64	4	39.2	3	24,774	4
Mancroft	840	1	88.24	1	38.2	5	26,526	6
Mile Cross	620	3	66.6	3	39.4	2	24,142	2
Nelson	180	13	15.04	13	19.1	13	39,979	13
Sewell	360	11	39.01	11	27.4	9	31,279	9
Thorpe Hamlet	530	6	47.86	8	26.8	11	34,420	10
Town Close	515	7	42.58	9	27.3	10	35,160	11
University	425	10	41.84	10	39.2	4	24,711	3
Wensum	470	8	60.59	6	35.7	6	26,111	5

Fuel Poverty

Ward	Fuel Poverty		Fuel Poverty		Lack Central Heating	
	Percentage	Rank	Numbers	Rank	Numbers	Rank
Bowthorpe	8.6	13	401	11	60	11
Catton Grove	9.6	12	449	9	128	6
Crome	10	10	416	10	83	10
Eaton	9.9	11	385	12	40	12
Lakenham	10.4	8	450	8	98	8
Mancroft	13	7	735	3	155	4
Mile Cross	13.3	6	613	6	118	7
Nelson	19.9	1	806	1	175	3

Sewell	13.6	4	656	4	229	1
Thorpe Hamlet	10.4	9	610	7	216	2
Town Close	14.4	2	764	2	148	5
University	13.4	5	382	13	33	13
Wensum	13.8	3	654	5	97	9

Life Expectancy

Ward	Life Expectancy Female		Life Expectancy Male	
	Age	Rank	Age	Rank
Bowthorpe	83.9	6	78.2	8
Catton Grove	81.5	1	76.2	4
Crome	84.4	10	77.8	6
Eaton	85.3	12	82.2	13
Lakenham	82.4	3	76.1	3
Mancroft	84.0	7	73.3	1
Mile Cross	82.6	5	77.4	5
Nelson	84.6	11	81.2	12
Sewell	81.5	1	78.9	10
Thorpe Hamlet	82.4	3	75.5	2
Town Close	84.1	8	78.6	9
University	85.7	13	79.7	11
Wensum	84.3	9	78.1	7

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with completing the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	11 March 2015
Head of service:	Executive Head of Strategy, People and Neighbourhoods
Report subject:	Reducing inequalities action plan
Date assessed:	20 February 2015
Description:	To agree a series of actions designed to target council activity at reducing key economic, social and other inequalities

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Activities should be delivered within existing budgets
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Opportunities to provide cross council support to economic development and reduce inequalities
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	At its heart this plan is designed to reduce financial inequalities and promote financial inclusion
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No direct impact although this and other social factors can be negatively impacted by socio economic inequality
Human Rights Act 1998	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Promotion of more equal life chances
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Poor health outcomes have a very close correlation to deprivation

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A more equal city and opportunities to participate as well as sharing e.g. work spaces could improve cohesion
Eliminating discrimination & harassment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above
Advancing equality of opportunity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Longer term activity may support better use of food and natural resources to enable access across communities
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	As above
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Opportunities to explore maximisation of opportunities for local jobs and service provision
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments

	Impact			
Risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	There is no guarantee all activities will have a positive impact. However they do not represent a significant risk in themselves to the authority
Recommendations from impact assessment				
Positive				
Support for these and similar actions are designed to mitigate some of the inequalities within Norwich				
Negative				
These actions cannot in themselves remove inequality or address wider structural factors or the state of the economy				
Neutral				
Issues				
Expectation management, reassessing some current services or priorities, use of resources as these reduce and therefore ability to sustain delivery				

Appendix 2 – draft action plan 2015 / 16 onwards

These are proposed high level activities with day to day planning being undertaken by the appropriate Heads of Service, High level actions are to be reviewed and added over time.

Action	Details	Outcomes	Theme	Year	Ownership
Neighbourhood element of CIL	Understand the impact CIL could have at a local economy level and improve process for consulting and utilising funds	CIL plays a role in reducing inequalities at a local level and residents are more involved	1. Regeneration and development	2015-16	City development
Local development	Alternative proposal to the stalled CLLD	Increased business start ups and jobs creation amongst local communities	1. Regeneration and development	2015-16	Local neighbourhood services
Jobs fairs	Develop annual event and consider localised activity	Increased skills, confidence and jobs secured	1. Regeneration and development	2015-16	Local neighbourhood services
Living Wage Week	Regular promotion and advocacy of LW	Increased income levels	2. Development of Living Wage and social value into broader policy areas	2015-16	Local neighbourhood services
Monitoring proposals	Investigate ways to measure impacts	Meaningful assessment and refinement based upon outcomes and proven interventions	2. Development of Living Wage and social value into broader policy areas	2015-16	Policy, Performance and Partnerships
Free Wi-Fi in City Hall	Part of the inclusion plan	Increased free access to the web for local people and the range of benefits this brings	4. Digital inclusion	2015-16	BRM and democracy

Action	Details	Outcomes	Theme	Year	Ownership
Web improvements	Agree web supplier who can meet council needs	Increased digital access to information, opportunities and services	4. Digital inclusion	2015-16	Comms and culture
Digital inclusion volunteering programme	<u>Part of initial implementation of transformation</u>	Increased volunteering opportunities across ages and locations to mentor and support digital skills which will support wider outcomes e.g jobs, access to learning etc	4. Digital inclusion	2015-16	Customer contact
Deliver HB and DHP targets	Meet challenging HB / DHP etc targets within the new corporate plan	The right benefits to the right people at the right time supporting financial inclusion	6. Consequences of transformation and budget challenges each year and within MTFS (inc. debt advice etc)	2015-16	BRM and democracy
Review Go4Less	Review scope and opportunities afforded by Go4Less to improve access to services and reduce household expenditure	Low income households able to participate in wide range of sport, cultural activities supporting health and wellbeing outcomes	6. Consequences of transformation and budget challenges each year and within MTFS (inc. debt advice etc)	2015-16	Comms and culture
Implement debt and money advice programme	Transition to new consortium approach	Increased prevention of debt issues and improved financial inclusion	6. Consequences of transformation and budget challenges each year and within MTFS (inc. debt advice etc)	2015-16	Local neighbourhood services

Action	Details	Outcomes	Theme	Year	Ownership
Concessions and payments	Universal Credit proof cheap / free services	UC claimants still able to access free or reduced price services following change from e.g. JSA	6. Consequences of transformation and budget challenges each year and within MTFS (inc. debt advice etc)	2015-16	Policy, Performance and Partnerships
Policy review	Series of meetings with experts in their field to discuss options with members, partners, BMG etc	Future service design and five year vision built from a secure knowledge base across all activity supporting overall outcomes e.g fair city etc	6. Consequences of transformation and budget challenges each year and within MTFS (inc. debt advice etc)	2015-16	
Impact assess policies for broader inequalities	Root and branch risk and impact based assessment of key strategies and policies to test for reduction of inequalities (similar to EIA process)	Remove unintended consequences and identify opportunities for improvement	2. Development of Living Wage and social value into broader policy areas	2016-17	
Year 2 digital action plan		TBC	4. Digital inclusion	2016-17	Customer contact
Review debt and money advice programme	Review new consortium mid way through second year of programme	Increased prevention of debt issues and improved financial inclusion	6. Consequences of transformation and budget challenges each year and within MTFS (inc. debt advice etc)	2016-17	Local neighbourhood services
Recommission debt and money advice programme	At the end of the commissioned period	Increased prevention of debt issues and improved financial inclusion	6. Consequences of transformation and budget challenges each year and within MTFS (inc. debt advice etc)	2016-17	Local neighbourhood services

Action	Details	Outcomes	Theme	Year	Ownership
Review economic strategy priorities	Strategy expires 2018. Build in emphasis on the need to tackle inequalities	Reduced economic inequalities e.g jobs, increased income levels	1. Regeneration and development	2017-18	City development
Year 3 digital action plan		TBC	4. Digital inclusion	2017-18	Customer contact
Capital programme and local employment	Utilise spend to offer local jobs and training	Spend directly increases jobs and skills in the areas of that spend and creates a more job ready local workforce	1. Regeneration and development	TBC	BRM and democracy
Identify employment opportunities	Join up e.g. planning and dev (e.g. new firms)	Creation of jobs	1. Regeneration and development	TBC	Planning
Interaction of Living Wage and business rates	Investigate opportunities to incentivise increased take up of LW locally and across the city	Improved income levels	2. Development of Living Wage and social value into broader policy areas	TBC	City development
Build Living Wage into expenditure	Assess not only contractual but also commissioned and grant funded activity	Reduction in unexpected cost increases to meet increased LW wage rates and meet LW accreditation criteria	2. Development of Living Wage and social value into broader policy areas	TBC	Policy, Performance and Partnerships
Identify potential spaces for "growing"	Review of open spaces and sites available for e.g. community food, physical activity	Improved health and wellbeing and financial inclusion	3. Consider links with open spaces, food, physical activity, health etc.	TBC	
Proactive linkage across food and green space	Reassessment of space, activity and opportunity to redraw links between food, assets, sites etc	Improved health and wellbeing and financial inclusion	3. Consider links with open spaces, food, physical activity, health etc.	TBC	

Action	Details	Outcomes	Theme	Year	Ownership
Housing contracts and local employment	Utilise spend to offer local jobs and training	Increased skills and jobs	5. Links with housing and specifically our own stock and resources	TBC	Housing
Review approach to MTFS and transformation	Reassess impact assessment and unforeseen circumstances of transformation process with a reducing inequality perspective	Service redesign has inequalities at its core and decisions joined up across services	6. Consequences of transformation and budget challenges each year and within MTFS (inc. debt advice etc)	TBC	Policy, Performance and Partnerships

Report to	Cabinet	Item
	11 March 2015	
Report of	Executive head of regeneration and development	7
Subject	Formal cooperation on strategic planning issues through a shared non-statutory strategic framework	

Purpose

To agree how Norwich City Council will meet the requirement to cooperate on strategic matters in local plan making.

Recommendation

To agree to cooperate on strategic planning matters through a shared non-statutory strategic framework, subject to revised terms of reference for the member forum, budget provision and detailed arrangements for framework production being agreed.

Corporate and service priorities

The report helps to meet the corporate priority “A prosperous city” and the service plan priority to produce a local plan.

Financial implications

Costs should be a maximum of c£15,000 in the next financial year (2015/16) with no more than £10,000 in the following financial year. These costs can be met in 2015/16 from the agreed Local Plan budget.

Ward/s: All wards

Cabinet member: Councillor Stonard – Environment development and transport

Contact officers

Mike Burrell, policy team leader (planning) 01603 212525

Graham Nelson, head of planning services 01603 212530

Background documents

None

Report

1. The National Planning Policy Framework states (paragraph 181) that

“Local planning authorities will be expected to demonstrate evidence of having effectively cooperated to plan for issues with cross-boundary impacts when their Local Plans are submitted for examination. This could be by way of plans or policies prepared as part of a joint committee, a memorandum of understanding or a jointly prepared strategy which is presented as evidence of an agreed position.”
2. The Norfolk Duty to Cooperate Member Forum was established in early 2013 to address the government’s requirement that the Duty to Cooperate should be member led. The portfolio holder for the environment and transport is Norwich City Council’s representative on the group.
3. Appendix A to this paper is a paper that was considered by the county wide forum at its meeting on 14 January examining options for addressing the Duty to Cooperate in Norfolk. The options identified were:
 - a) Informal cooperation (i.e. continue the current approach)
 - b) Structured cooperation through a Memorandum of Understanding
 - c) Formal cooperation through a shared non-statutory strategic framework
 - d) A statutory Joint Strategic Plan
 - e) A statutory single Local Plan.
4. The forum agreed to:
 - a) Endorse the principle of option 3, formal cooperation through a shared non-statutory strategic framework.
 - b) Recommend that each constituent authority agrees formally to take forward option 3 at its earliest convenience subject to later agreement of:
 - i. Amended terms of reference for the member Duty to Cooperate Group;
 - ii. Appropriate officer and member working arrangements; and
 - iii. Budget and timetableto support preparation of the shared non-statutory framework.
 - c) Instruct officers to prepare detailed reports on matters 2 A-C for consideration at the next member Duty to Cooperate meeting.
5. The Sustainable Development Panel considered the report in appendix A at its meeting on February 25 2015. Its recommendations will be reported verbally to Cabinet.
6. Work is continuing on the details of the practical arrangements for how a non-statutory strategic framework can be prepared and establish its area of coverage. A report will be presented to the forum on March 16 2015.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	11 March 2015
Head of service:	Graham Nelson
Report subject:	Possible formal cooperation on strategic planning issues through a shared non-statutory strategic framework
Date assessed:	12 February 2015
Description:	Agreement to the production of a shared non-statutory strategic planning framework

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The production of a shared evidence base and non-statutory framework with other local planning authorities is highly likely to lead to economies of scale in Local Plan production.
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Strategic evidence work and plan making will assist coordinated sustainable economic development in the area.
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Strategic evidence work and plan making will assist coordinated sustainable economic development in the area.

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Transport is a key cross boundary cooperation issue.
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The development of the strategic green infrastructure network will enhance the natural and built environment.
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Climate change is a key cross boundary cooperation issue.
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments

	Impact			
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Effective cooperation on Local Plan making is required by government. Without such cooperation, the risks of a future Local Plan failing to reach examination are substantial. Such a failure would have significant financial and reputational consequences.

Recommendations from impact assessment

Positive

Agreement to the production of a shared non-statutory strategic planning framework is key to the promotion of long term sustainable development and would bring significant environmental, economic and social benefits.

Negative

No negative effects associated with the production of a non-statutory strategic planning framework have been identified.

Neutral

Issues

Norfolk Duty to Cooperate Member Forum – 14th January 2015

Duty to Cooperate Options Report

Purpose

1. The purpose of this report is to set out options to the Norfolk Duty to Cooperate Member Forum on how best to address the government's requirements for local planning authorities (LPAs) to cooperate on cross-boundary issues through their Local Plans. It presents 5 potential options and recommends that option 3, formal cooperation through a shared non-statutory strategic framework, should be progressed.

The NPPF

2. The NPPF states (paragraph 181) that *“Local planning authorities will be expected to demonstrate evidence of having effectively cooperated to plan for issues with cross-boundary impacts when their Local Plans are submitted for examination. This could be by way of plans or policies prepared as part of a joint committee, a memorandum of understanding or a jointly prepared strategy which is presented as evidence of an agreed position.*
3. It also states (in paragraphs 156 and 162) that Local Plans should include strategic policies, and LPAs should work with other authorities and providers to meet forecast demands and deliver:
 - homes and jobs;
 - retail, leisure and other commercial development;
 - infrastructure for transport, telecommunications, waste management, water supply, wastewater, flood risk and coastal change management;
 - minerals and energy (including heat);
 - health, security, community and cultural infrastructure and other local facilities;
 - climate change mitigation and adaptation, conservation and enhancement of the natural and historic environment, including landscape;
 - nationally significant infrastructure.
4. It is a fundamental principle of the Duty to Cooperate that it should be member led.

The role of the Norfolk Duty to Cooperate Member Forum

5. The Terms of Reference of the Norfolk Duty to Cooperate Member Forum (attached as appendix 1) state that the objectives of the group are:
 1. To discuss strategic planning issues that affect local planning authorities
 2. To understand the viewpoints of other authorities
 3. To consider comment upon and potentially commission relevant supporting evidence base to support local plans (as appropriate)
 4. To consider the need for joint or coordinated working on particular topics or evidence
 5. To coordinate if at all possible timelines for the production of plans.

Recent progress

6. At the Duty to Cooperate Member Forum on 23rd January 2014 different examples of approaches to addressing the requirements of the Duty to Cooperate from around the country were presented to members.
7. It was recommended that a coordinated planning approach is required, based on a joint or coordinated set of Strategic Housing Market Assessments (SHMAs) with agreed housing numbers in each Local Plan and that effective strategic planning will require strong links to strategic economic planning.
8. Members agreed that the first step towards this was to produce a Compendium bringing into one place the current strategic elements of the adopted local plans around Norfolk. This Compendium has now been produced.
9. In addition to this, a Duty to Cooperate Schedule covering a variety of issues including the need for an overarching strategic framework, evidence supporting local plans and the coordination timescales for plan making has been produced.
10. Members have agreed that evidence, whether commissioned by individual local authorities or collectively, will look forward 20 years to 2036.

11. Despite the above progress having been made, no specific commitment yet has been made to implementing a means of addressing the Duty to Cooperate requirements. Up to now, there does not appear to have been full recognition of the importance of the process at all levels in the district councils. All LPAs in the area risk facing significant issues in progressing their Local Plans if significant steps are not taken to meet Duty to Cooperate requirements.
12. Effective coverage of strategic issues such as housing, jobs, transport and water is necessary to meet the NPPF requirement to promote sustainable development and to assist economic growth whilst providing for environmental protection. In addition, effective cooperation should lead to significant cost savings.

The Options

13. Options 1 to 5 below set out different potential approaches to addressing the Duty to Cooperate, along with advantages, issues and risks associated with each.
14. Options 1 to 5 are:
 1. Informal cooperation (i.e. continue the current approach)
 2. Structured cooperation through a Memorandum of Understanding
 3. Formal cooperation through a shared non-statutory strategic framework
 4. A statutory Joint Strategic Plan
 5. A statutory single Local Plan.

Option1 - Informal cooperation (i.e. continue current approach)

The current structure would be retained with the Strategic Planning Officers Group progressing the work through the Member Forum, with the forum making recommendations to individual authorities. The process would be documented via minutes of officer meetings and forum/council resolutions. Expected outcomes would not be formalised at the outset and the degree to which each authority cooperated would remain a matter for each council. Individual authorities produce their own Local Plan and may commission joint evidence base with other authorities as necessary and relevant.

Structure	Method	Advantages	Issues / Risks
Norfolk strategic planning member forum	1. Continue use of current Terms of Reference in appendix 1 2. Informal agreement on specific issues as they arise. 3. Shared evidence base and/or /shared approach to evidence collection at different geographical scales dependent on issue	This is the least prescriptive approach which potentially enables individual authorities to maximise control over their plan making processes	Inability to agree on key issues (e.g. housing numbers) risks leading to failure to reach the Local Plan examination stage. In November 2014 alone, there were four examples ¹ of authorities having their plans delayed or significantly amended as a result of failing to address housing need issue.
		Decision making powers are retained at the district level	Approach vulnerable to challenge – each local authority will have to prove its case on housing numbers at each Local Plan examination with no formal coordination
			Whilst short term costs may be low, the costs of producing an evidence base are difficult to predict without a careful analysis of existing strategic evidence having been done. Therefore this approach risks unnecessary work being undertaken by consultants. The financial and reputational costs of any failure to progress Local Plans to examination on Duty to Cooperate issues would be very high.

¹ Cheshire East, South Worcestershire, East Staffordshire and Chiltern

Option 2 – Structured cooperation through a Memorandum of Understanding

Under option 2 the current structure would be retained with the Strategic Planning Officers Group progressing the work through the Member Forum, with the forum making recommendations to individual authorities. The process would be documented via minutes of officer meetings and forum/council resolutions. In addition, each authority would make a formal commitment to a 'Memorandum of Understanding' (MoU). This would be a formal agreement between the authorities to cooperate on strategic issues, setting out the issues the authorities would cooperate on and principles for how the LPAs would work together e.g.

Principle 1 – All authorities will agree to common principles on the implementation of green infrastructure.

Individual authorities would produce their own Local Plan and commission joint evidence with other authorities as necessary and relevant.

Structure	Method	Advantages	Issues / Risks
Norfolk Strategic Planning Member Forum making recommendations to each authority Lead officers in each district	1. Memorandum of Understanding 2. Revised Terms of Reference 3. Shared evidence base and/or /shared approach to evidence collection at different geographical scale dependent on issue	Enables each district to have significant control over their plan making processes	Possibly insufficient commitment to meet local plan duty to cooperate requirements
		Decision making powers are retained at the district level	Depending on the content of the MoU, there may be potential for inability to agree on key issues e.g. housing numbers, which risks leading to failure to reach Local Plan examination stage
		Would support integration and alignment of strategic spatial and investment priorities	Approach somewhat vulnerable to challenge – each local authority will have to prove its case on housing numbers at each Local Plan examination with limited coordination The costs of collecting the evidence base are difficult to predict without a careful analysis of existing strategic evidence having been done. Therefore this approach risks unnecessary work being undertaken by consultants. Whilst short term costs may be low, the financial and reputational

			costs of any failure to progress Local Plans to examination on Duty to Cooperate issues would be very high.
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Example - Memorandum of Understanding between authorities in **Somerset** and **Dorset**:

http://www.southsomerset.gov.uk/media/568924/ssdc_h55.pdf

The South Somerset Local Plan has had its plan making process delayed for over a year, but this relates to the approach to sustainability appraisal rather than the overall housing numbers for the district. Thus it appears that in this case Duty to Cooperate issues have been effectively addressed by this approach.

Option 3 - Formal cooperation through a shared non-statutory strategic framework

The current structure would be retained with the Strategic Planning Officers Group progressing the work through the Member Forum, with the forum making recommendations to individual authorities. A dedicated staff team would greatly assist the implementation of this approach. The process would be documented via minutes of officer meetings and forum/council resolutions. In addition, each authority would make a formal commitment to the preparation and delivery of a non-statutory Joint Strategic Framework which would agree the approach to cross boundary strategic issues, e.g. housing numbers; jobs growth targets; cross boundary infrastructure etc. The LPAs would sign up to a series of objectives on strategic issues which they would then address in their Local Plans. This is similar to the approach taken in Cambridgeshire and Peterborough (see example below the table).

Structure	Method	Advantages	Issues / Risks
Norfolk Strategic Planning Member Forum making recommendations to each authority Probably requires small dedicated officer team to deliver either with seconded or new staff	1. Amended Terms of Reference 2. Non-statutory shared strategic framework on housing numbers 3. Additional non-statutory document covering broad spatial approach to other duty to cooperate issues e.g. water, economic development,	Reasonably comprehensive approach meets NPPF and Duty to Cooperate requirements to plan for issues with cross-boundary impacts and fully meet objectively assessed needs, providing housing targets for each district	Issue of housing numbers still likely to be raised (generally by developers) at each Local Plan examination as new evidence arises, but evidence base can be updated to reflect this
		'Light touch' approach to loss of statutory strategic regional planning which enables promotion of coordinated, sustainable growth	Potential need to undertake sustainability appraisal as part of this process, though recent experience in East Cambs. and Fenland suggests this may not be necessary.

	<p>energy, natural environment (2 and 3 could be combined)</p> <p>4. Shared evidence base and/or /shared approach to evidence collection at different geographical scales dependent on issue.</p>	Makes recommendations for policy approaches in Local Plans - decision making powers retained at the district level	There has not been the same history of cooperation on strategic issues within Norfolk (or in Norfolk and Suffolk) as there has been in Cambs. and Peterborough e.g. Cambridgeshire Horizons
		Work on the framework can assist in identifying when, where and at what scale evidence (as set out in the Schedule of Future Evidence Work Report) is required. Cooperation on evidence will ensure a coordinated approach to other strategic issues in Local Plans and would potentially lead to significant cost savings	Need to explore willingness to fund an officer team. Such costs may be reduced if applied over a wide area or if the LEP contributes to funding
		The creation of a dedicated officer team could provide a 'neutral space' for discussion and mediation between authorities	
		Allows for effective coordination with the Strategic Economic Plan (SEP), incorporating strategic spatial planning in the economic planning for the area	

Example: **Cambridgeshire / Peterborough** have produced the [Cambridgeshire and Peterborough Memorandum of Cooperation - Supporting the Spatial Approach 2011-2031](#). This document addresses the requirements of paragraph 181 of the NPPF. It is a non-statutory document which sets out agreed levels of future housing growth. By demonstrating that emerging district-level strategies contribute to a strategic, area-wide vision, objectives and spatial strategy, it provides additional evidence of how the Duty to Cooperate is being met in the area.

More recently, the authorities have supplemented the memorandum with [Strategic Spatial Priorities: Addressing the duty to cooperate across Cambridgeshire & Peterborough 2014](#) . This document highlights how the local authorities have addressed the Duty to Cooperate across a number of other strategic priorities as required by paragraphs 156 and 162 of the NPPF, providing objectives and policy recommendations for Local Plans on cross-cutting issues such as economic development, design, water and energy.

These documents have recently successfully been used as evidence for the East Cambridgeshire and the Fenland Local Plans. Cambridge and South Cambridgeshire are currently using the evidence to support the joint examinations of their Local Plans.

The support work to help develop this coherent approach to planning across the area is provided by the Cambridgeshire & Peterborough Joint Strategic Planning Unit (JSPU). Its two members of staff, paid for by contributions of £10k per year from the seven districts involved, are employed through the county council and hosted at a district council (South Cambs.). The governance structure used includes:

- A dedicated cross-party members group
- The Public Service Board (Chief Executives)
- Senior Officer Groups – consisting of staff from both local authorities and the LEP
- Working groups and project teams.

Option 4 - Joint Strategic Plan

This would be a comprehensive statutory strategic plan which would form part of the Local Plan for each district. The plan and approach would be similar in nature to the Joint Core Strategy. More formal joint member decision making structures may be necessary if such an approach were taken, although the process used for the Joint Core Strategy required decisions to be made at constituent councils.

Structure	Method	Advantages	Issues / Risks
<p>Most likely binding joint member decision making group (possibly through a combined authority), although could be done through Norfolk Strategic Planning Member Forum making recommendations to each authority</p> <p>Probably requires small dedicated officer team to deliver either with seconded or new staff</p>	<p>Statutory joint strategic plan covering housing numbers, economic development and transport examined once and adopted by all authorities as part of their Local Plan</p> <p>Each LPA would also produce separate Local Plan documents covering development</p>	Provides the greatest certainty and coordination for key strategic issues	Potentially an unsuitable structure given the large geographical area, the differing characteristics of the districts and their current progress with plan making. This emerging approach is currently mainly being taken in conurbations
		Allows for effective coordination with the LEP SEP, incorporating strategic spatial planning in the economic planning for the area	<p>Issue of housing numbers still likely to be raised at each Local Plan examination</p> <p>Issue of whether this of approach meets NPPF requirement that each LPA should set out its planning strategy with other policies in their Local Plan (paragraph 156), unless the production of additional development plan documents is clearly justified (paragraph 153)</p>

	management policies and site allocations		Need to explore willingness to fund an officer team. Costs may be reduced if applied over a wide area or if the LEP contributes to funding. Each LPA would have to fund joint strategic planning document production and separate documents for sites and development management.
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Examples:

The **Greater Manchester** Spatial Framework, envisaged as a statutory joint strategic plan to manage the supply of land to support jobs and new homes, is at an early stage of production. There has recently been an initial consultation on evidence for future growth to identify the priorities the plan should address. It is available at:

http://www.agma.gov.uk/what_we_do/planning_housing_commission/greater-manchester-spatial-framework/index.html

A number of authorities in the **West Midlands** have committed to a similar approach, and are looking to gain additional support. For more information, see http://www.planningportal.gov.uk/general/news/stories/2014/november14/131114/131114_1.

More recently, a spokesman announced that **London** mayor Boris Johnson is keen to create a strategic regional plan covering the capital and the greater South East and is organising a summit next spring to discuss the issue with Home Counties council chiefs.

Option 5 – Joint Local Plan

A Joint Local Plan would not only cover strategic issues, but also site allocations and development management policies for all of the districts in a single, area wide, Local Plan. More formal joint member decision making structures would be likely to be necessary if such an approach were taken.

Structure	Method	Advantages	Issues / Risks
Most likely binding joint member decision making group (possibly through a combined authority), although could be done through Norfolk Strategic Planning Member Forum making recommendations to each authority Probably requires dedicated officer team to deliver either with seconded or new staff	Joint Local Plan covering strategic issues, site allocations and development management examined once and adopted by all authorities	Provides coordination of key strategic issues with implementation through site allocations and detailed development management policies	Unsuitable structure given the large geographical area and differing characteristics of the districts Disproportionate approach - coordination of site allocations across a number of districts through a single Local Plan would be likely to be highly problematic
		Allows for effective coordination with the LEP SEP, incorporating strategic spatial planning in the economic planning for the area	Costs of a dedicated team to cover area wide single Local Plan would be likely to be high, though this would be offset to a certain extent as there would not be the need for each LPA to produce its own Local Plan.
		Economies of scale as all evidence base shared	Could be perceived as an approach which does not comply with government's focus on localism

Examples:

We have not been able to identify any examples of a number of districts producing a single Local Plan. However, there are county wide unitary authorities such as Cornwall and Wiltshire, which are both producing Local Plans consisting of separate strategic and site allocations plans. See:

<http://www.cornwall.gov.uk/environment-and-planning/planning/planning-policy/cornwall-local-plan/?page=17394>

Discussion

15. Options 1 to 4 would enable the timeframes of individual Local Plans to be coordinated and for a shared evidence base and/or /shared approach to evidence collection at different geographical scales dependent on relevant issues to be covered.
16. Options 1 to 3 would be non-statutory approaches, retaining all decision making powers at the district level, with testing of the Duty to Cooperate requirements taking place after the submission of each district's single document Local Plan. Options 4 and 5 would involve the production of area wide statutory plans. Option 4 would be an area wide strategic plan which would form part of the Local Plan for each district. Option 5 would be a single Local Plan for the whole area. Options 4 and 5 would probably necessitate the establishment of a joint member decision making group or a combined authority, although the approach taken for the Joint Core Strategy for Broadland, Norwich and South Norfolk (JCS) requiring all decisions to be made by each district council could potentially be used.
17. Short term costs generally increase from options 1 up to 5, but as risks of failing on the Duty to Cooperate generally decrease accordingly, options 1 and 2 could ultimately prove by far the most expensive. Options 1 and 2 would not involve a detailed analysis of the existing evidence base or the production of a document setting out housing numbers. Therefore they risk potentially unnecessary consultancy work being done which would be better done by an experienced strategic planning unit undertaking analysis of the existing evidence base and identifying areas in which new evidence is required. Whilst there would be staff costs associated with option 3, long term cost savings could result from analysis of the existing evidence base before identifying any additional evidence work required. Any cost savings from evidence gathering for option 4 are likely to be offset by the additional spending required in taking a formal strategic plan through examination to adopt it as part of each district's Local Plan. Option 5 could bring some economies of scale, though the costs of a dedicated team to produce an area wide single Local Plan would be likely to be high.
18. Options 2 to 5 could involve a commitment by each local authority, subject to local space and environmental constraints, to agree to maximise the potential to meet their own housing needs within their own boundaries.
19. All options could apply at different geographical scales and could also involve Suffolk authorities subject to all parties agreeing this. This would enable coordination of planning with the economic role of the LEP through its Strategic Economic Plan (SEP). Options 3 - 5 in particular would allow for strategic spatial planning, currently not part of the SEP, to be incorporated in the approach to development taken by the LEP, helping to address barriers to economic growth.

Conclusion

20. The evidence above and the experience of other authorities suggest that we need to take a more formal approach so option 1 is not favoured. Options 4 and 5 are considered too unwieldy and uncertain. Therefore, realistically, the choice is between options 2 and 3, or some hybrid between them. Of these two options, option 3 is favoured because:

- there are recent examples of this approach successfully addressing NPPF requirements in Fenland and East Cambridgeshire
- it demonstrates shared commitment and partnership which can be used to access funding, so is likely to secure positive outcomes and appropriate infrastructure
- it has the potential to enable strategic planning to be tied with economic planning in the SEP
- It has significant potential to save money for each district when preparing its Local Plan.

Recommendation

It is recommended that the forum agrees to:

1. Endorse the principle of option 3, formal cooperation through a shared non-statutory strategic framework.
2. Recommend that each constituent authority agrees formally to take forward option 3 at its earliest convenience, subject to later agreement of:
 - A) Amended terms of reference for the member Duty to Cooperate Group;
 - B) Appropriate officer and member working arrangements; and
 - C) Budget and timetableto support preparation of the shared non-statutory framework.
3. Instruct officers to prepare detailed reports on matters 2 A-C for consideration at the next member Duty to Cooperate meeting.

Report prepared by Mike Burrell, Norwich City Council, 8th December 2014

Appendix 1

Norfolk Duty to Cooperate – Member Forum **Terms of Reference**

Introduction

The Localism Act 2011 inserts section 33A into the Planning and Compulsory Purchase Act (2004) the requirement for authorities and certain public bodies to discuss key issues under a 'Duty to Cooperate' when preparing Development Plan Documents (principally Local Plans), and other Local Development Documents .

The Act states, *inter alia*, that Local Planning Authorities must:

'...engage constructively, actively and on an ongoing basis in any process by means of which development plan documents (or supplementary planning documents) are prepared or supported, so far as relating to 'strategic' matters. For the purposes of the Duty to Cooperate, strategic planning matters are development or infrastructure that significantly affects more than one planning authority area, or those that comprise, or significantly affect, county planning matters.'

The Duty to Cooperate is a legal test. Local Planning Authorities will need to provide evidence to demonstrate that they have complied with the duty as part of the examination of Local Development Documents.

However, the outcomes arising from the Duty to Cooperate would also be considered as part of the wider soundness test that Local Development Documents are judged against. This is a test of whether the document is 'effective'.

It is possible that a document can successfully pass the Duty to Cooperate legal test, but fail the 'effectiveness' test. This is because cooperation may still be required to deliver a key element(s) of a plan and there have been some high-profile examples of this scenario elsewhere in the country.

The Duty to Cooperate cannot be complied with retrospectively, and failure to do so would mean that a plan would not be able to progress until such time as sufficient engagement had been carried out. This presents a significant risk to local authorities and will affect the timescale for preparing and adopting local plans.

Therefore, bringing elected Members together on a regular basis as part of a single forum will create efficiencies for authorities and avoid duplication of discussion on key issues. Such an approach will mean that time and resources will be saved by negating the need for each authority to have separate discussions on the same topics with its neighbours and others.

Purpose

The purpose of the forum is for members to discuss the strategic issues that are planning related and affect all or the majority of local planning authorities and others affected by the Duty to Cooperate under the Localism Acts 'Duty to Cooperate'.

The forum will discuss the implications of these issues for plan-making, or other activities that contribute towards plan-making under the duty (such as evidence base etc) and work to achieve a common understanding or approach to that issue.

Objectives

1. To discuss strategic planning issues that affect local planning authorities
2. to understand the viewpoints of other authorities
3. to consider comment upon and potentially commission relevant supporting evidence base to support local plans (as appropriate)
4. to consider the need for joint or coordinated working on particular topics or evidence
5. to co-ordinate if at all possible timelines for the production of plans

Operation of the Forum

Discussions at the forum will not be binding on any authority. The sovereignty of each LPA and their Local Plan(s) is not affected by this group.

The discussions that take place within this forum will be formally recorded and used by individual authorities at Examinations in Public (EiP) to demonstrate that meaningful engagement at political level has been held under the duty.

Membership

- Member with responsibility for planning from each District Council, the Broads Authority and the County Council, other Members as appropriate.
- The forum will need to engage with elected Members from authorities in other counties.
- Representatives from local authorities beyond Norfolk will receive a standing invite to the meetings.
- Other Duty to Cooperate bodies listed in the Act will be invited to attend as appropriate.
- Other planning issues that only affect two individual authorities should be considered separately between those authorities.

Reporting back

It is anticipated that individual authorities will be kept up to date with reports / minutes from the Forum reported back to suitable committees or cabinets. Where specific endorsement or agreement to a particular action is required individual authorities will be responsible for facilitating this.

The Terms of Reference of this forum will be reviewed annually to ensure that they meet the needs of participating authorities and reflect the requirements of the Act.

Report to	Cabinet 11 March 2015	Item
Report of	Executive Head of Regeneration and Development	8
Subject	Affordable housing supplementary planning document - Adoption	

Purpose

To consider how the council will meet the requirement to cooperate on strategic matters in local plan making.

Recommendation

- 1) To adopt the *Affordable housing supplementary planning document* in accordance with regulation 14 of the Town and Country Planning (Local Development) (England) Regulations 2012.
- 2) To delegate authority to the head of planning, in consultation with the portfolio holder for environment, development and transport, to make any further minor factual updates and corrections required prior to adoption, and to proceed with the necessary legal and administrative process to complete formal adoption.

Corporate and service priorities

The report helps to meet the corporate priority “Decent housing for all” and the service plan priority to implement the local plan for the city.

Financial implications

There are no direct financial consequences for the council regarding adoption of this document.

Ward/s: All wards

Cabinet member: Councillor Stonard – Environment development and transport

Contact officers

Mike Burrell, planning team leader (policy) 01603 212525

Sarah Ashurst, planner (policy) 01603 212500

Background documents

None

Report

Introduction

1. This report seeks that cabinet adopt the *Affordable housing supplementary planning document* (SPD). The SPD provides essential detail to implement *Joint Core Strategy* (JCS) policy 4 and policy DM33 of the *Development management policies local plan* which was adopted in December 2014 (the *Norwich local plan*). Its preparation has been informed by consultation and consideration at Sustainable Development Panel. The Panel recommended cabinet to adopt it at its meeting on 25 February.
2. Policy 4 of the JCS seeks to achieve a proportion of affordable housing on all housing development sites of 5 or more dwellings, taking into consideration viability issues. Policy DM33 of the *Norwich local plan* sets out the planning obligations not covered by the Community Infrastructure Levy (CIL) and the circumstances in which negotiation of planning obligations will occur where non-viability of development can be demonstrated.
3. The policy background to and purpose of the SPD was described in more detail in the report to sustainable development panel dated 24 September 2014. Broadly, the SPD is intended to outline how the policy framework should be interpreted and implemented in order to promote mixed and sustainable communities, and to formalise the 2011 *Interim statement on affordable housing* and the *Prioritisation framework* to provide guidance on the circumstances in which the council will accept contributions in lieu of on-site provision of affordable housing.
4. It should be noted that procedurally, a full council resolution is not necessary in order to adopt an SPD. This is because SPD does not involve a substantive change in the council's policy approach, rather it is intended to supplement and update a policy which is already adopted.
5. Adoption of the SPD is likely to result in additional Section 106 funding being received by the council. Any such funding will be ring fenced and only able to be spent on the provision of affordable housing. If the SPD increases the amount of planning and development activity there may also be financial impacts associated with planning fees and new homes bonus payments to the Council.
6. The document for adoption (incorporating amendments to address comments made during the 2 consultations) is attached as Appendix 1 to this report. The detailed consultation responses received and the consideration of them were discussed and agreed by Sustainable development panel. A number of changes were made to the document in this light of the consultation response and new information.

The consultation

7. The SPD was published in draft format on the Council's website on the 1st October 2014. Copies of the document were made available for inspection at City Hall and the Forum library. The consultation ran for a period of just over 4 weeks in accordance with the requirements of the adopted *Statement of community involvement* (SCI).

8. A range of groups and individuals were consulted including developers, agents and architects, registered providers of affordable housing, adjacent district councils, local interest groups, and councillors. Consultation was carried out via email and letters.

Issues raised in the consultation

9. A limited number of responses, 4 in total, were received to the consultation.

10. Points raised included:

- Appendix 4 (Viability assessment requirements) being overly prescriptive, particularly for outline applications.
- Conflict with RICS guidance in relation to exceptional circumstances.
- The need for explanation of how the Broads Authority will use this SPD.
- More explanation of JCS policy 4 is needed.
- Reference to whom should pay for independent viability assessments should be made.
- Queried whether contributions for part dwellings would be accepted.
- Queried whether sensitivity testing is required and if yes then reference to this should be made within the document.
- Recommendation of the use of 'claw back' as well as reviews of viability of development proposals.
- Minor edits to wording and format.

11. One representation in support of the SPD was made by Norfolk County Council, specifically welcoming the inclusion of the section on prioritisation of planning obligations.

National planning policy changes

12. A ministerial statement was issued on the 28 November 2014 introducing the new threshold for affordable housing contributions so that only developments of over 10 dwellings, or a 1,000 square metre gross floorspace, would be liable for affordable housing contributions through Section 106 agreements.

13. As a result of this national planning policy change some parts of adopted JCS policy 4 can no longer be applied. In particular:

- a) bullet point 1 (requiring 20% affordable housing provision on sites of 5-9 dwellings) can no longer be applied at all, and
 - b) bullet point 2 (requiring 30% affordable housing provision on sites of 10-15 dwellings) can now only apply to sites of 11 to 15 dwellings.
- All other parts of the adopted JCS policy 4 will be applied in full.

14. In addition, a 'vacant building credit' can now be offered to developers to incentivise them to develop sites. This applies where existing vacant buildings are proposed to be brought back into lawful use or demolished and redeveloped. This does not apply to buildings which have been abandoned.

The re-consultation

15. It was considered necessary to carry out a focused re-consultation on the changes proposed to the document following national policy changes.
16. The new section proposed to be included in the draft SPD detailing the parts of the JCS policy which can no longer be applied and how the vacant building credit is calculated (Section 4) was advertised on the council's website on the 19 January 2015. The consultation ran for a period of 2 weeks.
17. A range of groups and individuals were consulted including developers, agents and architects, registered providers of affordable housing, adjacent district councils, local interest groups, and councillors. Consultation was carried out via email and letters.

Issues raised in the re-consultation

18. Only 3 responses were received, one of which made a particularly useful comment was made on the 'vacant building credit' calculation.
19. The respondent proposed an alternative method to that proposed by officers for calculating the vacant building credit. After consideration of the proposed alternative methodology it is considered to be a simpler calculation which is not influenced by unit sizes or by the specific design of the scheme. It is also considered to be more adaptable if elements of the scheme change and more appropriate for flatted developments.

Proposed changes from the draft SPD

20. A number of minor changes have been made to the document in the light of consultation responses. These were considered in detail by Sustainable Development Panel. The two most significant changes are summarised below:
21. The area within which commuted sums will be spent is proposed to be changed from within 1km of the site to within the same or an adjacent electoral ward. It is considered that 1km is too restrictive a radius and alternative sites are unlikely to be found which are suitable for off-site affordable housing provision. Extending the area within which commuted sums can be spent is likely to give rise to more opportunity for affordable housing development to occur whilst also ensuring balanced and mixed communities are formed.

Also an amendment is made to the proposed Section 4 regarding how the 'vacant building credit' will be calculated. The previous methodology proposed by officers was based on the net increase in floorspace but had the potential to be influenced by unit numbers and sizes as it involved calculation of an average unit size to determine the affordable housing requirement. This could potentially have been used to negative effect by developers. The revised methodology now proposed is based on an approach suggested by a respondent to the re-consultation as this was

considered simpler and more effective. It revises the affordable housing percentage requirement according to the net increase in floorspace only, irrespective of the number and size of units proposed. Section 4 of the SPD outlines the methodology in full.

Conclusions

22. Officers are confident that the SPD will provide a sound basis for the future determination of applications where affordable housing is required and/or where planning obligations are to be negotiated due to poor development viability.

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with completing the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	11 th March 2015
Head of service:	Graham Nelson
Report subject:	Affordable housing supplementary planning document
Date assessed:	25 th February 2015
Description:	<p>This report is about the Affordable housing supplementary planning document (SPD), which was initially published as a draft for consultation in October and subsequently in January and has been revised in response to consultation feedback and agreed by Sustainable Development Panel on 25 February 2015. The report outlines the main issues raised in response to consultation, summarises the responses received and describes the amendments to the document to address those responses. Members are asked to endorse the document for formal adoption.</p>

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	There are minor costs associated with adoption, chiefly the costs associated with formally publicising the document, but this is a statutory requirement. Adoption of the SPD is likely to result in additional Section 106 funding being received by the council. Any such funding will be ring fenced and only able to be spent on the provision of affordable housing. If the SPD increases the amount of planning and development activity there may also be financial impacts associated with planning fees and new homes bonus payments to the Council.
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Limited impact on Design, Print and Production services which will organise the uploading of the SPD and accompanying documentation onto the council's website. There is expected to be limited demand for printed copies of the SPD and the costs of providing these on request can be absorbed within the planning budget.
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	None identified

	Impact			
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	National planning policy changes have been made by central government to facilitate the delivery of housing on brownfield land. Aspects of the SPD outline how elements of these changes to national planning policy will be implemented which in turn should help the delivery of housing within the city, boosting the development sector and encouraging investment.
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No impact identified
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No impact identified
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No impact identified
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No impact identified
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No impact identified
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No impact identified
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No impact identified

	Impact			
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No impact identified
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No impact identified
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The adoption of the SPD will have a positive impact on the built environment, promoting the development of brownfield land and the beneficial reuse of premises within the city.
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No impact identified
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No impact identified
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No impact identified
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No impact identified
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The risks of not adopting the SPD are that, without it, the effectiveness of the JCS and local plan policies which it is intended to implement would be reduced, giving less weight and certainty to planning decisions.

Recommendations from impact assessment

Positive

The SPD will have a positive impact following adoption as it provides the detail to implement the adopted Joint Core Strategy policy for affordable housing and support the recently adopted development management policies relating to planning obligations.

Negative

No negative impacts identified.

Neutral

No impact has been identified in relation to many of the issues.

Issues

The key risk is the non adoption of the SPD, which would result in uncertainty for developers and failure to effectively implement the policies in the Joint Core Strategy and the Norwich Local Plan regarding provision of affordable housing.

**Affordable housing Supplementary planning document
(2015)**



**This document supplements *Joint core strategy* policy 4 and
Norwich local plan policy DM33**



Executive summary

This supplementary planning document (SPD) provides detailed guidance on how policy 4 of the *Greater Norwich Joint Core Strategy (JCS)* and policy DM33 of the *Development management policies local plan*, both relating to delivery of affordable housing, should be interpreted and implemented in order to help promote mixed and sustainable communities. In November 2014 central government introduced changes to National planning policy which increased the threshold over which affordable housing can be required by a local planning authority. This SPD acknowledges this national policy change and outlines the parts of JCS policy 4 which can no longer be applied, and how the 'vacant building credit' will be calculated.

The SPD reiterates the requirements for affordable housing on development sites of 11 or more dwellings as required by JCS policy 4¹, and makes clear the design requirements for affordable housing provision.

Development viability is a material consideration currently affecting the implementation of JCS policy 4 and local evidence shows low levels of delivery of affordable housing.

Where non-viability of sites can be demonstrated, the council's approach to prioritisation of planning obligations is outlined.

Where non-viability of development is accepted but affordable housing is prioritised over other policy requirements, and/or where a reduced on-site provision is accepted, then JCS policy 4 and the design criteria outlined in this SPD should be applied.

Where affordable housing is not prioritised over other planning obligations, the council's approach to provision of off-site affordable housing via a commuted sum is outlined.

Further, the council's approach to reviewing development viability is also covered, recommending a review within 12 months of permission being granted if no commencement on site has occurred in order to incentivise development and promote housing delivery.

In response to the varying quality of viability assessments submitted to date, the SPD seeks to provide best practice guidance in relation to what should be contained in viability assessments in order to better inform developers of the council's expectations and ease the process at planning application stage.

¹ Bullet point 1 of JCS policy 4 ('affordable housing section') can no longer be applied, and bullet point 2 now only applies to sites of 11-15 dwellings following changes to National planning policy.

Affordable housing SPD



This SPD is for use by applicants, agents, developers and land owners applying for residential development and development management staff and members of planning applications committee in assessing and determining applications. It incorporates advice from the council's planning and housing services.

Consultation on the draft SPD took place in the autumn of 2014. The adopted SPD will be a material consideration in determining planning applications and will supersede the 2011 *Interim statement on affordable housing* and the corresponding *Prioritisation framework*.

The SPD is flexible and will be updated annually to reflect changes in development viability and market conditions at that time and any relevant changes in Government policy.



1. National Planning Policy

1. National planning policy in the *National Planning Policy Framework (NPPF)* requires local authorities to 'deliver a wide choice of high quality homes, widen opportunities for home ownership and create sustainable, inclusive, and mixed communities'. In order to achieve this local authorities should:

- plan for a mix of housing based on current and future demographic trends, market trends and the needs of different groups in the community (such as, but not limited to, families with children, older people, people with disabilities, service families and people wishing to build their own homes);
- identify the size, type, tenure and range of housing that is required in particular locations, reflecting local demand, and;
- where they have identified that affordable housing is needed, set policies for meeting this need on site, unless off-site provision or a financial contribution of broadly equivalent value can be robustly justified (for example, to improve or make more effective use of the existing housing stock) and the agreed approach contributes to the objective of creating mixed and balanced communities. Such policies should be sufficiently flexible to take account of changing market conditions over time.

(*NPPF*, paragraph 50)

2. For the purposes of this SPD the same definition of 'affordable housing' is used as that within the *NPPF* and as shown in Figure 1 on the following page.
3. The following paragraphs of the *NPPF* have been taken into account in preparing this document: paragraphs 56 (good design), 69 (mixed and healthy communities), 159 (the need for a Strategic housing market assessment (SHMA)), and 173 and 179 (viability and deliverability).
4. In addition, relevant guidance in *National Planning Practice Guidance (NPPG)* published in March 2014 and amended in November 2014, has also been taken into consideration, in particular the sections on planning obligations and design². Following changes made in November 2014, the *NPPG* now stipulates that 'contributions should not be sought from developments of 10 units or less, and which have a maximum combined gross floorspace of no more than 1000sqm'.

² <http://planningguidance.planningportal.gov.uk/>



5. When considering development of a vacant (empty/cleared) site and proposed unit numbers the NPPG is clear: only sites of 11 or more dwellings should provide affordable housing on site.
6. When considering sites where vacant buildings are present and are proposed to be brought back into lawful use or demolished and replaced with a new building, the NPPG states that developers should be offered a 'financial credit equivalent to the existing gross floorspace...' and that 'affordable housing contributions would be required for any increase in floorspace'. The process for determining the vacant building credit is set out in section 4 of this document.
7. For clarity, the vacant building credit applies only where the building has not been abandoned.
8. Any references within this document to housing tenures, including affordable rent, social rent and intermediate housing, will be as defined in the glossary of this SPD (see Appendix 6).

'Affordable housing':

Social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. Eligibility is determined with regard to local incomes and local house prices. Affordable housing should include provisions to remain at an affordable price for future eligible households or for the subsidy to be recycled for alternative affordable housing provision.

Social rented housing is owned by local authorities and private registered providers (as defined in section 80 of the Housing and Regeneration Act 2008), for which guideline target rents are determined through the national rent regime. It may also be owned by other persons and provided under equivalent rental arrangements to the above, as agreed with the local authority or with the Homes and Communities Agency.

Affordable rented housing is let by local authorities or private registered providers of social housing to households who are eligible for social rented housing. Affordable Rent is subject to rent controls that require a rent of no more than 80% of the local market rent (including charges, where applicable).

Intermediate housing is homes for sale and rent provided at costs above social rent, but below market levels subject to the criteria in the affordable housing definition above. These can include shared equity (shared ownership and equity loans), other low cost homes for sale and intermediate rent, but not affordable rented housing.

Homes that do not meet the above definition of affordable housing, such as "low cost market" housing, may not be considered as affordable housing for planning purposes.

NPPF Annex 2: Glossary

Figure 1: Affordable housing definition from the National Planning Policy Framework (NPPF)



2. Local policy context

9. The local plan for Norwich consists of the *Joint Core Strategy (JCS)*, the *Site allocations and site specific policies local plan* (the *Site allocations local plan*), the *Development management policies local plan* (the *DM policies local plan*), the policies map, and the *Northern city centre area action plan (NCCAAP)*.
10. Policy 4 of the *JCS* seeks to achieve the following proportion of affordable housing on sites of 5 or more dwellings³:
 - on sites of 5-9 dwellings (or 0.2-0.4ha), 20% with tenure to be agreed on a site by site basis (numbers rounded upwards from 0.5);
 - on sites for 10-15 dwellings (or 0.4-0.6ha), 30% with tenure to be agreed on a site by site basis (numbers rounded upwards from 0.5), and;
 - on sites of 16 dwellings or more (or over 0.6ha) 33% with approximate 85% social rented and 15% intermediate tenures (numbers rounded upwards from 0.5).
11. Following changes to National planning policy in November 2014, bullet point 1 of *JCS* policy 4, shown above, can no longer be applied. Further, bullet point 2 relates only to sites of 11-15 dwellings.
12. The policy also states that the proportion of affordable housing may be reduced, and the balance of tenures amended, where it can be demonstrated that the site is unviable in prevailing market conditions.
13. It should be noted by those using this document that affordable housing requirements apply to the **net increase of dwellings only** (where planning permission is required). For example, if an application is submitted to demolish 10 open market dwellings and replace them with 20 dwellings then the net increase is 10 dwellings. The policy should only be applied to the 10 new dwellings.
14. The requirement for affordable housing provision applies to **all C3 dwellings, C4 dwellings and sui generis dwellings (eg HMOs)** irrespective of tenure or ownership model.
15. All relevant development proposals should have regard to the principles set out in this SPD.
16. The appropriate mix of tenures is as set out in *JCS* policy 4. For sites of 5-9 dwellings and 10-15 dwellings, tenure is to be agreed on a site by site basis. On sites of 16 or more dwellings a split of 85% social rented and 15% intermediate tenures is

³ See appendix 1 for a full version of *JCS* policy 4.



advocated. However, in accordance with JCS policy 4, this can be negotiated in exceptional circumstances and/or where certain tenures are not appropriate in specific areas of the city. The publication of any new SHMA may update the required tenure split. This document will be updated as necessary thereafter including any amendments as necessary to the calculations set out in Appendix 3.

17. It is current practice to accept affordable rent dwellings only where a developer can provide evidence that social rent is unviable or where evidence is provided that registered providers (RPs) will not accept social rented dwellings. It is considered preferable to accept affordable rent dwellings on-site, rather than a commuted sum as this helps build sustainable mixed communities.
18. Provision of affordable housing on-site is the city council's preferred approach, and is also the preference set out in government guidance. This promotes social inclusion and the design of individual sites should take account of this objective.

Affordable housing design

19. The policies of the *DM policies local plan* relating to amenity (DM2), design (DM3), and principles for residential development (DM12) should be adhered to when applying for planning permission for any development of residential dwellings. These standards should be applied to *all* forms of housing development, including affordable units.
20. It is critical that the design process recognises at an early stage the need to accommodate a mix of affordable tenures, and has the ability to incorporate affordable housing which meets the needs of, and is attractive to, RPs. Applicants should undertake early discussions with RPs, considering alternative designs where necessary, to try to accommodate on site affordable housing in the first instance.
21. Paragraph 12 of this document outlines the threshold for an affordable housing requirement and the corresponding required percentage of affordable housing to be provided on site. In order to achieve the mixed and balanced communities advocated in JCS policy 4, as a minimum, the following design criteria should be met:
 - there should be no distinction between affordable units and market units, (i.e. development should be 'tenure-blind');
 - the same levels of car parking provision should be made for the affordable units as for market units (i.e. if 80% of the market housing has a parking space, then 80% of the affordable units should have a parking space), and;
 - if reasonable and practical to do so, affordable units should be distributed evenly throughout the development to promote social inclusion and mixed communities.



Where a flatted development is proposed, the affordable housing units should meet the requirements of the RP taking on the units upon completion of the development.

Residential institutions

22. Both purpose built student accommodation (C1 halls of residence) and care homes (C2 residential institutions) make a valuable contribution to meeting housing need, which in turn releases accommodation in open market housing stock. Any consent granted for such a use is likely to be subject to a condition restricting and making clear the approved use.
23. Neither student accommodation nor residential institutions have permitted development rights to transfer to C3, C4 or sui generis dwellings. Therefore, any proposal to convert such accommodation would require a new planning consent. These forms of development are not subject to the same requirements for affordable housing provision as market housing.

Application requirements

24. Full planning applications should confirm the amount of development proposed, including the amount of affordable housing to be provided, the dwelling mix in terms of tenure and unit size and the location of the affordable homes. If, subject to the criteria outlined in this SPD, the affordable dwellings are not to be provided on site, applicants should use the tables in Appendix 3 of this document to calculate the amount of commuted sum required to be paid in lieu of on-site provision.
25. Outline planning applications should as a minimum secure the full affordable housing provision in accordance with JCS policy 4. The overall numbers to be provided with, if possible, an indicative tenure mix, dwelling sizes, types and proposed location should be outlined. Any subsequent reserved matters applications can review the affordable housing provision and tenure mix. Submissions should comply with the requirements for a full planning application (listed above).

How adjoining authorities will use this document

26. For clarity, the Broads Authority does not have a strategic housing function. Policy DP23 of the adopted *Broads Authority Development management policies development plan document* (2011-2021) states that the Broads Authority applies the policies of its constituent District Councils (in both Norfolk and Suffolk) regarding affordable housing. Therefore, this SPD will also apply to housing proposals within the Broads Authority area.



27. All other adjoining authorities will produce their own SPDs as necessary.

Artificial sub-division of sites

28. Where a site is in a single ownership, artificial sub-division to avoid provision of affordable housing will not be permitted. The intention behind this statement is to distinguish between those schemes which are prepared with the intention of circumventing *JCS* policy 4, and those schemes which have been drawn up addressing legitimate planning considerations, and therefore may not be able to provide affordable housing in accordance with the core strategy policy.

Hybrid applications

29. Sites which are proposed to be developed partly under permitted development rights as outlined in The Town and Country Planning (General Permitted Development) Order 1995 (as amended), and partly requiring planning permission will be considered on a case by case basis regarding viability and resulting planning obligations.



3. Local evidence on affordable housing delivery

30. It is recognised that affordable housing provision secured through *JCS* policy 4 is dependent on the overall viability of development and that this is, in itself, dependent upon a wide range of site specific circumstances.
31. Wider economic conditions over past years have impacted on levels of housing delivery on all sites, and the viability of sites has been significantly affected by the levels of affordable housing required under the *JCS* policy 4 and other planning obligations.
32. Table 1 below shows numbers of housing completions since the start of the plan period (2008), the average annual requirement and the actual annual requirement taking into account the actual rate of housing delivery in previous years.

	2008/09	2009/10	2010/11	2011/12	2012/13
Completions	527	399	377	280	377
<i>JCS</i> allocation annualised over 18 years (2008-2026)	477	477	477	477	477
Managed delivery target – annual requirement taking account of past/projected completions	477	474	479	486	531

Table 1: Extract from the JCS AMR 2012/13

33. As a result of low levels of house building due to poor site viability, levels of affordable housing provision from private development have also been affected (see table 2 below).

	2008/09	2009/10	2010/11	2011/12	2012/13
AH Completions	235	92	112	171	145

Table 2: Affordable Housing completions 2008-2013

34. The particularly successful years of delivery in 2011/12 and 2012/13 can be largely attributed to the work of the city council in partnership with the Homes and Communities Agency (HCA) to deliver affordable homes on council owned sites (shown as RP sites in table 3 below). From this partnership, between December 2011 and March 2013 108 dwellings were delivered on small sites of 10 dwellings or fewer, all counting towards provision of affordable housing.



35. The JCS AMR has raised concern in previous years with poor affordable housing delivery, and the impact of the requirements on JCS policy 4 on development viability.
36. Table 3 below sets out the number of sites which have provided on-site affordable housing provision and those where a commuted sum has been accepted in lieu of on-site provision.

	5-9 dwellings	10-15 dwellings	16 plus dwellings
Total sites where JCS policy 4 applicable:	24	13	17
-of which private	13	8	16
-of which RP	11	5	1

Private Schemes			
Delivering on-site provision	3 (23%)	2 (25%)	11 (69%)
Delivering a commuted sum and/or overage for off-site provision	10 (77%)	6 (75%)	5 (31%)

RP Schemes			
Delivering on-site provision	11 (100%)	5 (100%)	1 (100%)
Delivering a commuted sum and/or overage for off-site provision	0 (0%)	0 (0%)	0 (0%)

Table 3: Number of sites where on-site affordable housing provision has been made, and where a commuted sum has been accepted since base date of JCS 01.04.2008 to 31.03.2014.

37. The city council is continuing to identify sites where affordable homes can be delivered. However, it is clear from low levels of schemes, particularly small and medium sites up to 15 dwellings, providing on-site affordable dwellings since adoption of the JCS that the private market is struggling to meet the on-site policy requirements of JCS policy 4.
38. The current approach of the council of accepting a commuted sum for off-site provision delivers a valuable funding stream to provide affordable dwellings off site.



39. This SPD proposes to continue this approach, to ensure that potential funding sources are not lost and to ensure affordable housing is provided. The council considers that this approach takes account of the need for flexibility advocated by government in prevailing market conditions which are a material consideration when determining planning applications.



4. Changes in national legislation and implications for JCS policy 4

40. In 2014 the government consulted on a proposed change to the threshold for affordable housing contributions so that only developments of over 10 dwellings, or a 1,000 square metre gross floorspace, would be liable for affordable housing contributions through Section 106 agreements. The Government considers that this will aid the delivery of housing small-scale sites and brownfield land.

41. The results were published by the Department for Communities and Local Government (CLG) and a ministerial statement was issued on the 28th November 2014 introducing the new threshold for affordable housing contributions as set out above. In addition, a 'vacant building credit' can now be offered to developers to incentivise them to develop sites. This applies where existing vacant buildings are proposed to be brought back into lawful use or demolished and redeveloped. This does not apply to buildings which have been abandoned.

The consultation response document can be found here:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/381349/Planning_Contributions__Section106_planning_obligations_.pdf

The ministerial statement can be found here:

<http://www.parliament.uk/documents/commons-vote-office/November%202014/28%20Nov%202014/2.%20DCLG-SupportForSmallScaleDevelopersCustomAndSelf-Builders.pdf>

42. As a result of this national planning policy change some parts of adopted JCS policy 4 can no longer be applied. In particular:

- bullet point 1 (requiring 20% affordable housing provision on sites of 5-9 dwellings) can no longer be applied at all, and
- bullet point 2 (requiring 30% affordable housing provision on sites of 10-15 dwellings) can now only apply to sites of 11 to 15 dwellings.

All other parts of the adopted JCS policy 4 will be applied in full.

Calculating the 'vacant building credit'

43. Where the 'vacant building credit' is applicable, it will be calculated in the following way:

- The existing affordable housing requirement is outlined in bullet points 2 and 3 of JCS policy 4, ie for proposals of 11-15 dwellings 30% affordable housing will be required, for developments of 16 plus dwellings 33% affordable housing will be required.



- The net affordable housing requirement should be recalculated to take into account the two gross floor areas (the original building floorspace to be demolished or brought back into lawful use, and the proposed replacement building) to arrive at the net maximum affordable housing target for that site. The following formula will be applied:

$$C / A \times \text{JCS policy requirement (0.30 or 0.33)} = D$$

A = proposed floorspace

B = existing floorspace

C = net additional floorspace (A-B)

D = Net affordable housing requirement

44. Once the affordable housing requirement has been calculated, all other parts of this SPD should then be applied to the affordable housing contribution.

45. For clarity, a worked example for a scheme of 26 dwellings is shown below (*the GIA schedule on the following page has been supplied with the application*):

- A = 1607.1
- B = 865
- C = 742.1
- D = $742.1 / 1607.1 \times 0.33$

The net affordable housing requirement is 15%

46. **If, after such a calculation has been made, development of the site is still not viable, the following sections of this SPD will apply.**

Affordable housing SPD



Proposed housing

Plot	Beds	GIA Sqm
1	1	46.2
2	1	46.2
3	2	70.2
4	2	64.2
5	2	64.2
6	2	64.2
7	2	64.2
8	1	45.2
9	1	46.2
10	1	46.2
11	2	70.2
12	2	64.2
13	2	64.2
14	2	64.2
15	2	64.2
16	1	45.2
17	1	46.1
18	3	83.2
19	2	70.2
20	2	64.2
21	2	64.2
22	2	64.2
23	2	64.2
24	1	45.2
25	3	84.3
26	3	92.3
Total GIA		1607.1
Average GIA		61.8

Existing vacant retail floorspace

Unit No	GIA Sqm
Unit 1	565
Unit 2	300
Total GIA	865

Example GIA schedule



5. Establishing development viability

47. Planning law requires that applications for planning permission must be determined in accordance with the development plan unless material considerations indicate otherwise⁴. The issue of viability is a material consideration.
48. It is recognised that seeking provision of affordable housing on site is an important and longstanding aspect of government planning policy which enables mixed communities and social cohesion. However, the requirements of JCS policy 4 are still putting increased pressure on development viability in the current economic market and with the government drive to deliver homes the planning system must be flexible to ensure that developments can go ahead.
49. The fundamental issue in considering development viability is whether an otherwise viable development is made unviable by the extent of planning obligations or other policy requirements. Figure 2 below illustrates this point.

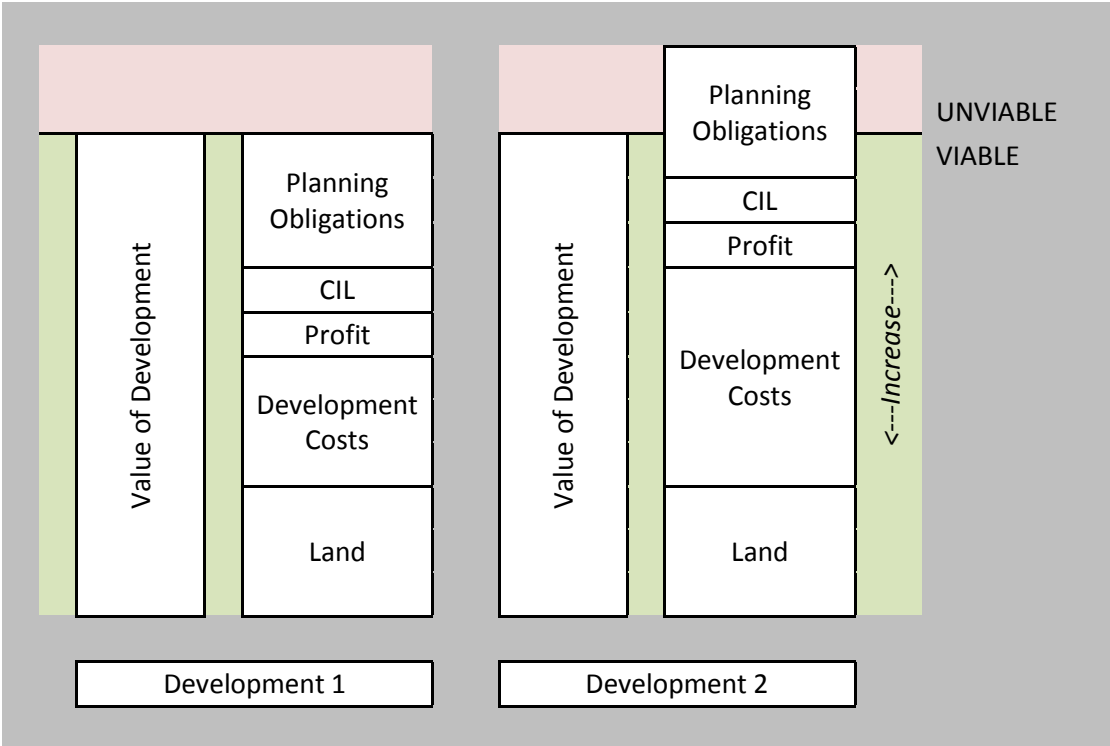


Figure 2: Adapted from RICS 'Financial Viability In Planning' (2012)

⁴ Section 38(6) of the Planning and Compulsory purchase Act 1004 and Section 70(2) of the Town and Country Planning Act 1990.



50. In “development 1” the value of the development can be met whilst meeting all planning obligations and costs and maintaining a reasonable return for the land owner.
51. In “development 2” the costs have increased and as a result the development becomes unviable. In such a case a viability assessment would be required to be provided by the developer.
52. The council’s requirements for viability assessments are set out in section 11 and appendix 4 of this document. Upon receipt of an assessment, the council will seek independent verification (where necessary) of the developer’s viability assessment to determine the accuracy of the projected development cost, land values and the level of return, and to ascertain those planning obligations that could be negotiated, and to what level, to render the site viable whilst still retaining a reasonable return for the land owner. The council will do this taking into consideration the planning obligation prioritisation framework outlined in the following section of this document. The council will expect the developer to pay for such independent assessment and the costs of this can be added to the viability assessment.



6. Planning obligations prioritisation framework

53. In 2009 a *Prioritisation Framework* was agreed by Executive with an update agreed in March 2011. This Framework sought to provide guidance for development management officers and members of planning applications committee on how to prioritise requirements for developer contributions covered by Section 106 agreements, planning conditions and planning obligations. This list included essential policy requirements such as transport contributions, education and library contributions, play and open space provision/contributions and affordable housing, amongst others.
54. In June 2013 the city council adopted the *Community Infrastructure Levy (CIL)*. CIL is a planning charge, introduced by the Planning Act 2008, as a tool for local authorities in England and Wales to help deliver infrastructure to support the development in their area. It came into force through the Community Infrastructure Levy Regulations 2010.
55. The introduction of CIL effectively renders the *Prioritisation Framework* of 2011 null and void as many of the essential policy requirements now have contributions paid under the mandatory levy rather than through Section 106 agreements.
56. However, planning obligations are still relevant in certain circumstances and are required in order to secure acceptable development. Policy DM33 of the local plan outlines when such obligations will be required. The remaining obligations include (positioning in the list below is not an indication of priority)⁵:
- the delivery of affordable housing;
 - the delivery of on-site open space and playspace required directly to serve the development, and;
 - pedestrian and highway safety improvements necessary to secure satisfactory access to the development via a range of modes of transport.
57. In the event that a developer can demonstrate that a development is not viable with the full range of planning obligations being met, the council will undertake an assessment of the priority of those obligations required from the development.
58. Prioritisation of planning obligations will be made on a case by case basis, taking into consideration site specific circumstances and other material considerations.
59. It is important to recognise that provision of affordable housing on site may be prioritised over other obligations and that the following sections of this SPD may not

⁵ Policy DM33 is appended in full at Appendix 2.



always apply. Where affordable housing provision on site is considered to be a priority over other obligations, *JCS* policy 4 and paragraphs 15, 16 and 21 of this SPD should be applied and dwelling numbers and tenures negotiated as appropriate.

60. Where affordable housing provision on-site is considered to be of a lesser priority to other site specific planning obligations, or where development remains unviable even when all planning obligations are removed, then the following sections of this SPD will apply.



7. Reduced on-site affordable housing provision

61. It is recognised that affordable housing provision through *JCS* policy 4 is dependent on the overall viability of development. In turn, this is dependent upon a wide range of site specific circumstances.
62. *JCS* policy 4 states, in addition to setting the levels of affordable housing provision, that 'The proportion of affordable housing sought may be reduced and the balance of tenures amended where it can be demonstrated that site characteristics, including infrastructure provision, together with the requirement for affordable housing would render the site unviable in prevailing market conditions, taking account of the availability of public subsidy to support affordable housing'.
63. Provision of affordable housing on site is the council's preferred approach. However, taking a flexible approach, if non-viability of development with a policy compliant level of affordable housing can be demonstrated via an open book viability assessment (see Appendix 4), then reduced provision on-site will be considered in the first instance. As set out in Section 11, any viability assessment submitted to support non-viability of development should set out all sensitivity testing that has been undertaken.
64. In such cases, the design considerations outlined in paragraphs 19-21 of this SPD should be applied and dwelling numbers and tenures negotiated as appropriate.
65. In addition, paragraphs 75-78 of this SPD regarding review of viability where non-commencement of development occurs, will also apply.



8. Off-site affordable housing provision via a commuted sum

66. In December 2011 an *Interim Statement on off-site affordable housing provision* (the *Interim Statement*) was adopted by cabinet following adoption of the *JCS*. The *Interim statement* saw a significant change in policy in respect of housing provision and particularly affordable housing in *JCS* policy 4. At that time, the scale of the challenge involved in meeting the requirements of *JCS* policy 4 was significant with housing completions down significantly on the annual requirement.
67. The purpose of the *Interim Statement* was to identify the issues relating to implementation of *JCS* policy 4 and introduced a payment contribution in lieu of provision of affordable housing on site in certain circumstances.
68. The criteria outlined in the *Interim statement* for accepting contributions in lieu of on-site provision of affordable housing provision have been successfully applied to several development schemes across the city, ultimately helping to deliver much needed homes. It is therefore proposed that this approach is continued at present, but also updated to reflect current circumstance, and formalised in this SPD.
69. This SPD supersedes in full the *Prioritisation framework* of March 2011 (discussed in section 5 of this SPD) and the *Interim Statement* of December 2011.

Where we are now

70. The *NPPF* and CIL regulations set out the tests against which planning obligations should be considered:
- **necessary** to make the development acceptable;
 - directly **related** to the development, and;
 - fairly and reasonably **related in scale and kind** to the development.
71. The following sections of this SPD outline the circumstances in which provision for affordable housing to be made off-site via a commuted sum may be considered acceptable whilst not undermining the *NPPF* objective to create mixed and balanced communities, and whilst still providing a contribution towards provision of affordable homes.
72. *JCS* policy 4 seeks provision of affordable housing on site to meet this objective. However, in relation to some sites, this can create certain practical difficulties and tensions with other policy objectives such as the minimum density requirement. This may lead to single units being required, or flatted forms of development with high service charges or small floor areas, both of which may be unattractive to RPs.



73. It is also recognised that the viability of providing affordable housing on site for some developments may be difficult in the current housing market and that the RP capacity to take on affordable dwellings on private developments is limited at present. However, as stated at paragraph 20 of this SPD, developers should undertake early discussions with RPs, considering alternative designs where necessary, to try to accommodate on-site affordable housing in the first instance.
74. In accordance with government policy to secure balanced communities, the provision of affordable housing on-site in accordance with JCS policy 4 is favoured and will remain the starting point in all cases. However, in recognition of local evidence, and in the light of government statements about the need for flexibility in the planning system and recognition of the need to stimulate the development economy to increase the rate of provision of homes and jobs, it is considered that, in certain circumstances it is pragmatic to accept the provision of off-site affordable housing via a commuted sum to ensure sites are not stalled and much needed housing can be delivered:

Example 1:

On **any site** where after an open-book viability appraisal has been conducted and accepted by the council after independent assessment where necessary (based on a residual method) it can be demonstrated that the site is not sufficiently viable to enable the provision of a single affordable dwelling on site.

Example 2:

On relatively **small sites** proposed for flatted developments (typically developments of 15 or fewer units on sites of 0.2ha or less) where it can be demonstrated that RPs are reluctant to take on the management of affordable units.

In these cases developers will be expected to provide written evidence that no RP is willing to take on the unit(s) and that their preferred scheme design has difficulty accommodating affordable housing on site and that they have considered alternative arrangements which would be more attractive to RPs. The housing development team will contact the relevant RPs on behalf of the developer if requested. A list of contact details for local RPs is listed in appendix 5 of this document;

Example 3:

On **any site** with exceptional site specific factors which would not be attractive to RPs (evidence of which will be required), such as inappropriate floor areas or high service charges.

It will be up to the developer to demonstrate that the constraints associated with development of the site make it impractical for development to be brought forward



in a form which may be more attractive to RPs and that RPs are not prepared to manage units as proposed. Each application will be considered on its own merits.

75. Where it is demonstrated that a development is unviable if a fully policy compliant scheme is sought, or where reduced on-site provision cannot be provided, then a commuted sum for provision of off-site affordable housing will be accepted.
76. A schedule of the level of payments that will be used in calculating such a commuted sum in lieu of provision of on-site affordable housing is set out in appendix 3. These are set at a level that will enable the city council to typically deliver a unit equivalent in type to the those being provided on the site proposed for development i.e. a site providing for 10 one bedroom units and not able to provide three affordable units on site will be expected to make a contribution sufficient to provide for three one bedroom units as part of another development elsewhere in the city. Appendix 3 will be updated upon publication of the new SHMA and thereafter reviewed annually to ensure it is kept up to date with changing costs. Any changes will be published on the website.
77. The level of contribution may be reduced *only* if an open-book viability assessment has been agreed demonstrating that the full level of provision would render the development unviable. Where the council considers it necessary, viability assessments will be subject to independent assessment. The council will expect the developer to pay for such independent assessment and the costs of this can be added to the appraisal. The council will seek a fee quote for such an assessment and expect the developer to provide the council with the funds to meet this inclusive of VAT before the independent assessment commissioned.

How will commuted sums be spent?

78. Commuted sums collected by the council in lieu of on-site provision of affordable housing will be spent on delivery of affordable housing schemes across the city.
79. A clause in the Section 106 agreement will impose a time limit of 10 years on the council within which they must spend the commuted sum received from the development. Such a time limit will start from the date of receipt of the commuted sum.
80. The commuted sum will be spent on the provision of affordable housing within the same electoral ward, or adjacent electoral ward to the site from which the sum was received in order to ensure balanced and mixed communities are created as a result of the development, albeit, not on site. However, in the instance that a suitable site cannot be identified by the Council, the commuted sum will be spent on provision of affordable housing city wide.



9. Section 106BA applications

81. The government has recently introduced a new clause within the Town and Country Planning Act 1990 to allow applicants to renegotiate affordable housing contributions as part of previously approved developments. This new clause ceases on the 30th April 2016.
82. This applies to sites where a policy compliant provision of affordable housing is agreed, and also sites where a reduced on-site provision of affordable housing has been agreed.
83. The process for considering these applications will be similar to that for considering the viability of new planning applications. A viability appraisal and associated supporting information is required to be submitted by the applicant and this will usually be required to be considered by an independent party, appointed by the council.
84. Any proposed changes to the amount of affordable housing approved as a result of previous committee resolutions, would need further committee authorisation. In such cases it is unlikely that such applications would be determined within the initial 28 day period specified by the legislation. The council will look to agree alternative timescales for a decision through the use of a post-application agreement with the developer.
85. The council will expect any changes to affordable housing provision to be formally agreed via a deed of variation to the original Section 106 agreement. The council would look to include the measures set out within the government guidance (Department for Communities and Local Government (DCLG): 'Section 106 affordable housing requirements: Review and appeal' (or any such subsequent document)) to encourage schemes to be implemented rapidly. This will include a clause within the deed of variation which stipulates that the modifications to the original Section 106 agreement are for a three year period only. The original Section 106 requirements will apply to any completions following the temporary three year period. This will incentivise developments to be completed within 3 years of the date of the Section 106BA application. If the scheme is of such a size and complexity that would render this unlikely, alternative timescales will be agreed on a case by case basis.



10. Review of development viability

86. It is important to recognise that a viability assessment represents a snapshot of development viability at a particular moment in time, and is based upon the best available up to date information at that point. As a result, the assumptions within the viability assessment could change.
87. Where reduced on-site provision or off-site provision is accepted by means of a commuted sum it will be necessary to revisit the viability assessment for the development scheme if the scheme has not been commenced. This will ensure that the values associated with the development are still valid should the development be implemented some time after the viability appraisal was originally undertaken.
88. Any Section 106 agreement relating to a development where reduced on-site provision or a commuted sum has been accepted as necessary due to development viability considerations will include an 'affordable housing viability review clause'. Such a clause will come into effect upon either of the following criteria being met:
- if there has been no commencement of the permission within 12 months of the date of the decision being issued, or;
 - if commencement has occurred within 12 months of the decision being issued but where there has been no occupation within a further 12 month period from commencement, unless the scheme is of such a size and complexity that occupation is unlikely to take place within 12 months of commencement.
89. The review will reassess the total commuted sum to be paid in lieu of on-site affordable housing provision and a Deed of Variation to the original Section 106 agreement will be required.



11. Viability assessment requirements

90. As a result of varying quality and content in viability assessments submitted to the council in the past, this section of the SPD offers guidance on the information the council expects to be submitted in a viability assessment if the case for non-viability is being pursued.

91. This information is expected **as a minimum** if a development is proposed which does not provide the amount or type of affordable housing and/or commuted sum required by JCS policy 4.

92. The following bullet points outline some general points to consider when submitting a viability assessment with any application:

- the applicant should provide a brief covering report providing an overview of why the viability case is being made. This should detail the viability case being made and what the issue is. The report should be clear on the request / offer that is being made (i.e. the extent of departure from Policy compliance considered necessary) and the reasons why, in the applicant's view, this should be considered;
- the report should be accompanied by the supporting information / evidence associated with the viability assessment including:
 - appraisal(s) / sensitivity tests,
 - a detailed costs plan (prepared by a Quantity Surveyor),
 - appropriate evidence to support the existing land use valuation, and
 - evidence of comparable sales in the area to support the projected sales value for the proposed units;
- the appraisals content and summaries should be supplied in PDFs. In addition, a "live" (functional) appraisal version(s) should also be submitted in order to aid the review process and enable the independent assessor to examine the data across a range of scenarios;
- appraisal(s) should be consistent with, and clearly linked to the written submission / covering report;
- applicants should provide a policy compliant viability assessment to illustrate the viability issues as a baseline;
- appraisals should show the optimum planning obligations position that can be reached, in the opinion of the applicant, based on their viability assessment;
- if sensitivity analysis has been carried out, an explanation of sensitivity assumptions should be provided.
- a development appraisal toolkit, which incorporates a cash flow analysis, should be used, for example the Homes and Communities Agency (HCA) Development Appraisal Tool (DAT). The toolkit to be used should be agreed prior to submission;



93. Appendix 4 offers a detailed guide to what should be included in any viability assessment submissions.
94. If applicants are submitting viability assessment information which is commercially sensitive and confidential then a redacted version of the assessment which can be made available to members of the public should also be submitted. Applicants should clearly detail why they believe the information to be confidential and should be aware that the council cannot guarantee the confidentiality of information submitted. Information held by the council is subject to the Freedom of Information Act. The Act has exemptions for trade secrets and the disclosure of information which would be likely to prejudice the commercial interests of any person. Further guidance is provided on the Information Commissioner's website.



Appendix 1: *Joint core strategy* policy 4: housing delivery

Policy 4: Housing delivery

Allocations will be made to ensure at least 36,820 new homes can be delivered between 2008 and 2026, of which approximately 33,000 will be within the Norwich Policy Area (NPA – defined in Appendix 4), distributed in accordance with the Policies for places.



Affordable housing in Norwich

- on sites for 5-9 dwellings (or 0.2 – 0.4 ha), 20% with tenure to be agreed on a site by site basis (numbers rounded, upwards from 0.5)
- on sites for 10-15 dwellings (or 0.4 – 0.6 ha), 30% with tenure to be agreed on a site by site basis (numbers rounded, upwards from 0.5)
- on sites for 16 dwellings or more (or over 0.6 ha) 33% with approximate 85% social rented and 15% intermediate tenures (numbers rounded, upwards from 0.5)

The proportion of affordable housing sought may be reduced and the balance of tenures amended where it can be demonstrated that site characteristics, including infrastructure provision, together with the requirement for affordable housing would render the site unviable in prevailing market conditions, taking account of the availability of public subsidy to support affordable housing.

At appropriate settlements, sites that would not normally be released for housing will be considered for schemes that specifically meet an identified local need for affordable homes. Such schemes must ensure that the properties are made available in perpetuity for this purpose.

Housing mix

Proposals for housing will be required to contribute to the mix of housing required to provide balanced communities and meet the needs of the area, as set out in the most up to date study of housing need and/or Housing Market Assessment.

Affordable Housing

A proportion of affordable housing, including an appropriate tenure mix, will be sought on all sites for 5 or more dwellings (or 0.2 hectares or more). The proportion of affordable housing, and mix of tenure sought will be based on the most up to date needs assessment for the plan area. At the adoption of this strategy the target proportion to meet the demonstrated housing need is:

Housing with care

Mixed tenure housing with care will be required as part of overall provision in highly accessible locations. In particular provision will be required in Norwich, and the major growth locations of Old Catton, Sprowston, Rackheath and Thorpe St Andrew growth triangle, Cringleford, Hethersett, Wymondham and Long Stratton, and at Aylsham, Acle and Wroxham.



Gypsies and Travellers

Provision will be made for a minimum of 58 permanent residential pitches for Gypsies and Travellers between 2006 and 2011 to ensure full conformity with Regional Spatial Strategy Policy H3. These will be provided on the following basis: Broadland 15, Norwich 15, and South Norfolk 28.

Between 2012 and 2026, an additional minimum 78 permanent residential pitches will be provided to ensure full conformity with Regional Spatial Strategy Policy H3. These will be distributed on the following basis: Broadland 20, Norwich 20, and South Norfolk 38.

These will be provided on a number of sites. Generally sites will not have more than 10 to 12 pitches, but may be varied to suit the circumstances of a particular site. The sites will be provided in locations which have good access to services and in locations where local research demonstrates they would meet the needs of the Gypsy and Traveller communities. Some of the allowance to be provided after 2011 is

expected to be provided in association with large-scale strategic housing growth.

In addition, 17 transit pitches will be provided, with the expectation that these will be provided by 2011. These will generally be in locations providing good access to the main routes used by Gypsies and Travellers, such as the A11, A47, A140 and A 143/A1066. Again, sites would not normally be expected to accommodate more than 10 to 12 pitches.

Research also shows the need for additional plots for Travelling Show People. The expectation is that 15 additional plots will be provided by 2011 and a further 12 between 2012 and 2026. These will be located on sites within the Norwich urban area, or if sites within the urban area cannot be identified, with easy access to it.

The Government has signalled its intention to revoke the Regional Spatial Strategy. When this is enacted new targets for permanent residential and transit pitches for the period after 2011 will be set, based on local evidence.

Contributes to spatial planning objective 2



Appendix 2: Policy DM33 of the *Development management policies local plan*

Policy DM33 - Planning obligations

General principles

Delivery of essential infrastructure on or adjoining a site which:

- a) is only necessary as a direct consequence of the development proposed; and
- b) cannot be secured via condition; and
- c) is not identified as infrastructure to be delivered through the Community Infrastructure Levy (infrastructure identified on the “Regulation 123 list”) will be secured by a site specific planning obligation.

Planning obligations will be required to secure infrastructure which is necessary to ensure:

- a) the delivery of sustainable development (through compliance with the policies of this plan, other development plan documents and relevant neighbourhood plans);
- b) the delivery of affordable housing;
- c) the delivery of on-site open space and playspace required directly to serve the development
- d) pedestrian and highway safety improvements necessary to secure satisfactory access to the development via a range of modes of transport.

Viability considerations

In cases where it is demonstrated by independent viability assessment that:

- a) the impact of CIL contributions, planning obligations and abnormal development costs either individually or in combination, would result in a proposed development becoming economically unviable; and
- b) a viable scheme cannot be achieved by amendments to the proposals which are consistent with the other policies within this plan,

specific policy requirements which would clearly and demonstrably compromise scheme viability may be negotiated, and planning obligation requirements covering specific matters may be reduced, by agreement. Negotiation on planning obligation requirements should be in accordance with the council’s approved Planning Obligations Prioritisation Framework (or successor document) or consideration may be given to specific infrastructure which would normally be delivered through a planning obligation being added to the “Regulation 123 list” and delivered instead via CIL.



Appendix 3: Methodology for calculating payments for off-site affordable housing provision in circumstances where provision off-site is considered acceptable.

SOCIAL RENT								
Property type	Land costs (£) (a)	Build costs (£) (b)	On costs (£)	Total scheme costs (£)	RP/LA borrowing (£) (c)	Cost (£) (d)	Typical floorspace* (sqm) (e)	Cost per sqm (£) (d/e) (f)
Studio	20,000	26,000	1,950	47,950	10,314.91	37,635.19	20	1,881.75
1B 2P	20,000	66,300	4,973	91,273	21,367.71	69,904.79	51	1,370.68
2B 3P	20,000	85,800	6,435	112,235	28,070.10	84,164.90	66	1,275.23
2B 4P	20,000	100,100	7,508	127,608	30,237.61	97,369.89	77	1,264.54
3B 5P	20,000	120,900	9,068	149,968	40,537.15	109,430.35	93	1,176.67
4B 6P	20,000	137,800	10,335	168,135	57,077.91	111,057.09	106	1,047.71
Average	20,000	89,479	6,711	116,190	31,267.57	84,922.36	68.83	1,233.80

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SHARED OWNERSHIP – 25% equity sold									
Property type	Land costs (£) (a)	Build costs (£) (b)	On costs (£)	Total scheme costs (£)	Value to RP (£) (c)	Value to tenant (£) (d)	Cost (£) (e)	Typical floorspace* (sqm) (f)	Cost per sqm (£) (d/e) (g)
Studio	20,000	24,000	3,300	41,925	4,965.30	32,500	4,459.7	20	222.99
1B 2P	20,000	61,200	6,090	81,915	14,388.61	55,000	12,526.39	51	245.62
2B 3P	20,000	79,200	7,440	101,265	17,524.59	62,500	21,240.41	66	321.82
2B 4P	20,000	92,400	8,430	115,455	21,705.90	72,500	21,249.10	77	275.96
3B 5P	20,000	111,600	9,870	136,095	29,038.56	90,000	17,056.44	93	183.40
4B 6P	20,000	127,200	11,040	152,865	33,219.87	100,000	19,645.13	106	185.33
Average	20,000	82,600	7,695	104,920	20,140.47	68,750	16,029.53	68.83	232.89

*Net internal

Average cost of provision of affordable floorspace is therefore calculated to be $(£1233.80 \times 0.85) + (232.89 \times 0.15) = £1083.66$.

Total contribution due therefore equals net internal floorspace of open market housing proposed x 0.30 (if 11-15 dwellings), or 0.33 (if 16 plus dwellings) x £1083.66. Plus flat fee of £1000 to cover legal charges associated with the land transfer.

Figures correct at February 2015. Figures will be updated annually.





Appendix 4: Viability assessment requirements

Scheme details and context – the report/appraisal(s) should include / provide the following:

- **an Ordnance Survey based site plan and overview layout plan**
 - to include indication of the location and extent of any adjoining highways works or similar.
- **scheme description/details to include**
 - site areas (ha) - gross and net (developable)
 - land areas for any other non-residential / ancillary / other uses
 - confirmation of resulting development density
 - total residential unit numbers; both market and affordable (with percentage of affordable housing)
 - residential unit schedules (market and affordable housing) with:
 - type of units
 - number of bedrooms
 - floor areas of each unit (usually GIA)
 - any non-saleable floor areas / net : gross ratio
 - any commercial / other / mixed use development details – equivalent information (to include gross and net internal floor areas)
 - evidence of consideration of affordable housing requirements in the design process as part of the scheme
- **details of timings and any phasing**
 - include numbers and types of units in each phase
 - assumed project / phase start and end dates
 - construction start and period
 - sales period, rate of sale and any post construction sales period
 - cash flow
 - affordable housing timing
 - construction period
 - payments / handover / receipts.

Site value – the report/appraisal(s) should include / provide the following:

- **details of current use(s)** of the site and planning context / status (with any relevant supporting information)
- **value of site / premises** at the assessment (current) date – include supporting evidence
 - full explanation with valuation and other supporting details where relevant including existing rental values being achieved



- details of any special assumptions and planning risk adjustment being made with respect to alternative use value assessment as a basis for site value
- clear approach on whether site value being used as an appraisal input or as a benchmark against which a RLV is being compared (i.e. is the viability benchmark based on land value or profit)
- land purchase and timing details may be relevant – including background, basis / planning assumption, any conditions, etc. The value of the site should normally be based on the Existing Use Value with a premium to allow for a reasonable profit for the landowner. An alternative use value may be considered acceptable where it can be clearly evidenced, eg where an extant permission or allocation exists. Evidence of how the Existing Use Value or Alternative Use Value has been calculated will need to be provided.’
- **land purchase related costs / fees**
 - stamp duty, legal and any agent’s fees plus supporting information if necessary.

Gross development value (GDV) – the report/appraisal(s) should include / provide the following:

- **assumed sales values⁶**
 - provide sales values both as £ per unit and £/m²
 - ground rents
 - total revenue summarised
 - provide supporting evidence including analysis of any comparable cases/ research / agents advice / other justification.
 - service charges or any other deductions / incentives that may impact on value
- **Affordable housing revenue assumptions**
 - provide revenue assumptions both as £ per unit and £/m² (where based on offer(s) from Registered Providers please indicate offer and provide supporting evidence)
 - indicate tenure assumptions - by unit type and overall mix (eg affordable rent / shared ownership or similar ratio)
 - affordable and/or social rent assumptions
 - rent assumptions
 - percentage of market rent assumed
 - other financial criteria used to calculate affordable housing revenue where applicable
 - assumptions for shared ownership revenue
 - percentage initial equity share and percentage rent on retained equity;
 - equivalent information / explanation on any other affordable housing models / variation.
 - details of any offers from RPs for the affordable units

⁶ NB Rental values will not be accepted.



- **Commercial / non-residential values (where applicable):**
 - rental values
 - yields
 - void rates
 - rent free periods
 - tenant incentives
 - any other area that impacts on value (eg purchaser's costs).
 - evidence of any pre-development agreement with future occupiers (eg retailer)

The above is to be provided with supporting evidence.

Development costs – the report /appraisal(s) should include / provide the following:

- **build costs**
 - basis and source of build cost assumptions / estimates – eg all-in / unit costs plus external / site works; contingency percentage and any other costs additions.
 - £/m² rates for each element (if separated) and totals provided.
 - a cost plan drawn up by a registered Quantity Surveyor
- **other**
 - Eg abnormalities (provide supporting evidence including qualified assessments and details of the mitigation/solutions needed to overcome issues with supporting details of costs)
 - site or other works
 - infrastructure or services related costs etc. not otherwise allowed-for.
- **build cost related fees**
 - Details and basis / percentage (of build costs). Eg professional fees (architect, planning, surveyors etc.).
- **survey / investigation or similar costs**
 - provide details and supporting evidence.
- **sustainability standards**
 - provide details and supporting evidence for costs relating to:
 - sustainable design and construction costs (Code for Sustainable Homes (or successor document) / renewable energy or equivalent for both market and affordable (*NB – These will not be accepted as 'abnormal costs' where meeting normal policy requirements. Where policy requirements are being exceeded, a balanced judgement will be made on a case by case basis, as to whether these costs should be classed as 'abnormal'*)).
 - any additional measures and costs.



- **Section 106 obligations and contributions**
 - provide details and costs including explanation and any council / formulaic calculations
 - anticipated CIL liability and any relevant assumptions where applicable.
- **finance costs**
 - finance rates assumed (negative and positive cash flow balance)
 - related fees
 - the appraisal cash flow should be provided.
- **development profit**
 - clear statement on target return / assumed fixed appraisal input and basis (percentage of value / percentage of cost or other) including:
 - profit assumptions on private / affordable housing and commercial / other non-residential elements of the scheme where applicable.
- **sale & marketing costs**
 - usually expressed as a percentage of value with details of any separate elements provided.
- **legal fees on sale**
 - provide details and supporting evidence where applicable. Generally expressed as a rate per unit or percentage of value.

Please note, documents and accompanying evidence should be provided by the applicant / their agent(s) as a package with an explanatory note of the components / appendices in electronic format where possible.



Appendix 5: List of registered providers

Company / Name	Telephone	E-mail	Additional details
Norwich City Council			
Andrew Turnbull	01603 212778	andrewturnbull@norwich.gov.uk	
Debbie Gould	01603 212851	debbiegould@norwich.gov.uk	
Broadland Housing Association			
Andrew Savage	01603 750211	Andrew.savage@broadlandhousing.org	
Ed Mumford-Smith	01603 750241	Ed.mumford-smith@broadlandhousing.org	
Mark Walker	01603 750247	Mark.walker@broadlandhousing.org	
Cotman Housing Association / Places for People			
Paul Smith	01603 731644	Paul.smith@placesforpeople.co.uk	
Circle Anglia (Wherry Housing Association)			
Jerry Harkness		Jerry.harkness@circleanglia.org	
Dean O'Regan	01603 703853	Dean.oregan@circleanglia.org	
Pete Goodrick	01603 703889	Peter.goodrick@circleanglia.org	
Flagship Housing Group (Peddars Way Housing Association)			
Mike Cramp	01603 255439	Mike.cramp@flagship-housing.co.uk	
Orbit Housing Association			
Laura Hanford	01603 283302	Laura.hanford@orbit.org.uk	
Orwell Housing Association			
Wendy Evans-Hendrick	01473 228602	weh@orwell-housing.co.uk	
Greg Dodds	01473 228648	gdodds@orwell-housing.co.uk	
Saffron Housing			
John Whitelock	01508 532000	jwhitelock@saffronhousing.co.uk	

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Company / Name	Telephone	E-mail	Additional details
Victory Housing			
Mark Burghall	0800 371860	Mark.burghall@victoryhousing.co.uk	
Iceni			
Paul Bonnett	01284 723834	paul@icenihomes.com	
Phil Murton	01284 723834	phil@icenihomes.com	
YMCA			
Darryl Smith	01603 621263	darrylsmith@ymca-norfolk.org.uk	
Housing 21			<i>Specialist older person provider, limited stock in Norwich</i>
David O'Neill	0370 192 4000	David.oneill@housing21.co.uk	
Hanover			<i>Specialist older person provider, limited stock in Norwich which is not a key area for them</i>
Sarah Baker	01480 223986	Sarah.baker@hanover.org.uk	



Appendix 6: Glossary

Term	Definition
Affordability	A measure of whether housing may be afforded by certain groups of households.
Affordable housing (AH)	<p><i>Social Rented, Affordable Rented and Intermediate Housing</i>, provided to eligible households whose needs are not met by the market.</p> <p>Affordable housing should:</p> <ul style="list-style-type: none"> • Meet the needs of eligible households including availability at a cost low enough for them to afford, determined with regard to local incomes and local house prices. • It should include provision for the home to remain at an affordable price for future eligible households or, if these restrictions are lifted, for the subsidy to be recycled for alternative affordable housing provision. <p>The definition does not exclude homes provided by private sector bodies or provided without grant funding. Where such homes meet the definition above, they may be considered, for planning purposes, as <i>Affordable Housing</i>. Those homes that do not meet the definition, for example, 'low cost market' housing, may not be considered, for planning purposes, as <i>Affordable Housing</i>.</p>
Affordable rented housing	Rented housing let by Registered Providers of social housing to households who are eligible for <i>Social Rented</i> housing. <i>Affordable Rent</i> is not subject to the national rent regime but is subject to other rent controls that require a rent of no more than 80 per cent of the local market rent.
Alternative Use value (AUV)	Where an alternative use can be readily identified as generating a higher value for a site, the value for this alternative use would be the market value with an assumption, as defined for Site Value for financial viability assessments for scheme specific planning applications.
Bedspaces	The maximum number of full size beds which can be accommodated in the sleeping area of a house.
Benchmark	A comparator for either outputs or inputs into the appraisal, ie Site Value or developers return, etc.
CIL	Community Infrastructure Levy. A levy allowing local authorities to raise funds from owners or developers of land undertaking new building projects in their area. CIL is levied on a wider range of developments and in accordance with a published tariff or charging schedule. This spreads the cost of funding infrastructure and provides certainty to developer of how much they will have to pay. In addition, the charging authority must produce a regulation 123 list of the infrastructure projects CIL monies will be spent on.

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Commencement	Commencement of development is taken to be initiated if any material operation or change of use is carried out: Any work of construction in the course of erection of a building; Any work of demolition of the building; The digging of a trench which is to contain the foundations, or part of the foundations of any building; The laying of any underground main pipe to the foundations or part of the foundations of a building, or to any such trench mentioned in bullet point 3 above; Any operation in the course of laying out or constructing a road or part of a road; Any change in the use of the land which constitutes material development.
Commutated payment	Payment made by a developer to the local planning authority (usually secured by means of a Planning Obligation) to fund provision of a facility needed to serve a development, but to be built or provided elsewhere or in some way other than by the developer.
Core strategy	The spatial planning strategy that sets out long term objectives for planning across the authority area.
Current Use Value (CUV)	Market value for the continuing existing use of the site or property assuming all hope value is excluded, including value arising from any planning permission or alternative use. This also differs from the Existing Use Value. It is hypothetical in a market context as property generally does not transact on a CUV basis.
Current Use Value (Plus a premium) (CUV+premium)	Used by some practitioners for establishing Site Value. The basis is as with CUV but then adds a premium (usually 10% to 40%) as an incentive for the landowners to sell. However, it does not reflect the market and is both arbitrary and inconsistent in practical application.
Density (housing development)	A measure of the average concentration of housing within a given area (normally expressed as n dwellings per hectare). Net density is a more refined measure of the actual area developed for housing purposes and excludes open space, major distributor roads, landscaped strips and primary school sites from the calculation of the developed area.
Development	Defined in planning law as 'the carrying out of building, engineering, mining or other operations in, on, over, or under land, or the making of a material change of use of any building or land'.
Existing Use Value	The estimated amount for which an asset or liability should exchange on the valuation date between a willing buyer and a willing seller in an arm's-length transaction after properly marketing and where parties had each acted knowledgeably, prudently and without compulsion, assuming that the buyer is granted vacant possession of all parts of the property required by the business and disregarding potential alternative uses and any other characteristics of the property that would cause market value

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	to differ from that needed to replace the remaining service potential at least costs.
Existing Use Value (plus a premium) (EUV+premium)	Used by some practitioners for establishing Site Value. The basis is as with EUV but then adds a premium (usually 10% to 40%) as an incentive for the landowner to sell. However, it does not reflect the market and is both arbitrary and inconsistent in practical application.
Gross development value (GDV)	The total value achieved on sale of the completed development. It is shown before the deduction of any costs or allowances and is simply the total of funds realised on the sale of the completed development.
Implementation	Implementation of development is taken to be initiated when, in the case of a change of use, the new use is begun, or, in the case of residential development, upon the development being capable of being occupied.
Intermediate affordable housing	Housing at prices and rents above those of Social Rented, but below market price or rents, and which meet the criteria set out above. These can include shared equity (eg Home Buy), other low cost homes for sale and Intermediate Rent but does not include Affordable Rented housing.
Local plan	The plan for the future development of the local area, drawn up by the local planning authority in consultation with the community. In law this is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004. Current core strategies or other planning policies, which under the regulations would be considered to be development plan documents, form part of the Local Plan. The term includes old policies which have been saved under the 2004 Act. Previously referred to as the Local Development Framework.
Market housing	Housing for those households who can afford to pay the full market price to buy or rent their home, i.e. occupied on the basis of price alone.
Market value (MV)	The estimated amount for which an asset should exchange on the date of valuation between a willing buyer and a willing seller in an arm's-length transaction after proper marketing wherein the parties had each acted knowledgeably, prudently and without compulsion.
Material considerations	Factors which will be taken into account when reaching a decision on a planning application or appeal. Under Section 38 of the Planning and Compulsory Purchase Act 2004, decisions on planning applications 'must be made in accordance with the [development] plan unless other material considerations indicate otherwise'. Material considerations include issues regarding traffic, wildlife, economic impacts and the historical interest of the area (this list is not exhaustive). Issues such as the loss of a view or the impact on property values are not material to planning decisions.
Mixed use developments	Development comprising two or more uses as part of the same scheme (eg shops on the ground floor and residential flats above). This could apply at a variety of scales from individual buildings, to a street, to a new

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	neighbourhood or urban extension.
National Planning Policy Framework (NPPF or The Framework)	This document sets out national planning policies for England and the Government's requirements for the Planning System. The policies in the NPPF must be taken into account when preparing Local Plans.
Permitted development	Certain types of minor changes to houses or businesses can be made without needing to apply for planning permission. These changes can be made under " permitted development rights ". They derive from a general planning permission granted not by the local authority but by Parliament. The permitted development rights which apply to many common projects for houses do not apply to flats, maisonettes or other buildings.
Planning condition	A condition imposed on a grant of planning permission (in accordance with the Town and Country Planning Act 1990 (as amended)) or a condition included in a Local Development Order or Neighbourhood Development Order.
Registered provider (RP)	Registered providers (RP) are landlords who provide affordable accommodation for rent and/or sale. The way they operate is governed by a government body called the Homes and Communities Agency.
Residual land value (RLV)	Land value and referred to as a residual because it is the amount remaining after a calculation that deducts from the GDV (as above) the various costs of development (eg usually comprising of costs including build costs and contingencies, professional fees, site purchase costs, finance costs, developer's profit, marketing and sales expenses). The amount left over (hence 'residual') indicates the land price that can be justified by the calculation and the assumptions used within it.
Section 106 (S106)	Legal agreements entered into under Section 106 of the Town and Country Planning Act 1990 (as amended) between a planning authority and a developer, or undertakings offered unilaterally by a developer to ensure that specific works are carried out, payments made or other actions undertaken which would otherwise be outside the scope of the planning permission. Also referred to as Planning Obligations. Section 106 agreements differ to CIL in that whilst they secure monies to be paid to fund infrastructure to support new developments, the agreements are negotiable and not all new development is subject to such agreements.
Shared ownership	A form of intermediate tenure low cost home ownership housing. Homes in which the occupier owns a share of the equity and pays rent on the remaining share.
Site Value (SV) (for financial	Market Value (MV) subject to the following assumption: that the value has regard to development plan policies and all other material planning

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viability assessments for scheme specific planning applications)	considerations and disregards that which is contrary to the development plan.
Strategic housing market assessment (SHMA)	Evidence study providing a detailed analysis of housing need in a specified area, to inform how local authorities should plan for new housing development. Typically, a SHMA will define housing market areas and provide analysis of housing need, demand and supply both in the market areas and in individual local authority areas or other geographic areas used for planning purposes. It shows how housing need and demand will be translated into requirements for a specific number of homes and for different sizes, types and tenures of homes in each area in future years. SHMAs also identify the key drivers of need and demand for both market and affordable housing, including the affordability of accommodation, the impact of welfare reform, economic growth and the potential effects of other current and emerging policies. For Norwich a new joint SHMA is in production covering the wider Norwich housing market area including Norwich city, Broadland and South Norfolk districts and extending into North Norfolk and Breckland. When published later in 2014 it will supersede the present Greater Norwich SHMA dating from 2007 and updated in 2011.
Social housing	Housing let at lower than market rents to people in housing need. It includes social rent, affordable rent and intermediate housing tenures and is usually provided by not-for profit organisations including housing associations and councils.
Social rented	Rented housing owned and managed by local authorities and registered social landlords, for which guideline target rents are determined through the national rent regime. The proposals set out in the Three Year Review of Rent Restructuring (July 2004) were implemented as policy in April 2006. It may also include rented housing owned or managed by other persons and provided under equivalent rental arrangements to the above, as agreed with the local authority or with the Homes and Communities Agency as a condition of grant.
Supplementary planning document (SPD)	Guidance published by the local planning authorities to provide further detailed information on how local plan policies are to be applied or interpreted in order to bring forward sustainable development. SPD may be prepared jointly, particularly where a consistent policy approach is required over an area covered by more than one local planning authority.
Viability assessment	An objective financial viability test of the ability of a development project to meet its costs including the cost of planning obligations/CIL, while ensuring an appropriate site value for the landowner and a market

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	risk adjusted return to the developer in delivering that project.
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Appendix 7: Wording for undertakings for legal fees.

Please note that a solicitors' undertaking to pay the City Council's legal fees for considering and negotiating the draft Section 106 Agreement is required before the draft is considered /can be supplied. Please therefore arrange for your solicitors to provide an undertaking in the following form as soon as possible:-

"Please accept this as our irrevocable undertaking to pay Norwich City Council's legal fees reasonably incurred in respect of the consideration, drafting and negotiation of the Section 106 Agreement up to and including the sum of £XXXX irrespective of whether the Agreement is completed, payment to be made within 7 days of demand in respect of any interim or final bill submitted by Norwich City Council. We acknowledge that this is an initial undertaking and not an estimate of fees which will depend on the actual time spent, and understand that if the costs in this matter exceed £XXXX then a further undertaking may be required."

You should also note that this is an initial undertaking and not an estimate of fees which will depend on the actual time spent. If the costs in this matter exceed £XXXX then a further undertaking will be required. In addition you may be required to pay fees on a 3 monthly basis if completion has not taken place within that timescale.

Report to	Cabinet 11 March 2015	Item
Report of	Executive head of business relationship management and democracy	9
Subject	Business rates transitional relief for small and medium properties policy	

KEY DECISION

Purpose

To consider the implementation of the business rates transitional relief for small and medium properties policy.

Recommendation

To approve the new business rates transitional relief for small and medium properties policy.

Corporate priorities

The report helps to meet the corporate priority “A prosperous city”.

Financial implications

Central government will fully reimburse local authorities for the local share of the discretionary relief (using a grant under section 31 of the Local Government Act 2003). Only 18 properties have been identified in the Norwich City Council area where this relief will be applicable.

Ward/s: All wards

Cabinet member: Councillor Waters- Deputy Leader and resources

Contact officers

Anton Bull Executive head for business relationship management 01603 212326

Tracy Woods Business relationship manager 01603 212140

Background documents

None

Report

1. The government has issued guidance on a new business rates relief; the extension of transitional relief for small and medium properties, following their announcement in the autumn statement dated 3 December 2014.
2. The transitional relief scheme was introduced in 2010 to help those ratepayers who were faced with higher bills. The scheme ends on 31 March 2015 and as a result a small number of ratepayers will face a jump to their full rates bill from 1 April 2015. This relief will allow for the extension of transitional relief, for ratepayers who meet the policy criteria, to 31 March 2017.
3. As this relief is temporary the government will not be changing the legislation and the power to award will fall under section 47 of the Local Government Finance Act 1988.
4. It will be for individual local billing authorities to decide to grant the relief under section 47, however, central government will fully reimburse local authorities for the local share of the discretionary relief, using a grant under s31 of the Local Government Act 2003.
5. To award this relief each local authority is required to adopt a local scheme and make decisions in each individual case. As the relief is discretionary authorities may choose not to grant the relief if they consider that appropriate, for example where granting the relief would go against the authority's wider objectives for the local area.
6. **Transitional Relief for small and medium term properties**
 - a) Full details of which properties will benefit, definitions, calculations and the length of the award is to be found in the policy. However key points are;
 - i) Properties to benefit are those with a rateable value up to and including £50,000,
 - ii) Who would have received the transitional relief in 2015/16 and 2016/17 had the existing scheme continued in its current format,
 - iii) Only applies to those moving to higher bills; and
 - iv) Only properties where there is a rateable charge following award of other applicable reliefs.
 - b) The level of relief to be awarded for eligible properties will be at the same as they would have received had the transitional scheme extended through to 31 March 2017.
7. A draft Norwich City Council policy is at appendix A

8. State Aid

- a) The European Union regulates state aided funding. Support to businesses and providing discretionary rate relief is likely to amount to state aid.
 - b) The EU law on state aid has a 'de minimus' value of €200,000 in a three year period (current financial year and the two previous years)
 - c) Rate payers will be required, when receiving an award for relief, to complete a 'de minimis' declaration.
9. Administration and publication of these reliefs will be undertaken by LGSS. Ratepayers will not be required to complete an application form as those properties where this relief may be applied can be identified.
10. Claims will be determined by the executive head of business relationship management, taking into consideration the guidance and policy.
11. Reviews will be undertaken by the section 151 officer.

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with completing the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	11 March 2015
Head of service:	Anton Bull
Report subject:	Business rates transitional relief for small and medium properties policy
Date assessed:	25 February 2015
Description:	Approval of implementation of the business rates transitional relief for small and medium properties policy

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Government reimburses local spend in full
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Northgate software can be enabled to deal with this relief with no additional purchase
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Assists the individual businesses getting the relief to improve their profitability for their period of award.
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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

Recommendations from impact assessment	
Positive	
Negative	
Neutral	
Issues	



NORWICH
City Council

Norwich City Council Business Rates Transitional Relief For Small and Medium Properties Policy

Version 1.0 11 March 2015

Norwich City Council Transitional Relief for Small and Medium Properties Policy

Introduction

The business rates transitional relief scheme was introduced in 2010 to help those ratepayers who were faced with higher bills. The scheme ends on 31 March 2015 and as a result a small number of ratepayers will face a jump to their full rates bill from 1 April 2015. This relief will allow for the extension of transitional relief, for ratepayers who meet the policy criteria, to 31 March 2017.

The Government announced in the Autumn Statement on 3 December 2014 that it will extend to March 2017 the current transitional relief scheme for properties with a rateable value up to and including £50,000.

As this relief will only apply to the years 2015/16 and 2016/17 the Government is not changing the legislation however Norwich City Council's power to award will fall under the use of their discretionary relief powers, introduced by the Localism Act 2011 (under section 47 of the Local Government Finance Act 1988, as amended).

Norwich City Council shall adopt the scheme as set out in this document.

The policy

1. Which properties will benefit from the relief?

1.1 Properties which will benefit from the relief will be

- Business premises
- Those with a rateable value up to and including £50,000; and
- Who would have received the transitional relief in 2015/16 and 2016/17 had the existing scheme continued in its current format
- those moving to higher bills
- where there is a remaining rateable charge following awards of other applicable reliefs.

2. Hierarchy of reliefs

2.1. There shall be a hierarchy of award of reliefs. Under the existing transitional relief scheme which ends on 31 March 2015, transitional relief is applied before all other reliefs. However as the extension of transitional relief into 2015/16 and 2016/17 will be delivered via S47 of the Local Government Finance Act 1988 (as amended by the Localism Act) this shall be applied after other reliefs e.g. small business rates relief and after other Localism Act Delivered reliefs e.g. retail relief.

3. How much relief will be available?

3.1 The government will fund Localism Act discounts to ensure eligible properties receive the same level of protection they would have received had the transitional relief scheme extended into 2015/16 and 2016/17.

3.2 The transitional relief scheme shall be assumed to remain as it is in the current statutory scheme except that:

- a) the cap on increases for small properties (with a rateable value of less than £18,000) in both 2015/16 & 2016/17 should be assumed to be 15% (before the increase for the change in the multiplier), and
- b) the cap on increases for other properties (up to and including £50,000 rateable value) in both 2015/16 and 2016/17 should be assumed to be 25% (before the increase for the change in the multiplier).

3.3 The scheme applies only to properties up to and including £50,000 rateable value based on the value shown for 1/4/10 or the substituted day in the cases of splits and mergers.

3.4 Changes in rateable value which take effect from a later date will be calculated using the normal rules in the transitional relief scheme. Properties whose rateable value is £50,000 or less on 1 April 2010 (or the day of merger) but increase above £50,000 from a later date will still be eligible for the relief. Where necessary the Valuation Office Agency will continue to issue certificates for the value at 31 March 2010 or 1 April 2010.

3.5 The relief shall be calculated on a daily basis.

3.6 The amount of relief shall be recalculated in the event of a change of circumstances. This could include, for example, a backdated change to the rateable value on a property.

4. Applications

4.1 The Council shall identify the properties that are applicable for this relief.

4.2 The Council shall publicise this policy on the Council's website.

4.3 Ratepayers shall not be required to make a claim for the relief, however when an award is made a state aid 'de minimis' declaration shall be made by the ratepayer.

5. State Aid

5.1 European Union competition rules prohibit government subsidies to businesses. This means that where an organisation (regardless of type) is engaged in commercial activities which put them in direct competition with other organisations, they cannot be given the advantage of favourable treatment by being selected for financial aid by a local authority. Discretionary rate relief is included in this definition, as are grants and loans.

5.2 There are a limited number of exceptions, the most relevant in respect of this relief will be the 'de minimis' rules, which is up to €200,000 over a period of three years.

6. Decisions and reviews

6.1 Each award will be decided on its individual merits however in determining relief Norwich will take into consideration

- This policy,
- The guidance document provided by the DCLG
- Relevant legislation.
- The impact of granting a relief if it was to go against the authority's wider objectives for the local area
- Other reliefs / grants awarded to the ratepayer
- How the activities of the business contribute to the corporate plan priorities
 - Safe and clean city
 - Prosperous city
 - Decent housing for all
 - City of character and culture
 - Value for money services

6.2 Awards will be determined by the executive head of business relationship management and democracy.

6.3 The Council will aim to make a decision within 4 weeks of identifying a relevant property.

6.4 Asking for a review

Any ratepayer may make a request for a review only where there is

- additional information not available at the time of the original decision or
- there are good grounds to believe any supporting information was not interpreted correctly at the time the decision was taken

6.5 A request for a review should be made in writing to the council within 4 weeks of notification of the original decision supplying the additional supporting information.

6.6 Reviews will be considered by the Council's s151 officer

7. Requirements to make payment of amounts falling due

7.1 Ratepayers must continue to pay any amount of rates that fall due whilst an award is being calculated. In the event that payments are not received as due the Council may continue with its normal enforcement procedures.

8. Length of award

8.1 This relief is a temporary relief and only in place for the years 2015/16 and 2016/17 only.

8.2 The relief shall be removed when the Council has reason to believe that the qualifying circumstances have ended or the ratepayer advises the same. There is a duty on the ratepayer to advise the Council of any changes of circumstances that they consider will affect their entitlement to relief. Removal of the relief will be backdated to the date of the relevant change in circumstances.

9. Financial impact to Norwich City Council

9.1 The cost of any relief granted under this relief shall be reimbursed in full by central government using a grant under s31 of the Local Government Act 2003

10. Future amendments to this policy

10.1 Where minor amendments need to be made to ensure the continued effectiveness of this policy such amendments will be made after consultation with the deputy leader and resources portfolio holder.

Report to Cabinet
11 March 2015
Report of Executive head of strategy, people and neighbourhoods
Subject The Anti-Social Behaviour, Crime and Policing Act 2014

Item

10

Purpose

To consider how the council will use the new powers contained within the Act.

Recommendation

To approve how the council will use the new powers contained within the Anti-Social Behaviour, Crime and Policing Act 2014 and that actions are delegated to the appropriate managers as specified in the council's scheme of delegation.

Corporate and service priorities

The report helps to meet the corporate priority "A safe, clean and low carbon city" and a number of service plan priorities relating to how the council responds to and deals with antisocial behaviour.

Financial implications

Implementation of these powers will be met from existing budgetary provision.

Ward/s: All wards

Cabinet member: Cllr Driver Neighbourhoods and Communities

Contact officers

Russell O'Keefe	01603 212908
Bob Cronk	01603 212373
Tracy John	01603 212331
Adrian Akester	01603 212939
Paul Sutton	01603 212785

Background documents

None

Report

1. Norwich City Council has always been proactive in dealing with anti-social behaviour (ASB) and the impacts it can have on victims and communities.
2. The council has a number of teams that deal with ASB and has made full use of the current tools and powers that it has to use. In many cases working in collaboration with partners including the police.
3. The Anti-Social Behaviour, Crime and Policing Act 2014 received royal assent on 13 March 2014 and the different powers have been introduced since that time. The only power awaiting further 'go live' is the Injunction to Prevent Nuisance and Annoyance (IPNA) and this is expected in the spring.
4. The Act is made up of 14 parts, those sections relevant to the Council are detailed below :
 - Parts 1-4 rationalise 19 existing powers into six new 'faster more effective' ones.
 - Part 5 gives landlords the power to deal with the most serious ASB committed by tenants quickly by introducing a new mandatory ground for possession. It also introduces two new discretionary grounds.
 - Part 6 gives victims the power to ensure action is taken to deal with the most persistent problems and have a greater say in out of court sanctions. The community trigger has been set by the county community safety partnership and gives members of the public the right to call for a review of any closed ASB case where subsequent incidents have been reported.
 - Part 7 covers changes to the dangerous dogs act. It gives greater protection to workers who provide services in the community as irresponsible dog owners will now be liable for prosecution regardless of where an attack takes place, even in their own home.
 - Part 10 creates new offences related to forced marriage and links to domestic abuse and safeguarding work
5. This report focuses on six new powers relevant to the Council when dealing ASB and highlights steps the Council needs to take to make use of the new tools.

The powers are:

- Injunction to Prevent Nuisance and Annoyance (IPNA).
 - Criminal Behaviour Order (CBO).
 - Community Protection Notice (CPN).
 - Public Spaces Protection Order (PSPO)
 - Closure Power
 - Community trigger
 - Dispersal power- for information only
 - Community remedy-for information only
6. All powers with the exception of IPNA are available for use as specified, subject to member endorsement and delegation approvals.

Injunction to Prevent Nuisance and Annoyance – IPNA

7. The IPNA replaces the existing Antisocial Behaviour Injunction (ASBI) and is a civil power intended to stop or prevent individuals engaging in antisocial behaviour quickly, resolving before they escalate.
8. The IPNA will be used on the same basis as previous legalisation with officers being mindful that breaches of injunctions will now need to be proved 'beyond reasonable doubt'.

Criminal Behaviour Order (CBO)

9. The CBO is intended to tackle the most persistently antisocial individuals who are also engaged in criminal activity. It replaces the Anti-social behaviour Order (ASBO), CRASBO (an ASBO related to criminal activity) and drink banning orders. An application for a CBO can deal with a wide range of ASB following an individual's conviction for a criminal offence. The CBO would be granted if the court considers it will help prevent the offender perpetrating further ASB. A link between the ASB and the criminal behaviour that led to the conviction is not necessary, however the likelihood of an application being made or being successful is slim if this is not the case.
10. The powers that the CBO replaces have largely been used by the Police to tackle problems caused by street drinking. Discussions through the county community safety partnership have recommended that operational partnership teams (OPT) lead on all applications to use the CBO.
11. Cabinet are asked to endorse this recommendation.

Community Protection Notice (CPN)

12. The Community Protection Notice (CPN) is intended to deal with particular, on-going problems or nuisances that negatively affect the community's quality of life. The notice stops a person (16 years or older), a business or an organisation from committing the anti-social behaviour which would lead to the above.
13. CPNs can be used to tackle a wide range of problem behaviours including graffiti, rubbish and noise. However, the CPN does not discharge the council from its statutory duties under the Environmental Protection Act 1990 in relation to statutory nuisance and this could lead to a dual approach which means the council will need to ensure the two actions complement each other.
14. Cabinet are asked to endorse the introduction of this new power and proposals for its use. It is recommended that enforcement processes will follow existing procedures for those undertaken through the Environmental Protection Act.

Public Spaces Protection Order (PSPO)

15. The Public Spaces Protection Order (PSPO) is intended to deal with a specific nuisance or problem in a particular area that is detrimental to the local community's quality of life e.g. preventing problems with misuse of alcohol, dogs or noise. The issuing of a PSPO by a council will stop individuals or groups committing anti-social behaviour in a public space. This also includes gating orders on public highway that will have previously designated through the Clean Neighbourhoods and Environment Act 2005.

16. District Councils will issue a PSPO but must consult with Police, the Police and Crime Commissioner and other relevant bodies before its issue. The council would also look to undertake formal public consultation before introducing or amending an order.
17. A PSPO is made by the council after consultation. However, to make an effective protection order, in addition to this formal consultation the regular collaborative working between agencies as with the ASBAG etc. will be essential in the early identification of situations and evidence bases which will lead to the formal consideration of a protection order.
18. Cabinet are asked to endorse the use of this power and the proposals for its use. Any PSPO applications will be authorised by Cabinet, following consultation. It is recommended appropriate frontline officers will be authorised / trained to serve fixed penalty notices as necessary, if and when, a PSPO is ever introduced. Any resulting prosecutions will be managed within the existing enforcement framework operated by Citywide Services.

Closure Power

19. The act has replaced four separate closure powers with one single power. Its purpose is to allow the police or council to quickly close the premises which are being used, or likely to be used, to commit nuisance or disorder. The power has two stages: the closure notice and the closure order.
20. The closure notice can be used by the council and police out of court. The closure notice can be issued for 48 hours in the first instance or extended from 24 hours up to a maximum of 48 hours by the council's chief executive or designate thereof, or by a police superintendent. This short term closure notice can be extended, upon application, for a longer term closure order at the magistrate's court.
21. The Council has not previously instigated closure powers, however the ABATE team have supported the police in many drug related closure orders. A county level framework is being developed to support the use of the power.
22. Where the council is identified as lead agency, the ABATE team will lead on any applications relating to residential premises. Where the council is identified as lead agency the Environmental Protection team will lead on any applications necessary due to serious ASB involving licensed and other business premises.
23. Cabinet are asked to endorse the use of this new power.

Residential possession orders

24. Included in the Act is a new absolute ground for possession.
25. The absolute ground will only be available where serious antisocial behaviour or criminality has already been proven in another court and where the council would normally as a landlord be seeking possession under the discretionary route. The offence or ASB must have been committed in the property or in the locality of the property, affected a person with a right to live in the locality of the property or affected the landlord or the landlord's staff or contractors.
26. The absolute ground for possession should only be used in the most serious of qualifying anti-social behaviour cases. This could significantly reduce the impact on the victims and witnesses, in time taken to remove a convicted household and negate the need to attend court as witnesses in the proceedings.

27. The Act also includes a discretionary grounds for possession that it is recommended the council can use.
28. **Conduct causing nuisance to landlord** - The existing discretionary ground for possession is extended to enable a landlord to seek possession where a tenant is guilty of criminality or antisocial behaviour against their staff or contractors even if it was not in the locality of the tenant's property. It allows landlords to pursue possession where their tenants are guilty of preventing housing workers from doing their job safely and sends out a message to anyone considering attacking a landlord's staff away from the locality of their property.
29. These amended powers are available for the council to use within its landlord remit. The ABATE team will continue to deal with all applications for possession of council properties on grounds of antisocial behaviour and use of this power would be proportionately considered along with all the other powers available as part of a case managed approach.
30. Cabinet are asked to endorse the use of these additional grounds for possession where appropriate.

Community Trigger

31. The community trigger gives victims and communities the right to request a review of their ASB case and brings agencies together to take a joined up problem solving approach to find a solution. Victims will use the trigger to demand action if they feel the problem persists and no action / insignificant action have been taken and/or they feel ignored by agencies. The council has a statutory obligation to comply with this part of the act.
32. The 'trigger' thresholds and process have application countywide and involve the police, the Norfolk Police and crime commissioner, county and district councils as well as relevant partner agencies. In Norfolk it has been agreed the 'trigger' is met where there have been reports of at least 3 qualifying incidents of ASB within 6 months. The incidents reported need not be the same type of behavior, but must be related in some way.
33. ASB problems still being actively dealt with will not be considered under the trigger.
34. The County Community Safety Partnership has agreed a county wide approach to managing and responding to trigger requests with the Norwich Operation Partnership Team (OPT) which incorporates the ABATE team, acting as the single point of contact for the city. There are strict timescales laid out in the statutory guidance which will need to be adhered to in respect of each request. This means staff will need to prioritise to ensure these are met.
35. Within the Council each service area involved in the ASB response (Local Neighbourhood Services, Housing, Environmental Protection and ABATE) will provide the OPT with a designated contact person. This person will be responsible for reviewing their service's response and providing a summary of past involvement and actions to inform an initial case review which will then be followed by a multiagency review panel. These officers will also be responsible for ensuring appropriate recommendations and actions set by the multiagency review panels are carried out.

Other new relevant powers not administered by the Council

36. **Dispersal Order – Police order.** This requires a person committing or likely to commit an ASB, crime or disorder to leave an area for up to 48 hours. The power is preventative and allows a police officer or designated PCSO to instantly deal with someone's behaviour before it escalates.

37. **Community Remedy– Police order.** The community remedy gives victims a say in the out of court punishment of offenders for low level crime and ASB. The community remedy document is a list of actions that the police will invite the victim choose from when a community resolution is to be used. Community resolutions are used when dealing with low-level criminal damage, low value theft, minor assaults (without injury) and ASB.

Changes to ASB policy document and procedures

38. Following cabinet's decision on the proposed uses and delegations of these powers a revised ASB policy document will be finalised and made available. Officers will also review all existing procedures to ensure they are fit for purpose, creating new processes where necessary.

Implementation and awareness raising

39. Guidance, procedures and templates will be made available for council staff to use where required.

40. Where appropriate briefing sessions will be held for members and staff.

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with completing the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	4/3/2015
Head of service:	Bob Cronk, Tracy John, Adrian Akester
Report subject:	The Anti-Social Behaviour, Crime and Policing Act 2014
Date assessed:	16/02/2015
Description:	Report on councils response to the The Anti-Social Behaviour, Crime and Policing Act 2014

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	It is thought that the implementation of these powers can be met from existing staffing provision.
Other departments and services e.g. office facilities, customer contact	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Increased awareness / reporting of ASB
ICT services	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Civica processes will need to be revised. Website updated
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	If the powers are used proportionately and effectively they should create a better place.
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Increased reporting of ASB may reveal previously unreported safeguarding issues.
<u>S17 crime and disorder act 1998</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Anticipated improvement resulting from more effective enforcement.
Human Rights Act 1998	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Victim focus of legislation may contribute to improvements in individual's quality of life.

	Impact			
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Victim focus of legislation may contribute to improvements in individual's quality of life
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Use of powers will assist in combatting serious ASB.
Eliminating discrimination & harassment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Use of powers will assist in combatting serious ASB.
Advancing equality of opportunity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Use of powers will assist in combatting serious ASB.
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Prevention / reduction in ASB will contribute to a safer environment.
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments

	Impact			
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	If the powers are used proportionately and effectively they should create a better place. Escalating ASB resulting from failure to use available powers could damage the Councils reputation.
Recommendations from impact assessment				
Positive				
Economic Development; Safeguarding; Crime / disorder; Human rights; Health; Cohesion; Discrimination; Equality of opportunity; Environemnt,				
Negative				
Other services; ICT.				
Neutral				
VFM; Financial inclusion; Transport; Waste; Pollution; Procurement; Climate change.				
Issues				

Report to Cabinet
11 March 2015
Report of Executive head of strategy, people and neighbourhoods
Subject Safeguarding and safer communities

Item

11

Purpose

To consider the activities the council is undertaking to meet its safeguarding duties and responsibilities and to seek approval for a number of actions.

Recommendation

To agree the actions that have been put in place to ensure the council is meeting its safeguarding duties and responsibilities and to endorse:

- (1) the work to raise awareness of the signs of neglect within the council and how officers and members should respond.
- (2) the recommendations from the all district councils task and finish group on safeguarding and licensing and that these are reported to Licensing committee for implementation.
- (3) the priorities and emerging themes contained within the Norfolk wide domestic abuse change programme led by the community safety partnership.
- (4) the council seeking White Ribbon Status for the city.

Corporate and service priorities

The report helps to meet the corporate priority “A safe and clean city” and the service plan priority to ensure the council carries out its duties to safeguard children and vulnerable adults.

Financial implications

The costs arising for these actions will be met from approved budgetary provision or from partnership budgets.

Ward/s: All wards

Cabinet member: Councillor Harris – Customer services and safeguarding champion

Contact officers

Russell O’Keefe – Executive head of strategy, people and neighbourhoods 01603 212908

Bob Cronk – Head of local neighbourhood services

01603 212373

Jo Sapsford – Safer communities co-ordinator

01603 212130

Background documents

None

Report

Background

1. The city council has always taken great effort to ensure that it fulfils its duties and responsibilities for vulnerable people and cabinet has previously received reports on how actions have been progressed through the Every Child Matters initiative.
2. In recent years, the external environment for safeguarding has seen considerable change. Recent high profile child protection cases, including those that relate to child sexual exploitation and child abuse offences or allegations made against celebrities means the agenda is more visible in the public eye and has increased reporting of these issues.
3. The policy framework for safeguarding children and adults has also changed with a raft of new legislation and guidance often as a response to failures in the safeguarding system. This has included:
 - Updated national guidance issued for safeguarding children, referred to as *Working Together 2013*, which provides the requirements and expectations of how all public and voluntary organisations safeguard and promote the welfare of children and the framework for Local Safeguarding Children Boards (LSCBs - locally this is the Norfolk Safeguarding Children Board – the NSCB) to monitor the effectiveness of local services
 - Local Safeguarding Children Boards now being part of the *Ofsted inspection framework of services for children in need of help and protection, children looked after and care leavers*.
 - The Domestic Violence, Crime and Victims Act 2004, that from 2011 introduced domestic homicide reviews
 - The inclusion of "coercive and controlling behaviour" within relationships as an offence within the Home Office definition of Domestic abuse from 2015 (regulations still outstanding)
 - The introduction of legislation in June 2014 in relation to so called 'honour' based abuse, forced marriage and female genital mutilation, making them crimes under the Anti-Social Behaviour Crime and Policing Act (2014)
 - The introduction in March 2014 of the Domestic violence disclosure scheme – often referred to as 'Clare's Law' - which allows the Police, along with input from multi agency partners, to disclose to individuals details of their partners' abusive past when they assess that individual to be at risk of harm
 - The Children, Schools and Families Act 2010 which followed Lord Laming's Review of child protection and provided greater information sharing powers to Local Safeguarding Children Boards in the event of a serious incident (a serious case review) and for Ofsted to review LSCBs
 - The Care Act 2014 that from April 2015 puts safeguarding adults onto a statutory footing.

4. In 2013, Ofsted undertook an inspection of the local authority arrangements for the protection of children in Norfolk including the effectiveness of multi-agency arrangements for identifying children who are suffering, or likely to suffer, harm from abuse, neglect and the provision of early help.
5. The inspection found that these arrangements in Norfolk were inadequate, and since that time considerable effort has gone in to improving these arrangements and a child's journey through the child protection system.
6. This report sets out how the city council has responded to these changes, issues and improvements and details how it is contributing to this work internally and with partners through the various partnerships and boards where much of this work is discharged.

Safeguarding children

7. Everyone in society has a responsibility to safeguard children and young people. In Norfolk, the Norfolk Safeguarding Children Board (NSCB) holds the statutory duty to co-ordinate how agencies work together, to safeguard and promote the well-being of children and ensure the effectiveness of safeguarding arrangements.
8. In 2014, the Board reviewed its focus and identified a number of key priorities for its work. The NSCB agreed that neglect, sexual abuse of children and child sexual exploitation (CSE) were areas of critical vulnerability for children and young people in Norfolk. The NSCB also prioritised that the activity of front line staff across all agencies was to be consistent and of a high quality.
9. The city council has contributed to the development of this work through participation in a CSE sub group of the NSCB, a neglect task and finish group and through regular participation in the local safeguarding children group and the at NSCB and Norfolk Adults Safeguarding boards. This work has been resourced to ensure that plans developed on a county wide basis as far as possible meet the needs of the children and young people and families in the city.
10. The review of the board also resulted in a change in structure with advisory groups being established for agencies where there are multiple partners including schools, health and district councils. The district council advisory group is led by the city council and has already proved effective in raising the profile of the work and importance of district council services within the NSCB and means the city council is represented on the NSCB leadership group.
11. The Board has therefore ensured that its work and structure is focussed on and reflects the core areas of business, using the right information to ensure that the required improvements to multi-agency working are embedded across all partners.

Neglect

12. Information from the Department of Education nationally and the NSCB locally indicates that neglect is a common feature found in child protection cases. A major study of child abuse and neglect published by the NSPCC in 2011, found neglect to be the most prevalent type of maltreatment in families for all age groups where there were child protection concerns.

13. In Norfolk, neglect is overwhelmingly the most common category for children on Child Protection Plans in Norfolk, with 69.45% of cases having this as the identified main area of significant harm (for the period ending April 2014). There have been a number of multi-agency case reviews in recent years where neglect has been a major theme.
14. Despite this, cases of neglect are still being identified across Norfolk and agencies acknowledge that it is a prevalent issue in the county.
15. The NSCB has led the development of a neglect strategy which sets out how all agency front line services recognise and respond consistently to this issue and how all agencies develop a shared response. See appendix 1.
16. The NSCB is currently implementing awareness raising training which relevant council officers will attend. Internally, the council will be complementing this with learning modules for staff that require a more basic level of information. This will ensure that all front line staff can recognise the signs of neglect and have the knowledge and confidence to respond in a timely manner. Neglect will also be incorporated into the safeguarding briefings for members so that councillors are equally aware of the signs and escalation routes.

Recommendation for the NSCB neglect strategy

17. Cabinet is requested to endorse the work being undertaken within the council to ensure staff and members are aware of the issues and signs of neglect in the city and how to respond.

Child sexual exploitation

18. One of the most concerning of child protection issues that is being responded to across the country are those that relate to child sexual exploitation where mostly vulnerable young girls and sometimes young boys, are groomed including on-line grooming.
19. Cases in Rotherham and Rochdale for example have attracted high levels of media coverage and provided a further challenge to local partnerships to understand the extent of local issues and how partners should respond.
20. Within the council the safer communities' co-ordinator has developed and implemented briefing sessions for council staff that relate to the level of contact that staff will or may have with children and young people at risk.
21. The feedback from attendees has been very positive and has indicated how frequently council staff may come across children and young people at risk of grooming and sexual exploitation in for example, parks, play areas and licensed food establishments, which was what was found in other cities.
22. The NSCB and Norfolk constabulary are leading on an awareness raising campaign in relation to CSE in 2015 and the council's safer communities co-ordinator is contributing to this work.
23. The issues in Rotherham and Rochdale have also highlighted the role that the council as licensing authority can play to safeguard children and vulnerable adults.

24. Members will know that, licensing arrangements were introduced as all activities that are licensable carry a level of risk of “harm” either of a personal, financial, environmental or amenity nature. The requirement for a licence enables a licensing authority to make a judgement so that the potential harm is eliminated, reduced or balanced against the benefits of society. The overriding philosophy underpinning licensing is that public safety must always outweigh the need for a person or organisation to work or trade.
25. In recent weeks all seven district councils have come together with Norfolk Constabulary and Norfolk County Council in a task and finish group to review how safeguarding considerations inform the decisions of each licensing authority.
26. The task and finish group have made a number of recommendations that will improve the information available for licensing decisions; provide an opportunity to increase the awareness in license holders of their role to safeguarding children and adults and incorporate best practice into licensing policies as they are reviewed. See appendix 2.

Recommendation – child sexual exploitation

27. Cabinet is requested to endorse the recommendations from the safeguarding and licensing task and finish group and request that they are reported to licensing committee for implementation.

Children Act 2014: Section 11 – self assessment

28. To understand if partners have robust and effective safeguarding arrangements in place, the NSCB requests that all partners undertake a self-assessment of its duties and responsibilities under section 11 of the Children Act 2004.
29. Section 11, places duties on a range of organisations and individuals to ensure that their functions – and any services that they contract out to others – are discharged, having regard to the need to safeguard and promote the welfare of children.
30. The 2014-15 self-assessment was undertaken by the corporate safeguarding champions and portfolio holder for customer services in attendance which highlighted good progress against the section 11 requirements.
31. A comprehensive action plan to ensure continual improvement has been developed as part of this work and a progress report on these actions will be reported to cabinet towards the end of 2015.
32. The independent Chair of the NSCB noted at a recent challenge session with council officers that the City Council is playing its part in the NSCB and is alert to its duties and responsibilities.

Domestic abuse

33. During 2013-14, the Norfolk community safety partnership (CSP) undertook a review of its priorities to ensure that the partnership was adding value to the community safety agenda, the work of partners individually and the other related partnerships.

34. A common concern for all partners was that no one agency held sole responsibility for domestic abuse (DA), and it was unclear what the Norfolk response was or should be for this area of concern.
35. With funding secured from the East of England Local Government Association, the CSP undertook an in depth multi-agency review of the response to domestic abuse led by a steering group chaired by the Chief Executive Officer in her role as chair of the Norfolk community safety partnership. See figure 1.

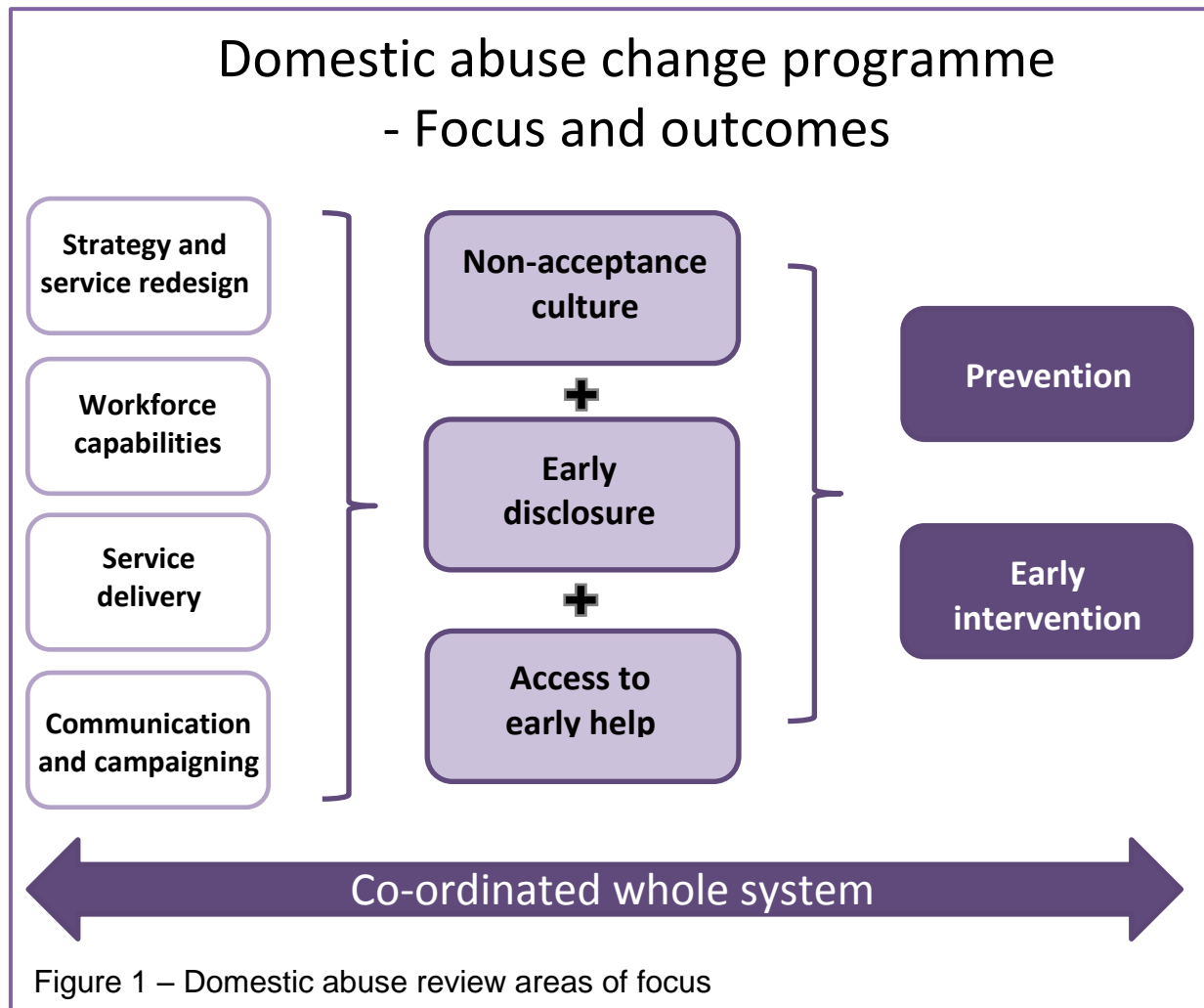


Figure 1 – Domestic abuse review areas of focus

36. This review resulted in the proposal for a single, early intervention approach to domestic abuse that increases levels of early disclosure and supports the development of a culture of non-acceptance on domestic abuse across Norfolk.
37. This would be delivered through:
- Collection, analysis and use of information across all partners to inform priorities, budget and commissioning decisions.
 - Identification, understanding and management of specific client groups who are most at risk.
 - Co-ordination and targeting of all available resources to address the early prevention needs of client groups.

- Building community based capacity and confidence so local people are able to safely identify risks and facilitate early disclosure and access to specialist support.
 - Develop workforce capacity and confidence to identify and know how to effectively deal with DA risks as they come upon them.
 - Make most effective use of all advisory and specialist resources and expertise (including the provision and access to information and advice).
 - Promote awareness of issues and services in relation to DA – for front line staff and the general public – to reduce stigma and increase knowledge: Making it easier to ask about DA and making it easier to respond about DA.
38. With the core themes now agreed, detailed work is now being undertaken to develop the Norfolk response to domestic abuse across four areas of improvement:
- **Strategy and service re-design** – deliver a strategic approach to integrated service provision using the NICE (National Institute for Health and Care Excellence) domestic abuse commissioning guidelines
 - **Workforce capabilities** – all public sector staff to have a ‘Public Welfare Responsibility’ and are skilled up to recognise both domestic abuse and wider safeguarding & welfare issues, and how they take positive action.
 - **Service delivery** – embedding domestic abuse as part of coordinated early help service delivery. Three domestic abuse coordinators providing specialist support to partners and the community within developing early help arrangements in South Norfolk and proposed for Norwich and King’s Lynn and West Norfolk.
 - **Communication and campaigning** – improving visibility and knowledge about domestic abuse and wider safeguarding issues across all the relevant countywide partnerships and boards that play a role in safeguarding and keeping people safe.
39. The City Council has a long history of supporting people experiencing domestic abuse, helping them to increase their confidence and re-build their lives. Domestic abuse is a common cause of homelessness in Norwich and the council provided the initial grant to establish the first refuge in Norwich. This led to the formation of Leeway; which provides vital services to victims of abuse including young people and children who are present in families where domestic abuse occurs.
40. During the past two years, the council’s safer communities co-ordinator has been active in the role of Vice chair of the county Domestic abuse and sexual violence board (DASVB) and has led the development and increased profile of the Norfolk Says No campaign. This is a week long campaign held annually in November, incorporating White Ribbon day (25 November), which seeks to raise awareness of the issues of DA and the support services available locally.

Recommendation – domestic abuse change programme

41. Given the importance of this work and the council’s track record in this vital area, Cabinet members are requested to endorse the programme and ask officers to report the final recommendations to cabinet in due course.

42. In 2012, Council resolved to ask the cabinet to consider seeking white ribbon status for the city. White ribbon status is a valuable mechanism to highlight and champion a public authority's commitment and the activities they undertake to raise awareness and support the victims of domestic abuse.
43. At that time, portfolio holders agreed that the commitments required to achieve white ribbon status, went beyond the services and capacity of the city council alone and it was agreed that officers worked with the Norfolk domestic abuse and sexual violence board to develop white ribbon status in conjunction with our partners at a county level.
44. This has been raised at a county level and it does not appear possible, at least in the short term, to develop a county wide application for white ribbon status. Therefore it will be undertaken at district level.

Recommendation – white ribbon status

45. Therefore, Cabinet are asked to endorse that the council will seek White Ribbon status for the city in its role as a civic leader and service provider. The outcome of this will be reported to cabinet later in the year.

Safeguarding adults and the Care Act 2014

46. Until very recently, safeguarding adults did not have the same statutory footing as children, which changes with the Care Act 2014 which received Royal Assent in May 2014.
47. The main elements of the Act overhaul and modernise the existing complex system of care and support by bringing together a number of existing laws and introducing new duties upon local authorities. These changes will affect people who require social care and their carers, as well as local authorities and service providers.
48. The majority of the changes will be the responsibility of Norfolk County Council. However, the Act will have some implications for the city council including duties for safeguarding, a role to promote wellbeing and early intervention (where this is required) and closer co-operation and partnership working.
49. This work will be led by the Norfolk Safeguarding Adults Board where the council is represented by the Tenancy Support Manager. As this work progresses and the council's duties become clear, information on the new responsibilities will be reported to Cabinet.

Key Principles

These principles underpin the strategic aim and are vital to the delivery of the strategic objectives.

- The over-riding priority is a shared understanding of the impact of neglect upon children's safety, health and development; including, crucially, the impact of emotional neglect. Without this shared understanding, it will not be possible to respond in an appropriate and timely way.
- Early indicators of neglect and causal factors must be recognised if early assessment and intervention is to be achieved.
- Early assessment and intervention will be promoted and supported where sufficient progress is seen to be possible within the child's timescale.
- Where there is insufficient progress, intervention on a statutory basis will take place appropriately and without delay.
- Collaboration between agencies is vital at all stages and levels of intervention; and there must be joint and shared assessments.
- Children and their families should be able to expect consistency from the practitioners they work with and in the support they are offered.
- Agencies need to ensure that practitioners are trained to be aware of, identify, assess and deal with neglect for children who may be particularly vulnerable, e.g. as a result of disability.
- All assessment and intervention undertaken will be based on research evidence.
- Historical information will always be taken into consideration.
- Professionals need to be curious and inquisitive about circumstances and events. They need to challenge each other, as well as the families themselves, about the improvements made and their sustainability.
- The work which underpins the strategy will be informed by service users.
- Neglect must be understood within a context which may include other forms of abuse. The strategy must therefore link with other relevant strategies and work streams.

Safeguarding and licensing T&F group – draft recommendations

Information sharing – to improve inter-agency information sharing across Norfolk so that licensing teams have access to all the relevant information to ensure licensing decisions are safe

1. Develop a Norfolk wide information sharing template and procedure hosted by Norfolk Constabulary to share:
 - decisions by each Licensing Authority when a premises, hackney carriage or private hire license is refused, suspended or revoked as a result of safeguarding issue
 - details of when Norfolk County Council remove a drivers badge for safeguarding reasons
 - share concerns raised about a license or county badge holder, or applicant (individual or premises) that may contribute to a wider pool of intelligence and concerns

This will contribute to resolving some of the information sharing issues in Norfolk relating to hackney carriage and private hire licences. However, there remains a risk with licensing decisions across the county boundary which requires a national change in the licensing framework. It is recommended that these concerns are raised with the LGA and the Chair of the Norfolk Safeguarding Children Board (NSCB) nationally.

2. Childrens services to invite licensing officers to LADO Meetings where this relates to licensable activities.

Procedures and guidance – to ensure licensing procedures are robust capturing all relevant information from applicants and consultees

3. Each licensing authority to review Hackney Carriage and private hire license application templates and ensure that all relevant information is requested. This may include:
 - Tests for applicants to complete
 - References
 - Previous licenses held and through which licensing authority

The decision to amend any templates to be taken by each authority

4. Develop a Norfolk wide awareness raising safeguarding leaflet for taxi licensees.
5. Develop a Norfolk wide awareness raising safeguarding leaflet for licensed premises and personal license holders
6. Develop an approach to increase the knowledge of safeguarding children and vulnerable adults for Hackney Carriage and Private Hire Taxi Drivers to widen their understanding and pilot in each district council area.
7. Develop an approach to increase the knowledge of safeguarding children and vulnerable adults for premises licence holders to widen their understanding and pilot in each district council area.

8. Request that safeguarding children and adults forms part of the Best Bar None scheme in Norwich.
9. Agree a guidance note for the NSCB on how it should respond to licensing consultations relevant reviews and supports the work of the licensing authorities.
10. Request the LGA and independent Chair of the NSCB to ask the Government to amend the Licensing Act 2003 so that applications for personal license come under the framework for consultation with responsible authorities for comment on the suitability of the applicant.
11. Request the LGA and independent chair of the NSCB to ask Government to amend the (Licensing Act 2003) so that criminal background checks undertaken for personal license applications can be carried out by the Disclosure Barring Service at an enhanced level.

Guidance – to improve guidance available to applicants, members and partners ensuring it is capturing best practice

12. Incorporate safeguarding best practice and guidance into the revisions of licensing policies at the next policy review. This includes the Licensing Act, Gambling Act), taxi policy and sexual entertainment venue policy
13. Develop a briefing session for licensing teams and licensing related committee members to improve their understanding of safeguarding
14. Improve the understanding of the role and responsibilities of licensing authorities within the NSCB and NSAB

Guidance – to improve guidance available to applicants, members and partners ensuring it is capturing best practice

15. Incorporate safeguarding best practice and guidance into the revisions of licensing policies at the next policy review. This includes the Licensing Act, Gambling Act (which are both due for renewal in 2015), taxi policy and sexual entertainment venue policy (these are likely to be in future years).
16. Develop a briefing session for licensing teams and licensing and licensing related committee members to improve their understanding of safeguarding
17. Improve the understanding of role and responsibilities of licensing authorities within the NSCB and NSAB

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with completing the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	11 March 2015
Head of service:	Bob Cronk
Report subject:	Safeguarding and safer communities
Date assessed:	4.2.15
Description:	

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The actions and recommendations in the report show how the council with its partners are discharging its duties and responsibilities to safeguarding children and vulnerable adults.
<u>S17 crime and disorder act 1998</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The actions and recommendations in the report will make a significant contribution to the council's work to ensure Norwich is a safe city in conjunction with its partners.
Human Rights Act 1998	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The actions and recommendations in the report will contribute to the council's work with partners to improve the health and well being of residents and communities.
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment
Positive
Social, Equality and Diversity
Negative
Neutral
Economic, Environmental
Issues

Report to Cabinet
11 March 2015
Report of Executive head of strategy, people and neighbourhoods
Subject Quarter 3 2014 - 15 performance report

Item

12

Purpose

To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 3 of 2014 - 15.

Recommendations

To:

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

Corporate and service priorities

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

Financial implications

The direct financial consequences of this report are none.

Ward/s All wards

Cabinet member Councillor Arthur - Leader

Contact officers

Russell O'Keefe, Executive head of strategy, people and neighbourhoods

01603 212908

Phil Shreeve, Policy and performance manager

01603 212356

Background documents

None

Report

Introduction

1. This report sets out progress against the key performance measures that are designed to track delivery of the corporate plan priorities. This is the third quarterly performance report for the third and final year (2014-15) of the corporate plan 2012-2015.
2. The corporate plan 2012-15 established five priorities. Progress with achieving these is tracked by thirty five key performance measures. It is these performance measures which form the basis of this report. Most of the performance measures are available quarterly while some are reported six monthly or annually to show general outcomes for residents.
3. Performance status for each of the performance measures is then combined for each priority to show at a glance high level performance. This should enable members to see where performance is improving or falling.
4. Performance is based around a traffic light concept where green is on target, red is at a point where intervention may be necessary and amber a point in between these two.
5. A copy of the full performance report can be found at appendix A.

Headlines

6. Overall performance this quarter shows an excellent picture, with all five of the council's overall priorities showing as green. There are a lot of areas where the council is performing very highly and exceeding its targets. However, there are also a small number of measures where performance has been below target and work continues to address these. For each of the performance measures where performance is below target, reasons for this are provided within the relevant section of the performance report at appendix A.
7. The following areas of performance are brought to your attention:
 - a) 78% of residents reported that they felt safe outside in their local area compared with the target of 72%.
 - b) The proportion of food premises that are broadly compliant with food hygiene regulations increased to 91%. Our target is 90%.
 - c) In the year to date, 205 private households have been assisted with measures to improve energy efficiency compared with our target of 110 households.
 - d) 320 new homes/ conversions have been registered for council tax compared with our year to date target of 300.
 - e) 29 new affordable homes have been built on council land so far this financial year compared against our target of 26.
 - f) This quarter, the average number of days taken to re-let council homes was 13 days compared with our target of 16 days. This compares very

well with other organisations across the country and is in the top quarter of best performing social landlords.

- g) Performance in relation to the time taken to give decisions for planning applications has been excellent this quarter with 100% of major applications and 91% of minor and other applications processed within set timescales.
- h) Resident satisfaction with the last service received from the council remained above target at 95%. This compares with our target of 93% and continues a run of excellent results for this measure.
- i) The proportion of contact with the council that is recorded as avoidable had improved to 19.9% this quarter, down from 25.8%. The target is 24.5%.
- j) However, our average processing time for new housing benefit and council tax reduction scheme claims remained outside of target at 24.2 days this quarter. Our annual target is for an average of 21 days.
- k) In the year to date, 37 privately owned homes have been made safe as a result of our work. This is below the target of 75 and follows a period of staff vacancy. Work is in hand to improve performance in the final quarter.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	11 March 2015
Head of service:	Russell O'Keefe
Report subject:	Quarter 3 performance report 2014/15
Date assessed:	February 2014
Description:	This report sets out progress against the key performance measures that are designed to track delivery of the Corporate Plan priorities for quarter 3 of 2014/15.

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

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

Recommendations from impact assessment	
Positive	
Negative	
Neutral	
Issues	



CP1 - Safe and Clean City

CP2 - Prosperous City

CP3 - Decent Housing for all

CP4 - City of Character and Culture

CP5 - Value for Money Services

Comments

Overall performance for this third quarterly report of 2014-15 against the priorities in the corporate plan 2012-2015 shows an excellent picture with all five of our priorities showing as Green.

This quarter we have recorded our highest number of our key performance measures on target during the period of this Corporate Plan (2012-15). Twenty four key performance measures are Green and just four Red.

Amongst those areas where the council is performing very highly and exceeding its targets are our performance in relation to: percentage of food premises which are broadly compliant with food hygiene law, numbers of private households helped to improve the energy efficiency of their homes, the number of new homes built and the number of new affordable homes built on Council land, the number of days taken to re-let council homes, speed of processing of planning applications, overall customer satisfaction and reducing avoidable contact.

For three of our priorities - Safe and Clean City, City of Character and Culture and Value for Money Services - none of the performance measures are Red, meaning that all of the measures underpinning performance in these areas are either on target or close to target.

However, there are a small number of measures where performance is further below target. We will continue to work towards improving performance in relation to these and the other performance measures that underpin the priorities in our Corporate Plan.

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

For more information please contact the Policy, Performance and Partnerships team on ext 2535 or email performance@norwich.gov.uk

Key to tables (following pages) :

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



	Safe and clean city	Prosperous city	Decent housing for all	City of character and culture	Value for money services	Corporate plan
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Key Action	Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
To maintain street and area cleanliness Comments: In all 306 transects across the city were surveyed in November 2014. With regard to littering one street, the alleyway behind Pembroke Road, was found to be grade D, three streets were grade C and 21 were graded B minus. These areas will continue to be monitored over the coming weeks and months. The survey revealed that the areas with the highest percentage of detritus were in areas with a prevalence for parked cars and on our industrial estates. Of the transects surveyed, twelve were graded at C and 22 at B minus. Four of the transects were due cleaning shortly after the survey and three have access issues with fixed metal bollards preventing mechanical sweeper access. Each scheduled street clean requires scraping and sweeping by hand, a resolution to this is being investigated with the Highways Department.	SCC1 % streets found clean on inspection	93 %	94 %	●	🔴	93 %	94 %	●
To provide efficient and effective waste services and increase the amount of recycling Comments: Recycling/ composting rate shown is for Q2 (July-Sept). Recycling and composting rates remain below target. The major contributing factors are the changes in regulations which mean that street sweepings cannot be recycled and the fact that many materials that can be recycled are being made using less material (the effect known as "light weighting"). On 1st October, all Norfolk councils implemented a new recycling service which significantly extended the range of materials collected and made the service much easier for residents to use. Early evidence suggests that collected tonnages are increasing in-line with predictions and that, over the course of the next 12 months recycling rates should rise above 40%.	SCC2 % waste recycled/ composted	38 %	43 %	●	➡	38 %	43 %	●
To maintain a safe highway network and reduce road casualties including seeking to achieve the introduction of 20mph zones across the city. Comments: After seeing an improvement in previous quarters disappointingly the number of killed and seriously injured on Norwich's roads is now showing a rise. We will need to wait for further data to see if this is statistically significant or simply part of the underlying noise in the data. The city council continues to work with partners such as the county council, the police and the health services to reduce this number.	SCC6 Reducing the number of people killed or seriously injured on our roads (rolling year)	49	43	●	🔴	49	43	●

Key Action	Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
To provide efficient and effective waste services and increase the amount of recycling Comments: In the year to the end of December 2014, 81% of respondents expressed satisfaction with waste and recycling services. In the last quarter (October - December) there was an insufficient number of responses to give data for that quarter. Therefore, the result reported won't really reflect any change in satisfaction levels resulting from the improved recycling service implemented at the beginning of October.	SCC3 % of people satisfied with waste collection services	81 %	75 %	★	🔴	81 %	75 %	★
To work effectively with the police to reduce antisocial behaviour, crime and the fear of crime Comments: Current performance remains above target for Q3. At year end, an assessment will be undertaken against a similar indicator in the British Crime Survey (BCS) which indicates that people's perception of crime does not always align with actual levels of crime. On a national basis, overall falls in crime do not always result in a fall in people's perceptions of crime. The previous Place Survey indicator for 2009 which related to feelings of safety out of doors during the day and after dark, gave an out turn of 86% feeling safe during the day and 46% after dark. The whole year figures for the current indicator for 2013-14 were 93% and 65% respectively which were higher than the results of that 2009 survey.	SCC4 % of people feeling safe	78 %	72 %	★	🔴	78 %	72 %	★
To protect residents and visitors by maintaining the standards of food safety Comments: There has been a slight improvement in business compliance with the law. The coaching over the summer resulted in an improvement in a few premises. Further support will be offered to all businesses over the next quarter to attempt to improve the compliance rates further.	SCC5 % of compliant food premises	91 %	90 %	★	🟢	91 %	90 %	★



	Safe and clean city	Prosperous city	Decent housing for all	City of character and culture	Value for money services	Corporate plan
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Key Action	Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
To encourage visitors and tourists to Norwich through effective promotion of the city	PRC4 number of people accessing info via TIC	57,761	66,000	▲	➡	251,165	296,000	▲
Comments: Numbers of people accessing information via the TIC was considerably below last year for both quarter 3 (57,761 compared with 79,630 last year) and the year to date (251,165 compared with 285,262 for the same period last year). We are monitoring the trends as an increasing use of electronic forms of information is changing how and where we provide information. Norwich remains a very popular place to come to, the Great Britain Day Visit Survey 2013 showed Norwich in the top 10 local authorities for tourism day visits.								
To support people on low incomes through advocacy and financial inclusion activities	PRC6 Ave days for processing new HB and CTRS - Q	24.2	21.0	▲	➡	22.8	21.0	●
Comments: The average processing time for Q3 remains just outside of target but the year to date is 22.8 days. The team remain committed to achieving the target and have reviewed processing of claims and made some further adjustments to improve processing times. The national average for processing new claims currently stands at 24 days.								

Key Action	Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
To support the development of the local economy and bring in inward investment through economic development and regeneration activities	PRC1 No. of new jobs created/ supported by council activity	147	100	★	➡	147	100	★
Comments: For the period to July 2014, Norwich City council has created/ supported 147 new jobs. We expect the figure to be higher by the end of the financial year when construction projects at Three Score will be well underway.								
To support the development of the local economy and bring in inward investment through economic development and regeneration activities	PRC2 Amount of funding secured for regeneration activity (£ thousands)	£2,612	£250	★	➡	£2,612	£250	★
Comments: Our current projection for regeneration funding that will be received in 2014/15 is £2.612m. This is funding from the DfT for the Push the Pedalways project.								
To support the development of the local economy and bring in inward investment through economic development and regeneration activities	PRC3 No. of new homes built - Q	184	100	★	➡	320	300	★
Comments: Data shown is the number of new registrations for Council Tax - new build and conversions. This is being used as proxy for new homes built. This shows house completions in the year to date (320) as just ahead of target (300). This year there has been an increase in housebuilding start-ups and next quarter the actual number of completions for the year will be reported.								
To support people on low incomes through advocacy and financial inclusion activities	PRC5 % people saying that debt issues had become manageable following face to face advice	94 %	56 %	★	➡	94 %	56 %	★
Comments: Monitoring of the response to surveys undertaken by Council supported debt advice services showed 94% of respondents from April-September thought their debt issues had become more manageable following face to face advice. This is based on a small number of respondents.								
To reduce fuel poverty through affordable-warmth activities	PRC7 No. of private households where council activity helped to improve energy efficiency YTD	205	110	★	➡	205	110	★
Comments: In quarter 3, 133 private households were helped with energy efficiency measures for their homes. This constituted 17 completed boiler replacements, solid wall insulation, cavity wall insulation or loft insulation. Additionally, 35 rolls of radiator foil or window tape were given out at our Winter Wellbeing event, 80 Green Deal assessments were carried out through Cosy City and one boiler repair was paid for through the benevolent fund.								



	Safe and clean city	Prosperous city	Decent housing for all	City of character and culture	Value for money services	Corporate plan
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Key Action	Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
Decent housing for our tenants	DHA3 % of tenants satisfied with the housing service	71	85	▲	➡	71	85	▲
Comments: The key performance measure DHA3 % of tenants satisfied with the housing service is based on a survey that is carried out every two years. The result shown is from spring 2012 and won't change until the survey is undertaken again in 2014/15.								
To bring empty homes back into use and improve the standard of private sector housing through advice, grants and enforcement	DHA7 Privately owned homes made safe	37	75	▲	➡	37	75	▲
Comments: Forecast end of year result is for a 60-70% completion based on the number of legal notices served with expiry dates before the end of March. There is a risk, however, of not achieving that level in this financial year if the recipients do not comply and further enforcement action is required. The principle reason for this was the retirement of one post-holder followed by a period of vacancy. The retiring member took no new cases from January 2014 and the new post holder didn't start until September 2014. The normal resource level for this post is 2.5 FTE so the loss of 9 months represents a 30% reduction in resource which is reflected in the out-turn figures. A new pro-active targeted inspection programme has now been commenced which has the potential to increase output.								

Key Action	Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
To improve the letting of council homes so we make the best use of existing affordable housing resources	DHA1 Ave days to re-let council housing - Q	13	16	★	➡	14	16	★
Comments: Performance remains on target, with the average time taken to re-let council homes just 13 days during quarter 3. Year-to-date performance is also on target with an average of 14 days. Norwich City Council are still well within the top (best performing) 25% of organisations for this indicator, based on quarter 2 benchmarking results from HouseMark. 230 social housing providers submitted data on the average time taken to re-let properties.								
To improve the council's housing stock through a programme of upgrades and maintenance including new kitchens, windows and doors	DHA2 % council homes meeting the "Norwich standard" (Proxy)	100.0 %	97.0 %	★	➡	100.0 %	97.0 %	★
Comments: Current progress for the five monitored elements of programmed works are: kitchens (126% of upgrades complete); bathrooms (105%); electrical (122%); heating (86%) and composite doors (73%). These are annual programmes so some variation is normal. NPS Norwich remain confident that progress is on track to deliver the planned housing upgrade programmes this financial year.								
To develop new affordable housing	DHA4 New affordable homes delivered on council owned land - YTD	36	26	★	➡	36	26	★
Comments: In the year to date, 36 new affordable homes have been completed on Council owned land. Going forward, some of the anticipated completions will now slip into next year. 23 social rented dwellings at Brazengate now have revised completion dates for next financial year. In addition we originally profiled 15 completions across 4 sites by Orwell HA. It is anticipated that 13 of these will complete in Q4 with the remaining 2 slipping to next year.								
To prevent people from becoming homeless through providing advice and alternative housing options	DHA5 Number of households prevented from becoming homeless	144	80	★	■	472	220	★
Comments: Continued high performance in meeting this target demonstrates the success of our prevention based 'enhanced housing options' model, built on the accessibility of specialist, individually tailored housing advice and assistance, offered on a drop-in basis to all households facing homelessness in Norwich. This gives our specialist housing advisers the maximum time possible to work with an often vulnerable client group in preventing crisis and homelessness. This client based focus, combined with the dedication and expertise of the housing options department has ensured ongoing success in a very challenging and multi-faceted area of work.								
To bring empty homes back into use and improve the standard of private sector housing through advice, grants and enforcement	DHA6 Empty homes brought back into use	149	15	★	➡	149	15	★
Comments: The number of empty homes brought back into use so far this year is 149. This figure includes long term empty homes brought back in to use as a result of enforcement work carried out by our Private Sector Housing team, as well as from the 2014/15 empty homes review. The figure above shows the long term empty properties confirmed as occupied and where council tax will now be paid. Our target for the year to date was 15.								



	Safe and clean city	Prosperous city	Decent housing for all	City of character and culture	Value for money services	Corporate plan
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Key Action	Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
To provide a range of cultural and leisure opportunities and events for people	CCC5 People attending free or low-cost events YTD	93,000	100,000	●	➡	93,000	100,000	●
Comments: This quarter there was better than expected attendance at our free events due to the milder weather. Estimated numbers attending were: Halloween 4,000; Big Boom fireworks 30,000; and Christmas lights switch on 20,000. This brought the total this year so far up to 93,000, a little below our target of 100,000.								

Key Action	Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
To manage the development of the city through effective planning and conservation management	CCC1 % of major planning apps completed within target - Q	100 %	80 %	★	➡	97 %	80 %	★
Comments: Planning performance this quarter, in terms of timeliness of processing applications, has been excellent. This is a result of both the close monitoring of internal processes to deal with all administrative stages promptly, and a close working relationship with applicants to keep them informed and appraised of progress. The systems currently in place, with current resources and workload, should mean that a similar level of results can be delivered in the future.								
To manage the development of the city through effective planning and conservation management	CCC2 % of minor & other planning apps completed within target	91 %	85 %	★	➡	90 %	85 %	★
Comments: See comment above (for CCC1).								
To provide well-maintained parks and open spaces	CCC3 % satisfied with parks & open spaces	79 %	75 %	★	➡	79 %	75 %	★
Comments: In the rolling year to the end of December 2014, 79% of respondents to our online survey were satisfied with parks and open spaces compared with our target of 75%.								
To provide a range of cultural and leisure opportunities and events for people	CCC4 % satisfied with council leisure and cultural facilities	92 %	75 %	★	➡	92 %	75 %	★
Comments: The surveys that provide the data for this measure are undertaken every 6 months and updated performance will be reported in quarter 4. The latest data showed that 92% of respondents were satisfied with the services compared with our target of 75%.								
To maximise the opportunities provided by the 2012 Olympics	CCC6 People engaged with Olympic torch relay activities	56,000	30,000	★	➡	56,000	30,000	★
Comments: Achieved.								
To become England's first UNESCO City of Literature	CCC7 City becomes England's first UNESCO City of Literature	1	1	★	➡	1	1	★
Comments: Norwich was the first English city to be a UNESCO City of Literature. Achieved in quarter 1, 2012-13.								



	Safe and clean city	Prosperous city	Decent housing for all	City of character and culture	Value for money services	Corporate plan
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Key Action	Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
To continue to reshape the way the council works to realise our savings targets, protecting and improving services wherever possible and working effectively with partners, through a transformation programme.	VMS3 % of all council outcome performance measures on or above target	71 %	90 %	●	➡	71 %	90 %	●
Comments: This measure is an amalgamation of all the other performance measures in this report and shows the percentage of all those measures that are Green. This quarter, 71% of our key performance measures were Green (on or above target), the highest percentage achieved so far during this Corporate Plan period (2012-2015).								
To continue to reshape the way the council works to realise our savings targets, protecting and improving services wherever possible and working effectively with partners, through a transformation programme.	VMS4 % of council partners satisfied with the opportunities to engage with the council	78.2	80.0	●	➡	78.2	80.0	●
Comments: This is an annual survey of key Council partners carried out in quarter 4 (January - March) each year. The result shown is for the latest survey from earlier in 2014. The 2015 survey is underway and the result will be reported next quarter.								
To reach the achieving-level of the equalities framework.	VMS7 Reach "achieving" level of equalities framework	1	2	●	➡	1	2	●
Comments: We are seeking to attain the achieving level of the equalities framework for local government for 2014/15. This will involve a peer assessment in quarter 4 (January - March 2015), declaring in the following quarter (Q1, April - June 2015). A project team has been set up and a project plan and self-assessment are being developed to map the organisation's journey and address any concerns.								

Key Action	Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
To continue to reshape the way the council works to realise our savings targets, protecting and improving services wherever possible and working effectively with partners, through a transformation programme.	VMS1 Council achieves savings target (£ thousands)	3,200	2,000	★	➡	3,200	2,000	★
Comments: We successfully delivered a package of general fund savings of £3.2 million for 2014/15 against our target of £2.0 million.								
To improve the efficiency of the council's customer engagement and access channels.	VMS2 % residents satisfied with service from council	95.1 %	93.0 %	★	➡	95.2 %	93.0 %	★
Comments: For our customer satisfaction measure, satisfaction levels remain high (95%) and above target (93%).								
To improve the efficiency of the council's customer engagement and access channels.	VMS5 Avoidable contact	19.9 %	24.5 %	★	➡	25.8 %	24.5 %	●
Comments: Performance has improved considerably this quarter. Work to further improve the overall performance of this indicator continues, with specific work focussed on areas of high levels of avoidable contact.								
To maximise council income through effective asset management, trading and collection activities.	VMS6 % of income owed to the council collected	98 %	96 %	★	➡	98 %	96 %	★
Comments: This is a combination of % council tax, NNDR, Housing Rent and Sundry Income collected. Overall collection currently is showing as 97.5% (£169.2m). This is made up of: Council Tax (£44.6m, 97.4% of "amount due"); NNDR (£67.2m, 97.2% of "amount due"); Housing Rent (£49.3m, 99.1% of the "amount due") and Sundry Income (£8.1m, 91.7% of the "amount due").								
To reduce the council's carbon emissions through a carbon management programme.	VMS8 % CO2 reduction from local authority operations	5.38	4.00	★	➡	5.38	4.00	★
Comments: The target for reduction in overall (i.e. all scopes) CO2 emissions has been re-set to 40%, from a 2006/07 baseline following the completion of the first phase of the council's carbon management plan. This target exceeds the national target of a 34% reduction in carbon emissions by 2020. On completion of this report 26.6% of the 40% target has been achieved so far. The council has recently produced the second phase of its Carbon Management Plan. The plan details opportunities across our assets and services where we can further reduce energy consumption. Given the new Government methodology we will be further reviewing the Carbon Management Plan targets.								

Report to Cabinet
11 March 2015
Report of Chief finance officer
Subject Revenue budget monitoring 2014/15 – Period 10

Item

13

Purpose

To provide an update on the financial position as at 31 January 2015, the forecast outturn for the year 2014/15, and the consequent forecast of the General Fund and Housing Revenue Account balances.

Recommendations

To note the financial position as at 31 January 2015 and the forecast outturn for 2014/15.

Corporate and service priorities

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

Financial implications

The General Fund budget is forecast to achieve an underspend of £788,000 before the removal of s31 grant. The Housing Revenue Account budget is forecast to achieve an underspend of £1.384m.

Monitoring of key budgets does not indicate any unusual cause for concern; however the position will need to be continually monitored in order to deliver to the forecast outturn.

The Collection Fund is forecasting a deficit on business rates for 2014/15. The forecast impact in 2014/15 of deficits arising in 2013/14 is £152,000. The forecast impact in 2015/16 of deficits arising in 2013/14 and 2014/15 is £1.249m. Following council approval on 17 Feb all s31 business rates relief grant will be transferred to an earmarked reserve to be offset against deficits in the years that they impact on the revenue accounts. For 2014/15, a transfer of £978,000 will be required from the General Fund revenue budget to the earmarked reserve offsetting the General Fund underspend reported above.

Ward/s: All wards

Cabinet member: Councillor Waters – Deputy leader and resources

Contact officers

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Background documents

None

Report

1. Council approved budgets for the 2014/15 financial year on 18 February 2014.
2. The attached appendices show the forecast outturn and year-to-date positions for the General Fund and the Housing Revenue Account:
 - [Appendix 1](#) shows the General Fund by Corporate Leadership Team responsibilities, and by Subjective Group
 - [Appendix 2](#) shows the Housing Revenue Account in (near) statutory format, and by Subjective Group
 - [Appendix 3](#) shows budget and expenditure for the year to date in graphical format

General Fund

3. Budgets reported include the resources financing the Council's net budget requirement (which includes a contribution of £0.541m to balances as allowed for in the Medium Term Financial Strategy) so that the net budget totals zero:

<i>Item</i>	<i>Approved Budget £000s</i>
Net Budget Requirement	18,407
Non-Domestic Rates	(4,651)
Revenue Support Grant	(5,980)
Council Tax precept	(7,776)
Total General Fund budget	0

4. The General Fund has been forecast to underspend by **£0.788m** at year end. This compares to a forecast underspend of **£0.838m** at the end of December. Significant forecast overspends and underspends are explained below:

<i>Previous forecast over/(under) spend 000s</i>	<i>General Fund Service</i>	<i>Current forecast over/(under) spend P10 £000s</i>	<i>Commentary</i>
(92)	Democratic Services	(103)	This relates to an underspend on salaries within the Committee Secretariat which has been taken forward as Transformation Programme savings; and to Government grant received for Individual Electoral Registration.

<i>Previous forecast over/(under) spend £000s</i>	<i>General Fund Service</i>	<i>Current forecast over/(under) spend £000s P10 £000s</i>	<i>Commentary</i>
528	Finance	590	Following adjustments to payments made by the DWP, and following finalisation of the audit of the 2013/14 Revenues amounts, the previously reported overspend on Benefits subsidy will continue. In addition, £105k spend above budget is reported on the Movement in Reserves budget related to the sale of properties. This is offset by underspends on City Development budgets below.
(293)	Procurement & Service Improvement	(313)	Predicted savings on IT development; and IT service costs.
(327)	City Development	(239)	Forecast underspend is due to higher than budgeted parking income and the sale of assets. Reduction from last period is reduced forecasted income from rental properties.
(127)	Planning	(208)	Forecast underspend is due to staff charges to capital, CIL management fees and higher income from planning charges.
(4)	Neighbourhood Services	(110)	The forecast underspend is the cumulative result of several low value underspends across Neighbourhood Services budgets.

5. For the year to date an underspend against budget of **£1.351m** is being reported. This underspend is made up of many debit and credit figures where various income and expenditure lines are ahead of or behind budget profile. Significant variances are explained below. These lines will be monitored closely as the year progresses to identify any potential impact on forecast outturn figures.

<i>General Fund Service</i>	<i>Variance To Date P10</i>	<i>Commentary</i>
Business Relationship Management	1,446	This relates to timing differences in respect of invoices received and paid; year end insurance accounting adjustments to be made and year end journaling of legal costs.
Procurement & Service Improvement	535	Development budget spend behind profile; and timing differences in respect of invoices received and paid.
Communications & Culture	(195)	Bond and grant income received yet to be fully spent; and management fee income greater than budgeted.
City Development:	(1,185)	The current underspend against profile relates to parking recharges to be re distributed, which will take into account County income; works recharges to be

		distributed and pension recharges still to be processed and the sale of three assets.
<i>General Fund Service</i>	<i>Variance To Date P10</i>	<i>Commentary</i>
Environmental Strategy	(426)	This relates to funding received from DECC for the Greener Communities (Cosy City) project
Citywide Services:	(433)	Higher than budgeted highways income. Integrated waste management contractual payments running behind schedule. Garden waste income is higher than profiled budget.
Neighbourhood Housing:	(593)	Largely due to delays in payment of homelessness invoices compared to budget.

Housing Revenue Account

6. The budgets reported include a £7.7m use of HRA balances, so that the net budget totals zero:

<i>Item</i>	<i>Approved Budget £000s</i>
Gross HRA Expenditure	80,827
Gross HRA Income	(73,120)
Contribution from HRA Balance	(7,707)
Total net HRA budget	0

7. The Housing Revenue Account has been forecast to underspend by **£1.384m**. This compares to a forecast underspend of **£1.177m** at the end of December. Significant forecast overspends and underspends are explained below:-

<i>Previous forecast over/(under) spend £000s</i>	<i>HRA Division of Service</i>	<i>Current forecast over/(under) spend P10 £000s</i>	<i>Commentary</i>
64	Repairs & Maintenance	(247)	Note awaited
347	Rents, Rates, & Other Property Costs	365	Due to unbudgeted costs for NPS.
(656)	General Management	(507)	The majority of the projected underspend is due to: Contingency fund (£97k); audit fee not required as included in LGSS recharge (£105k); budget for software interface may no longer be required (£50k); lower NPS fees at this stage than budgeted for (£74k); and professional advice / fees budget not required (£190k).

(323)	Special Services	(354)	Mainly due to projected underspend on district heating fuel and Community Alarm Service
<i>Previous forecast over/(under) spend £000s</i>	<i>HRA Division of Service</i>	<i>Current forecast over/(under) spend P10 £000s</i>	<i>Commentary</i>
(1,348)	Depreciation & Impairment	(1,348)	£856k relating to profit / loss on sale of assets, offset by corresponding debit against "Adjustments & Financing items". £459k reduction in anticipated depreciation costs
(701)	Provision for Bad Debts	(701)	Provision increased in anticipation of the effects of full implementation of bedroom tax and universal credit. Delayed implementation of universal credit and better than anticipated rent collection performance have delivered a lesser call on this provision.
197	Dwelling Rents	177	Write-offs included within this figure, partially offsetting the underspend on the bad debt code.
(153)	Garage & Other Property Rents	(164)	Lower than anticipated garage voids rate
634	Service Charges - General	634	Lower income than budgeted for (tenants), partially offset by underspend in Special Services (district heating). Also lower leasehold income than budgeted for.
840	Adjustments & Financing Items	842	£856k relating to profit / loss on sale of assets, offset by corresponding credit against 'Depreciation & Impairment'

8. For the year to date an underspend of **£3.582m** is being reported. This underspend is made up of many debit and credit figures, where various income and expenditure lines are ahead of or behind budget profile. Significant underspends and overspends to date are explained below. These lines will be monitored closely as the year progresses to identify any potential impact on forecast outturn figures.

<i>HRA Division of Service</i>	<i>Variance To Date P10</i>	<i>Commentary</i>
Repairs & Maintenance	(2,464)	There are 2 main reasons for this variance: i) The valuation and invoice process creates an artificial delay between the work being completed on site and the final stage of the invoice amount being posted to the ledger; and ii) Due to the responsive nature of some budget lines within this group it is extremely difficult to accurately profile a years work in advance and some budget line spend is behind profile due to work not being required as predicted.
Rents, Rates, & Other Property Costs	1,188	Water rates accounted for as one annual amount (although actually paid in 10 instalments) – budget profile assumes 10 instalments

General Management	(1,380)	Overall underspend projected, as per comments on previous table. Also pension recharges are yet to be distributed across service areas
<i>HRA Division of Service</i>	<i>Variance To Date P10</i>	<i>Commentary</i>
Special Services	(1,010)	Mainly district heating spend not matching anticipated spending profile – profiles to be updated for period 9
Depreciation & Impairment	(965)	No budget for profit / loss on sale of assets
Provision for Bad Debts	(527)	Overall spend to be lower than budget, so also high variance to date.
Service Charges - General	655	Overall income to be lower than budget, so also high variance to date.
Adjustments & Financing Items	853	No budget for profit / loss on sale of assets

Risks

9. A risk-based review based on the size and volatility of budgets has identified a “Top 10” of key budgets where inadequacy of monitoring and control systems could pose a significant threat to the council’s overall financial position. These are shown in the following table.

Key Risk Budgets	Budget £000s	Forecast Variance	Forecast Var %	Forecast RAG
Housing Benefit Payments - Council tenants	36,254	-165	0%	GREEN
Housing Benefit Subsidy - Council tenants	-35,514	1,156	-3%	AMBER
Housing Benefit Payments - Other tenants	32,280	-2,119	-7%	RED
Housing Benefit Subsidy - Other tenants	-32,923	2,004	-6%	RED
HRA Repairs - Tenanted Properties	12,408	-124	-1%	GREEN
HRA Repairs - Void Properties	2,630	0	0%	GREEN
Multi-Storey Car Parks	1,797	-9	-1%	GREEN
HRA Rents - Estate Properties	-58,916	178	0%	GREEN
Corporate Management including Contingency	1,109	-317	-29%	RED
Private Sector Leasing Costs	2,570	-140	-5%	RED

10. The red/amber status of items in the “Forecast RAG” column is explained below.

Key Risk Budgets	Comment
Housing Benefit Payments and Subsidy - Other tenants:	Reduced value of payments than planned for. This is partially offset by reduced subsidy to fund these payments but see also comments in the table at para 4 about the reported overspend on benefits subsidy.
Corporate Management including contingency	Contingency budget not anticipated to be needed in full. Remaining balance will be transferred to reserves at year end.
Private Sector Leasing Costs:	PSL rental costs currently lower than anticipated

11. The 2014/15 budgets approved by Council were drawn up in the expectation of reduced resources as announced by the coalition government. There are risks to the current and medium term financial position from:

- Reductions in government grant – the localisation of business rates and of council tax reductions has increased the risks to the council's financial position arising from economic conditions and policy decisions.
- Changes in policy – if further “empowerment” of local authorities is not matched by devolved resources
- Delivery of savings – the budget incorporates both savings measures already in place, and those planned for implementation during the year. If these savings are not achievable in full, overspends will result. With appropriate approvals these may be mitigated through provision made in the corporate contingency, up to the level of that contingency
- Identification of further savings – work is continuing on developing proposals for additional savings to bridge the medium-term budget gap. If these proposals fall short, or are not implemented fully and in a timely manner, further budget shortfalls will result.

12. Forecast outturns are estimates based on management assessments, formulae, and extrapolation. They may not adequately take account of variables such as:

- Bad debts – budget reports show gross debt, i.e. invoices raised. While allowance has been made in the budget for non-collections, the current economic climate may have an adverse influence on our ability to collect money owed. This may be reflected in higher provisions for bad debt, as may the impact of welfare reforms such as the so-called “Bedroom Tax”.
- Seasonal factors – if adverse weather conditions or a worsening economic climate depress levels of trade and leisure activities in the city, there may be a negative impact on parking and other income.
- Housing repairs & Improvements – the rate of spend on void properties, though closely managed, is heavily influenced by void turnaround, since transfers can create a chain of voids involving significant repair costs.

Financial Planning

13. Overall levels of overspend and underspend will have an ongoing impact on the budget for following years and the size and urgency of savings requirements.

14. Net overspends and underspends will be consolidated into the General Fund and Housing Revenue Account balances carried forward to 2015/16. These are reflected in periodic updates to the Medium Term Financial Strategy and Housing Revenue Account Business Plan.

Impact on Balances

15. The prudent minimum level of General Fund reserves has been assessed as £4.496m. The budgeted and forecast outturn's impact on the 2013/14 balance brought forward, is as follows:

<i>Item</i>	<i>£000s</i>
Balance at 1 April 2014	(8,313)
Budgeted contribution to balances 2014/15	(541)
Forecast outturn 2014/15	(788)
Transfers to earmarked reserve of unapplied section 31 business rates relief grant:	
2013/14 Full grant received	564
2014/15 (Grant received £1.130m less 2013/14 deficit affecting 2014/15 revenue £152k)	978
= Forecast balance at 31 March 2015	(8,100)

16. The General Fund balance is therefore expected to continue to exceed the prudent minimum.
17. The prudent minimum level of HRA reserves has been assessed as £3.067m. The budgeted and forecast outturn's impact on the 2013/14 balance brought forward, is as follows:

<i>Item</i>	<i>£000s</i>
Balance at 1 April 2014	(25,129)
Budgeted use of balances 2014/15	7,707
Forecast outturn 2014/15	(1,384)
= Forecast balance at 31 March 2015	(18,806)

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

Collection Fund

19. The Collection Fund is made up of three accounts – council tax, the Business Improvement District (BID) account, and National Non-Domestic Rates (NNDR).
 - Council tax is shared between the city, the county, and the police and crime commissioner based on an estimated tax base and the council tax rates agreed by each of the preceptors. Any surplus or deficit is shared in the following financial year.

- The BID account is operated on behalf of the BID company, to collect their income from the BID levy. Any surplus or deficit is passed on the BID company.
- NNDR income is shared between the city, the county, and central government. Since “localisation”, any surplus or deficit is also shared, rather than as formerly being borne wholly by the government.

20. There are particular risks attached to NNDR, which are:

- Appeals – the impact of any appeals will fall on the Collection Fund, and therefore in part on the city. The Valuation Office has cleared a large number of appeals which has adversely affected the council’s business rates income levels. However, a backlog of appeals remains and the value of the appeals is not known, nor the likelihood of success, nor the timing of the appeal being determined.
- NNDR billable – changes in the NNDR billable, e.g. demolition or construction of new billable premises, will impact on the amount billable. Assumptions of growth may also be affected by changes in the larger economic environment.
- NNDR collectable – arrears and write-offs (e.g. where a business goes into administration) will also impact on the Collection Fund.

21. These risks are monitored and mitigated through normal Revenues operations.

22. A summary of the Collection Fund is provided below:

<i>Budget £000s</i>	<i>Budget £000s</i>		<i>Date £000s</i>	<i>Outturn £000s</i>	<i>Variance £000s</i>
		Council tax			
53,797	53,797	Expenditure	46,847	53,797	0
(53,797)	(53,797)	Income	0	(53,797)	0
		Business Improvement District			
656	656	Expenditure	500	664	8
(656)	(656)	Income	(408)	(655)	1
		National Non-Domestic Rate			
77,698	77,698	Expenditure	74,949	81,554	3,856
(77,698)	(77,698)	Income	(77,810)	(77,496)	202
0	0	Total Collection Fund	44,078	4,067	4,067

23. On council tax, actual income is not posted from the council tax system into the finance system until year-end. The actual year-end surplus or deficit will be taken into account in considering distribution of balances between the preceptors (city, county, and police).

24. The council operates the BID account on behalf of the BID company, so no surplus or deficit will fall on the council’s accounts.

25. The deficit reported on the NNDR account will roll forward and be distributed in the 2015/16 budget cycle. The forecast impact on the council in 2014/15 of

deficits arising in 2013/14 is £152k. The forecast impact in 2015/16 of deficits arising in 2013/14 and 2014/15 is £1.249m.

26. Additional (section 31) grant has been received in the General Fund to offset all or part of any shortfall in business rate income due to additional reliefs granted by government. On 17 February, Council approved the creation of an earmarked reserve for this section 31 business rate relief grant, and that all grant monies received since 2013/14 and going forwards be transferred to this earmarked reserve to be offset against deficits in the years that they impact on the revenue accounts. The associated transfer to the earmarked reserve for monies received, but not applied against deficits to date, is £1.542m and is assumed in the reserve forecasts set out at para 15 above.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	
Head of service:	Chief Finance Officer
Report subject:	Revenue Budget Monitoring 2014/15
Date assessed:	24/02/15
Description:	This is the integrated impact assessment for the Revenue Budget Monitoring 2014/15 report to cabinet

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The report shows that the council monitors its budgets, considers risks to achieving its budget objectives, reviews its balances position, and is therefore able to maintain its financial standing
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The report demonstrates that the council is aware of and monitors risks to the achievement of its financial strategy.

Recommendations from impact assessment
Positive
None
Negative
None
Neutral
None
Issues
The council should continue to monitor its budget performance in the context of the financial risk environment within which it operates.

Budget Monitoring Summary

Year: 2014/15

Period: 10 (January)

GENERAL FUND SERVICE SUMMARY

<i>Approved Budget</i>	<i>Current Budget</i>		<i>Budget To Date</i>	<i>Actual To Date</i>	<i>Variance To Date</i>	<i>Forecast Outturn</i>	<i>Forecast Variance</i>
Business Relationship Mgt & Democracy							
1,648,349	1,793,700	Business Relationship Management	(1,643,037)	(197,014)	1,446,023	1,820,621	26,921
303,787	229,444	Democratic Services	801,487	865,375	63,888	126,547	(102,897)
(20,196,083)	(20,181,053)	Finance	(8,319,065)	(8,071,408)	247,657	(19,591,368)	589,685
33,733	(294,218)	Procurement & Service Improvement	1,731,399	2,266,818	535,419	(607,239)	(313,021)
(18,210,214)	(18,452,127)	Total Business Relationship Mgt & Democracy	(7,429,216)	(5,136,229)	2,292,987	(18,251,439)	200,688
Chief Executive							
0	0	Chief Executive	202,655	113,616	(89,039)	(72,203)	(72,203)
0	0	Total Chief Executive	202,655	113,616	(89,039)	(72,203)	(72,203)
Customers, Comms & Culture							
2,525,619	2,325,357	Communications & Culture	1,644,897	1,449,999	(194,898)	2,228,799	(96,558)
(116,196)	(168,617)	Customer Contact	1,980,428	1,988,566	8,138	(163,375)	5,242
2,409,423	2,156,740	Total Customers, Comms & Culture	3,625,325	3,438,565	(186,760)	2,065,424	(91,316)
Regeneration & Growth							
(965,936)	(954,804)	City Development	(3,851,571)	(5,036,103)	(1,184,532)	(1,193,335)	(238,531)
(3)	(1)	Environmental Strategy	106,841	(319,030)	(425,871)	12,593	12,594
0	0	Executive Head of Regeneration &	129,666	84,650	(45,016)	1,495	1,495
1,743,316	1,743,036	Planning	919,086	652,239	(266,847)	1,535,054	(207,982)
125,419	252,319	Property Services	1,315,477	1,084,114	(231,363)	203,390	(48,929)
902,796	1,040,550	Total Regeneration & Growth	(1,380,501)	(3,534,132)	(2,153,631)	559,198	(481,352)
Strategy, People & Neighbourhoods							
9,978,887	10,006,606	Citywide Services	6,539,796	6,106,711	(433,085)	9,911,450	(95,156)
(4)	(5,100)	Human Resources	1,002,021	922,800	(79,221)	(17,831)	(12,731)
2,654,201	2,661,895	Neighbourhood Housing	1,614,611	1,021,758	(592,853)	2,603,614	(58,281)
2,229,016	2,435,505	Neighbourhood Services	1,504,414	1,503,145	(1,269)	2,325,711	(109,794)
35,895	153,885	Strategy & Programme Management	418,520	310,839	(107,681)	85,967	(67,918)
14,897,995	15,252,791	Total Strategy, People & Neighbourhoods	11,079,362	9,865,253	(1,214,109)	14,908,912	(343,879)
0	(2,046)	Total General Fund	6,097,625	4,747,072	(1,350,553)	(790,109)	(788,063)

GENERAL FUND SUBJECTIVE SUMMARY

<i>Forecast</i>	<i>Approved Budget</i>		<i>Current Budget</i>	<i>Budget To Date</i>	<i>Actual To Date Date</i>	<i>Variance To Outturn</i>	<i>Forecast Variance</i>
17,366,808	17,532,262	Employees	14,629,884	14,362,340	(267,544)	17,137,560	(394,702)
8,577,187	8,522,187	Premises	7,351,827	7,525,953	174,126	8,391,666	(130,521)
314,000	313,998	Transport	222,970	172,879	(50,091)	268,128	(45,870)
15,884,736	15,832,884	Supplies & Services	12,613,689	11,110,922	(1,502,767)	15,713,968	(118,916)
7,784,578	7,497,232	Third Party Payments	3,749,225	5,510,539	1,761,314	7,411,329	(85,903)
94,462,444	94,462,444	Transfer Payments	83,040,229	80,266,575	(2,773,654)	91,980,747	(2,481,697)
3,685,062	3,685,062	Capital Financing	8,956,501	6,602,683	(2,353,818)	3,373,519	(311,543)
0	15,030	Rev Contribs to Capital	0	0	0	0	(15,030)
(55,000)	0	Savings Proposals	0	0	0	0	0
(23,185,762)	(22,831,002)	Receipts	(19,436,158)	(19,863,704)	(427,546)	(23,324,886)	(493,884)
(118,033,744)	(118,117,443)	Government Grants	(103,553,230)	(98,442,997)	5,110,233	(115,413,911)	2,703,532
1,304,093	1,304,093	Centrally Managed	1,087,793	203,835	(883,958)	1,403,616	99,523
17,496,584	17,552,192	Recharge Expenditure	2,671,437	1,690,926	(980,511)	17,433,166	(119,026)
(25,600,986)	(25,770,985)	Recharge Income	(5,236,542)	(4,392,880)	843,662	(25,165,009)	605,976
0	(2,046)	Total General Fund	6,097,625	4,747,072	(1,350,553)	(790,109)	(788,063)

Budget Monitoring Report

Year: 2014/15

Period: 10 (January)

HOUSING REVENUE ACCOUNT STATUTORY SUMMARY

<i>Approved Budget</i>	<i>Current Budget</i>		<i>Budget To Date</i>	<i>Actual To Date</i>	<i>Variance To Date</i>	<i>Forecast Outturn</i>	<i>Forecast Variance</i>
15,923,170	15,923,170	Repairs & Maintenance	13,155,168	10,690,887	(2,464,281)	15,675,701	(247,469)
6,178,443	6,178,443	Rents, Rates, & Other Property Costs	5,053,630	6,241,659	1,188,029	6,543,210	364,767
11,382,720	11,372,054	General Management	6,267,875	4,887,462	(1,380,413)	10,865,118	(506,936)
5,628,948	5,718,660	Special Services	4,136,850	3,126,797	(1,010,053)	5,364,510	(354,150)
21,924,793	21,924,793	Depreciation & Impairment	85,420	(879,139)	(964,559)	20,576,967	(1,347,826)
941,000	941,000	Provision for Bad Debts	705,750	179,077	(526,673)	240,000	(701,000)
(58,915,983)	(58,915,983)	Dwelling Rents	(48,311,110)	(48,137,552)	173,558	(58,739,374)	176,609
(1,951,186)	(1,951,186)	Garage & Other Property Rents	(1,762,975)	(1,926,880)	(163,905)	(2,115,465)	(164,279)
(9,643,814)	(9,643,814)	Service Charges - General	(8,270,794)	(7,615,438)	655,356	(9,009,905)	633,909
0	0	Miscellaneous Income	0	(66,341)	(66,341)	(79,609)	(79,609)
9,382,073	9,305,073	Adjustments & Financing Items	(147,050)	705,684	852,734	10,146,683	841,610
(700,164)	(700,164)	Amenities shared by whole community	0	0	0	(700,164)	0
(150,000)	(150,000)	Interest Received	(125,000)	0	125,000	(150,000)	0
0	2,046	Total Housing Revenue Account	(29,212,236)	(32,793,783)	(3,581,547)	(1,382,329)	(1,384,375)

HOUSING REVENUE ACCOUNT SUBJECTIVE SUMMARY

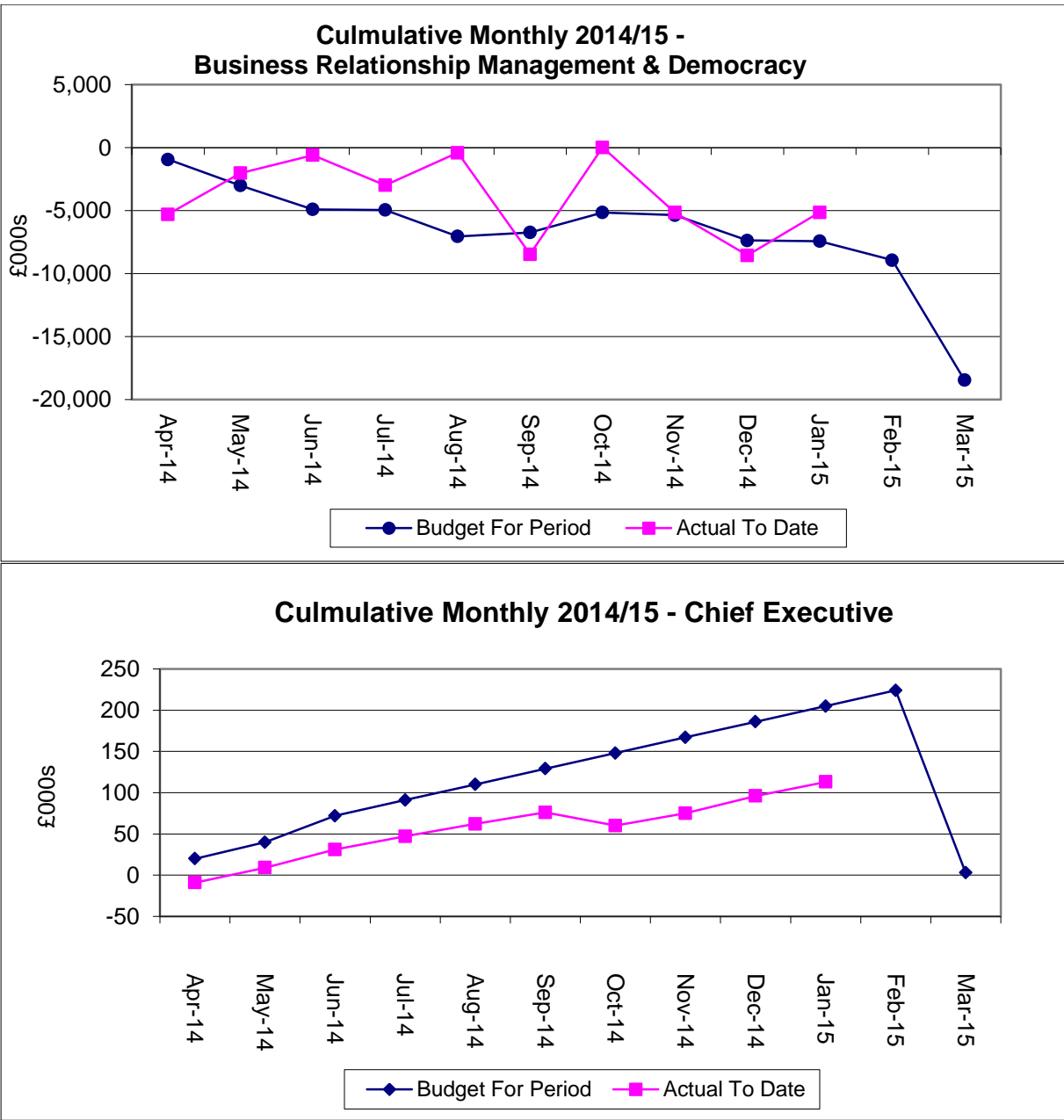
<i>Approved Budget</i>	<i>Current Budget</i>		<i>Budget To Date</i>	<i>Actual To Date</i>	<i>Variance To Date</i>	<i>Forecast Outturn</i>	<i>Forecast Variance</i>
6,467,099	6,472,099	Employees	5,401,156	5,185,504	(215,653)	6,117,403	(354,696)
25,086,833	25,163,833	Premises	20,438,827	18,108,965	(2,329,862)	24,768,185	(395,648)
122,263	122,263	Transport	101,900	111,848	9,948	133,762	11,499
3,997,007	3,925,114	Receipts	2,643,650	1,453,096	(1,190,554)	3,236,749	(688,365)
348,001	350,047	Third Party Payments	56,028	87,200	31,172	350,241	194
5,847,385	5,914,278	Recharge Expenditure	1,961,712	1,302,117	(659,595)	5,981,667	67,389
1,167,846	1,167,846	Capital Financing	85,420	0	(85,420)	1,135,346	(32,500)
(71,877,097)	(71,877,097)	Receipts	(59,466,589)	(58,868,730)	597,859	(71,509,611)	367,486
(221,256)	(221,256)	Government Grants	(392,710)	(150,500)	242,210	(150,500)	70,756
(1,021,221)	(1,021,221)	Recharge Income	(41,630)	0	41,630	(992,242)	28,979
17,035,000	16,958,000	Rev Contribs to Capital	0	0	0	16,958,000	0
13,048,140	13,048,140	Capital Financing	0	(23,283)	(23,283)	12,588,670	(459,470)
0	2,046	Total Housing Revenue Account	(29,212,236)	(32,793,783)	(3,581,547)	(1,382,329)	(1,384,375)

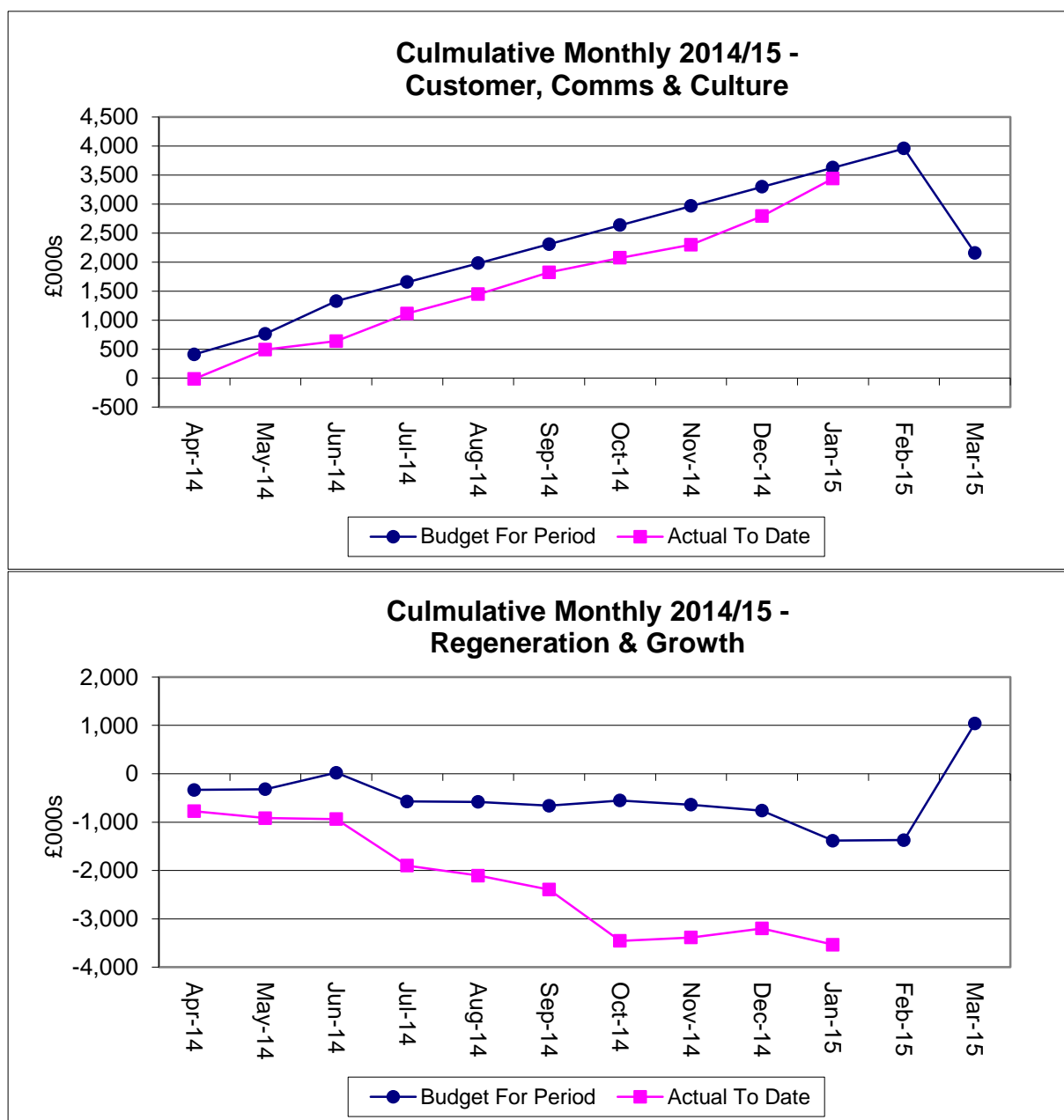
Budget & Expenditure – Monthly by Service Graphs

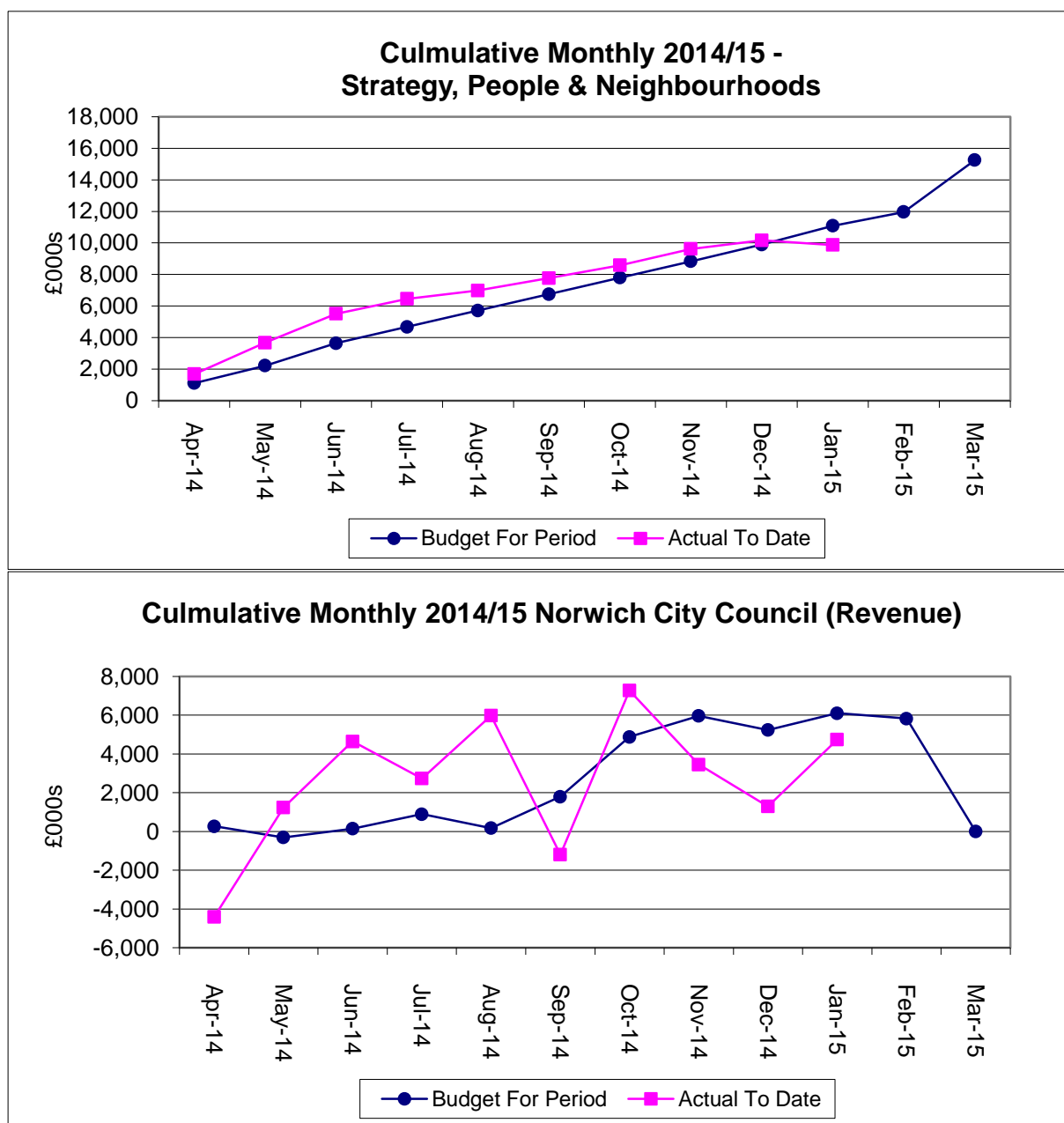
The following graphs show the monthly budget profile and income/expenditure to date for each service (both General Fund and Housing Revenue Account) for the financial year.

The actual income/expenditure reported is influenced by accrual provisions brought forward from the previous financial year, and by any delays in invoicing and/or payment.

Budgets are profiled to show the expected pattern of income & expenditure, and will be refined and improved during the course of the financial year.







Report to Cabinet
11 March 2015
Report of Executive Head of Regeneration and Development
Subject St Andrews multi storey car park remedial works contract award

Item

14

KEY DECISION

Purpose

To seek approval to award the contract to carry out remedial works required at St Andrews multi-storey car park.

Recommendation

To delegate to the executive head of regeneration and development, in consultation with the portfolio holder for resources, authority to award the following contract:

(1) St Andrews multi-storey car park remedial works

This being subject to a satisfactory evaluation process with the successful tender prices falling within the investment plan forecasts

Corporate and service priorities

The report helps to meet the corporate priority “Value for Money services” and the service plan priority to deliver the Corporate Asset Management Strategy.

Financial implications

The financial consequences of this report are awarding the contract, the value of which is estimated to be £1.1m, to be financed from funds already allocated and approved within the existing capital programme.

The completion of the works will enable the car park to operate at full capacity and to meet the councils budgeted income projections.

Ward/s: Mancroft

Cabinet member: Councillor Waters – Deputy Leader and Resources

Contact officers

Carol Marney, Head of operational property services, NPS 01603 222904
Norwich Ltd

Background documents

Cabinet report Managing Assets 9 October 2013

Report

Background

1. St Andrews multi-storey car park is in need of remedial repairs which have been scheduled to take place during the summer of 2015.
2. To enable the works to proceed without undue delay, it is proposed that the executive head of regeneration and development be given delegated authority to award the contract to the selected supplier in consultation with the portfolio holder for resources.

Tender process

3. An open tendering process will be used. This is the quickest competitive process and has been used in order to reach a conclusion at the earliest opportunity.
4. A notice will be placed in "Contract Finder" (formally Supply2Gov) inviting tenders.
5. Suppliers will be asked to submit details of their company in terms of finance, contractual matters, insurances, quality assurance, environmental standards, equality and diversity policies, references and previous experience and these are evaluated to see if there is any reason to disqualify the supplier from the process.
6. At the same time suppliers will submit details of how they will meet the requirement for work package and the price that they would charge for this work. These are evaluated at the same time as the company details.
7. The tender return date will be 20 April 2015. The tender evaluation process will then be carried out.

Tender evaluation

8. The supplier selection process requires suppliers to complete a questionnaire. The responses given are then evaluated against pre-determined criteria. This is a pass/fail evaluation and determines whether the tender submitted is compliant with the specification requirements.
9. The evaluation criteria are stated in the tender documents as lowest compliant tender, i.e. the lowest price that fully meets all the requirements of the specification.

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with completing the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	11 March 2015
Head of service:	Head of property services, NPS Norwich Ltd
Report subject:	Award of contracts for remedial works to St Andrews multi-storey car park
Date assessed:	24 Feb. 15
Description:	

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

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	This contract will ensure the built environment is maintained and improved to a high standard
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments

	Impact			
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>There is a risk of challenge from an unsuccessful supplier. This risk has been mitigated by the fact that the value of the contracts is below the thresholds in the Public Contracts Regulations. Also the tender has followed an open process with award criteria being based on the lowest price compliant tender, but there is always a risk of challenge from unsuccessful suppliers.</p> <p>There is a risk that the appointed supplier could fail during the life of the contract. This is low risk due to the relatively short nature of the contract and the planned nature of the work. In addition to this the Council is not investing in the supplier and so the risk is one of service continuity rather than financial, which is further mitigated by the fact that the work type is planned not responsive in nature.</p>

Recommendations from impact assessment
Positive
Value for money
Negative
Neutral
Issues

Report to Cabinet
11 March 2015
Report of Executive head of strategy people and neighbourhoods
Subject Contract award – Housing improvement works and services

Item

15

KEY DECISION

Purpose

To inform members of the procurement process which will result in the selection suppliers to deliver the works and services and to seek approval to delegate authority to award the contracts to the executive head of strategy, people and neighbourhoods and the portfolio holder for housing.

Recommendations

To delegate to the executive head of strategy people and neighbourhoods authority to award the following two contracts in consultation with the portfolio holder for housing:

- (1) district heating upgrades – Bradecroft, Seabrook Court, Silkfields, and Waddington Court sheltered housing schemes;
- (2) site investigation services.

Corporate and service priorities

The report helps to meet the corporate priority “Decent housing for all” and the service plan priority to continue to deliver the programme of making all council homes decent.

Financial implications

The financial consequences of this report are the award of two contracts for housing improvement works and services which are estimated to be valued as follows:

- a) District heating upgrades – £600,000
- b) Site investigation services (4 years) - £473,000

Ward/s: All

Cabinet member: Councillor Bremner - Housing

Contact officers

Russell O'Keefe, Executive head of strategy people and neighbourhoods 01603 212908

Chris Rayner, Operations director, NPS Norwich Ltd 01603 227902

Robin Hare, Strategic contract and procurement manager 01603 212412

Background documents

None

Report

Background

1. The council has a programme of housing improvements deemed necessary in order to ensure the housing stock remains in a good state of repair and tenants have quality homes to live in. The contracts covered in this report form a part of this programme of works.
2. The district heating upgrade works are required to replace ageing and failing elements of the district heating systems at four sheltered housing schemes: Bradecroft, Seabrook Court, Silkfields, and Waddington Court.
3. The site investigation service is required to provide specialist civil engineering advice regarding the condition of the council's housing stock and to design and propose remedies for issues that are identified.

Tender process

4. Both contracts are in the process of being openly and competitively tendered which will result in the supplier submitting the most economically advantageous tender in terms of quality and price being awarded the contract .
5. Suppliers are being asked to submit details of their organisation in terms of finance, contractual matters, insurances, quality assurance, environmental standards, health and safety, equality and diversity credentials, references and previous experience. These aspects will then be evaluated to ensure that suppliers meet the council's basic requirements.
6. Suppliers will also submit details in the form of method statements proposing how they would meet the requirements and the price that they would charge to carry out this work. These method statements are evaluated once it has been confirmed that the supplier has met the council's basic requirements.
7. The tender return dates for all contracts will be during early April 2015.

Tender evaluation

8. The supplier selection process requires suppliers to complete method statements. The responses given will be evaluated against pre-determined criteria. This is a pass/fail evaluation and determines whether the tender submitted is compliant with the specification requirements in terms of quality.
9. Evaluation will be conducted by qualified representatives from NPS Norwich Ltd using the agreed evaluation criteria as set out in the documentation provided to the suppliers.
10. The contract will be awarded to the supplier submitting the lowest priced tender meeting the required quality standards.

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with completing the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	11 March 2015
Head of service:	Executive head of strategy people and neighbourhoods
Report subject:	Award of various contracts for structural repairs and improvements to Council homes
Date assessed:	26 February 2015
Description:	Contract award – Housing improvement works and services

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

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination and harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The contracts will ensure the built environment is maintained and improved to a high standard
Waste minimisation and resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments

	Impact			
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>1. There is a risk of challenge from an unsuccessful supplier. This risk is mitigated by the fact the value of contracts is below the thresholds in the Public Contracts Regulations. Also the tender has followed an open process with award criteria being based on the lowest compliant tender, but there is always a risk of challenge from unsuccessful suppliers.</p> <p>2. There is a risk that the appointed supplier could fail during the duration of the contracts. This is low risk due to the relatively short nature of the contracts and the planned nature of the works. In addition to this the Council is not investing in the supplier and so the risk is one of service continuity rather than financial, which is further mitigated by the fact the work is planned not responsive in nature.</p>

Recommendations from impact assessment

Positive

Value for money and built environment.

Negative

Neutral
Issues

Report to	Cabinet	Item
	11 March 2015	
Report of	Head of city development services	16
Subject	Award of contracts for the contract framework of suppliers to provide minor building works in connection with the home improvement agency initiative.	

KEY DECISION

Purpose

To seek approval to award a contract framework of suppliers and to provide minor building works in connection with the home improvement agency initiative.

Recommendation

To approve the award of the contract and appointment of the suppliers detailed in appendix A, subject to the completion of final verification checks, for a period of four years from 1 July 2015.

Corporate and service priorities

The report helps to meet the corporate priority “Value for money services” and “Decent housing for all” and the service plan priority to tackle sub-standard private sector housing.

Financial implications

The financial consequences of this recommendation are likely to be positive. The standing list agreement should provide the opportunity to manage the arrangements with contractors more effectively and realise cashable savings of scale.

Ward/s: All wards

Cabinet member: Councillor Bremner - Housing

Contact officers

Paul Swanborough, strategic housing manager 01603 212388

Robin Hare, contract and procurement manager 01603 212412

Background documents

None

Report

- 1 The council has a statutory duty to offer Disabled Facilities Grants (DFG) to eligible residents. It also exercises its discretionary power to provide financial assistance to vulnerable home owners to carry out minor repairs or to tackle hazardous conditions in their homes. The proposed annual capital budget for this work is £1m in 2015-16.
- 2 The council currently offers a 'home improvement agency' service to all applicants. This service organises the whole process from initial application through assessment, design of the works, organising the builders and ensures good quality and value for money. The cost of this service is added to the grant or loan.
- 3 The service is currently provided by a standing list of 30 suppliers requirements over nine categories of work. The suppliers were selected as the result of a previous procurement process. This arrangement began on 1 July 2013 and is due to end on 30 June 2015.
- 4 The current process has been reviewed and following feedback from customers, staff and suppliers it was decided to change the specification of arrangement to a smaller contract framework of 15 suppliers for general works and a single supplier for windows and door plus a single supplier providing a minor works service for very small jobs.
- 5 The single minor works supplier will be especially helpful to applicants as it will ensure they receive the help they need as fast as possible. This is likely to significantly improve service response times (we expect a typical response times to be 4 times faster).
- 6 The opportunity was openly and competitively tendered. A total of 23 completed tenders were returned and evaluated. The results of the evaluation showing the names of the suppliers submitting the winning tenders in each category are shown in Appendix A. Of these the majority are SMEs and based locally.
- 7 In accordance with good practice the contract framework will remain valid for four years. The council will not be bound to always using a supplier from the standing list; thus covering eventualities where specialist works are required. Once formed, the contract framework, associated rotas, requests for quotes, the raising of requisition orders and the receipting of invoices will be administrated by the HIA team.
- 8 In line with council policy all selected contractors have agreed to pay the living wage when carrying out work on our behalf.

Selected suppliers subject to successful completion of final verification checks

	A - General Building Works
1	CLC Contractors Ltd
2	Foster Property Maintenance Ltd
3	Novus property Solutions
4	Ark Property Services
5	M Ryder Building & Roofing Ltd
6	Steven Holdings Ltd
7	Thrower and Rutland LTD
8	Gaswise Services Ltd
9	JKA Home Solutions
10	John Russen Builders Ltd
11	BLC Builders Ltd
12	Cookes Company Ltd
13	P Casey Builder Ltd
14	Wyatt Building Services
15	Silenster Building Services Ltd
	B – Windows and Doors
1	Novus Property Solutions
	C – Handy Person service
2	Norse Commercial Services Ltd

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with completing the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	11 March 2015
Head of service:	Andy Watt
Report subject:	Award of contracts for the standing list of suppliers to provide minor building works in connection with the home improvement agency initiative.
Date assessed:	17 February 2015
Description:	To advise cabinet of the tender process for creation of a contract framework of suppliers carried out by the strategic housing and procurement teams and to seek authority to award the contract to the selected suppliers.

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The framework contract agreement should provide the opportunity to manage the arrangements with contractors more effectively and realise cashable savings of scale.
Other departments and services e.g. office facilities, customer contact	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	There is the potential for other services to use the list of contractors for one-off works. An example would be the private sector housing team carrying out works in default following non-compliance with a housing improvement notice.
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Local suppliers (including third sector suppliers, SMEs and sole traders) have been given the chance to join the list.
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The terms and conditions of the contract with suppliers include the requirement to pay the national minimum living wage.
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
S17 crime and disorder act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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

	Impact			
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>The following risks have been identified:</p> <p>(a) Challenge to the award of the contract by unsuccessful suppliers. The likelihood of this happening is low as an open, fair and transparent procurement process has been followed. If a challenge was made then the impact would also be low as the opportunity is below the works threshold specified by the Public Contracts Regulations 2015 and opportunities to disrupt the award and mobilisation process are limited.</p> <p>(b) Tendering suppliers may have colluded to set an artificially high schedule of rates for the Category A works requirements. The averaged rates have been checked against current market trends and are confirmed as competitive.</p>

Recommendations from impact assessment

Positive

The formation of the contract framework has a positive effect in terms of financial, financial inclusion, local economic development and risk management considerations.

Negative

No negative effects have been identified.

Neutral

N/A
Issues
None

Report to	Cabinet	Item
	11 March 2015	
Report of	Executive head of business relationship management and democracy	17
Subject	Constitution review	

Purpose

To consider changes to the council's constitution to revise Appendix 9, Statutory and proper officers to reflect changes within the organisation and current legislation; and Appendix 4, Terms of reference of committees, to clarify the terms of reference for the planning applications committee in relation to the confirmation and revocation of tree preservation orders.

Recommendation

To recommend council to adopt the:

- (1) revised version of Appendix 9, Statutory and proper officers (as attached to this report at appendix A);
- (2) amendment to the planning applications committee's terms of reference (Appendix 4, Terms of reference of committees) by the insertion of an additional term of reference:

Power to confirm and revoke tree preservation orders

Corporate and service priorities

The report helps to meet the corporate priority to provide value for money services and the service priority to maintain the council's constitution.

Financial implications

There are no direct financial consequences arising from this report.

Ward/s: All wards

Cabinet member: Councillor Waters- Deputy Leader and resources

Contact officers

Anton Bull, executive head of business relationship management and democracy	01603 21 2326
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Andy Emms, democratic services manager	01603 21 2459
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Background documents

None

Report

Introduction

1. At its meeting on 22 March 2011, the council considered changes to the council's constitution and agreed to ask the constitution working party to conduct a fundamental review of the constitution.
2. At its meeting on 12 January 2015, the working party considered the revision of the council's statutory and proper officer appointments and the terms of reference for the planning applications committee in relation to tree preservation orders.

Statutory and proper officer appointments

3. Under Article 12 of the council's constitution, the council designates proper officers to carry out functions allocated to proper officers by law. Appendix 9 of the councils' constitution lists the council's statutory and proper officer appointments. The term proper officer is set out in the Local Government Act 1972, s270(3).
4. As part of the fundamental review of the council's constitution officers have reviewed Appendix 9, Statutory and proper officer appointments to reflect changes in the organisation and legislation. As part of this process the documents was compared with constitutions of other similar councils to ensure that all the relevant legislation and powers had been included. The revised Appendix 9 is appended to this report.
5. Appendix 9 also contains the protocols for the monitoring officer and chief finance officer which are also being reviewed as the functions of these officers are set out elsewhere in the council's constitution and will be considered by the working party at a later date.

Planning applications committee terms of reference

6. To clarify the decision making process in relation to the confirmation or revocation of Tree Preservation Orders and to amend the planning application committee's terms of reference in Appendix 4.
7. As part of the review of the council's constitution the terms of reference for the planning applications have been reviewed. The planning applications committee confirms and revokes tree preservation orders. Although various powers are listed in the planning terms of reference in relation to tree preservation orders, the terms of reference do not clearly state that the committee has the power to confirm or revoke tree preservation orders. This report seeks to clarify the decision making process for tree preservation orders.
8. The planning applications committee has delegated the power to confirm tree preservation orders where there are no objections to the head of planning services.
9. An additional term of reference will clarify that the planning applications committee has the power to confirm and revoke tree preservation orders. The working party endorsed the proposal to amend the planning applications committee's terms of reference by the insertion of "Power to confirm and revoke tree preservation orders".

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

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Report author to complete

Committee:	Cabinet
Committee date:	11 March 2015
Head of service:	Executive head of business relationship management and democracy
Report subject:	Constitution review
Date assessed:	24 February 2015
Description:	Part of the council's fundamental review of the council's constitution and regular maintenance of the constitution.

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

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

Recommendations from impact assessment
Positive
Negative
Neutral
Issues

Statutory and proper officer appointments

Appointment of proper officers

1. Proper officers are appointed by full council.
2. Any statutory or proper officer authority may be exercised in the name of the statutory or proper officer by any senior officer authorised in writing to do so by the statutory or proper officer. All such authorisations will be deposited with the executive head of business relationship management and democracy and will be open to inspection with this constitution.

Responsibilities and proper officers

Chief executive

Local Government Act, 1974

Section 30(5) - Giving notice that copies an ombudsman's report are available.

All legislation

Any statutory responsibilities not assigned to other posts

Monitoring officer

Local Government and Housing Act, 1989

Section 5 – Monitoring Officer

Chief finance officer

Local Government Act, 1972

Section 115(2) – Accountability of officers

Section 146(1) – Transfer of securities on alteration of area etc.

Section 151 – Financial administration

Section 228(3) – Making accounts available for councillors to look at

Local Government Finance Act, 1988

Section 114 – Functions of responsible officer as regards reports

Local Government Act, 2003

Section 25 – Budget Calculations: Report on robustness of estimates, etc.

Money laundering Regulations, 2003

Regulation 7 – Being told about suspected money laundering.

Returning Officer

Representation of the People Act, 1983

Section 81, 82 and 89 – Receiving election expense declarations and returns and holding them for the public to look at

Local Government Act, 2000

Section 34 – Referendum following petition

Local Elections (Principal Area) Rules 1986

Rule 46 – Keeping documents after an election and making them available for the public to look at.

Electoral Registration Officer

Representation of the People Act, 1983

Section 9 – The duty to maintain a register of electors.

Executive head of business relationship management and democracy

Local Government Act, 1972

Section 83(1) to (4) - Witnessing and receiving declarations of office

Section 84(1) - Receiving a councillor's resignation

Section 88(2)- calling a full council meeting to elect a chair if there is a casual vacancy

Section 89(1) – Giving notice of a casual vacancy

Section 100 (except 100(d) – Opening meetings to the public

Section 191 – Receiving applications under Section 1 of the Ordnance Survey Act, 1841

Section 225 – Depositing documents

Section 229(5) – Certifying photocopies of documents

Section 238 – Certifying byelaws

Section 248 – Keeping a list of freemen of the city

Schedule 12, para 4(2)(b) – Signing the summons to full council

Schedule 14, para 25 – Certifying resolutions passed under this paragraph

Local Government (Miscellaneous Provisions) Act, 1976

Section 41(1) – Certifying copies of resolutions and minutes

Local Government (Committees and Political Groups Regulations, 1990

Dealing with political balance on committees

Local Government Act, 2000

Section 97 (1) – Access to Information: compiling lists of background papers

Executive head of strategy, people and neighbourhoods

Local Government and Housing Act, 1989

Section 2(4) – Keeping the list of politically restricted posts

Local Authorities (Standing Orders) (England) Regulations, 2001

Giving notice of appointments and dismissals of officers in accordance with the Regulations.

Public Health Act, 1936

Section 85(2) – Serving a notice requiring action to deal with verminous people and things

Public Health Act, 1961

Section 37 – Controlling verminous things

Public Health (Control of Disease) Act, 1984

Section 11 – Being told about cases of notifiable disease or food poisoning

Section 18 – Getting information about cases of notifiable disease or food poisoning

Section 20 – Stopping of water to prevent spread of disease

Section 21 – Excluding children from school if they are likely to carry a notifiable disease.

Section 22 – Asking for the names and addresses of pupils at a school or department of a school.

Section 24 – Infected articles not to be taken or sent to be washed or cleaned

Section 29 – Letting of house or room after recent case of notifiable disease

Section 31 – Disinfection of premises

Section 32 – Certifying the need to remove someone from an infected house

Section 36 – Issuing certificates to get an order to examine people believed to be carrying notifiable diseases.

Section 40 – Getting a warrant to examine residents of a common lodging-house

Section 42 – Closure of common lodging-house on account of notifiable disease

Section 43 – Certifying that the body of someone who dies in hospital from a notifiable disease must not be moved except to be taken to a mortuary or immediately buried or cremated.

Section 48 – Certifying that it would be a health risk to keep a body in a building.

Section 59 – Authenticating documents about things they are responsible for

Public Health (Infectious Diseases) Regulations, 1988

Regulations 6, 8, 9, 10 and Schedules 3 and 4

National Assistance Act, 1948

Section 47 – Taking people in need of care and attention to a suitable place

National Assistance (Amendment) Act, 1951

Section 1 – Certifying the need for immediate action

Executive head of service for regeneration and development

Local Government Act, 1972

Schedule 16, Para 28 – Keeping lists of buildings of special architectural or historic interest

All heads of service

Local Government Act, 1972

Section 100(d) – Listing background papers for reports and making copies available.

Section 234 – Authenticating documents

Report to Cabinet
11 March 2015
Report of Executive head of strategy, people and neighbourhoods
Subject An overview of external relationships, contracts and grants
2015-16.

Item

18

KEY DECISION

Purpose

To consider commissioned services for the period 2015-16. These are both planned and current relationships with external organisations including partnerships, grants, contracts and shared services.

Recommendation

To note the partnerships and business relationships and contracts registers, as well as the grants to be awarded for 2015-16.

Corporate and service priorities

The report helps to meet the corporate priority “Value for money services” and the service plan priority ‘Effective coordination of the council’s community and voluntary sector commissioning programme’

Financial implications

No additional financial implications; all activity funded from existing budget.

Ward/s: All wards

Cabinet member: Councillor Arthur – Leader

Contact officers

Russell O’Keefe, Executive head of strategy, people and neighbourhoods 01603 212908

Phil Shreeve, Policy, performance and partnerships manager 01603 212356

Robin Hare, Strategic contracts manager 01603 212412

Background documents

None

Report

Background

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

Business relationships register

2. The corporate business relationship and contract management framework has been fully rolled out for the platinum and gold contracts and the second annual monitoring reviews have now taken place:
 - 11 'platinum' = high spend (over £500k) and high criticality business relationships and contracts
 - 20 'gold' = low spend (under £500k) and high criticality business relationships and contracts.

3.

11 Platinum Contracts, 385 indicators		
Green	340	Movement
Amber	27	20 ↑
Red	18	362 ↔ 3 ↓

Figure 1 – Framework performance data for the 11 platinum contracts

4. Information is currently being collated for the gold contracts and it is anticipated that cross cutting areas of concern will be identified by the end of March 2015.
5. There are over 80 bronze contracts; low spend and low criticality contracts and relationships.
6. Appendix 1 includes a chart outlining the platinum and gold business and contract relationships in place.

Partnerships Register

7. The register now records 35 partnership arrangements and their corresponding partnership significance score. This compares with 34 partnerships on the register last year. One partnership has been removed and two added.

7.1. Partnerships removed

7.1.1. Norfolk Climate Change Partnership

This partnership ended as an ongoing taskforce in November 2014 due to a lack of interest from other partners. However, we still undertake ad hoc pieces of work around the agenda with those partners as opportunities arise.

7.2. Partnerships added

7.2.1. Healthy Norwich

This non-statutory partnership was established in February 2013 but until recently was considered to be a sub group of Norwich Locality Board which it still reports to. For further information see report to cabinet on 11th July 2012 and Scrutiny Committee 20th March 2014.

7.2.2. Norfolk Older People's Strategic Partnership Board

This strategic alliance was established in 2007 by Norfolk County Council who are the lead organisation, but has only now come on to the register. Its key objective is to deliver older people's services in partnership with health, community services, district councils, third sector organisations and others.

8. Highly significant partnerships

8.1. Through implementing the corporate governance framework the council has identified two highly significant partnerships compared to just one last year:

Norfolk Safeguarding Children Board (NSCB)

Norwich and HCA strategic partnership

8.2. These highly significant partnerships will be assessed more rigorously for the strength of their governance arrangements, taking into consideration that governance arrangements should be proportionate to the risks involved.

8.3. Norfolk Safeguarding Children Board's change from major significance to highly significant.

8.4. The corporate risk register contains a risk that relates to safeguarding not being embedded throughout the council, its contractors and commissioned services and thereby children being at greater risk of harm if they are not embedded. This forms part of the council's duty to safeguard and protect the welfare of children in the discharging of its functions and services.

9. Other partnerships

9.1. The majority of partnerships have remained static within their significance bandings with only the following changes:

9.1.1. Active Norfolk has changed from minor to moderate significance

9.1.2. Norwich Business Improvement District has changed from moderate to major significance

10. It is important to analyse scores of the partnerships which are not overall highly significant, in order to flag any individual lines that score highly and may require further focus. In particular, this supports the chief finance officer to review the financial performance of those partnerships which are financially highly significant but not classified as highly significant overall:

10.1.1. Greater Norwich Growth Board

10.1.2. Norfolk and Norwich Festival

10.1.3. Writers Centre Norwich

11. The exact amount of direct financial contribution the council makes to each partnership can be seen in appendix 1.

12. Similarly the following partnership which is not highly significant scores a five in relation to the purpose of the partnership: 'Is the Council required to set up the partnership by law or in order to receive additional funding or to meet the requirement of an assessment regime?'

12.1. Norfolk Community Safety Partnership

13. It is encouraging to note that eighteen of the partnerships score four or five in relation to links to corporate priorities: 'To what extent does the partnership contribute to the achievement of priorities in either the corporate plan or a service plan?'

Voluntary and community sector grants

14. A total of £342,823 has been made available to voluntary and community sector organisations seeking grants for projects or ongoing costs in 2015-16. The amount awarded is an increase of 8.2% on the amount awarded in grants in 2014-15, resulting from our accessing external and partnership funding, which may not be extended beyond this financial year. In particular, Children's Services at Norfolk County Council have contributed £15,000 to the funding of social welfare advice work for children and young people. That figure does not include the pooled grant funding yet to be committed under the Healthy Norwich programme, which will include £40,000 from Norwich City Council. It also does not include small grants under £500 which are awarded over the course of the year.

15. Grants have been awarded against the following priorities from the new corporate plan 2015-2020:

Safe, clean and low carbon city

Prosperous and vibrant city

Fair City

Value for money services

16. The fifth priority 'Healthy city with good housing' is met through a mixture of contracts with specific providers as well as pooling budgets for grants awarded

through the Healthy Norwich programme with our partners, Norwich CCG and Norfolk Public Health.

17. Applications for grants were received to the value of £636,125, meaning the council has awarded 54% of the amount applied for. 19 awards of funding have been made to 22 organisations, including one organisation (The Garage Trust) receiving 2 awards, and one consortium of 5 organisations constituting a single award.
18. Attached (Appendix 2) is a breakdown of grants awarded to voluntary and community sector organisations in the period 2015/16 (although awards may be of a longer term). There is also a chart summarising awards against corporate priorities in Appendix 1. Small grants and partnership organisations have not been included in this breakdown. Small grants are decided during the time period; small grants are all for £500 or less and listed on the website when awarded.
19. Additionally we provide grants in kind to the value of £21,898, which covers 31 separate arrangements ranging in value from £16.00 to £3,547. Under these arrangements we provide 'in kind' support to a range of community and voluntary sector organisations through such things as officer time, use of buildings and parking space. These are outlined against service area in a graph in appendix 1.

Integrated impact assessment



NORWICH
City Council

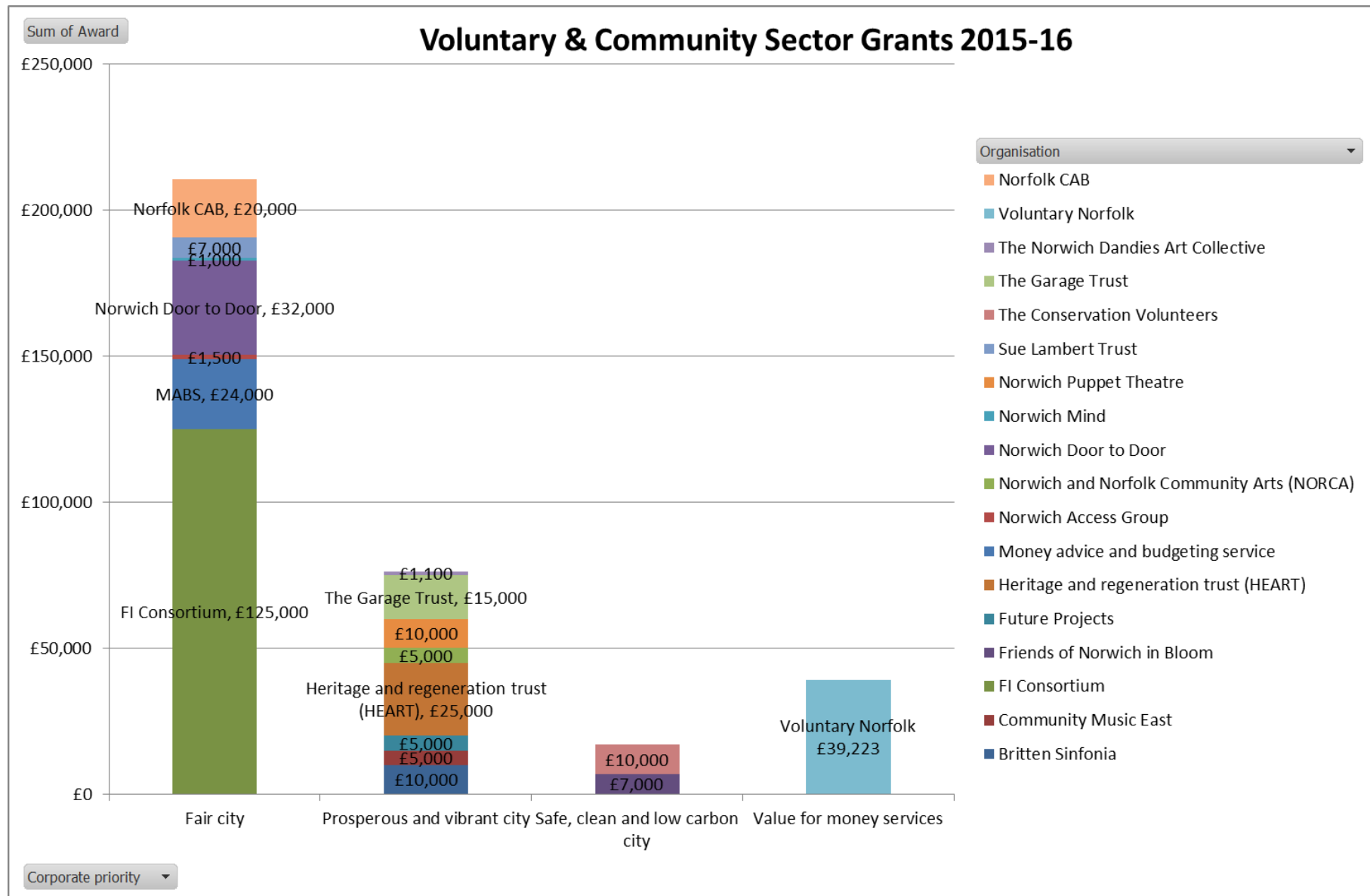
Report author to complete

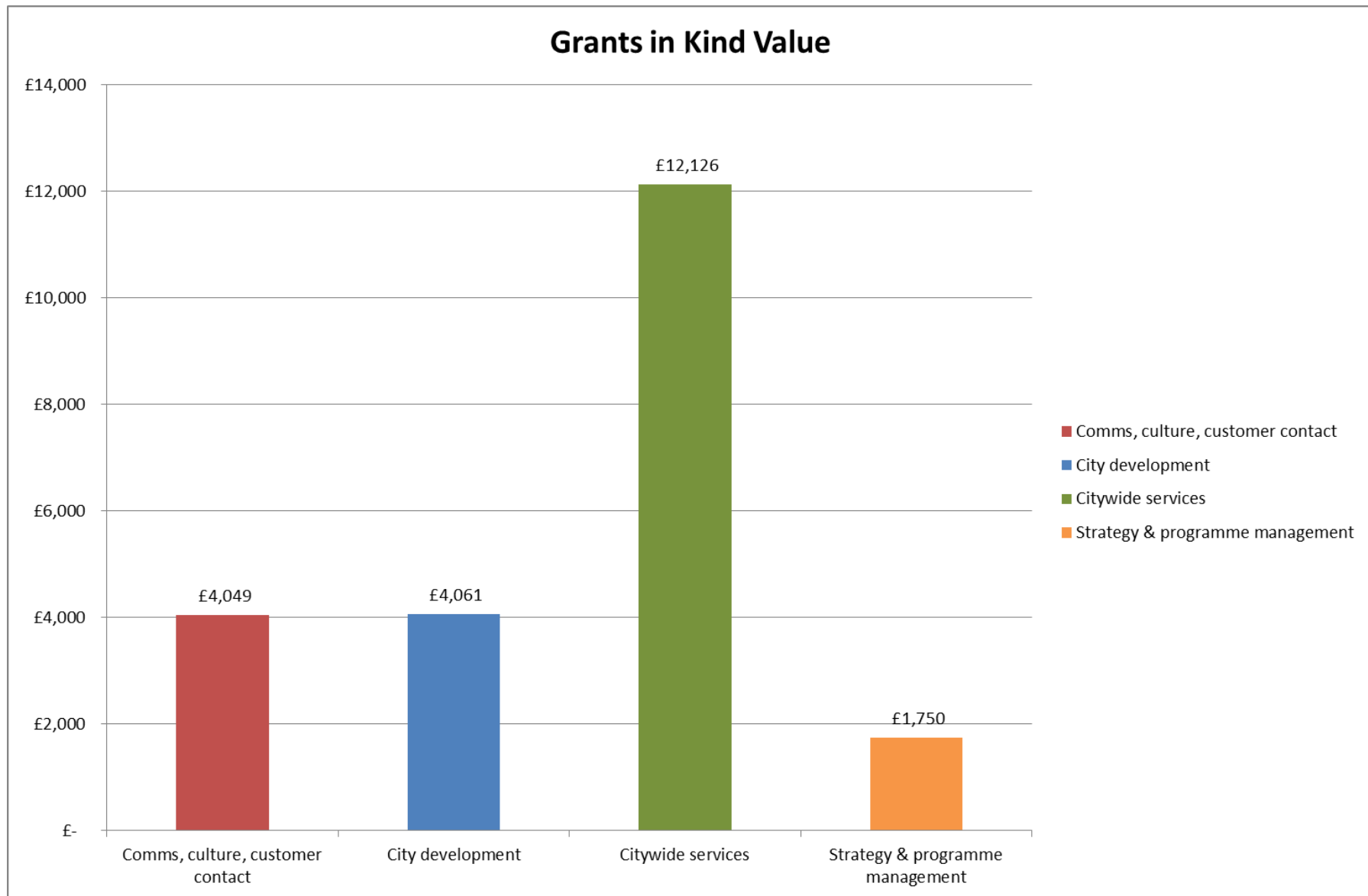
Committee:	Cabinet
Committee date:	11 th March 2015
Head of service:	Russell O'Keefe
Report subject:	Business, contracts, partnerships and grants register
Date assessed:	02/03/2015
Description:	A register of intended relationships and funding for external organisations

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Value for money is one of the criteria for assessing grants, as well as partnerships when procuring and providing services
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Increased funding for and new model of delivery for financial inclusion services
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Through commissioning grants and contracts to organisations promoting welfare and well being of vulnerable residents
<u>S17 crime and disorder act 1998</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above
Human Rights Act 1998	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above

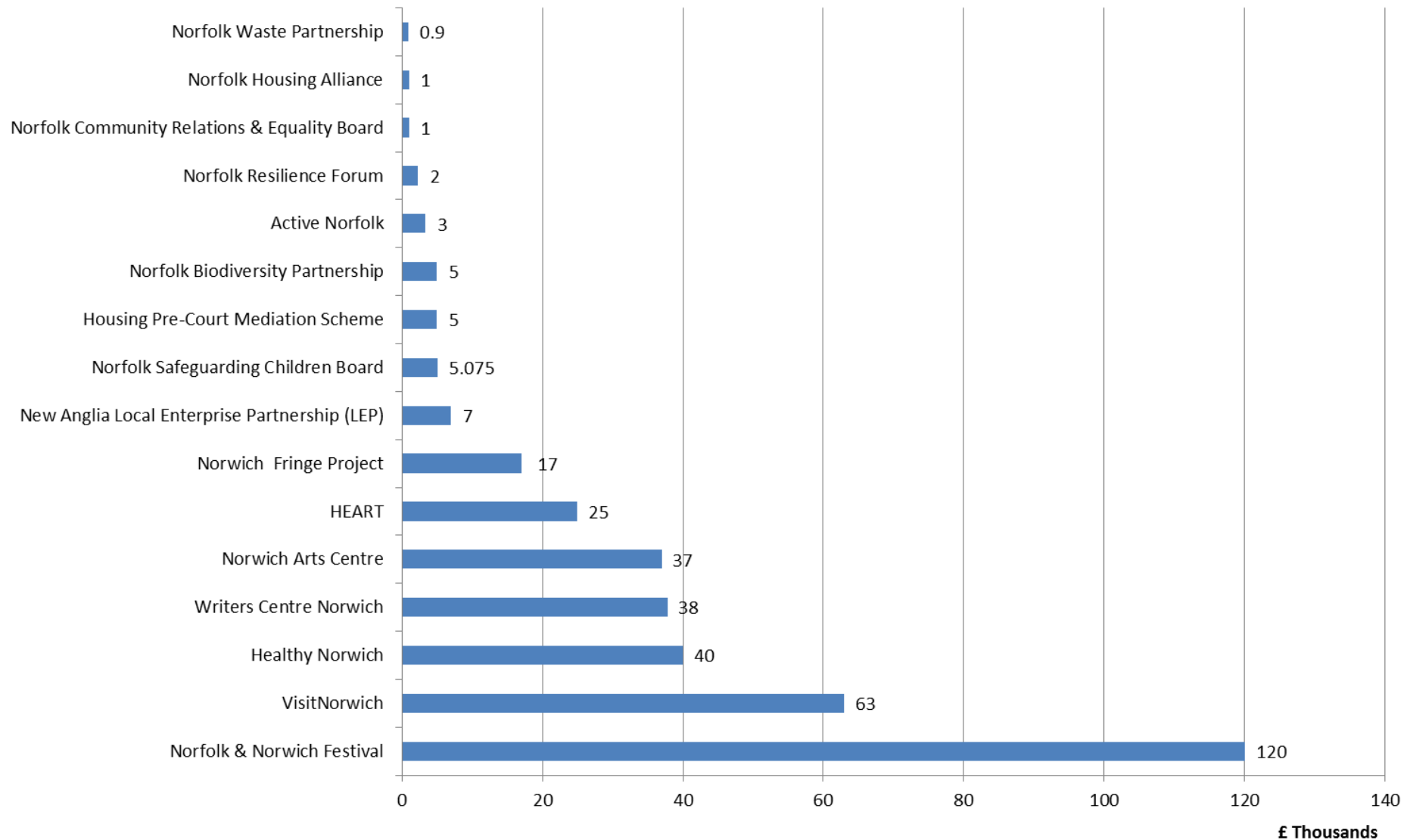
	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	As above - specific grants support cohesion agenda
Eliminating discrimination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

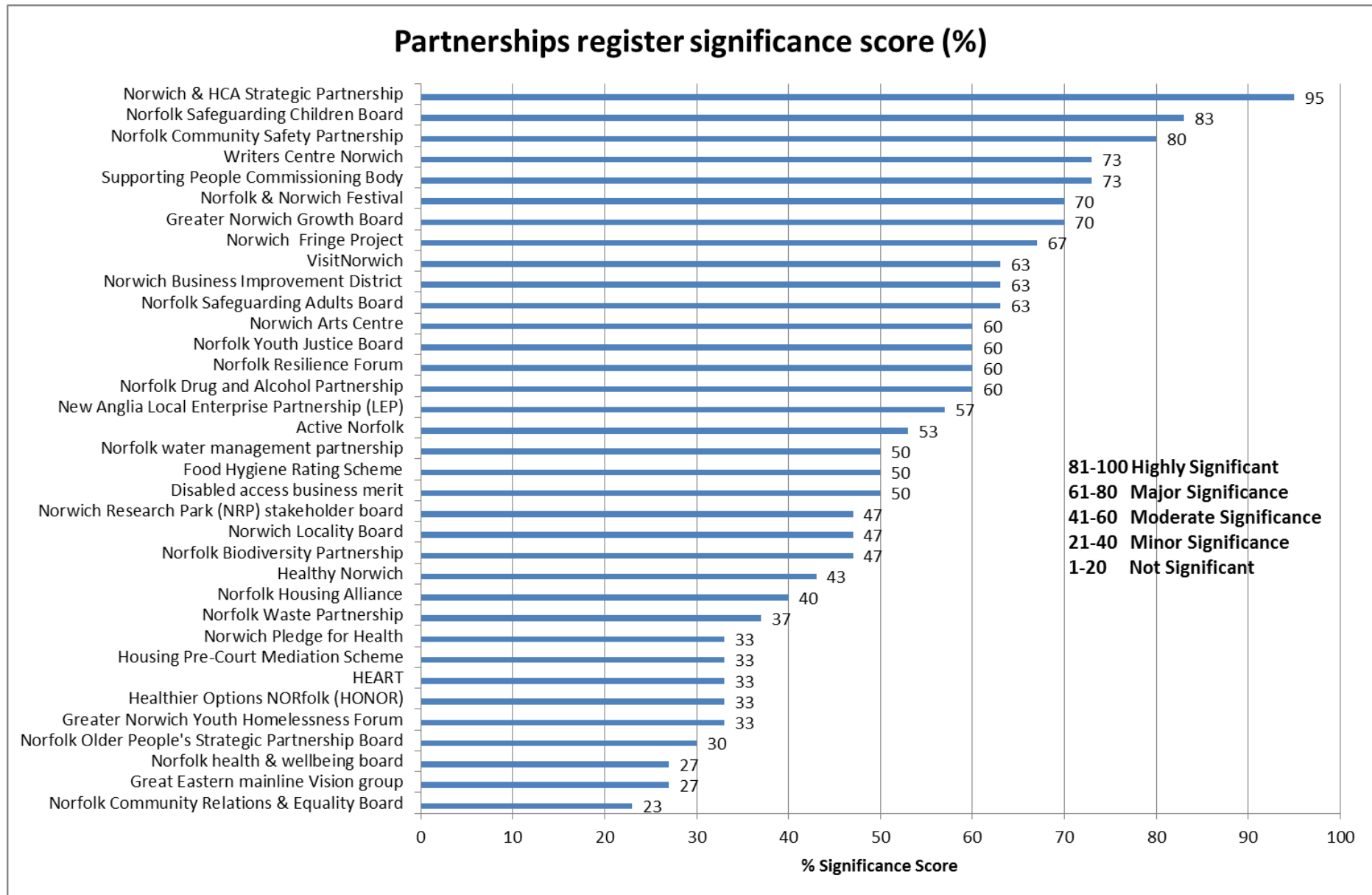
Recommendations from impact assessment
Positive
Ensure grants and partnerships processes continue to reflect wider relevant strategys, including reducing inequalities, environmental policy and Healthy Norwich
Negative
Neutral
Issues

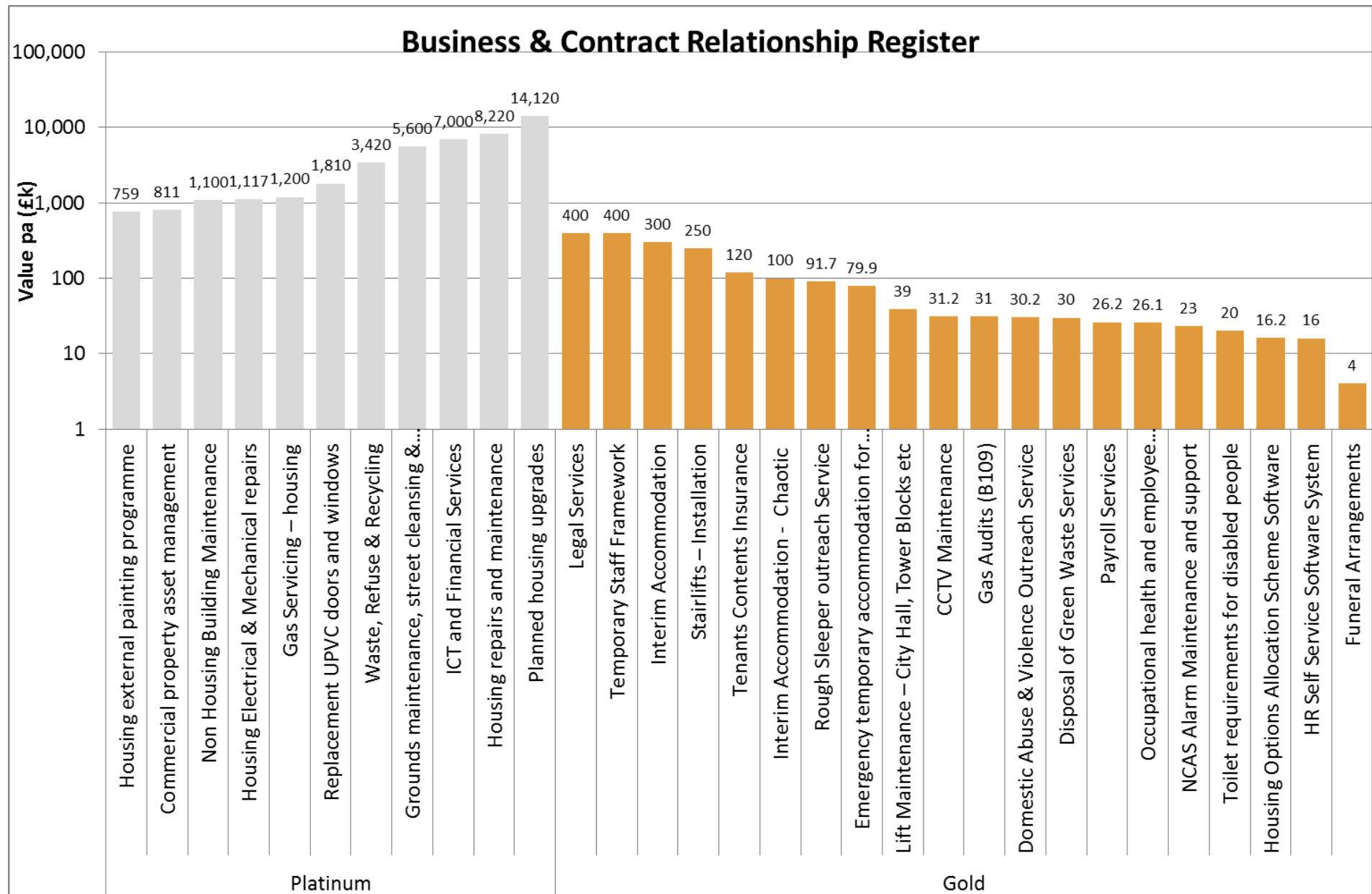




Direct financial contribution made to the partnership 2014 -15









Voluntary Sector Commissioned Activity 2015-16

Sums shown in the Award column are just for this year

Organisation	Period of award	Activity	Award
Safe, clean and low carbon city			
The Conservation Volunteers	1 April 2015 to 31 March 2016	A grant to operate practical environmental projects in Norwich to enable local people to help care for and improve their local environment, as well as develop practical conservation skills, life skills, experience and confidence.	£10,000
Friends of Norwich in Bloom	1 April 2015 to 31 March 2016	A grant to run local floral competitions and encourage wider support for horticultural or environmental improvements. As a group of volunteers working in partnership with the community and local businesses, it achieves recognition in national competitions demonstrating how Norwich manages its attractive and clean image.	£7,000
Fair city			
Norfolk CAB	1 April 2015 to 31 March 2016	A grant to support Norwich residents around social welfare issues through triage, initial advice and information, signposting and referral to other advice and support services.	£20,000
Money Advice and Budgeting Service (MABS)	1 April 2015 to 31 March 2016	A grant to provide an innovative debt consolidation and repayment service for families struggling financially, across the whole of Norwich.	£24,000
Financial Inclusion Consortium (NCLS, Age UK Norwich, Equal Lives, MAP and Shelter)	1 April 2015 to 31 March 2016	A grant to work in partnership to deliver a range of social welfare advice, casework and representation services in order to reduce financial and social exclusion and inequalities.	£125,000

Organisation	Period of award	Activity	Award
Norwich Access Group	1 April 2015 to 31 March 2016	A grant to support a local advocacy group of disabled people who are actively involved in trying to improve access for disabled people to all aspects of life in the city of Norwich and surrounding area. Award pending further discussions with officers about monitoring and evaluation.	£1,500
Norwich Door to Door	1 April 2015 to 31 March 2016	A grant to fund core costs to deliver a subsidised 'dial a ride' type accessible bus transport, to disabled children and adults and older mobility impaired people.	£32,000
Norwich and Central Norfolk Mind	1 April 2015 to 31 March 2016	A grant to support delivery of the 2015 Festival of Cultures In the centre of Norwich.	£1,000
Sue Lambert Trust	1 April 2015 to 31 March 2016	A grant to support core costs of providing a helpline and counselling service for men and women survivors of sexual abuse, past and present.	£7,000
Prosperous and vibrant city			
Britten Sinfonia	1 April 2015 to 31 March 2017	A grant to contribute towards core costs of delivering the orchestra lunchtime and evening series of concerts in Norwich and creative learning activity in the community.	£10,000
Community Music East	1 April 2015 to 31 March 2016	A grant to support delivery of Sound and Vision conference festival. Decision to award pending outcome of planned organisational review with Arts Council England.	£5,000
Norwich and Norfolk Community Arts (NORCA)	1 April 2015 to 31 March 2016	A grant to support core costs associated with continuing to develop the Carnival project and improve engagement with residents in deprived areas of Norwich.	£5,000
Norwich Puppet Theatre	1 April 2015 to 31 March 2017	A grant to support the only puppet theatre in England outside of London in its ongoing linked education and production programme.	£10,000
The Garage Trust	1 April 2015 to 31 March 2017	A grant to provide a programme of live performances and events by new, emerging and professional artists and companies relevant to the interests of young people, along with accredited vocational training courses for young people aged 11 to 25; in particular those from disadvantaged	£10,000

Organisation	Period of award	Activity	Award
		backgrounds.	
The Garage Trust	1 April 2015 to 31 March 2016	A grant to increase access to the Garage's programme of activities for young people and families on the city fringes of Norwich.	£5,000
Heritage and regeneration trust (HEART)	1 April 2015 to 31 March 2016	A grant as a contribution to costs of working in partnership to : <ul style="list-style-type: none"> • Promote and interpret the Norwich Heritage offer • Deliver heritage open days 	£25,000
Future Projects	1 April 2015 to 31 March 2017	A grant to provide ongoing training and volunteering opportunities in radio and media, to learn new skills and improve employability.	£5,000
The Norwich Dandies Art Collective	1 April 2015 to 31 March 2016	A grant to support the costs of delivering Dandifest! 2015 including a diverse exhibition and programme of performance, participatory & interactive events & workshops over two weeks	£1,100
Value for money services			
Voluntary Norfolk	1 April 2015 to 31 March 2016	A grant to provide capacity building support to voluntary and community sector organisations, providing the sector with a voice in Norwich. It provides specific services and training to organisations, and recruits and supports volunteers.	£39,223

Report to Cabinet
11 March 2015
Report of Executive head of regeneration and development
Subject Home Energy Conservation Act report 2015

Item

19

Purpose

To consider the HECA report setting out the energy conservation measures that the authority considers practicable, cost-effective and likely to result in significant improvement in the energy efficiency of residential accommodation in its area in line with government requirements.

Recommendation

To approve the Home Energy Conservation Act report 2015 for publication.

Corporate and service priorities

The report helps to meet the corporate priority areas – A clean, safe and low carbon city, A healthy city with good housing, A fair city

Ward/s: All wards

Cabinet member: Councillor Stonard – Environment and transport

Contact officers

Dave Moorcroft, executive head – regeneration and development 01603 212226

Richard Willson, environmental strategy manager 01603 212312

Background documents

None

Report

1. Following the introduction of the Home Energy Conservation Act (HECA) in 2013 the Secretary of State for Energy and Climate Change requires all English authorities to prepare and publish reports bi-annually by 31 March setting out the energy conservation measures that the authority considers practicable, cost-effective and likely to result in significant improvement in the energy efficiency of residential accommodation in its area.
2. This HECA report (Appendix A), therefore sets out Norwich City Council's approach to energy conservation measures to improve the energy efficiency of residential accommodation in the City.
3. This report will be a living document and will be updated as the council continues work to improve the energy efficiency of residential accommodation in Norwich over the coming months and years.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	11 March 2013
Head of service:	David Moorcroft
Report subject:	2015 HECA report
Date assessed:	25/02/2015
Description:	To consider the 2015 HECA report

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

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

(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment
Positive
Negative
Neutral
Issues

Norwich City Council



HECA Report 2015

Front page



1.0 Foreword by Councillor Michael Stonard and Councillor Bert Bremner

- 1.1 Reducing energy use has important environmental, social and economic benefits and therefore clearly contributes to Norwich City Council's corporate priorities.
- 1.2 It will help meet national and international targets to reduce emissions of carbon dioxide, one of the main contributors to climate change. Recent increases in fuel prices have resulted in a rise in fuel poverty nationally, and so emphasised the importance of reducing the impact of this issue locally.
- 1.3 This is also vital to improve the health of the local community, enhance prosperity and improve the housing stock . Our programme of activities will, we hope, be assisted by a number of national Governmental incentives as well as some of our own funding.
- 1.4 However, more than a million households in the UK cannot afford to heat their homes sufficiently even though a member is in work. A study by Policy Exchange looking at the 2.3m households in England in fuel poverty found that half of them, around 1.1m households, had someone in work.
- 1.5 Therefore there appears to be a disconnect between the government's ambition to improve the energy efficiency of all fuel-poor homes to a decent band C level and the amount of money being spent on the issue.
- 1.6 Since the introduction of the Home Energy Conservation Act we have run a wide range of programmes and projects to promote energy efficiency to our residents. This report outlines how we will continue to develop this work over the next two years.



Councillor Michael Stonard
Cabinet member for Environment, Development and Transport



Councillor Bert Bremner
Cabinet member for Housing

2 Contents

- 1. Forward**
- 2. Contents**
- 3. Introduction**
- 4. Strategic Framework**
- 5. Current Position In Norwich**
- 6. CO₂ emissions from across the city**
- 7. Looking ahead**
- 8. What did we achieve – update on 2013 actions**
- 9. Future actions – 2015 and beyond**

3.0 Introduction

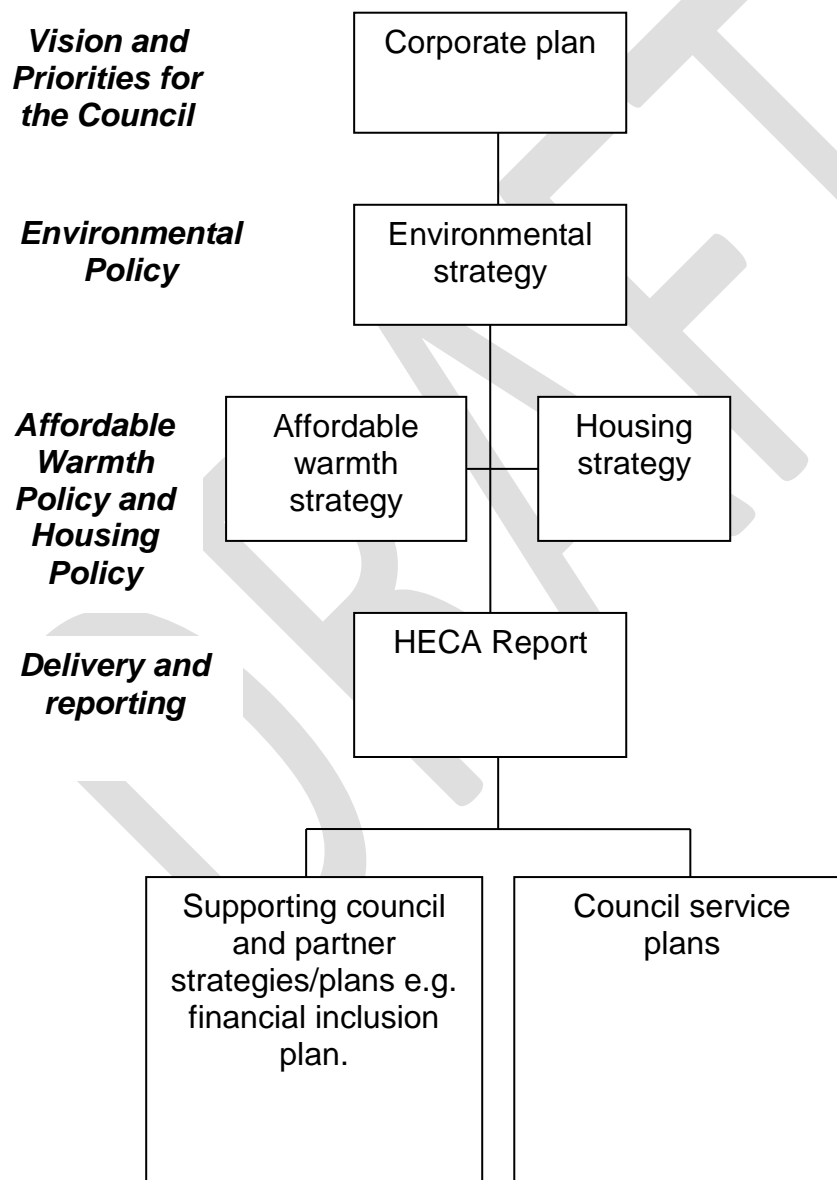
- 3.1 The city council is responsible for approximately 60 per cent of the urban area of the city, including the historic city centre, covering a population of circa 143,000 people. Norwich is an innovative, creative city with big ambition for both the place and the people who live here. The fastest - growing population in the east of England, it is home to the headquarters of many global companies, in the top nine shopping destinations in the country and is the regional cultural capital. Its economic, social, cultural and environmental influence is out of all proportion to its size, and extends far beyond its boundary.
- 3.2 But Norwich is also a tale of two cities. While the city has many positive aspects, it also has many of the tough challenges that urban centres can experience. Many city residents experience deprivation, poor educational attainment and poor health. Norwich is also a growing city (the fourth - fastest growing in the UK), which will put additional demands on the council's services and resources in the future.
- 3.3 One of the council's key corporate priorities within our corporate plan is 'to make Norwich a prosperous city' and within that we have said we will "support people on low incomes through advocacy and financial inclusion activities" and "reduce fuel poverty through affordable warmth activities". The HECA provides a framework for a number of housing improvement activities which can help to reduce fuel poverty, increase wealth and improve health.
- 3.4 On average resident earnings are low in Norwich compared to the rest of the region. Partly due to low incomes and financial capability, as well as limited access to products and services that enable people to manage their money more effectively. It is likely the recession and changes such as welfare reform will only make these issues worse.
- 3.5 We also have a number of citizens on fixed incomes, who maybe suffering from fuel poverty and its associated health issues due to the rise in fuel costs. Low incomes and rising cost generally result in some difficult financial choices.
- 3.6 In Norwich we believe that 12.3% of households are experiencing fuel poverty. That equates to a staggering 7,335 households. In addition in the last three years we have seen a credit crunch, a double dip recession and a period of limited economic growth. National policy changes such as welfare reform will also affect some of the most vulnerable residents in the city.
- 3.7 The Secretary of State for Energy and Climate Change requires all English authorities to prepare an update on HECA reports by 31 March 2015 setting out the energy conservation measures that the authority considers practicable, cost-effective and likely to result in significant improvement in the energy efficiency of residential accommodation in

its area. This HECA report will, therefore, set out Norwich City Council's approach to energy conservation measures to improve the energy efficiency of residential accommodation in the City.

- 3.8 This report will be a living document and will be updated as we continue our work to improve the energy efficiency of residential accommodation in Norwich over the coming months and years.

4.0 Strategic framework

Strategic framework for HECA report (to be updated).



The diagram below sets out how the HECA reports fits in with other key strategies, polices and plans

5.0 Current position in Norwich

Properties and condition of the housing stock

- 5.1 In 2014 the council commissioned Building Research Establishment Ltd (BRE) to provide information on key housing and domestic energy variables, with a focus on private sector housing. The information has been derived from a series of models which make use of the Experian UK Consumer Dynamics database using a range of statistical methods. This supersedes the traditional private sector stock condition survey published in 2006.

Tables- When the properties were built - council and private

Council Stock	Total	Private Stock	Total
Pre 1918	48	Pre 1919	14,867
1918 - 1929	519	1919 - 1939	7,740
1930 - 1949	4,703	1940 - 1963	5,371
1950 - 1963	3,969	1964 - 2001	10,426
1964 - 1974	4,017		
1975 - 1982	1,607		
1983 - 1990	774		
1991 - 1997	27		

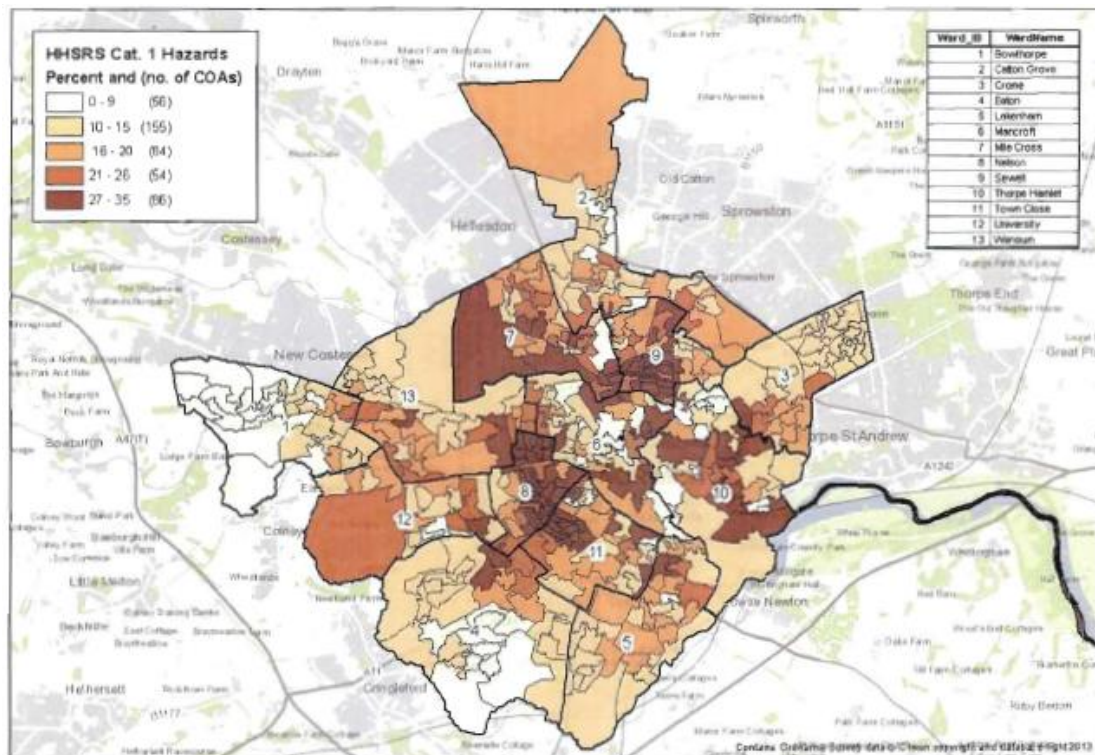
Table 1 - When the properties were built - council and private

Total: 54,068 properties 1918 - 2001

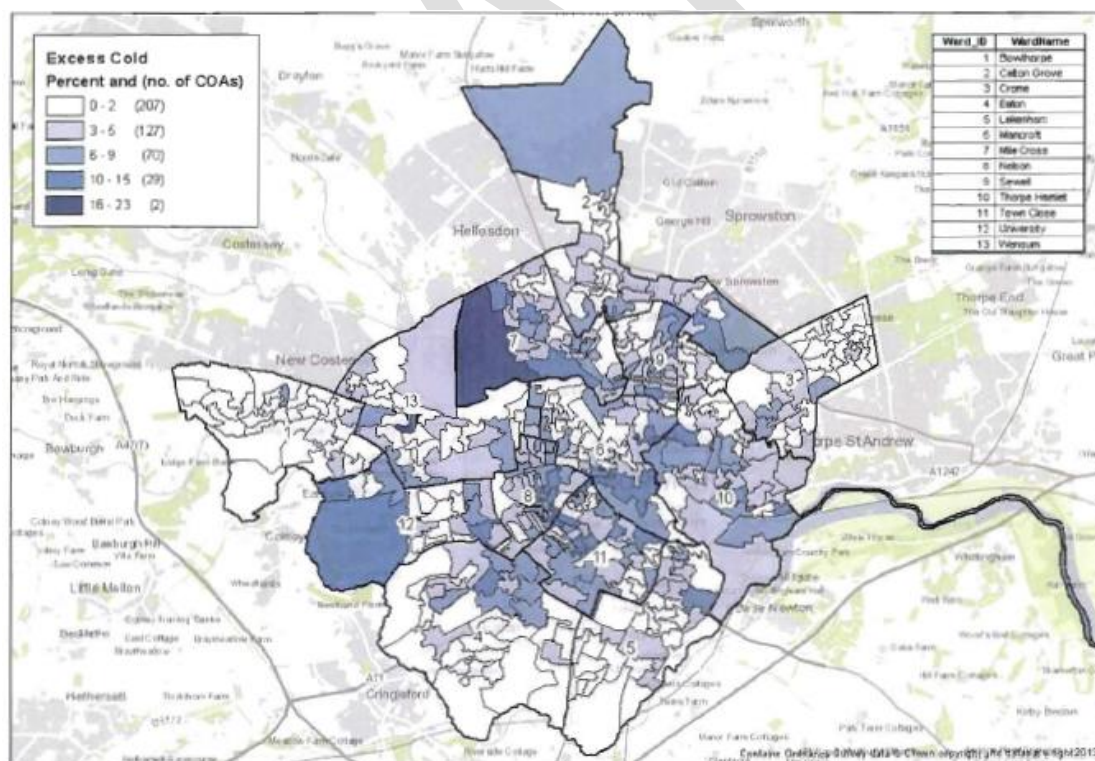
- 5.2 The 2014 stock modelling highlights the following key facts shown in the table and maps below:

Existence of Category 1 excess cold hazard	Estimate: 1,676 dwellings (7,981 properties predicted to have a category 1 hazard, of which 21% expected to be due to excess cold.)
Average private sector SAP	52

Table 2 - Condition of stock – private



Map 1: Cat 1 Hazards



Map 2: Excess Cold

Energy Efficiency Rating (Based on SAP) private sector stock

	Count	Percent
(92-100) A	0	0%
(81-91) B	122	<1%
(69-80) C	4,281	10%
(55-68) D	13,726	32%
(39-54) E	18,846	44%
(21-38) F	5,424	13%
(1-20) G	478	1%

Table 3 EPC in private sector

- 5.3 In regards to the condition of the council's housing stock, following achievement of the decent homes standard in December 2010 we wanted to continue the good work so we developed the Norwich Standard. This is a commitment to ensure that no individual component goes beyond its expectancy, for example no kitchen will be older than 20 years, no bathroom older than 30 years and no boiler older than 15 years.

6 CO₂ emissions from across the city

- 6.1 UK primary energy consumption increased by 17 per cent between 1980 and 2005 but since 2005 the combined impact of energy efficiency and the recession have reduced consumption back 1980 levels with UK primary energy consumption at its lowest level since 1985¹.
- 6.2 In 2013 domestic energy consumption was 29% of the total UK final consumption of energy products, compared to 27% in 2000 and 26% in 1990, however, this reflects a significant fall in energy use by the Industrial sector over this time as since 2000 domestic energy use has decreased by 7%. Over the same period of time there has been a 9% increase in the UK population².
- 6.3 Heating is the major energy requirement of UK homes. In 2011, 78 per cent of energy use in homes was used for space and water heating. Gas accounted for 80 per cent of the heat demand, oil for another 9 per cent, electricity for another 5 per cent, and other sources the remaining 6 per cent³. Gas is the dominant fuel used in the domestic sector, however, there is a large amount of variation in the level of gas use by individual households.
- 6.3 Table 4 and Graph 1 show that between 2005 and 2012 the population of the city increased each year, in total by an additional 8,700 residents over the 8 year period. The per capita emissions dropped consistently and then levelled out in 2010, dropping significantly in 2011 and rising again in 2012. The increase in 2012 is across the Industrial (12%) and Domestic (10%) sectors, with a reduction in the Transport sector of (3%).

The peaks observed in 2010 and 2012 are due to an especially cold 2010 (average of 9.0 degrees Celsius per day) and a warmer than expected 2011 (average of 10.7 degrees Celsius per day) followed by a typical 2012 (average of 9.8 Celsius per day).

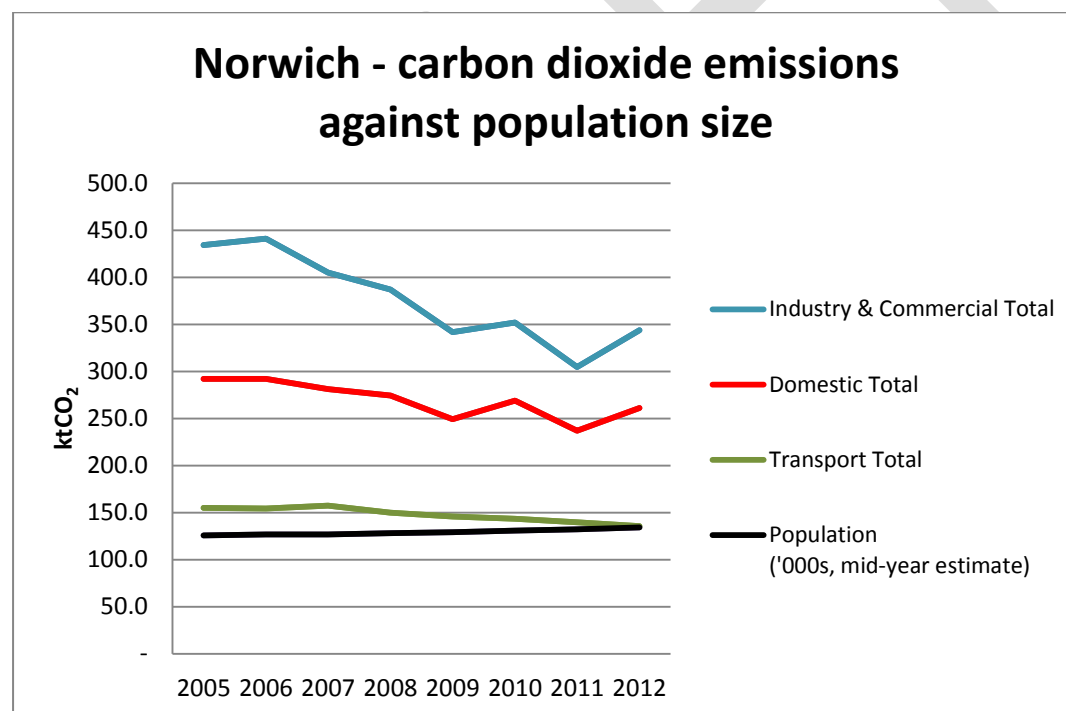
¹ DECC: Energy Efficiency Statistical Summary 2015 (January 2015) p.7

² DECC: Energy Consumption in the UK (2014) Chapter 3: Domestic energy consumption in the UK between 1970 and 2013 (July 2014) p.5

³ DECC: Energy Efficiency Statistical Summary (November 2012) p.16

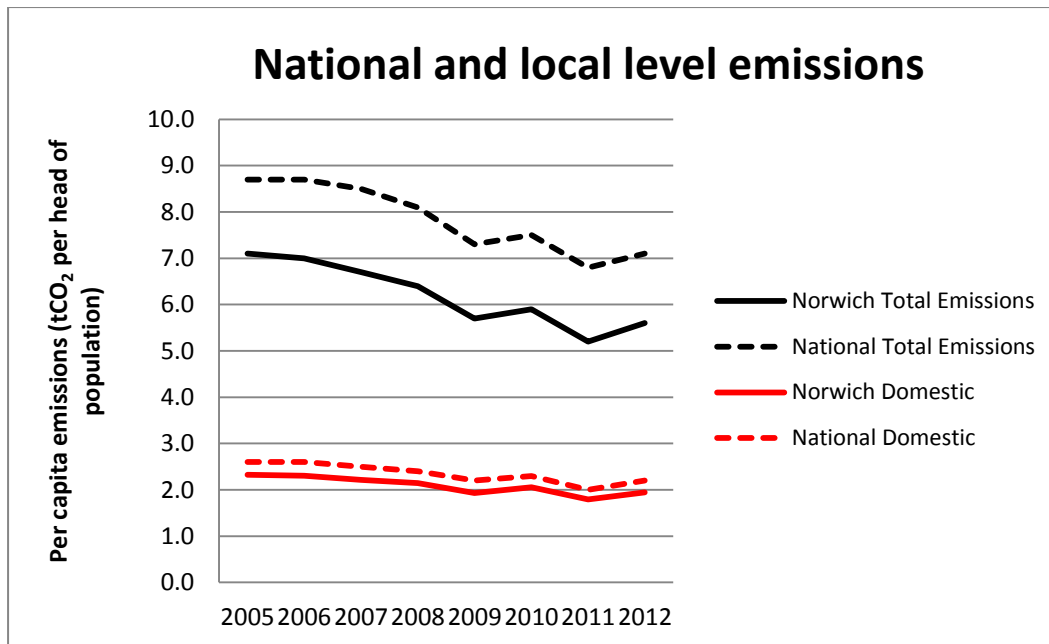
LA Region Name	Year	Industry & Commercial Total	Domestic Total	Transport Total	Grand Total	Population ('000s, mid-year estimate)	Per Capita Emissions (t)
Norwich	2005	434.2	292.0	155.1	881.3	125.6	7.0
	2006	441.2	291.9	154.4	887.5	126.8	7.0
	2007	405.2	281.3	157.3	843.8	126.9	6.6
	2008	387.1	274.5	149.8	811.4	128.0	6.3
	2009	341.9	249.3	145.7	737.0	129.2	5.7
	2010	352.1	269.1	143.4	764.6	130.9	5.8
	2011	304.6	236.9	139.7	681.2	132.2	5.2
	2012	343.9	261.2	135.7	740.8	134.3	5.5

Table 4. Source: DECC Local Authority Carbon Emissions (2014)



Graph 1: Source: DECC Interactive maps

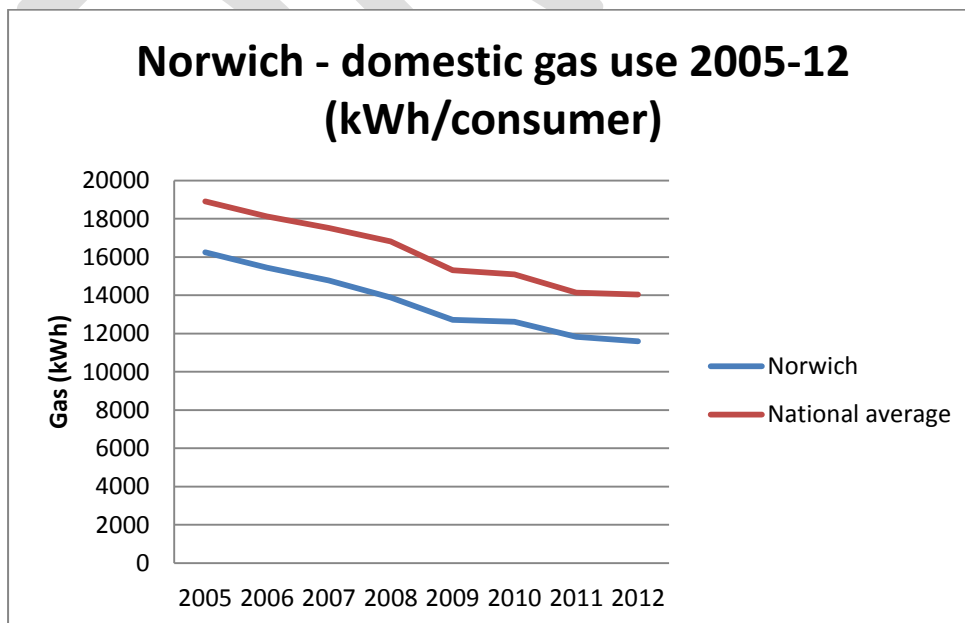
6.4 Graph 2 (below) shows that Norwich's domestic energy consumption mirrors that of the wider country decreasing year on year over the period, with a slight increase in 2010, then a dip followed by an increase in 2012. Again it is thought this may be largely influenced by temperature.



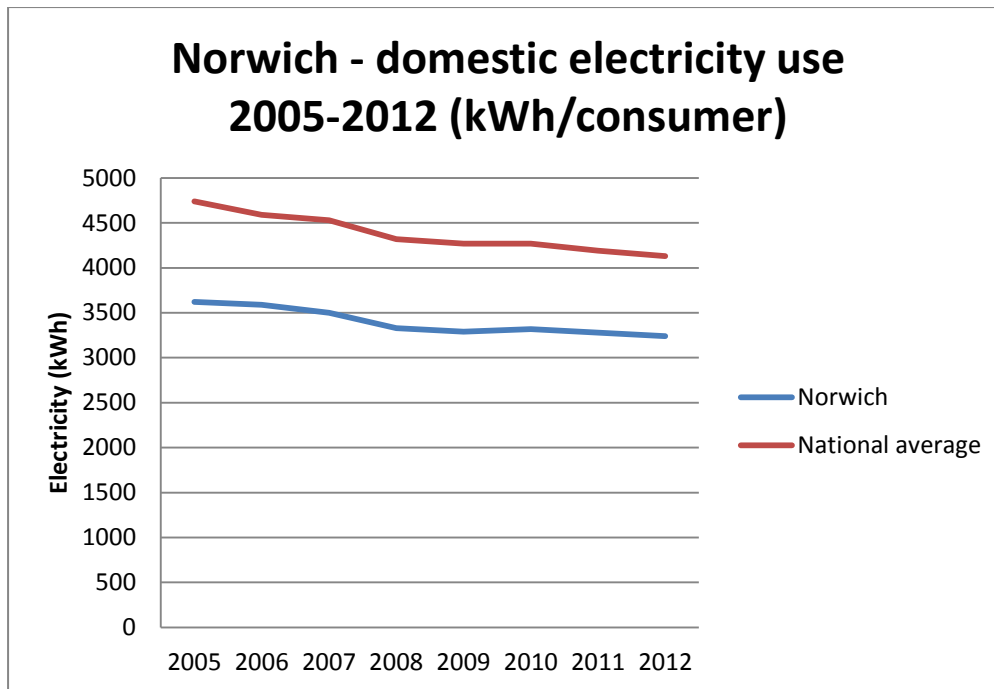
Graph 2: Source: DECC Interactive maps

Domestic energy use:

- 6.5 The following two graphs (3 and 4) show the trends in gas and electricity use in Norwich as compared to the national average energy consumption. Both the national average and Norwich figures show an overall decrease in energy consumption over the period to 2012. This is likely to be in part due to an increase in energy efficiency measures being installed, but also due to the increase in fuel prices over this period driving more households moving into fuel poverty. It is noticeable that both Norwich's domestic gas and domestic electric consumption is well below the national average consumption.



Graph 3 – Source: DECC Interactive maps



Graph 4 – Source: DECC Interactive maps

Fuel poverty:

- 6.6 Since the last HECA report the way that fuel poverty is measured has been re-defined by central government. Previously a household was considered to be in fuel poverty if they were required to spend more than 10% of their income on fuel to maintain an adequate standard of warmth. Under the new 'Low Income High Costs' (LIHC) measure a household is considered to be in fuel poverty if: they have required fuel costs which are above average (national median level) and were they to spend that amount, they would be left with a residual income below the official poverty line⁴. This makes comparing data prior to the new measure being implemented in July 2013 difficult to compare with data gathered since that time.
- 6.7 According to the most recent fuel poverty data released by DECC^{5,6} in 2012 there were 59,641 households in the Norwich City Council area. At this time, using the 10% fuel poverty indicator, 7,321 households were in fuel poverty, or 12.3%. Using the LIHC indicator, 7,272 households were in fuel poverty, or 12.2%.
- 6.8 Graph 5 (below) shows that over the period 2010 to 2012 the number of houses in fuel poverty has reduced by over 5% over this period. This is surprising given the cost of rising UK domestic gas prices over the same period of time as shown on Graph 6. Some of the drop in fuel poverty can be accounted for by the increase in the number of energy efficiency measures installed to date. In addition, Norwich City

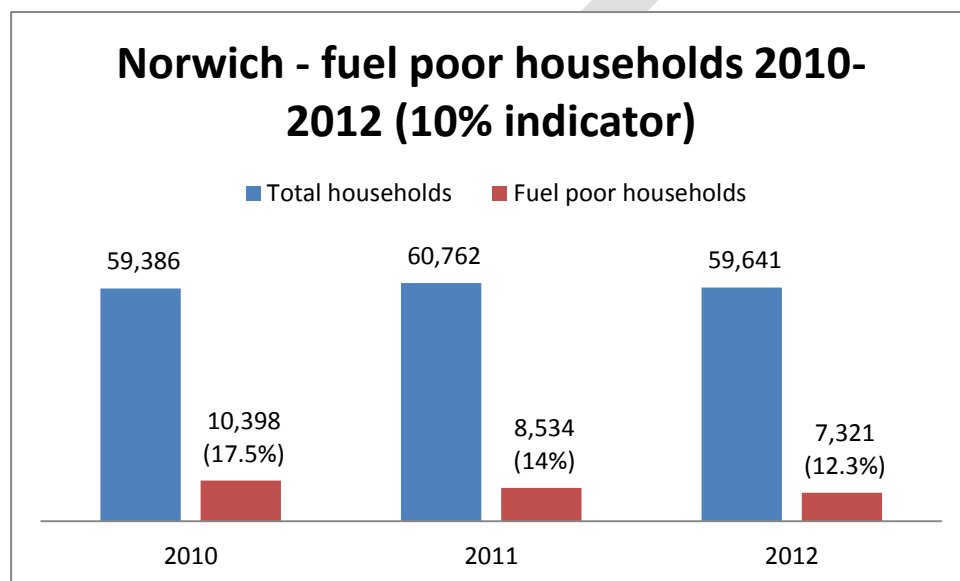
⁴ DECC: Annual Report on Fuel Poverty Statistics 2013 (May 2013) p.6

⁵ DECC: 2012 Sub Regional Fuel Poverty Data: low income high costs indicator (June 2014)

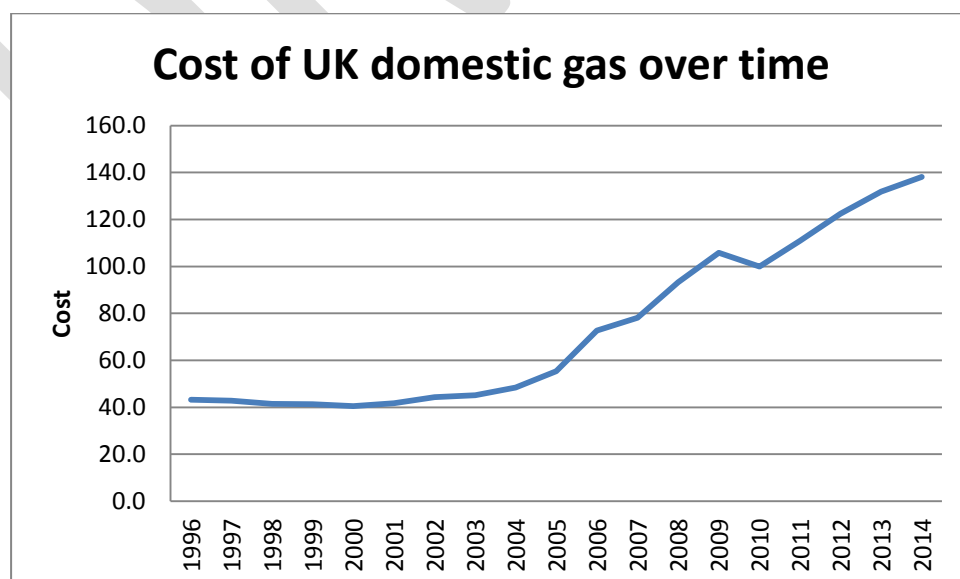
⁶ DECC: 2012 Sub Regional Fuel Poverty Data: 10% indicator (June 2014)

APPENDIX A

Council continues to work to drive down fuel prices through the successful Big Switch and Save scheme which has completed 5 tranches of switching, to date over 1500 households have benefitted from cheaper energy bills. (A collective saving of £250,000)

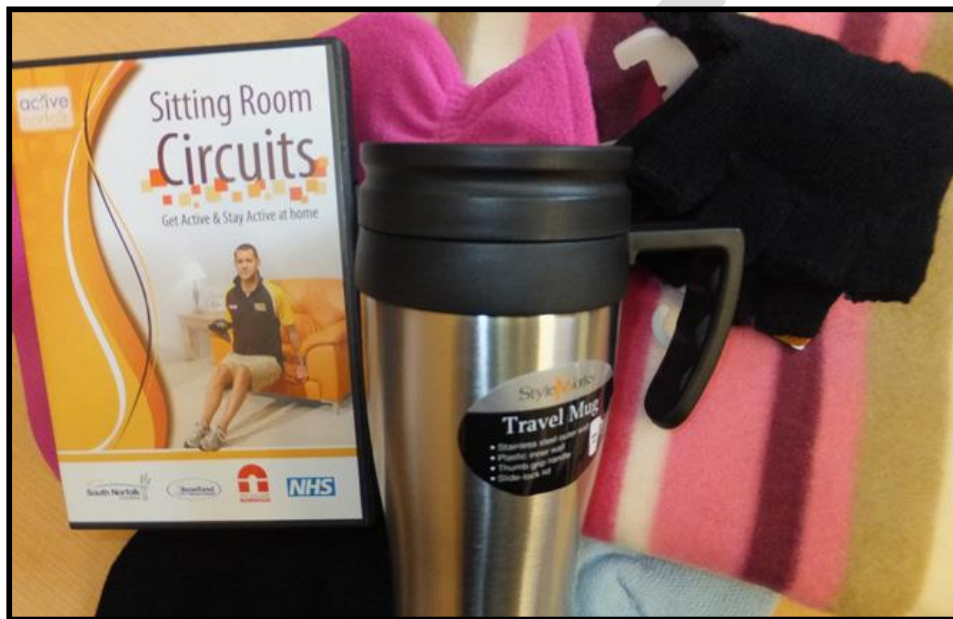


Graph 5: Source: DECC: sub-regional fuel poverty data: 10% measure (2012, 2013, 2014)



Graph 6: Source: DECC: Consumer Price Indexes: Fuel Components (2015)

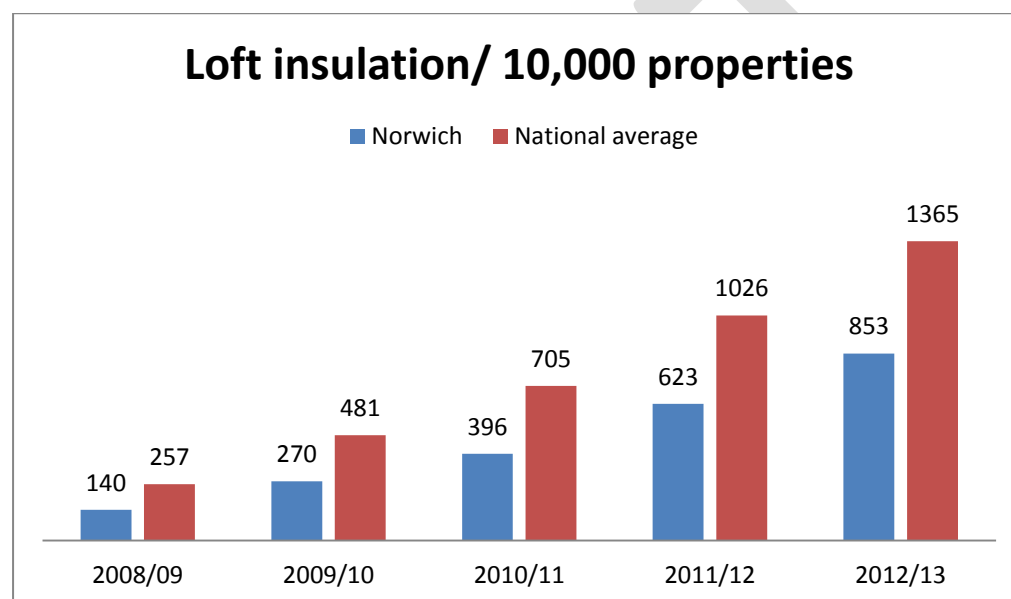
- 6.9 In addition to energy efficiency works and collective switching Norwich City Council has also been working with partners across the city to distribute “Warm and Well” packs to the most vulnerable. Most recently NCC has worked with the Foodbanks, Community Matrons and Age UK. Since the last HECA report the council has distributed over 300 “Warm and Well packs”. We have also distributed over 300 smaller energy efficiency measures to households including radiator foils and draught-proofing tape primarily via the annual Winter Wellbeing events.



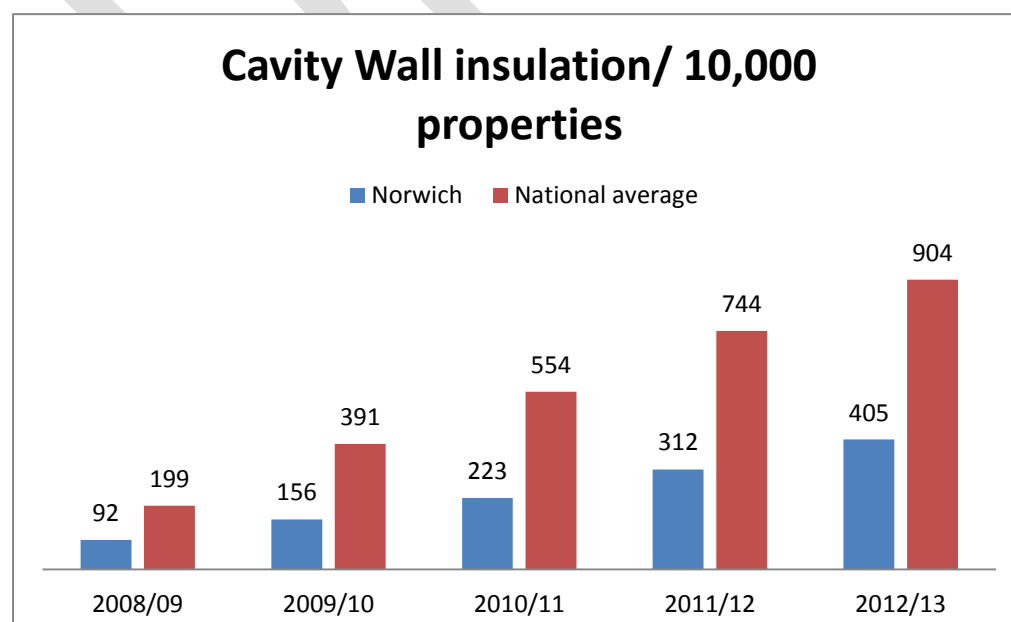
Warm and Well pack

Energy efficiency:

- 6.10 Some of the drop in domestic energy use over the period can be attributed to an increase in energy efficiency in properties. Whilst figures in Norwich are steadily increasing the city is well below the national mean figure for both cavity wall and loft insulation installations (Graphs 7 and 8). Of the two measures loft insulation has been a more popular measure, but this may be indicative of the fact that not all properties have cavity walls, and it requires specialist equipment to install. Also, within the private sector a significant proportion of properties are rental which restricts the take-up of home improvement measures since the landlord may be reluctant to pay to improve the thermal efficiency of the property. Take up of loft insulation can also be impeded due to people storing belongings in their loft space.



Graph 7: Source: DECC Interactive maps



Graph 8: Source: DECC Interactive maps

- 6.11 CERT/CESP funding was introduced by central government in 2008 and Norwich City Council widely promoted free and subsidised loft and cavity wall insulation. This funding expired at the end of 2012 and has since been replaced by the Green Deal.

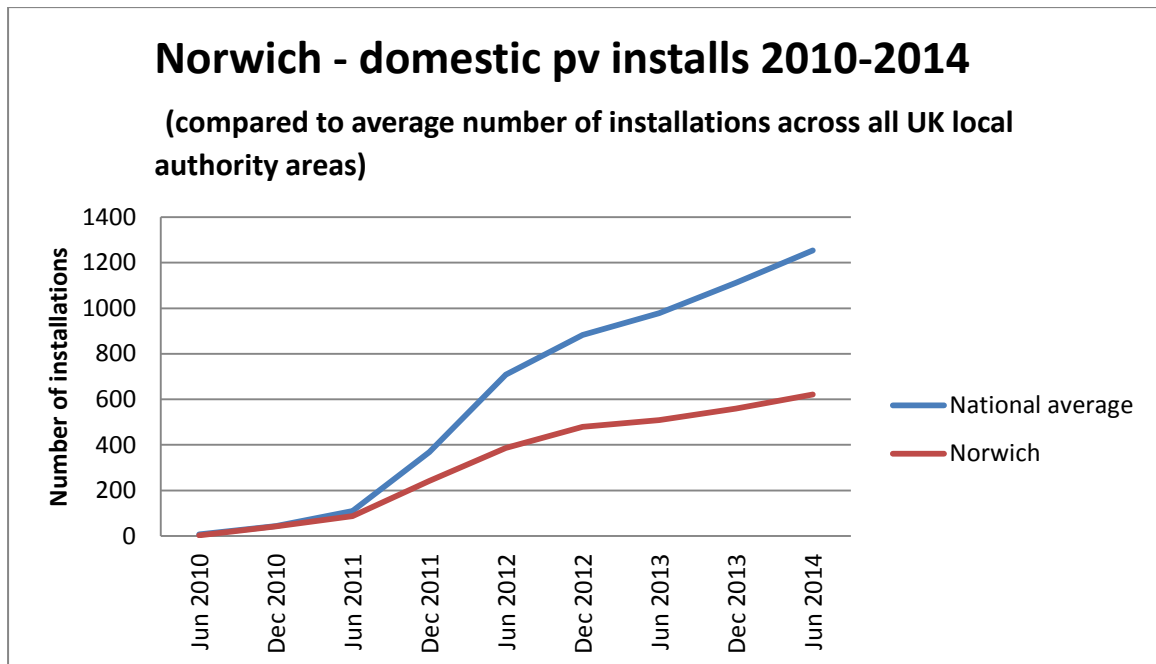
The Green Deal – Norwich’s Cosy City project:



- 6.12 The Green Deal is a new way to pay for energy-saving home improvements. Householders can take out Green Deal finance to pay for measures such as loft, cavity or solid wall insulation, double glazing, a new boiler or even a 'micro-generation' system such as solar panels. The loan is repaid through savings made on the household's electricity bills, meaning bills shouldn't be any higher than usual. Once the loan is paid off the household benefits in full from the energy savings.
- 6.13 In response to the introduction of the Green Deal Norwich City Council launched the Cosy City project Spring 2014. It is a partnership with several Green Deal Providers. The council has promoted the scheme widely across the city and further details of the Cosy City scheme can be found at www.cosycity.co.uk A great deal of research has been done into understanding the property types and tenure type of houses across the city in order to most effectively promote Green Deal opportunities.
- 6.14 Following the launch of the Cosy City project, in Summer 2014 Norwich City Council was successful in securing £400,000 of DECC Greener Communities funding as part of a wider bid with Broadland and South Norfolk district councils. As part of the bid Norwich City Council are working hard to deliver heavily-subsidised Solid Wall Insulation

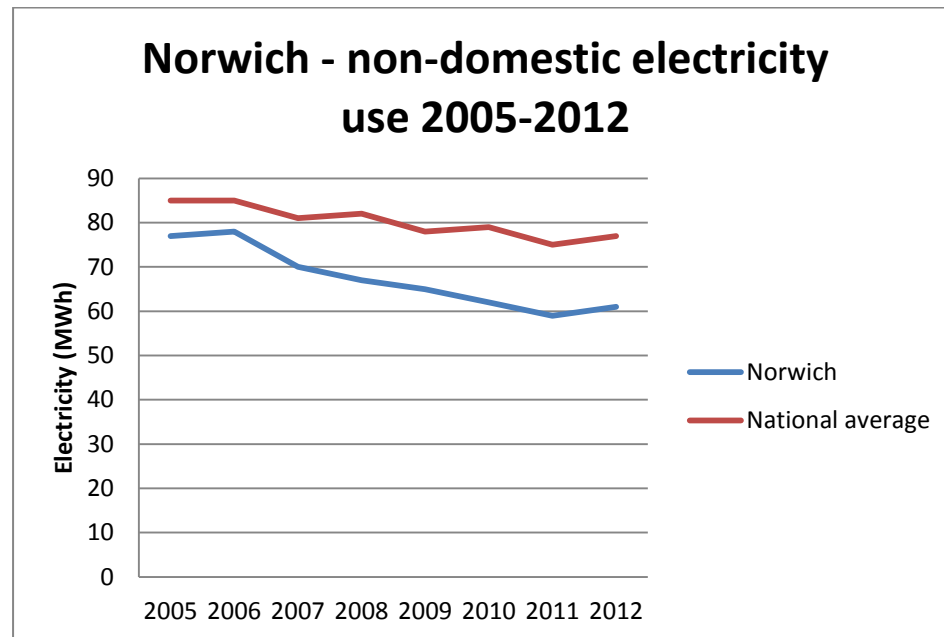
installations, as well as smaller measures such as boiler replacements and loft and cavity wall insulation, across the city.

Renewable energy:



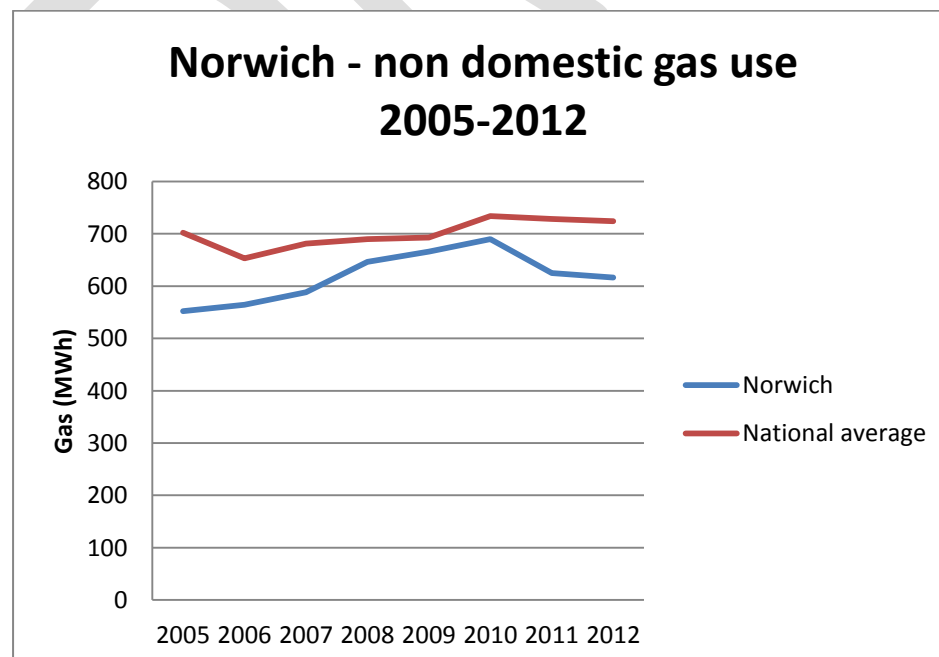
Graph 9: Source: DECC Interactive maps

- 6.17 Graph 9 shows the increase in the number of domestic photo-voltaic (PV) installations in Norwich between June 2010 to June 2014. During this time the government Feed in Tariff (FiT), a kind of subsidy for installing PV technology was made available at 43 pence / kWh, this was then significantly reduced to 21 pence/kWh on 1st April 2012. We note that while the number of installations continue to rise Norwich is dropping further and further behind the UK mean number of installations as time progresses.

Non-domestic energy use:

Graph 10: Source: DECC Interactive maps

6.18 Graph 10 shows that non-domestic electricity consumption in the city reduced consistently from the period 2006 to 2011. This long period of decreasing consumption was not mirrored in the national average figure which fluctuates over the same period of time. However, both local and national average consumption experienced an increase in 2012, which again may be due to the cold 2010, warm 2011, average 2012 temperatures referred to earlier in this report.



Graph 11: Source DECC Interactive maps

- 6.19 Conversely non-domestic gas consumption in Norwich increased over the period 2005 to 2010. There may be a link between the dropping electrical consumption and rising gas consumption if businesses moved away from electric heating to gas powered heating systems as gas is significantly cheaper per kWh of energy.
- 6.20 Graph 11 shows that in Norwich sales of non-domestic gas peaked in 2010 and since then have been dropping more rapidly than the national average gas sales. Whilst the peak in 2010 is likely to have been due to an extended snowy period the subsequent decrease is likely to have been caused by other factors such as the loss of 30 manufacturing businesses in the city and 35 food and accommodation businesses in the period 2010-2012.
- 6.21 Undoubtedly many businesses will have been engaged in cutting costs over this period and will have been implementing energy saving measures and looking at ways to reduce unnecessary energy consumption as part of wider cost saving measures.

CO₂ emissions from our own estate (NI185)

6.22 Norwich City Council has been reducing it's carbon dioxide emissions year on year for the past 6 years through its carbon management programme, and in total has reduced these emissions by 26.6%.

This has been achieved through a variety of methods including;

- Voltage Optimisation
- T8 to T5 light replacement
- LED lighting scheme in our flagship long-stay car park
- Motorised pool covers – local leisure centre
- More efficient transport as a result of new contracts
- Staff behavioural change scheme
- PV and new AC systems

A highlight in 2014 was for the authority to win ESTA's Energy Manager of the Year

CO₂ emissions from our housing stock

6.23 The council has carried out arrange of work to improve the energy efficiency of its housing stock. The table below sets out some of the measures used;

Applied Renewable Technologies	Total Installations
Photovoltaics	31
Solar thermal	1
Voltage optimisation	26
Air source heat pump	1
Loft insulation (300mm)	1,396
External wall insulation (EWI)	92
Condensing boilers	2,245

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The photographs below provide examples of some of the work carried out:
Photograph - Property before external wall insulation was installed, SAP rating Band D



Photograph - Property after external wall insulation was installed, SAP rating Band C



APPENDIX A

Photograph - Photovoltaic panels installed at a sheltered housing scheme where 19 bungalows benefitted from Photovoltaics following funding from CESP.



6.24 Following the introduction of CESP and CERT in 2008 & 2009 Norwich City Council secured funding and delivered the following installations working alongside Carillion (EAGA) & British Gas;

Renewable Technology – Delivered by CESP & CERT	Total
Loft insulation	269
Cavity wall insulation	6
Boilers & controls	202
PV	31
EWI	46

- 6.25 39 BISF (British Iron & Steel Federation) properties benefitted from external wall insulation (EWI). These properties were under insulated. The authority used a whole street approach and even offered the works to one private household (at a charge). Since the EWI has been installed these properties have benefited from a warmer home and better air quality, they are also cheaper to run and have an improved external appearance. This now has improved the whole street scene which empowers tenants and makes them proud of where they live. NCC will continue to roll out EWI using the whole street approach to enable the authority to access the ECO funding stream .

Photograph - BISF properties after EWI



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Photograph – showing installed to council property alongside private property



CO₂ emissions from Private Sector Housing

Enforcement activity

- 6.26 NCC already tackles excess cold in privately rented accommodation through enforcement. This is currently mostly in response to complaints. However, the address-level information from our stock condition survey will enable us to target this enforcement activity more effectively and pro-actively. The council is also considering an extension of the existing houses in multiple occupation licensing scheme to an estimated 3000 properties (a 10-fold increase over the statutory scheme.) The landlords of these properties would be required by a licence condition to remove any excess cold hazard.

Photograph– Property before enforcement action showing no heating system



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Photograph - Property before enforcement action showing defective single glazing



Photograph– After enforcement action – New double glazing





Energy performance calculation / SAP rating

- 6.27 The current Norwich average SAP is 71% for our current tenanted housing stock. NCC report on average SAP quarterly, this allows the authority to capture all the renewable technologies that have been installed. Current SAP analysis is generated from 2005 Energy module from Codeman system. The tables below provide more information on rating of our properties.

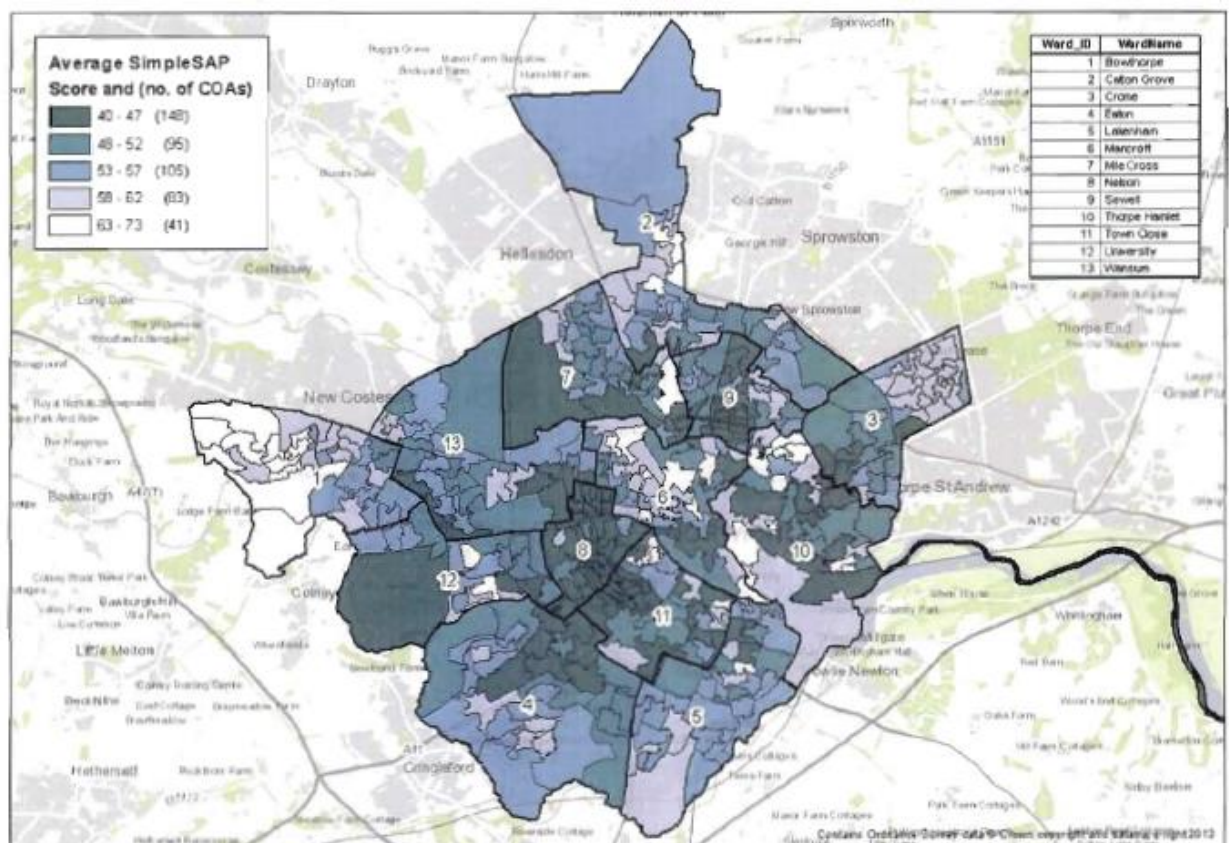
Energy Efficiency Rating	Total
Band A	0
Band B	49
Band C	11,090
Band D	3,629
Band E	428
Band F	218

APPENDIX A

Band G	5
	15,465

Tonnes of CO ₂ per year	Total
Under 5 tonnes	14,204
Over 5 tonnes	1,453
Over 10 tonnes	7

- 6.28 The average SAP in the private stock is 52 (2014 stock modelling) which is just above the national average of 51 and compares with 54 in Broadland District which comprises a significant part of the Norwich urban area. This is probably due to a large proportion of hard-to-treat solid-wall pre 1919 terraced housing. Norwich also has a larger than average privately-rented sector (at 22%) which increases the likelihood of sub-standard heating and insulation.



- 6.29 NCC currently takes enforcement action for excess cold in a number of properties. Enforcement, whilst necessary, is resource intensive and will only be effective if used alongside promotional work. However, it does lead to significant improvements in the lives of some of the most

vulnerable private sector tenants in the city. An example of our recent work is with a large block of flats with SAP ratings of below 20 which involved the service of over 60 statutory notices. The flats that have been upgraded to date are returning new SAP ratings of over 70.

7 Looking ahead

The Green Deal

- 7.1 Continue to deliver our energy efficient improvements via our own Cosy City Programme and work with DECC to promote any national retrofitting funds.
- 7.2 Further investigate and explore what role the green deal may have to play for our housing stock.
- 7.3 We believe that there is considerable scope for the green deal to be taken up by private landlords and we are already beginning to promote it in individual cases. We expect the next update of our private sector stock condition survey to include predicted tenure and green deal variables to individual address level which will enable us to target our energy efficiency work, and the green deal in particular, effectively.
- 7.4 Develop a new solar programme to increase the take up of PV and other renewables.
- 7.5 Work with neighbouring authorities to maximise any grant funding.

Energy Company Obligation (ECO)

- 7.6 The council is networking with providers who have access to the ECO funding stream. The authority has a property list in place which is used to see what percentage of funding we could secure. ECO measures include;
 - Boilers
 - EWI
 - IWI
 - loft insulation
 - Cavity wall insulation
 - Draught proofing
 - Solar heating
- 7.7 The more measures that are applied to a property the more funding we would acquire. Also if the property falls within a LSOA (lower super output area) this will attract more funding.

Feed in tariff and renewable heat incentive (RHI)

- 7.8 The council has 31 PV installations across our housing stock which would be eligible. These were installed by Carillion to a variety of properties. A sheltered housing complex was our biggest single installation to - date. These PV panels were fitted for free, this will allow the tenant to benefit from free electricity and Carillion shall claim the FiT payment.

New Council Homes

- 7.9 The council has embarked on a programme of building up to 250 new council houses over the next five to ten years. It is intended to explore cost-effective technologies, including passivhaus techniques, to maximise the energy efficiency of these new homes. NCC will be working closely with a local housing association which will be building a large passivhaus development of 250 homes in central Norwich, to benefit from their experience and supply chain knowledge.

Site Waste Management Plans (SWMP)

- 7.10 All contractors working on a contract over £300,000 will need to have SWMP. This is a legal document and the company can incur a hefty fine if there is not an SWMP in place on a contract. The contractor is also responsible for keeping an audit trail of what percentage of waste is disposed and recycled. There are also Green Travel plans which enforce the need to use minimal numbers of vans when on site and the contractors also make sure there are enough materials within the van to complete the jobs for the day also minimising the need to continue to go back to a depot for more supplies. All our current contractors have SWMP's in place.

8 What did we achieve?

Progress against 2013 Action Plan:

Priority	Proposal	Timescale	2015 Update
Building relationships	Networking with the Big 6 Energy Providers	Ongoing	Investigating opportunity for tower block to be upgraded through funding via Big 6 energy company
	Working alongside Income Assistants to find tenants who may be in poverty		Improve links to other services that could benefit from this information too.
	Assisting with reports and supplying data to the Environmental Strategy team	Ongoing	Continuing to work across council services and with major contractors to assimilate energy data
	Tenant involvement by producing documentation on energy saving, tenant fund days & liaising with tenants regarding their energy bills		Documentation completed and handed out at fun events. Continued liaising with tenants regarding energy saving measures.
New equipment	Replacement of our asset database and upgrade. Our current database runs RdSAP 2005. Upgrading will allow us to use RdSAP 9.91.	2013/14	Database now using up to date RdSAP 2009 methodology, and in a position to easily update when required.
	Purchasing of additional thermal imaging camera and data loggers	2013/14	Data loggers bought. An additional thermal imaging camera has not been required.

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Priority	Proposal	Timescale	2015 Update
Trial projects	IWI – 8 properties to be involved in a trial		Assets and tenants benefitting from application of technology. Reviewing and planning for future installs.
	Damp Trial – 6 month trial to reduce spend and investigate alternative methods alleviate damp within our homes. The trailing out of new products such as single, whole house ventilation and continuous running extractor fans working with the market leaders.		C. 1.2 million saved through trial. Programmed works for 15/16 modified to accommodate measures found, such as 'french drains' and bin/meter cupboard insulation (to specific assets). New extract fans being installed with continuous then boost as required features.
Trial projects cont/d...	Air source heat pumps – to carry out a trial		Applied where practicable.
	Thermodynamic hot water – potential trial of this technology that can provide hot water 365 days of the year, using a local company.		Trialled x 4 units. Feedback 100%. Contracted to install an additional x 28 units 14/15 with nearly 100% satisfaction from tenants. Assigned budget for 15/16 for additional units and shall investigate economies of for even wider application for future programmes.

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Priority	Proposal	Timescale	2015 Update
Projects	95 homes on district oil heating. Exploring and investigating renewable options.	Ongoing	Solution being investigated – no works currently planned.
	Upgrading of old pipework, underground pipes from district boiler to be super insulated.	2013/14	This work was completed at one Sheltered Housing bungalow scheme (2013) and is scheduled to go ahead at a second site in Spring 2015
	PVT (photovoltaic thermal) – to install to c. 10 properties.	2013/14	Research concluded that technology is not currently reliable enough, plus cost prohibitive. Review in future.
	Voltage Optimisation – to install c.500 units into our housing stock	2013/14	Completed with limited stock remaining. VO no longer traded. Investigation continue to find residential alternative.
Projects cont/d...	EWI – installation to c.82 properties with potential to deliver up to 200 properties by accessing ECO funding.	2013-18	Completed. Specification change to include relocation of gas meters has increased unit rates impacting future rates. Work set to proceed targeting poorest performing assets, or those in the areas of highest deprivation.
	IWI – following the trial,	2013-18	Ongoing review of methodology

APPENDIX A

Priority	Proposal	Timescale	2015 Update
	investigate opportunities to complete the block using ECO funding		before committing to programme.
Funding Streams – Green Deal/ ECO	<p>ECO - Investigating ECO funding opportunities to deliver EWI, IWI, new boilers, loft insulation and cavity wall insulation</p> <p>Green Deal - Investigate a wider whole city approach to Green Deal and the role the council should play</p>	<p>2013-18</p> <p>2013</p>	<p>None present.</p> <p>Cosy City launched Spring 2014. DECC Greener Communities bid successful Summer 2014. On target to deliver.</p>
Collective Switching	Working to promote Norwich Big Switch & Save. Leaflets and advice given when carrying out stock surveys, visits etc. also assisting offline registrants by offering paper-based registration.	2013-18	1500+ residents have successfully switched so far with an average saving of £250. The most successful local authority in the country.
Tackling Excess Cold	To identify privately-owned homes where an excess cold hazard exists and to take appropriate action to remove the hazard. This may include the use of improvement notices in the	Affordable Warmth action plan (ongoing)	38 homes identified and 32 improvement notices served since 2013.

APPENDIX A

Priority	Proposal	Timescale	2015 Update
	case of privately-rented accommodation and financial assistance for vulnerable owner-occupiers.		
Private sector housing energy efficiency information	To commission private sector stock condition research to identify the extent and distribution of excess cold hazards, poor thermal efficiency and fuel poverty.	2013-14	Report and stock modelling database received in January 2014.
New council homes to achieve high energy efficiency standards	To research and adopt an energy-efficiency design standard for all new council homes.	2013-14	
Private sector housing renewals strategy	To introduce a new strategy, based on information provided by the stock condition research, which will address the problem of excess cold and poor thermal performance in owner-occupied and privately rented homes in the city.	2013-15	<p>A number of initiatives and policies have been implemented instead of an overarching strategy which include:</p> <p>Private sector financial assistance policy which has been extended to offer help to private landlords</p> <p>Empty homes policy</p> <p>Private rented sector property registration scheme (launch due 2015) where</p>

APPENDIX A

Priority	Proposal	Timescale	2015 Update
			minimum standards will be required including energy efficiency.

In addition to the actions detailed 2013 action plan we were also successful in installing PV for free at 200 assets.

DRAFT

9 Future actions

Future actions:

Priority	Proposal	Timescale
Building relationships/ changing behaviours	Working to identify opportunities for 'habit discontinuity' where tenants and residents can be encouraged to change their habitual behaviour	2015-16
	Once 'habit discontinuity' opportunities are identified work to promote energy efficiency and sustainable lifestyle changes when people move home through the use of tenancy packs etc.	2015-2016 and then ongoing
	To develop an open-homes online network to enable residents to learn from one another on how to improve their home's energy efficiency	2015/15 and then ongoing
	To raise awareness and encourage skills development in the local construction industry in the green deal and the installation energy savings measures through the council's Cosy City service and other activities	To date 5 NVQ's fully funded with 'Building Futures' via the Cosy City Greener Communities project.
	To implement initiatives to raise awareness and create action at a local neighbourhood level about energy efficiency, managing energy use and the benefits of installing renewable energy by providing information, advice and education	Ongoing

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Priority	Proposal	Timescale
Research/ Projects	Investigating opportunities from heat from rivers via the DECC HNDU project	2015/16
	Investigating the country's first Collective PV auction with switching partner iChoosr.	2015/16
	To explore with partner organisations the potential for a district heating scheme for the City and other options for the development of renewable energy for the future	2015/16
	To explore the development and delivery of a large scale PV scheme on council housing across the City in consultation with tenants and review other opportunities for micro- generation	Ongoing
	To ensure the council's private landlord accreditation scheme promotes energy efficiency	2015/16
	To continue to lobby OFGEM for a standard for renewable energy tariffs so that this can be included within the council's switch and save scheme.	2015/16
New homes	To explore the potential use of Passivhaus or Sustainable Homes level 4 for all new build	2016/17
	To develop new homes for the City Council that conform to Sustainable Homes Level 4 or Passivhaus	Ongoing
	To ensure the Threescore phase 2	2016

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Priority	Proposal	Timescale
	development is planned to provide 75% dwellings to Passivhaus standards	
	To continue to deliver an affordable warmth strategy and programme to reduce fuel poverty and increase wellbeing	Ongoing

DRAFT

Report to Cabinet
11 March 2015
Report of Executive head of service regeneration and development
Subject Collective solar auction scheme

Item

20

KEY DECISION

Purpose

To consider the establishment of a collective solar auction scheme.

Recommendation

- 1) To agree to establish a collective solar auction scheme for the city and assist other authorities to participate in a local auction for Norfolk
- 2) To delegate authority to the executive head of service regeneration and development to award a contract with the chosen partner in liaison with the cabinet member for environment and development.

Corporate and service priorities

The report helps to meet the corporate priority – Safe Clean and Low Carbon City.

Financial implications

The additional costs of establishing the scheme can be met either from the scheme or from within existing budgets.

Ward/s: All wards

Cabinet member: Councillor Stonard – Cabinet member for environment, development and transport

Contact officers

David Moorcroft, executive head of service regeneration and development 01603 212908

Richard Willson, environmental strategy manager 01603 212312

Background documents

None

Report

Background

1. Norwich City Council has carried out a range of work to help its citizens reduce their gas and electricity bills in line with its environmental and affordable warmth strategies. This has included a number of successful programmes to enable citizens to increase their energy efficiency and to benefit from grant aid or other targeted help for the most vulnerable households. The authority was the first city to help citizens switch their energy supplier via its “Big Switch and Save programme”, now it is planned to become the first city in the UK to undertake a collective solar auction scheme.
2. It is now proposed that the council establishes a collective solar auction for the city to enable households across Norwich to easily engage with the solar photo voltaic (PV) market and get the best deal for their PV system.
3. Collective solar PV auctions occurs when a group of likeminded citizens band together to negotiate a better deal with a PV supplier. A third party (in this case Norwich City Council) sets up the group with the help of a specialist partner and then negotiates a better deal on behalf of the consumers they represent. The offer is then presented back to the group for householders to decide whether to accept or not.
4. Evidence from schemes in Europe suggests that citizens can reduce the cost of a PV system by up to 20% because they can collectively benefit from group savings from the mass purchase of PV's as well as installation.
5. Experience from both the Cosy City and Switch and save programmes suggests that customers may prefer a scheme which is associated and accredited to their local authority. Some citizens may find the technology, FIT (Feed-in-tariff) or other aspects of the installation complex and as such would appreciate the support and reassurance of such a scheme being led by Norwich City Council.
6. The scheme will be marketed in a similar way to our existing “Switch and Save” programme. The scheme is a UK first and will likely benefit from first mover advantage/ recognition.
7. The scheme will aim to install 400 PV systems in 2015. An auction will take place in June and delivery will commence in September.
8. In other parts of Europe collective solar auctions are common place and have been widely applied resulting in savings for citizens.

Proposed approach to running a scheme in Norwich

9. The proposed approach to running a collective solar auction in Norwich would be to procure a specialist partner who would work with the council to run a marketing/ communication tranche each leading to an auction.

10. It is expected the partner would:

- Market the scheme effectively to citizens of Norwich through appropriate methods in liaison/ coordination with the council
- Handle enquires on the scheme and sign up interested citizens
- Carry out the negotiation with the market to identify the lowest costs through appropriate methods e.g. an auction
- Complete the handover process with the successful company for citizens who wish to go ahead
- Carry out the necessary supporting activities in line with the points above.

11. It is expected that the council would:

- Provide overall project management for the scheme
- Provide communications support/ advice for the marketing activities and access to council communications channels e.g. Citizen etc
- Highlight /signpost the scheme to citizens who may be interested through frontline employees who regularly engage with customers e.g. customer contact agents, housing officers etc. Briefing packs would be provided to assist with this.
- Provide events and activities which support the programme
- Provide additional support/ advice for vulnerable citizens who may be interested in the scheme.

12. A tender process has been commenced for a partner and if approved by cabinet a contract will be entered into with the chosen provider.

Timescales and resourcing

13. The detailed timescales would need to be agreed with the chosen partner. However, the key planned overall timescales are summarised in the table below:

No	Milestone	Timescale
1	Cabinet agree to establish a scheme for Norwich and delegate authority to sign a contract with the chosen partner	March 2015
2	Contract awarded to chosen provider	March 2015
3	Develop a network of interested suppliers	Ongoing till June 2015
4	Marketing/ communication tranche	May 2015
5	Go to the market for the deal (energy auction etc)	June 2015

6	Present the first tranche deal to citizens and they decide whether to switch energy provider	July 2015
7	End Campaign	Sept 2015
8	Install	Ongoing from Sept 2015

14. The main resourcing requirements for the council in establishing a scheme in Norwich, in addition to existing staff time, are for additional communications, design and printing costs to support the marketing / communication of the scheme. The budget for these activities will be proved by the chosen supplier to cover these costs.
15. The partner will receive a fee from the successful installer for each household who installs a PV system. This fee will be made very clear to interested citizens as part of the marketing and communication of the scheme.
16. The council will receive a proportion of this from the partner in the form of a referral fee for each household who completes the installation process which could cover the costs involved for the council. The amount of the referral fee will be determined by the tender process.
17. This means that the council will incur no costs to run the scheme.

Benefits of establishing a scheme in Norwich

18. The main benefit in establishing a scheme in Norwich is to provide households across the city with an opportunity to buy solar PV systems for below market costs. This supports our low carbon city aspirations within the council's environmental strategy.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	17 March 2015
Head of service:	David Moorcroft
Report subject:	Collective PV Auction scheme
Date assessed:	25/02/2015
Description:	To consider the establishment of a collective PV auction scheme for the City

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The scheme can be carried out within existing budgets.
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There will be a need for other front facing council teams to highlight the scheme to council customers e.g. customer contact, housing officers etc. Briefing packs will be provided to help with this.
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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

(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment
Positive
To progress with the scheme
Negative
Neutral
Issues

Report to Cabinet
11 March 2015
Report of Executive head of regeneration and development
Subject Superfast Britain Connection Vouchers Scheme

Item

21

Purpose

To inform cabinet that Norwich has been offered the opportunity to join the Government's Superfast Britain Connection Voucher Scheme, offering businesses a grant of up to £3,000 to cover the installation cost of superfast broadband; and to cabinet is asked to note the details of the Connection Vouchers Scheme and to approve Norwich's participation in the scheme prior to formal government approval on or before 21 March 2015.

Recommendation

To approve participation in the Superfast Britain Connection Vouchers Scheme commencing on 1 April 2015.

Corporate and service priorities

The report helps to meet the corporate priority "A prosperous city" and the service plan priority to support the development of the local economy and attract inward investment through economic development and regeneration activities.

Financial implications

Project management resources required to deliver the scheme are estimated at up to 0.5 FTE officer time in economic development with additional support from the communications officer. This revenue cost is not recoverable through the scheme but cities are allowed to claim for capitalised project management costs up to a maximum of 10% of the voucher value paid per quarter.

Assuming a voucher take-up of 2% of Norwich's eligible businesses (247 vouchers or just 4 vouchers per week) - the lowest value of vouchers issued (assuming all at £100) would be £24,792 and the maximum £743,760 (assuming all at £3000) – UK average voucher value issued in 2014/15 was £2650. Therefore Norwich would be eligible to reclaim capitalised project management costs of between £2,479 and £74,376 in 2015/16.

Ward/s: All wards

Cabinet member: Councillor Arthur – Leader of the council

Contact officers

Ellen Tilney, economic development manager 01603 212501

Sharon Quantrell, economic development officer (policy and projects) 01603 212501

Background documents

None

Report

Background

1. Norwich has been offered the opportunity to join the government's Superfast Britain Connection Voucher Scheme, offering businesses a grant of up to £3,000 to cover the installation cost of superfast broadband.
2. The scheme is currently live in 22 cities and the Chancellor recently announced a £40million extension to the scheme for 2015/16 potentially offering broadband connection vouchers in 28 more cities.
3. At this stage Norwich has made no formal commitment but we are working with colleagues at Department for Culture, Media and Sport (DCMS) to develop a rollout/delivery plan which, subject to DCMS approval, would be formally signed-off by 21 March with a view to the scheme going live on 1 April 2015. The government plans to formally announce the new cities in the scheme at the end of March but has already made an announcement that Norwich has been invited to join the scheme on 19 February as a part of the economic plan for the East of England.
4. Superfast Britain Connection Vouchers offer SMEs (businesses with 0-250 employees including social enterprises) a grant of between £100 and £3000 to cover the installation cost of superfast broadband to their business premises.
5. The grant must deliver a step-change in connectivity for the business – usually as a minimum taking the business broadband speed to over 30mbps but can also take into account other service improvements such as reliability. The scheme is technology agnostic which means that any technology that will deliver this step-change can be employed including fibre to the cabinet (FTTC), fibre to the premises (FTTP), wireless microwave, leased lines or a combination of these.
6. There is no requirement for the SME to match-fund (or part match-fund) the installation charge – unless it exceeds £3000 - and businesses are free to spend their vouchers as they wish in that they may choose freely from a list of registered suppliers and may redeem on an individual basis or cooperate with other voucher recipients – for example in office buildings occupied by multiple businesses where the landlord provides connectivity services to tenants.
7. The vouchers support one-off installation charges only – they cannot be used to pay for on-going revenue charges and the grant will not cover payment of VAT (most businesses will be able to reclaim the VAT). The only commitment required from businesses is that they must sign up to a minimum 6 month contract with a broadband supplier. In some cases this is not inconsequential, for example, leased line subscriptions often exceed £700/month.
8. Strategically, over time the impact of this scheme is intended to increase deployment of hard-wired superfast broadband infrastructure in cities. Alongside this, as more businesses subscribe to superfast services the increased demand will stimulate more investment by providers and drive down prices to make it more accessible.

How the scheme is delivered

9. Cities must work in partnership with DCMS to develop a delivery plan for the voucher scheme; this will include:
 - profiling likely local demand, defining the eligible area and supplying DCMS with a postcode list to cover this area;
 - setting voucher targets with monthly milestones;
 - demand stimulation/awareness raising plan;
 - clear and effective operational plans in place, with a nominated senior responsible officer and project officer/team with day to day responsibility for the scheme.
10. BDUK (the Government's national broadband scheme) will work closely with cities to develop the above and will formally "sign-off" the plan as evidence that the city is ready to launch – all cities taking part in 2015/16 will be signed off by 21 March 2015.

Options for consideration

Scheme administration.

11. Norwich City Council can elect to operate the scheme in-house or alternatively it could choose to sub-contract the administration to another area participating in the scheme such as Ipswich, Peterborough, Southend, Cambridge, or Cambridgeshire. While sub-contracting the Scheme gives the same benefits to the city's business community it would mean that the City Council did not receive any income from the Scheme whilst it would still carry the reputational risk for any failure.
12. An offer to administer the Scheme on behalf of Norwich has been received from Cambridgeshire County Council which would essentially give Norwich just 1% of the income whilst still requiring the City Council to deliver the demand stimulation/marketing/supplier liaison activities and carrying the reputational risk.
13. The LGSS finance team is potentially already well-equipped to carry out their part of the Scheme as Cambridgeshire Council has been running the Connection Vouchers successfully in 2014/15. It is therefore recommended that Norwich does not sub-contract delivery of the Scheme to another council.

Implications for the council

Financial implications:

14. The value of vouchers issued/paid is reclaimed from DCMS quarterly in arrears which will have an impact on cashflow. In order to quantify this and as part of the delivery plan required by DCMS we have estimated penetration levels for the vouchers within the city's eligible business population as follows.
15. The majority of private sector businesses are not registered for VAT or PAYE i.e. classed as 'unregistered' in terms of government statistics - these are the smallest

non-employing businesses not registered for VAT. There were an estimated 3.0 million unregistered businesses in the UK at the start of 2014, representing 57% of all private sector businesses. (Source: p.8 BIS Statistical Release November 2014 Business Population Estimates for the UK and Regions 2014).

16. Therefore if the total number of registered businesses (including large) in Norwich is 5,495 and this is estimated to be just 43% of the total number of businesses in Norwich, then the total number (registered and unregistered) is actually 12,779 (including large). Based on this assumption, the estimated number of SMEs in Norwich is 97% of 12,779 - that is 12,396 businesses.
17. Taking this figure, and assuming a voucher take up of 2% or 247 vouchers - average voucher take up in the 22 cities participating in the scheme in 2014/15 was 1-3%- the lowest potential value of vouchers issued (assuming all at £100) would be £24,792 and the highest £743,760 (assuming all at £3000) – UK average voucher value issued in 2014/15 was £2650.
18. On a flat profile at the highest level this would result in the city council paying out and having to reclaim c. £186,000/quarter.

Political, environmental and reputational implications-

19. Participation in the scheme is important both to partners and businesses; improvements to Norwich's broadband is high on the agenda and there would be extremely negative implications if Norwich did not embrace the opportunity to lever in funding to support improvements to this key business infrastructure. Broadband is now seen as essential infrastructure and from an environmental perspective is clean infrastructure. The internet is also key to driving down unnecessary journeys and vehicle movements – particularly where road and rail connectivity is seen as poor.
20. This scheme is particularly attractive to businesses as it is one of very few grant schemes with no requirement for match funding.

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report

Detailed guidance to help with completing the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee: Cabinet

Committee date: 11 March 2015

Head of service: Andy Watt

Report subject: Superfast Britain Connection Vouchers Scheme

Date assessed: 27 February 2015

Description:

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The voucher scheme represents government investment in broadband utilities in Norwich. Increased take up of superfast broadband will benefit many small and medium sized businesses, enabling them to use the technology in many different ways from marketing their offer to efficiencies in travel and communications. Delivering the scheme in Norwich will require officer time to process applications, market the scheme, and complete the necessary performance reports and financial claims. This is estimated at approximately 0.5 FTE in Economic Development, this revenue cost is not recoverable through the scheme.
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The vouchers will make superfast broadband services more affordable and accessible to small and medium sized businesses in Norwich
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments

	Impact			
Transportation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Although it is not possible to calculate the impact of the scheme, use of broadband technology by the businesses is effective in reducing levels of travel for businesses and their customers.
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Although it is not possible to calculate the impact of the scheme, increased adoption of broadband technology by the business community is highly effective in reducing resource consumption and waste because, amongst other benefits, increased online marketing reduces the requirement for printed literature and marketing materials therefore reducing levels waste paper and the energy used in their production.
Pollution	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Although it is not possible to calculate the impact of the scheme, increased adoption of broadband technology by the business community is known to reduce requirements for travel. A reduction in journeys will deliver reduced levels of pollution.
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There are potentially considerable reputational risks involved in the administration of the Scheme if applications are not processed efficiently. However, these can be mitigated with appropriate levels of due diligence in the issuing and processing of vouchers and also by provision of accurate information to applicants and good levels of stakeholder engagement. A well run scheme will be very positive in terms of the council's reputation.

Recommendations from impact assessment

Positive

Overall participation in the scheme will be highly beneficial for small and medium businesses in Norwich as it represents a grant with no match requirement that will enable them to install superfast broadband services in their business premises regardless of the technology required to achieve this, thus making superfast broadband more accessible to more businesses in Norwich.

Negative

Neutral
Issues

