

Scrutiny committee

Date: Thursday, 17 March 2016

Time: 16:00

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

All group pre-meeting briefing – 15:00 Westwick Room

This is for members only and is not part of the formal scrutiny meeting which will follow at 16:00.

The pre-meeting is an opportunity for the committee to make final preparations before the start of the scrutiny committee meeting.

Committee members:

Councillors:

Wright (chair)
Maxwell (vice chair)
Bogelein
Coleshill
Grahame
Haynes
Manning
Packer
Peek
Raby
Ryan
Sands (S)
Schmierer

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Information for members of the public

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

AGENDA

1 Apologies

To receive apologies for absence

2 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 Declarations of interest

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

4 Minutes

7 - 10

To approve the accuracy of the minutes of the meeting held on 25 February 2016.

5 Scrutiny committee work programme 2015 - 2016

11 - 34

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

6 Annual scrutiny review 2015 - 2016

35 - 66

Purpose - To agree the annual review of the scrutiny committee's work 2015 - 2016 and to recommend it for adoption by council.

7 Review of management and delivery of Push the Pedalways

67 - 74

Purpose - To comment on how the first phase of the Cycle City Ambition-funded project was managed and delivered and suggest ways that experience with phase one can be used to inform delivery of future local highway investment.

Date of publication: **Wednesday, 09 March 2016**

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

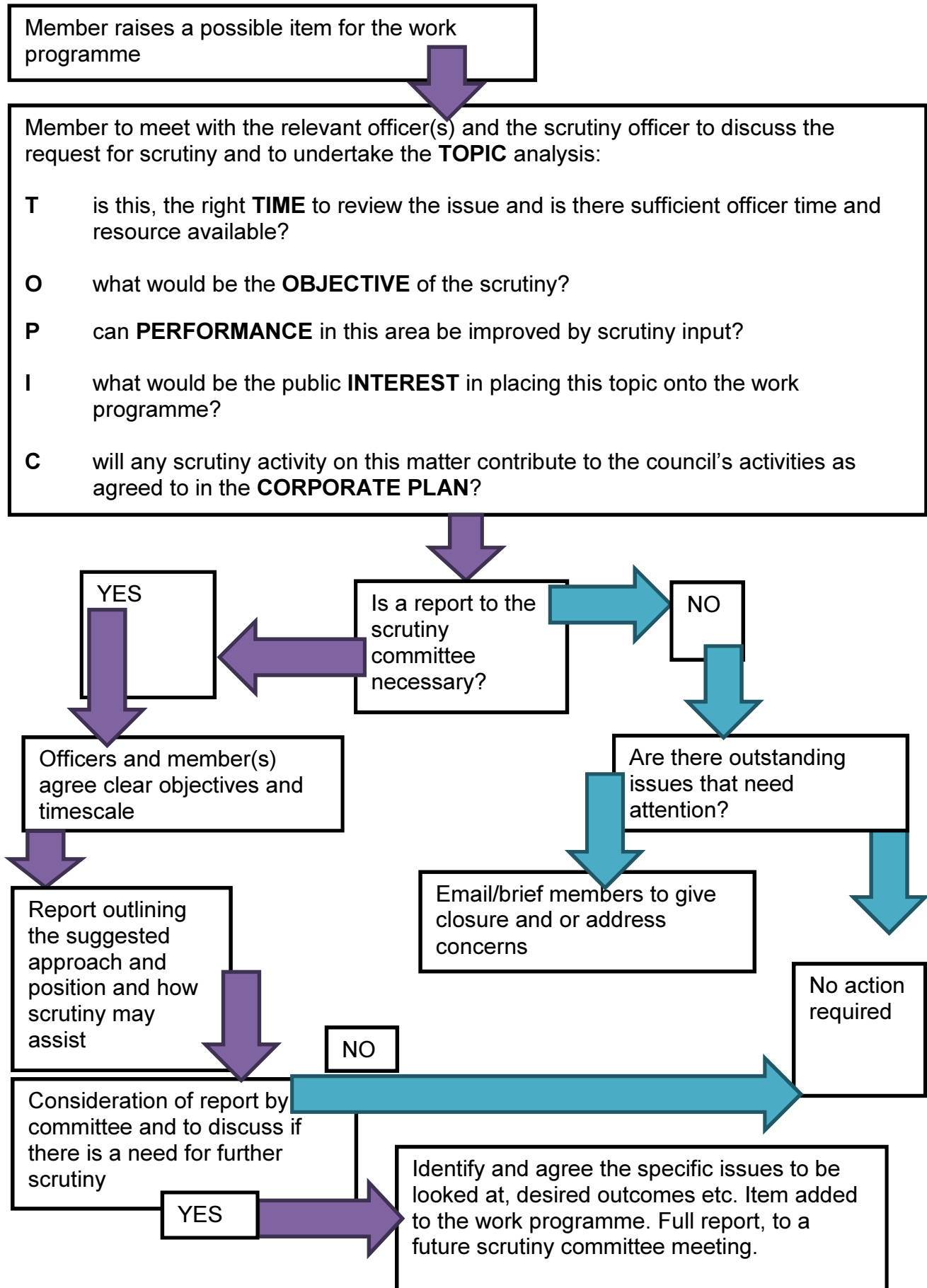
Once the TOPIC analysis has been undertaken, a joint decision should then be reached as to whether a report to the scrutiny committee is required. If it is decided that a report is not required, the issue will not be pursued any further. However, if there are outstanding issues, these could be picked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

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

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

Specific, Measurable, Attainable, Relevant and Time-bound

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



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

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

SCRUTINY COMMITTEE**16:35 to 18:45****25 February 2016**

Present: Councillors Wright (chair), Maxwell (vice chair), Bogelein, Coleshill, Carlo (substitute for Haynes) Grahame, Manning, Peek, Packer, Raby, Ryan, Sands (M) (substitute for Sands (S)) and Schmierer

Apologies: Councillors Haynes and Sands (S)

Also present: Councillor Bremner

1. Public questions / petitions

A public question was asked by Mr Jolyon Gough:

“A local resident has discovered an outdoor plaque which would have been positioned on verges within the area it reads

“City of Norwich’ It is an offence against the bylaws to drive or place a vehicle on this grass verge in a manner liable to cause injury to the turf or trees”

Will the scrutiny committee, as part of its review, ask cabinet if this byelaw is enforceable?”

The head of city development services said:-

“The byelaw would not be enforceable as it is a historic anachronism. A byelaw was in place to prevent verge parking but disappeared when parking was decriminalised. Other powers were relied upon going forward, which will be discussed later in the meeting.”

The chair thanked Mr Gough for his question.

2. Declarations of interest

There were no declarations of interest

3. Minutes

RESOLVED to agree the accuracy of the minutes of the meeting held on 28 January 2016

4. Scrutiny committee work programme 2015 -2016

The chair reminded members that the pedalways scheme would be the focus of the next meeting of the scrutiny committee on Thursday 17 March and that the public would be encouraged to email their comments to pedalways@norwich.gov.uk

Members discussed items to add to the next scrutiny work programme and it was agreed that the topics of academies and the grounds maintenance contract would be considered for the next work programme in the new civic year. The chair said that he had also received a request from a member of the public and in the new civic year, this request should be tested against the TOPIC criteria for possible inclusion onto the work programme.

RESOLVED to note the scrutiny committee work programme 2015-2016

5. Update from the NHOSC representative

The representative gave a verbal update to the committee. She said that the topic of consultations and stakeholders had been discussed in relation to changes made to healthcare services. The strategy manager said that he had regular meetings with the chair of the Clinical Commissioning Group (CCG) and could circulate relevant updates to members via the e-councillor website.

The representative said that the issue of continuing healthcare for patients with a need for care beyond a hospital stay had been discussed and that the health service would pay for some social care. She said that it was important that the public were aware that these packages were available and that members played an important role in publicising this.

RESOLVED to

- 1) Note the update from the NHOSC representative; and
- 2) To ask the strategy manager to contact the chair of the CCG to see which consultations on planned changes to commissioning intentions may be able to be made available via e-councillor.

6. Council policies for the control of verge parking and A boards

The chair suggested that the discussions on the control of verge parking and the proposed policy on A boards were taken separately.

The head of city development services presented the report on verge parking. He said that officers would be undertaking a review of verge and pavement parking policies. The Government was currently looking at pavement parking policies so it would be sensible to wait for these conclusions before advancing this element of the policy.

The report to the executive in 2006 (at appendix A to the report) had resolved to use Traffic Regulation Orders (TROs) to supersede bylaws to stop parking on 'mown verges'. These were enforced by the Civil Enforcement Officers (CEOs) and parking

tickets were issued. A TRO on Earlham Road had been successful. Consultations were run in other areas of the city but there had been no public appetite for them. In some areas, verges had been strengthened for residents to park on where there was little or no off street parking. This was expensive to undertake and there had not been the budget going forward to continue this. Physical barriers on verges were expensive and represented an ongoing maintenance issue. These would only be used in circumstances of people driving over verges.

Discussion ensued in which the head of city development services explained that there was a very limited budget for the introduction of TROs. The requests for new TROs would be subject to a scoring process and the joint highways committee would prioritise the implementation of those within areas with safety concerns or access issues.

The head of city development services said that schools and the way children travelled to school had changed and was a dynamic that the council had to react to. A targeted approach to enforcement around these areas could be considered in the review. It was suggested that it would be helpful to collect some data from schools to understand where the children are travelling from to aid the mapping of parking hotspots.

In response to a member's question, the head of city development services said that parking enforcement was not used to create an income stream but did need to pay for itself. A small surplus was generated but this was handed back to Norfolk County Council. A dialogue had been started with the county council around this surplus and the suggestion had been made that Norwich City Council use this surplus to reinvest in measures such as TROs.

Members discussed the possibility of allowing local residents to put planting on the verges outside their houses to discourage drivers from parking on the verges. The head of city development services said that the legal implications of this would need to be reviewed before being taken forward. It was suggested that a list of approved plants could be made for residents to use.

RESOLVED to ask the head of city development services to:-

- 1) contact all schools in the Norwich City Council area for a copy of their travel plan to collect data on how children travel to school,
- 2) liaise with the communications team and place an article in Citizen magazine to promote best practice around verge parking; and
- 3) consider the following for inclusion in the verge parking review:-
 - a) residents adopting verges to maintain with appropriate planting
 - b) targeted enforcement of verge parking hotspots

The transport planner presented the report on the proposed A board policy. Stakeholders had been consulted and nationwide policies had been researched. He referred members to pages 47 – 48 of the agenda which listed the proposed recommendations for a new policy and said that the enforcement of these would not put pressure on already stretched budgets.

In response to a member's question, the transport planner said that the public liability insurance figure had been taken from research into other council's policies.

Research around licensing A boards had also been undertaken and after struggling to find examples of successes, was concluded to be inappropriate for Norwich. This idea was also heavily opposed by business groups. He agreed to circulate this research around public liability insurance and licensing of A boards to members.

Discussion ensued around the recommendation that the A boards would have to adjoin directly to the premises. The transport planner said that this point had been added after consultation with access groups. The idea was to create uniformity for visually impaired people. Members questioned how this would allow businesses in areas such as the lanes to advertise their shops as many smaller businesses used A boards a distance from their premises to advertise. The transport planner explained that the council wanted to support local businesses but the policy was intended to balance the needs of all using the city. The policy would only apply to the public highway and not private areas such as the Forum or the Royal Arcade. Parts of the market were not on public highway and therefore could operate as usual regarding A boards within the boundaries of the marketplace.

(Councillors Manning and Packer left the meeting at this point.)

The transport planner confirmed that the consultation on the proposed A board policy would begin with stakeholders on Friday 26 February and would be widened to the public the following week.

RESOLVED to note the proposed A board policy.

CHAIR

ITEM 5

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET PORTFOLIO COUNCILLOR or ORGANISATION	SCOPE - REASON FOR TOPIC REQUEST AND OUTCOME SOUGHT
6 July 2015	Quarter 4 performance monitoring (14/15)	Cllr Alan Waters, Russell O'Keefe and Phil Shreeve	Identification of any causes for concern and note successes arising from this 6 monthly review of performance monitoring data
6 July 2015	Establishing a local housing company	Cllr Bert Bremner and David Moorcroft	Pre-scrutiny of the report going to cabinet that outlines arrangements for the council towards establishing a local housing company to allow the council to take forward housing development in Norwich.
6 July 2015	Update from May meeting of the Norfolk county health overview and scrutiny committee	Steve Goddard	For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the rep to take back to the next NHOSC meeting.
16 July 2015	Update of the rep for the Norfolk county health overview and scrutiny committee	Cllr Sandra Bogelein	A brief Oral update of the meeting of NHOSC that was held earlier in the day at county hall. (A written update will be available at the September meeting along with the September update)
16 July 2015	Overview of DWP sanctions	Phil Shreeve	To look at how the council can work with partners to help those who may be affected with a particular focus on young people and the homeless.

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DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE ORGANISATION OFFICER CABINET PORTFOLIO COUNCILLOR	SCOPE - REASON FOR TOPIC REQUEST AND OUTCOME SOUGHT
16 July 2015	Benefits processing times	Anton Bull, LGSS and Cllr Alan Waters	To address the performance levels towards improving the average processing time for new housing benefit and council tax reduction scheme claims.
17 September 2015	Update of the rep for the Norfolk county health overview and scrutiny committee (July & Sept report)	Cllr rep and Steve Goddard	For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the rep to take back to the next meeting of NHOSC
17 September 2015	Looking at the co-operative agenda in local government	Cllr Alan Waters, Russell O'Keefe and Phil Shreeve	Looking at co-operative innovations and solutions and suggestions for how Norwich might benefit. (Subject to final agreement over scope)
15 October 2015	Assessment of the corporate plan against the programme of the new government	Cllr Alan Waters, Russell O'Keefe and Phil Shreeve	To gain an overview of the new governments programme and any implications this may have for the council's corporate plan
15 October 2015	Transformation programme for the Council	Cllr Alan Waters and Russell O'Keefe	For the scrutiny committee to comment on and make suggestions towards the development of the council's programme for transformation

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DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE ORGANISATION OFFICER CABINET PORTFOLIO COUNCILLOR	SCOPE - REASON FOR TOPIC REQUEST AND OUTCOME SOUGHT
12 November 2015	Quarter 2 performance monitoring (15/16)	Cllr Alan waters, Russell O'Keefe and Phil Shreeve	Identification of any causes for concern and note successes arising from this 6 monthly review of performance monitoring data
12 November 2015	Review of community space - update on progress	Cllr Keith Driver, Russell O'Keefe and Bob Cronk	A report back to the scrutiny committee on how work has progressed since the task and finish group.
12 November 2015	Update of the rep for the Norfolk county health overview and scrutiny committee (Oct report)	Councillor rep and Steve Goddard	For the committee to note the work of the HOSC and comment on any implications for Norwich residents for the residents for the rep to take back to NHOSC
12 November 2015	Update on the delivery of the work plan for the building social inclusion and capital in Norwich project	Cllr Keith Driver and Russell O'Keefe	For the committee to receive and note a briefing paper as an update on progress at this early stage in the work.
17 December 2015	Transformation programme for the Council	Cllr Alan Waters and Russell O'Keefe	Ongoing scrutiny to consider the development of the transformation programme.
17 December 2015	Annual equality information report	Cllr Vaughan Thomas and Phil Shreeve	Pre scrutiny of the report before it goes to cabinet

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DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE ORGANISATION OFFICER CABINET PORTFOLIO COUNCILLOR	SCOPE - REASON FOR TOPIC REQUEST AND OUTCOME SOUGHT
17 December 2015	Update of the rep for the Norfolk county health overview and scrutiny committee (Dec report)	Councillor rep and Steve Goddard	For the committee to note the work of the NHOSC and comment on any implications for Norwich residents for the rep to take back to NHOSC
28 January 2016	Pre-scrutiny of the proposed policy and budget frame work	Cllr Alan Waters, Russell O'Keefe and Justine Hartley	To make suggestions to cabinet regarding the proposed budget's ability to deliver the council's overarching policy and look into how tenants can use communal areas
28 January 2016	(Environmental strategy) Yearly update on the progress statement	Cllr Bert Bremner, Richard Willson and David Moorcroft	Identification of any issues to consider and note successes and progress reported in the progress statement
25 February 2016	Verge and pavement issues	Cllr Bert Bremner, David Moorcroft and Andy Ellis	To make recommendations to inform the verge parking review and revised A board policy for consideration by cabinet.
25 February 2016	Update of the rep for the Norfolk county health overview and scrutiny committee	Councillor rep	For the committee to note the work of the NHOSC and comment on any implications for Norwich residents for the rep to take back to NHOSC

ITEM 5

17 March 2016	Annual review of scrutiny	Cllr James Wright	To agree the annual review of the scrutiny committee's work 2015 to 2016 and recommend it for adoption of the council
17 March 2016	Push the Pedalways	Andy Watt	
TBC	Academies		(Subject to final agreement over scope)

Scrutiny committee tracker

2015 – 2016

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
11 June 2015	Verge and pavement issues	Andy Watt	For the scrutiny committee members to receive an update on progress regarding verge and pavement issues raised at earlier meetings.	Members received an email update from the head of city development services on 12 June reporting on the current position. The scrutiny committee will also be pre scrutinising a report that will cover the review of verge and pavement issues at the 25 February 2016 meeting. Item taken on that date.
11 June 2015	Best practice in tackling transphobic hate crimes	Bob Cronk	For the head of neighbourhood services to provide an update and information as an email briefing to the scrutiny committee	Members can find update on e-councillor under the e-bulletin section or be clicking here
11 June 2015	The council's consultation process	Nikki Rotsos	For a briefing paper to be circulated, for scrutiny members to gain an overview and understanding of the council's current work in this area.	Ongoing

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
11 June 2015	The communications approach of the scrutiny committee	Chair of scrutiny and Nikki Rotsos	To make this an ongoing piece of work with a view to make suggestions on how members advertise and publicise their work.	A discussion was had with a committee member who had raised this and some information fed back to the January 2016 meeting
6 July 2015	Self-esteem and aspirations task and finish group; annual update	Bob Cronk	Future updates on the progress being made with the work programme, as a result of the self-esteem and aspirations task and finish group.	Much of this work has been built into the review of the neighbourhood model

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
6 July 2015	Quarter 4 performance monitoring (14/15)	Tracy John and Chris Haystead	HCH5 states that our target is to prevent 50% of people who contact us to become homeless: Could it be clarified why this target is so low?	We needed to factor in the challenging environment for homelessness and prevention. While current performance is good, we are working at our optimum within existing resources. As such, shifting external factors (further welfare reform, effect of cuts to services by partner organisations etc) will potentially limit our effectiveness and performance. Therefore, the 50% target is both realistic and challenging. In addition, this would be very good performance compared to most local authorities.
		Chris Haystead	HCH8 the target has reduced from 87% to 77% why is that? Has satisfaction with the housing service gone down?	Satisfaction with the housing service has actually improved considerably. It has increased by over 11% between our survey in 2013 and the one carried out this year, taking overall satisfaction to 81%. This puts us the 3rd best in the country in terms of large local authority landlords. However, the previous target of 87% was unrealistic and we need to ensure targets strike the right balance between being realistic and challenging. As you will be aware, targets are then reviewed each year.

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
6 July 2015	Quarter 4 performance monitoring (14/15)	Russell O'Keefe	VFM3 – the target has reduced why is that?	As set out above we need, to ensure targets strike the right balance between being realistic and challenging and 85% had gone beyond challenging to unrealistic.
		Anton Bull	VFM6: how has this measure been revised?	This is a composite of the 4 main elements of council income collected - council tax, NNDR, housing rent and sundry income. Prior to 2012 we had “in-year” collection targets for council tax and NNDR of 96.5% and 98.2%. In measuring the “% of income owed to the council collected” for the 2012-15 corporate plan the amount of council tax and NNDR we had actually collected was taken as a percentage of the amount we expected to collect. In that regard it was actually a percentage of the target percentage not a percentage of the “total amount”. For the new corporate plan we have aimed to simplify this. So now, the % of council tax and NNDR collected are as a percentage of the total amount not the expected amount. (N.B. In year the monthly “amount due” still has to be estimated as there isn't an actual monthly amount due. This is modelled based on typical collection rates from previous years. However, this builds

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
6 July 2015	Quarter 4 performance monitoring (14/15)	Adrian Akester	VFM6: how has this measure been revised? (continued) With regards to the effect of the waste officers door knocking: has there been a pre/post comparison with regards to uptake of recycling, general waste reduction and use of food waste, thus a comparison of numbers before the door knocking and afterwards?	towards a percentage of the total amount due for the year).The target for this has therefore been reduced from 96% to 95% as the change has resulted in the denominator (amount due) getting bigger. Door knocking was one small part of a much wider and concerted strategy to increase recycling etc. However, pre – implementation of this overall strategy recycling rates were 18% and are obviously now 36%.
17 Sept 2015	Review of cooperative innovations and solutions, and suggestions for how Norwich might benefit	Phil Shreeve	The current offer (both supported by and being offered independent of the council) for new co-operative business start-up and Support Officers to consider supporting an event to facilitate flow of information of advice to support	Much of the work relating to this item will be picked up by the Chair in conjunction with other members as appropriate and may form the basis of additional activity in the new civic year - see the item in October 2015

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
17 Sept 2015	Review of cooperative innovations and solutions, and suggestions for how Norwich might benefit	(continued)	<p>new and existing co-operative business models To make members aware of national or regional evidence on the impact of co-operative models on supporting local economies.</p> <p>(Recommend to cabinet) that the LEP be approached to support use of development funds to support cooperative within the Norwich economy</p>	(continued)

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
15 October 2015	Scrutiny Work Programme 2015 -2016	Phil Shreeve and James Wright	Interest was expressed in setting up a task and finish group to examine creative ways to develop income streams for the city council (it was stressed this would be member-led)	This was dropped at the scrutiny meeting 12/11/2015 following difficulties securing enough members to create a full task and finish group - it was agreed that the chair and councillor Bogelein may wish to consider carrying out some work in this area themselves.
		James Wright	Discussion of income generation led to the suggestion of involving cooperatives in this work. Idea to hold a half-day seminar for senior staff and officers to provide clarification around the way in which they work	Ongoing work by chair
	Assessment of the corporate plan against programme of new government	Phil Shreeve	<p>Invite constituents of Norwich to attend a future meeting of the scrutiny committee to explain the impact of on their lives of the changes to housing funding</p> <p>Convene a briefing session (after the Spring 2016 budget) for all councillors regarding the issue of housing funding cuts</p>	This needs to be scoped with the Head of Housing once more detail about the financial and regulatory frameworks become known over coming months

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
15 October 2015	Draft new blueprint and transformation programme	Phil Shreeve	A member suggested that it was important to engage the public to reach possible solutions in relation to the transformation programme. It was felt vital to encourage participation in public consultation and it was also suggested that the scrutiny committee have a view of the consultation document prior to its release. Resolved to ask the communications team to publish articles in citizen magazine which highlight and explain the many tough choices the council faces in light of continued cuts.	Member of communications team attended scrutiny committee meeting 28/01/2016
12 November 2015	Scrutiny Committee Work Programme	Phil Shreeve	<p>Invite a member of the communications team to the meeting of the Scrutiny Committee to be held on 28 January 2016</p> <p>Circulate work carried out so far pertaining to educational equalities</p>	Member of communications team attended scrutiny committee meeting 28/01/2016

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
12 November 2015	Community Space Review	Bob Cronk	It was agreed a website containing a centralised tool for room bookings across all community centres would be worthwhile	Ongoing
17 December 2015	*Transformation Update	Lee Robson	Discuss with the communications team about publishing the changes to the Housing and Planning Bill Provide information on annual turnover/vacancy rates as well as estimated pay to stay impacts and a copy of our submissions to Housing and Planning consultations	Ongoing From April 2015 to Feb 2016 97 sheltered homes relet and 733 general needs. In regard to pay to stay impacts, "We are keeping this policy under review as the Housing and Planning Bill makes its way through Parliament. At this stage we cannot be sure how many tenants would be affected" A copy of the submission to the Housing and Planning consultations can be found on the e-bulletin section of e-councillor

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
17 December 2015	Quarterly Performance Report	Phil Shreeve	Ask the strategy manager to liaise with the relevant portfolio holder and head of service to investigate whether an alternative measure for HCH3 (the number of empty homes brought back into use) could be introduced that the council had more active control over	Officers have begun to look at possible options around HCH3 and how different measures could be reported and what that told us about performance. However given uncertainties about future finance and the possible need to revisit the Corporate Plan after the national budget in Spring this would be considered along with a wider discussion on targets and priorities (see Item 4 on the Council agenda for 23 Feb 2016)
	Quarter 2 performance monitoring (2015 – 2016)	Bob Cronk	VFM8: How is this measured? If it is measured by surveying people who got in contact or is it surveyed more widely?	Performance is measured by way of a quarterly survey. Callers to the Council are asked if they'd be prepared to take a short survey. Quarterly performance is reported and a rolling year % is also provided in the commentary. Performance on this measure is determined by response to the following question: How much would you agree or disagree that Norwich City Council seeks people's views about issues that affect your local area? (Local area is the area within 15-20 minutes walking distance from your home.) Answer options: Very satisfied/ satisfied/ neither satisfied nor dissatisfied/ dissatisfied/ very dissatisfied

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
17 December 2015	Quarter 2 performance monitoring (2015 – 2016)	Bob Cronk	SCL12: How exactly is resident satisfaction with their local environment measured? Who is surveyed and what is the question?	Performance is measured by way of a quarterly survey. Callers to the Council either telephone or in person, are asked if they'd be prepared to take a short survey. The specific question for this performance measure is: "Overall, how satisfied or dissatisfied are you with your local neighbourhood as a place to live?" (N.B. Local neighbourhood defined as "the area within 15-20 minutes walking distance from your home"). Response options: Very satisfied/ Fairly satisfied/ Neither satisfied nor dissatisfied/ Fairly dissatisfied/ Very dissatisfied/ Don't know
		Andy Watt	The homelessness strategy shows that Norwich is way below the average with regards to preventing homelessness by keeping people in their own homes. How does that relate to the target of preventing homelessness? Would it be worth having a new target to help increase the number of people staying in their own home?	Ongoing
		Andy Watt	SCL07: What is the work that is underway to try and address road casualties?	Nearly all highway improvement schemes have a road safety component; for example the Pink Pedalway

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17 December 2015	Quarter 2 performance monitoring (2015 – 2016)	Tina Pocklington	VFM4: From initial assessments, what are the reasons for this high percentage of avoidable contact?	During April and May the quality of some of the data being gathered was poor and so was not able to be included in the overall analysis. Therefore, during June work was undertaken to streamline and improve the way data was being captured. Changes to our electronic form, clear communication and ongoing targeted training have resulted in improvements in the quality of our data which reflects the current experience of our customers. This has meant that the percentage of avoidable contact is high. As part of setting KPI for next year it is anticipated that this target figure will need to be increased whilst we work collectively to drive down these high levels of avoidable contact.
28 January 2016	Pre-scrutiny of the environmental strategy 2015 – 2018	Richard Willson	Ask members to forward any detailed questions in the first instance to the environmental strategy manager for inclusion on the scrutiny tracker	Members can find an update on e-councillor under the e-bulletin section
	Scrutiny Committee Work Programme	James Wright	Ask the chair to provide members with an update on the co-operatives briefing	Ongoing work by chair

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
25 February 2016	Norfolk Health Overview and Scrutiny Committee	Phil Shreeve	Ask the strategy manager to contact the chair of the CCG to see which consultations on planned changes to commissioning intentions may be able to be made available via e-councillor.	A discussion has been held and further options looked at once the CCG have looked again at their consultation and engagement processes
25 February 2016	Council policies for the control of verge parking and A boards	Andy Watts	<p>Contact all schools in the Norwich City Council area for a copy of their travel plan to collect data on how children travel to school</p> <p>Liaise with the communications team and place an article in Citizen magazine to promote best practice around verge parking</p>	<p>Steps are being taken to request this information</p> <p>It is hoped to be able to include an article in the 6th June edition of Citizen</p>

FORWARD AGENDA: CABINET, COUNCIL, SCRUTINY AND COMMITTEES and MEMBER BRIEFINGS 2015 – 2016



ALLOCATED ITEMS							
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Cabinet or portfolio holder briefing?	Exempt?
CABINET 9 MAR 2016	Quarter 3 2016-16 performance report	To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 3 of 2015-16	Cllr Waters Phil Shreeve Strategy manager EXT 2356		Phil Shreeve	PH	NO
CABINET 9 MAR 2016	Revenue budget monitoring 2015-16 period 10	To provide an update on the current financial position, the forecast outturn for the year 2015-16, and the consequent forecast of the general fund and housing revenue account balances.	Cllr Stonard Justine Hartley chief finance officer EXT 2440 Hannah Simpson Group accountant EXT 2561		Justine Hartley	PH	NO
CABINET 9 MAR 2016	Local Development Scheme 2016-18	To agree the content of the revised Local Development Scheme (LDS).	Cllr Bert Bremner Mike Burrell planning policy team leader		Dave Moorcroft	PH	NO
CABINET 9 MAR 2016	Procurement of works – Various key decisions for expenditure on housing repairs and upgrades contracts – KEY DECISION	To consider approving placing orders via the procurement process for various work programmes and schemes.	Cllr Harris Gary Atkins Carol Marney		Bob Cronk	PH	NO
CABINET	Award of contract for	Award the contract for the	Cllr Bremner		Dave		NO

ALLOCATED ITEMS							
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Cabinet or portfolio holder briefing?	Exempt?
9 MAR 2016	the development of Goldsmith Street – KEY DECISION	development of Goldsmith Street	Andy Watt Head of city development services EXT: 2691 Andrew Turnbull Senior Housing Development Officer EXT: 2778		Moorcroft		
CABINET 9 MAR 2016	Managing assets – appropriation of housing revenue account land to the general fund – KEY DECISION	To consider the appropriation of land and buildings that is no longer required for the housing use for which it is currently held.	Cllr Harris Cllr Stonard Philippa Dransfield EXT 2562		Dave Moorcroft		NO
CABINET 9 MAR 2016	Write off of non-recoverable national non domestic rate debt	To provide an update on the position as at 12 February 2016 with regard to the write off of non-recoverable national non domestic rate debt and request approval for the write off of debts of £108,606 which are deemed irrecoverable.	Cllr Stonard Justine Hartley chief finance officer EXT 2440 Carole Jowett revenues and benefits operations manager EXT 2684		Justine Hartley	PH	NO
CABINET 9 MAR 2016	An overview of external relationships, contracts and grants	To consider commissioned services for the period 2016-17. These are both planned and current	Cllr Waters Adam Clark Senior strategy		Phil Shreeve		NO

ALLOCATED ITEMS							
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Cabinet or portfolio holder briefing?	Exempt?
	2016-17 – KEY DECISION	relationships with external organisations including partnerships, grants, contracts and shared services.	officer EXT 2273				
CABINET 9 MAR 2016	Planning pre-application advice – review of charges and service standards	To review the existing planning pre-application charging structure and service standards and recommend changes.	Cllr Bremner Graham Nelson, Head of planning Ian Whittaker Planning development manager EXT 2528		Dave Moorcroft		NO
CABINET 9 MAR 2016	Three Score phase 2 development agreement – KEY DECISION	To approve the development agreement for the provision of affordable housing at Three Score phase 2	Cllr Harris Andy Watt Head of city development services EXT: 2691 Gwyn Jones City growth and development manager EXT 2364		Dave Moorcroft		NO
CABINET 9 MAR 2016	Three Score phase 2 - development agreement - appendices – KEY DECISION	To consider the appendices to the Three Score phase 2: development agreement for affordable housing report	Cllr Harris Andy Watt Head of city development services EXT 2691 Gwyn Jones		Dave Moorcroft		YES (Paragraph 3)

ALLOCATED ITEMS							
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Cabinet or portfolio holder briefing?	Exempt?
			City growth and development manager EXT 2364				
CABINET 9 MAR 2016	Managing Assets - KEY DECISION	To consider the disposal of individual property assets currently held by the council.	Cllr Stonard Andy Watt Head of city development services EXT 2691 David Rogers Client property and parking manager EXT 2463		Dave Moorcroft	PH	YES (Paragraph 3)
CABINET 9 MAR 2016	Award of contract – KEY DECISION	To consider the award of a contract as outlined within the report.	Cllr Bremner Joanne Day Parking operations manager EXT 2453		Dave Moorcroft		YES (Paragraph 3)
SCRUTINY 17 MAR 2016	Annual review of scrutiny	To agree the annual review of the scrutiny committee's work 2015 to 2016 and recommend it for adoption by the council	Cllr James Wright and Phil Shreeve				
SCRUTINY 17 MAR 2016	Push the Pedalways		Andy Watt				

ALLOCATED ITEMS							
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Cabinet or portfolio holder briefing?	Exempt?
COUNCIL 22 MAR 2016	Appointment of Monitoring Officer	To consider the appointment of the monitoring officer	Cllr Stonard Anton Bull Executive head of business relationship management and democracy EXT 2326		Anton Bull	PH	No

Norwich City Council
SCRUTINY COMMITTEE

Item No 6

REPORT for meeting to be held on 17 March 2016

Annual scrutiny review

Norwich City Council 2015 – 2016

Summary:

This annual review reports on the work and progress that has been made by the scrutiny committee for the period 2015–2016.

Article 6d of the council's constitution (overview and scrutiny committees); the scrutiny committee will report annually to the council on its workings and make recommendations for future work programmes and amended working methods if appropriate.

Conclusions:

This snapshot view of outcomes as a result of scrutiny activity helps to reinforce that successful scrutiny is collaboration between the scrutiny committee, the cabinet, residents, partners and the officers of the council.

Scrutiny not only produces outcomes in terms of feeding into the decisions that are made but it can also play a valuable role to inform and develop knowledge for members.

Recommendation:

That the scrutiny committee recommends the annual scrutiny review for approval at the next available meeting of full council.

Contact Officer:

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

Annual review of the scrutiny committee 2015 - 2016

Introduction by **James Wright, the chair of the scrutiny committee**

This annual review of the scrutiny committee is aimed at assessing the effectiveness of the work done by the scrutiny committee at Norwich City Council for the civic year 2015 – 2016.



NORWICH
City Council

I would like to begin by thanking all those who have been involved with the scrutiny process this year, particularly those people from groups who would otherwise not engage with the council and whose input has been invaluable in a number of areas of scrutiny.

Throughout the year, the committee has looked at various aspects of delivery of the Corporate Plan, including making regular comment on the quarterly performance reports and feeding into the transformation and budget setting process, with members making recommendations to cabinet that help shape and strengthen the work of the council.

Unfortunately, there have been a number of areas that members of the committee would like to have looked at, but due to pressures of time it has not been possible to address these. It is hoped to include these when the work programme for the next civic year is discussed.

In July the committee undertook a piece of work looking at the impact of the rise in benefit sanctions. The committee was addressed by representatives of St Martins Housing Trust, Equal Lives, MAP and the DWP.

Much of the discussion was around the sanctions for young people, with those in the 18-24 age bracket having a higher rate of sanctions. In total 12 recommendations were made, including looked at the way communication with young people is carried out and the clarity of letters sent.

I would like to see a follow-up piece of work during the next year in order to gauge the effectiveness of the scrutiny in this matter.

At the time of writing, the committee is yet to conduct its highest profile piece of work this year – an inquiry in the Pedalways project. This forward will be amended to reflect this work before being presented to full council.

We are also pleased to see that members of the public are engaging through the scrutiny process in the form of questions.

I would like to continue to see the work programme for next year in part informed by public request, and to that end would encourage members of the public to suggest topics for scrutiny ahead of our work setting meeting early in the next civic year, and would also encourage councillors who are not on the scrutiny committee to help feed into our process.

I commend this annual review and hope that members adopt it.

Councillor James Wright – Chair of the scrutiny committee

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

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

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The membership of the scrutiny committee 2015 – 2016

Councillors:

Wright (Chair)
Maxwell (Vice-Chair)

Bogelein
Coleshill
Grahame
Haynes
Manning
Packer
Peek
Raby
Ryan
Sands (S)
Schmierer

Other non-executive members also took part as substitute members as and when required

The scrutiny committee is politically balanced and is made up of councillors from the political parties of the council. Only non – cabinet members can be on the committee and this allows those councillors to have an active role in the council's decision making process.

What is scrutiny?

The Local Government Act 2000 introduced a structure within Local Government for decision-making and accountability and created a separation between the cabinet role and the non-executive member role.

Moving forward, subsequent acts of parliament have come in to extend the remit of scrutiny along with its statutory responsibilities. For example, local government scrutiny committees can now look at the work of partner organisations as well. The Local Government and Public Involvement in Health Act 2007 enabled local authorities to scrutinise other partners and agencies. This, along with other legislation relating to scrutiny powers has now been consolidated in the Localism Act 2011.

The cabinet proposes and implements policies and the non-executive members review policies and scrutinise decisions or pre scrutinise proposed decisions of the cabinet.

The Committee sets its own work programme via suggestions from councillors, the cabinet and council, or from other issues of public interest. Any scrutiny topic that is undertaken needs to add value, and in considering suggestions for scrutiny the committee will ascertain the reasons why the matter would benefit from scrutiny, and what outcomes might be generated from inclusion to the work programme or other scrutiny activity.

The scrutiny committee assists non-executive and cabinet members in accordance with the Act by:

- Acting as a critical friend by challenging performance and helping improve services
- Ensuring policies are working as intended and, where there are gaps help develop policy
- Bringing a wide perspective, from the city's residents and stakeholders and examining broader issues affecting local communities
- Acting as a consultative body

In carrying out its role, the scrutiny committee can request written information and ask questions of those who make decisions. The committee is also enabled to comment and make recommendations to decision makers. These decision makers include cabinet, partners and other statutory organisations. Successful scrutiny is collaboration between the scrutiny committee, the cabinet, residents, partners and the officers of the council.

The Centre for Public Scrutiny (www.cfps.org.uk) has produced a guide to effective public scrutiny, which provides **4 Principles of Effective Scrutiny**:

Annual review page 6

Critical friendship to decision-makers

Engaging the public and enabling the voice of the public and communities to be heard in the process

Owning the process and work programme with non-cabinet members driving the scrutiny process

Making an impact through continuously looking for improvements in public service delivery

For this to happen the scrutiny committee and the processes that support it must be independent, robust and challenging. This is because scrutiny works best when it is part of a positive culture that supports and promotes the scrutiny process. The way in which the scrutiny process has the ability to engage with and involve the council's residents and service users can be a way to ensure that reviews take on the views of local communities.

The effectiveness of scrutiny is balanced on the need to ensure that any purpose and benefits it can provide are clearly understood. The following questions for reviewing the effectiveness of a scrutiny function could ask:

- Is it effectively holding decision-makers to account?
- Is it helping to improve services?
- Is it building links between the Council, its partners and the community?
- Is it helping to improve the quality of life for local people?
- Is it adding value?

In addition to the above questions; there should be a continued recognition from both officers and members of the value of effective challenge in helping towards continuous improvement. As Norwich city council has continuously strived to achieve, the friendly challenge of the scrutiny committee to decision makers needs to not only be informed by ward members but also evidenced by the experiences encountered of service users and residents.

The scrutiny year

Setting the work for the year – work programme

At the July 2015 meeting of the scrutiny committee, members agreed the work programme that is covered by this review. The outcomes are detailed in this report and the table; **the work of the scrutiny committee and outcomes for 2015 – 2016**. This can be found on page 9 of this annual review and provides an overview of the work carried out by the scrutiny committee over the last 12 month period. From looking at this, it is apparent that scrutiny investigation can not only produce outcomes in terms of feeding into the decisions that are made but that it can also play a valuable role in informing and developing knowledge for members.

Performance monitoring reports are an agenda item every six months, with members continuing to receive performance data every quarter for overview purposes.

The agenda papers and minutes of the committee meetings can be found on the council's web-site:

<https://cmis.city.norwich.gov.uk/cmislive/Committees/tabid/62/ctl/ViewCMISCommitteeDetails/mid/381/id/4/Default.aspx>

(The scrutiny committee will be setting its new work programme for 2016 – 2017 in June shortly after the local elections and annual meeting of the council are held)

Training

Early in the scrutiny year members new to scrutiny were offered an introduction to scrutiny committee. This one-off training induction was mainly to educate the new committee members on the processes of scrutiny.

Based upon previous training and in support of the desire to work together a working style has been produced that supports effective scrutiny and provides a protocol for all those attending a scrutiny meeting. The members of the scrutiny committee also come together for a pre meeting in advance of the scrutiny committee so that they can plan the committee's approach for the topic being discussed at the committee meeting.

The work of the scrutiny committee and outcomes for 2015 – 2016

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
11 June 2015	Verge and pavement issues	Andy Watt	For the scrutiny committee members to receive an update on progress regarding verge and pavement issues raised at earlier meetings.	Members received an email update from the head of city development services on 12 June reporting on the current position. The scrutiny committee will also be pre scrutinising a report that will cover the review of verge and pavement issues at the 25 February 2016 meeting. Item taken on that date
11 June 2015	Best practice in tackling transphobic hate crimes	Bob Cronk	For the head of neighbourhood services to provide an update and information as an email briefing to the scrutiny committee	Members can find an update on e-councillor under the e-bulletin section
11 June 2015	The council's consultation process	Nikki Rotsos	For a briefing paper to be circulated, for scrutiny members to gain an overview and understanding of the council's current work in this area.	Ongoing
11 June 2015	The communications approach of the scrutiny committee	Chair of scrutiny and Nikki Rotsos	To make this an ongoing piece of work with a view to make suggestions on how members advertise and publicise their work.	A discussion was had with a committee member who had raised this and some information fed back to the January 2016 meeting

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
6 July 2015	Self-esteem and aspirations task and finish group; annual update	Bob Cronk	Future updates on the progress being made with the work programme, as a result of the self-esteem and aspirations task and finish group.	Much of this work has been built into the review of the neighbourhood model.
6 July 2015	Quarter 4 performance monitoring (14/15)	Tracy John and Chris Haystead	HCH5 states that our target is to prevent 50% of people who contact us to become homeless: Could it be clarified why this target is so low?	We needed to factor in the challenging environment for homelessness and prevention. While current performance is good, we are working at our optimum within existing resources. As such, shifting external factors (further welfare reform, effect of cuts to services by partner organisations etc) will potentially limit our effectiveness and performance. Therefore, the 50% target is both realistic and challenging. In addition, this would be very good performance compared to most local authorities.

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
6 July 2015	Quarter 4 performance monitoring (14/15)	Chris Haystead	HCH8 the target has reduced from 87% to 77% why is that? Has satisfaction with the housing service gone down?	Satisfaction with the housing service has actually improved considerably. It has increased by over 11% between our survey in 2013 and the one carried out this year, taking overall satisfaction to 81%. This puts us the 3rd best in the country in terms of large local authority landlords. However, the previous target of 87% was unrealistic and we need to ensure targets strike the right balance between being realistic and challenging. As you will be aware, targets are then reviewed each year.
		Russell O'Keefe	VFM3 – the target has reduced why is that?	As set out above we need, to ensure targets strike the right balance between being realistic and challenging and 85% had gone beyond challenging to unrealistic.
		Anton Bull	VFM6: how has this measure been revised?	This is a composite of the 4 main elements of council income collected - council tax, NNDR, housing rent and sundry income. Prior to 2012 we had “in-year” collection targets for council tax and NNDR of 96.5% and 98.2%. In measuring the “% of income owed to the council collected” for the 2012-15 corporate plan the amount of council tax

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
6 July 2015	Quarter 4 performance monitoring (14/15)	Anton Bull	VFM6: how has this measure been revised? (continued)	and NNDR we had actually collected was taken as a percentage of the amount we expected to collect. In that regard it was actually a percentage of the target percentage not a percentage of the "total amount". For the new corporate plan we have aimed to simplify this. So now, the % of council tax and NNDR collected are as a percentage of the total amount not the expected amount. (N.B. In year the monthly "amount due" still has to be estimated as there isn't an actual monthly amount due. This is modelled based on typical collection rates from previous years. However, this builds towards a percentage of the total amount due for the year).The target for this has therefore been reduced from 96% to 95% as the change has resulted in the denominator (amount due) getting bigger.
		Adrian Akester	With regards to the effect of the waste officers door knocking: has there been a pre/post comparison with regards to uptake of recycling, general waste reduction and use of food waste, thus a comparison of numbers before the door knocking and afterwards?	Door knocking was one small part of a much wider and concerted strategy to increase recycling etc. However, pre – implementation of this overall strategy recycling rates were 18% and are obviously now 36%.

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
17 Sept 2015	Review of cooperative innovations and solutions, and suggestions for how Norwich might benefit	Phil Shreeve	<p>The current offer (both supported by and being offered independent of the council) for new co-operative business start-up and Support</p> <p>Officers to consider supporting an event to facilitate flow of information of advice to support new and existing co-operative business models</p> <p>To make members aware of national or regional evidence on the impact of co-operative models on supporting local economies.</p> <p>(Recommend to cabinet) that the LEP be approached to support use of development funds to support cooperative within the Norwich economy</p>	Much of the work relating to this item will be picked up by the Chair in conjunction with other members as appropriate and may form the basis of additional activity in the new civic year – see the item in October 2015

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
15 October 2015	Scrutiny Work Programme 2015 -2016	Phil Shreeve and James Wright	Interest was expressed in setting up a task and finish group to examine creative ways to develop income streams for the city council (it was stressed this would be member-led)	This was dropped at the scrutiny meeting 12/11/2015 following difficulties in securing enough members to create a full task and finish group – it was agreed that the chair and councillor Bogelein may wish to consider carrying out some work in this area themselves
		James Wright	Discussion of income generation led to the suggestion of involving cooperatives in this work. Idea to hold a half-day seminar for senior staff and officers to provide clarification around the way in which they work	Ongoing work by chair
	Assessment of the corporate plan against programme of new government	Phil Shreeve	<p>Invite constituents of Norwich to attend a future meeting of the scrutiny committee to explain the impact of on their lives of the changes to housing funding</p> <p>Convene a briefing session (after the Spring 2016 budget) for all councillors regarding the issue of housing funding cuts</p>	This needs to be scoped with the Head of Housing once more detail about the financial and regulatory frameworks become known over coming months

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
15 October 2015	Draft new blueprint and transformation programme	Phil Shreeve	A member suggested that it was important to engage the public to reach possible solutions in relation to the transformation programme. It was felt vital to encourage participation in public consultation and it was also suggested that the scrutiny committee have a view of the consultation document prior to its release. Resolved to ask the communications team to publish articles in citizen magazine which highlight and explain the many tough choices the council faces in light of continued cuts.	Member of communications team attended scrutiny committee meeting 28/01/2016
12 November 2015	Scrutiny Committee Work Programme	Phil Shreeve	<p>Invite a member of the communications team to the meeting of the Scrutiny Committee to be held on 28 January 2016</p> <p>Circulate work carried out so far pertaining to educational equalities</p>	Member of communications team attending scrutiny committee meeting 28/01/2016

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
12 November 2015	Community Space Review	Bob Cronk	It was agreed a website containing a centralised tool for room bookings across all community centres would be worthwhile	Ongoing
17 December 2015	*Transformation Update	Lee Robson	Discuss with the communications team about publishing the changes to the Housing and Planning Bill Provide information on annual turnover/vacancy rates as well as estimated pay to stay impacts and a copy of our submissions to Housing and Planning consultations	Ongoing From April 2015 to February 2016 97 sheltered homes have been relet and 733 general needs In regard to pay to stay impacts 'We are keeping this policy under review as the Housing and Planning Bill makes its way through parliament. At this stage we cannot be sure how many tenants would be affected.' A copy of the submission to the Housing and Planning consultations can be found under the e-bulletin section on e-councillor

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
17 December 2015	Quarter 2 performance monitoring (2015 – 2016)	Andy Watt	<p>keeping people in their own homes. How does that relate to the target of preventing homelessness? Would it be worth having a new target to help increase the number of people staying in their own home?</p> <p>SCL07: What is the work that is underway to try and address road casualties?</p> <p>SCL 06: What are the reasons that we are behind the target with</p>	<p>Nearly all highway improvement schemes have a road safety component; for example the Pink Pedalway programme included specific elements to address cycle accident cluster sites found on the route. This investment is alongside the implementation of specific local safety schemes and complimentary road safety education and enforcement activity undertaken by the county council, police and other partners in the Norfolk Road Casualty Reduction Partnership.</p> <p>Such work will continue in the coming year with the ongoing implementation of the Blue and Yellow Pedalways, city centre improvement works, etc.</p> <p>Targets were based upon numbers planned to be delivered against total</p>

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
17 December 2015	Quarter 2 performance monitoring (2015 – 2016)	Andy Watt	turning residential areas into 20mph zones? Where does a target of 26% originate from and is the intention to increase this target yearly? How is it determined which areas are turned in 20mph zones?	numbers of properties. Targets are due to increase as zones are increased
		Tina Pocklington	VFM4: From initial assessments, what are the reasons for this high percentage of avoidable contact?	During April and May the quality of some of the data being gathered was poor and so was not able to be included in the overall analysis. Therefore, during June work was undertaken to streamline and improve the way data was being captured. Changes to our electronic form, clear communication and ongoing targeted training have resulted in improvements in the quality of our data which reflects the current experience of our customers. This has meant that the percentage of avoidable contact is high. As part of setting KPI for next year it is anticipated that this target figure will need to be increased whilst we work collectively to drive down these high levels of avoidable contact.

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
17 December 2015	Quarter 2 performance monitoring (2015 – 2016)	Bob Cronk	VFM8: How is this measured? If it is measured by surveying people who got in contact or is it surveyed more widely?	Performance is measured by way of a quarterly survey. Callers to the Council are asked if they'd be prepared to take a short survey. Quarterly performance is reported and a rolling year % is also provided in the commentary. Performance on this measure is determined by response to the following question: How much would you agree or disagree that Norwich City Council seeks people's views about issues that affect your local area? (Local area is the area within 15-20 minutes walking distance from your home.) Answer options: Very satisfied/ satisfied/ neither satisfied nor dissatisfied/ dissatisfied/ very dissatisfied
28 January 2016	Scrutiny Committee Work Programme	James Wright	Ask the chair to provide members with an update on the co-operatives briefing	Ongoing
	Pre-scrutiny of the environmental strategy 2015 – 2018	Richard Willson	Ask members to forward any detailed questions in the first instance to the environmental strategy manager for inclusion on the scrutiny tracker	Members can find an update on e-councillor under the e-bulletin section

Date	Topic	Responsible officer	Scrutiny request	Outcome(s) or current position
25 February 2016	Norfolk Health Overview and Scrutiny Committee	Phil Shreeve	Ask the strategy manager to contact the chair of the CCG to see which consultations on planned changes to commissioning intentions may be able to be made available via e-councillor.	A discussion has been held and further options looked at once the CCG have looked again at their consultation and engagement processes
	Council policies for the control of verge parking and A boards	Andy Watt	Contact all schools in the Norwich City Council area for a copy of their travel plan to collect data on how children travel to school	Steps are being taken to request this information
			Liaise with the communications team and place an article in Citizen magazine to promote best practice around verge parking	It is hoped to be able to include an article in the 6th June edition of Citizen

Annual review

Neighbourhood Model Review – Task and finish group progress

In June 2014 the Scrutiny Committee established a task and finish group to investigate the question, 'What could the council and its partner organisations do to build social inclusion and capital to empower its citizens to make Norwich a fine city for all?' The group was made up of Cllrs Galvin (Chair), Bogelein, Herries and Woollard, and senior officer advice and coordination of the review was provided by the Executive head of strategy, people and neighbourhoods with general support provided by the Scrutiny officer. A range of other officers also carried out work on the review both from strategic and operational services.

This research was strictly evidence based, therefore over the course of eight months the members of the task and finish group as well as officers gathered evidence through desktop research, face-to-face and phone interviews, focus groups and questionnaires. The group thought it important to have an additional feedback loop and ensure the development of recommendations through testing them with internal and external stakeholders. Thus the draft recommendations were the subject of two further focus groups, one with staff members and the other with community groups and voluntary organisations who had attended the original focus group.

In March 2015 the members of the task and finish group reported their findings to the scrutiny committee and in conclusion of the review they outlined 20 recommendations broken down into seven themes:

Theme A – Strategy and Culture

- Recommendation 1: Ensure city council policies and service delivery and those of other public bodies in the city build social capital.
- Recommendation 2: Adopt an outcome focused approach -addressing issues in an holistic (addressing issues in the round) way - which may not always be to deliver a service or a project.
- Recommendation 3: Encourage an appreciative approach across the city.
- Recommendation 4: Recognise the diverse nature and needs of voluntary organisations and community groups.
- Recommendation 5: Encourage more trial and error approach.

Theme B – Volunteering

- Recommendation 6: Seek input from voluntary organisations and community groups into policy making process.
- Recommendation 7: Provide essential information to encourage volunteering.
- Recommendation 8: Encourage the Department of Work and Pensions (DWP) and employers to have policies and cultures to support volunteering.
- Recommendation 9: Increase the effectiveness of volunteer recruitment and management.

Theme C – Partnership

- Recommendation 10: Facilitate greater partnering and knowledge sharing between voluntary organisations and community groups.
- Recommendation 11: Encourage and help voluntary organisations and community groups to work together.

Theme D – The council and other public bodies

- Recommendation 12: Value and support frontline officers.
- Recommendation 13: Review policy and process by the council and other public bodies.
- Recommendation 14: Increase the responsiveness of the council and other public bodies to voluntary organisations and community groups.
- Recommendation 15: Improve referral process between the council and other public bodies, voluntary organisations and community groups.
- Recommendation 16: Review the council's consultation process.

Theme E – Funding

- Recommendation 17: Review funding options.

Theme F – Tools and infrastructure

- Recommendation 18: Provide tools and advice for voluntary organisations and community groups.
- Recommendation 19: Better use of existing assets and empty spaces.

Theme G – Communications

- Recommendation 20: Integrate information – a specific co-produced communication strategy to take forward these recommendations and for volunteering and voluntary organisations and community groups more widely.

The task and finish group recommended the committee consider establishing a follow-up task and finish group or standing item at scrutiny over the time frame of the delivery work plan for this project to monitor and evaluate the impact of the results of increasing social capital on social inclusion in Norwich, including further analysis of the barriers faced due to race, gender, sexuality and mental health, poverty and unemployment.

Progress Summary – March 2016

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These recommendations have been collated to create a project, the Neighbourhood Model Development, headed by the Head of neighbourhood services and other officers; this model has been split into ten key areas to target. These areas are: Strategy and planning, Community enabling, Community assets, Role of ward members, Business processes, Neighbourhood office accommodation, Neighbourhood housing services, Local neighbourhood services, Citywide services, and Learning and Development.

This is ongoing project and the following is a detailed breakdown explaining how the council is targeting these ten key areas.

Strategy and Planning

Develop through co-ordination communities, members and partners, what a successful neighbourhood is, in the new reduced funding context. Put in place a more integrated process for neighbourhood investment across all services and partners, to ensure we are maximising the effect of reducing spending on outcomes in the most joined up way.

Community Enabling

Develop a programme of community enabling, based on an appreciative approach, to encourage greater self-sufficiency and self-service. Put in place 6 monthly forums with the voluntary and community sector to support better coordination and liaison between groups and the council.

Develop an area of the new website that would provide tools, techniques, funding options and examples of good practice and clear processes/contacts to assist individuals and groups to do things for themselves.

Actively communicate and praise the successes of individuals and community groups doing things for themselves to encourage others.

Review and streamlining the community grants process, in line with the above, and target it on supporting future self-sufficiency.

Develop social media to develop, promote and coordinate the enabling programme.

Utilise the funds within the current council's grants programme for community capacity building and from within service budgets to support the enabling programme during 2016/17.

The work to develop a community enabling programme and take forward the community asset work will require some upfront investment.

Community Assets

Put in place a community asset transfer process to give communities the opportunity to take over community assets – pilot at Russell Street community centre.

Expand the council's volunteer programme to support work with a range of community assets and functions.

Business Processes

Streamline certain business processes to realise efficiency savings once mobile working is in place including the council's ASB processes - working with customers and partners, as part of a co-design type approach.

Neighbourhood Office Accommodation

Relocate all neighbourhood based teams into City Hall to realise savings.
Close and rationalise or redevelop office accommodation in neighbourhoods.

Neighbourhood Housing Services

Move the ABATE team, CCTV and families unit into local neighbourhood service.
Undertake a review of the neighbourhood housing service.

Local Neighbourhood Services

Establish three themed roles; Neighbourhood & community enabling manager; Neighbourhood operations manager; Early intervention and community safety manager
Establish a community enabling team

Citywide Services

Establish a single environmental services team.

Learning and Development

Put in place a bespoke learning and development programme to support the new neighbourhood model for officers and members.
Develop a detailed two and a half year plan of change to implement the above recommendations, informed by testing and piloting of approaches and subsequent consideration by Scrutiny Committee etc.

Joint scrutiny bodies

Norfolk county health overview and scrutiny committee; Norwich city council has a scrutiny member representative who sits on the Norfolk county health overview and scrutiny committee plus one substitute member. For the period 2015 – 2016 the member representative has been Councillor Sandra Bogelein with Councillor Lesley Grahame being the substitute member.

The role of the Norfolk county health overview and scrutiny committee is to look at the work of the clinical commissioning groups and National Health Service (NHS) trusts and the local area team of NHS England. It acts as a 'critical friend' by suggesting ways that health related services might be improved. It also looks at the way the health service interacts with social care services, the voluntary sector, independent providers and other county council services to jointly provide better health services to meet the diverse needs of Norfolk residents and improve their well-being.

Please follow the link to the Norfolk county council website for papers and minutes concerning the above:

<http://www.norfolk.gov.uk/index.htm> and click on council and democracy then committee meeting dates, minutes, agendas and reports.

Norfolk countywide community safety partnership scrutiny sub panel; Norwich city council has a scrutiny member representative who sits on the Norfolk countywide community safety partnership scrutiny sub panel plus one substitute member. For the period 2015 – 2016 the member representative has been Councillor Marion Maxwell with Councillor Lesley Grahame being the substitute member.

The role of the Norfolk countywide community safety partnership scrutiny sub panel is to:

- Scrutinise the actions, decisions and priorities of the Norfolk Countywide Community Safety Crime and Disorder Partnership in respect of crime and disorder on behalf of the (County) community services overview and scrutiny panel
- Scrutinise the priorities as set out in the annual countywide community safety partnership plan
- Make any reports or recommendations to the countywide community safety partnership.

While the scrutiny sub panel has the duty of scrutinising the work of the CCSP the police and crime panel scrutinises the work of the police and crime commissioner. There is a protocol regarding the relationship of these two panels to encourage and exchange information and to co-operate towards the delivery of their respective responsibilities. The community safety partnership meets on a half yearly basis at county hall.

Guidance for placing items onto the scrutiny committee work programme

The guidance takes the form of a **flow chart** which outlines the process by which members and officers can discuss the merits of producing a report to the committee. Once a request for scrutiny has been received by the scrutiny officer; the process begins with a meeting between the member making the request, the scrutiny officer and the relevant responsible officer to discuss whether a report to the committee is necessary and justified while taking account of the TOPIC **analysis**:

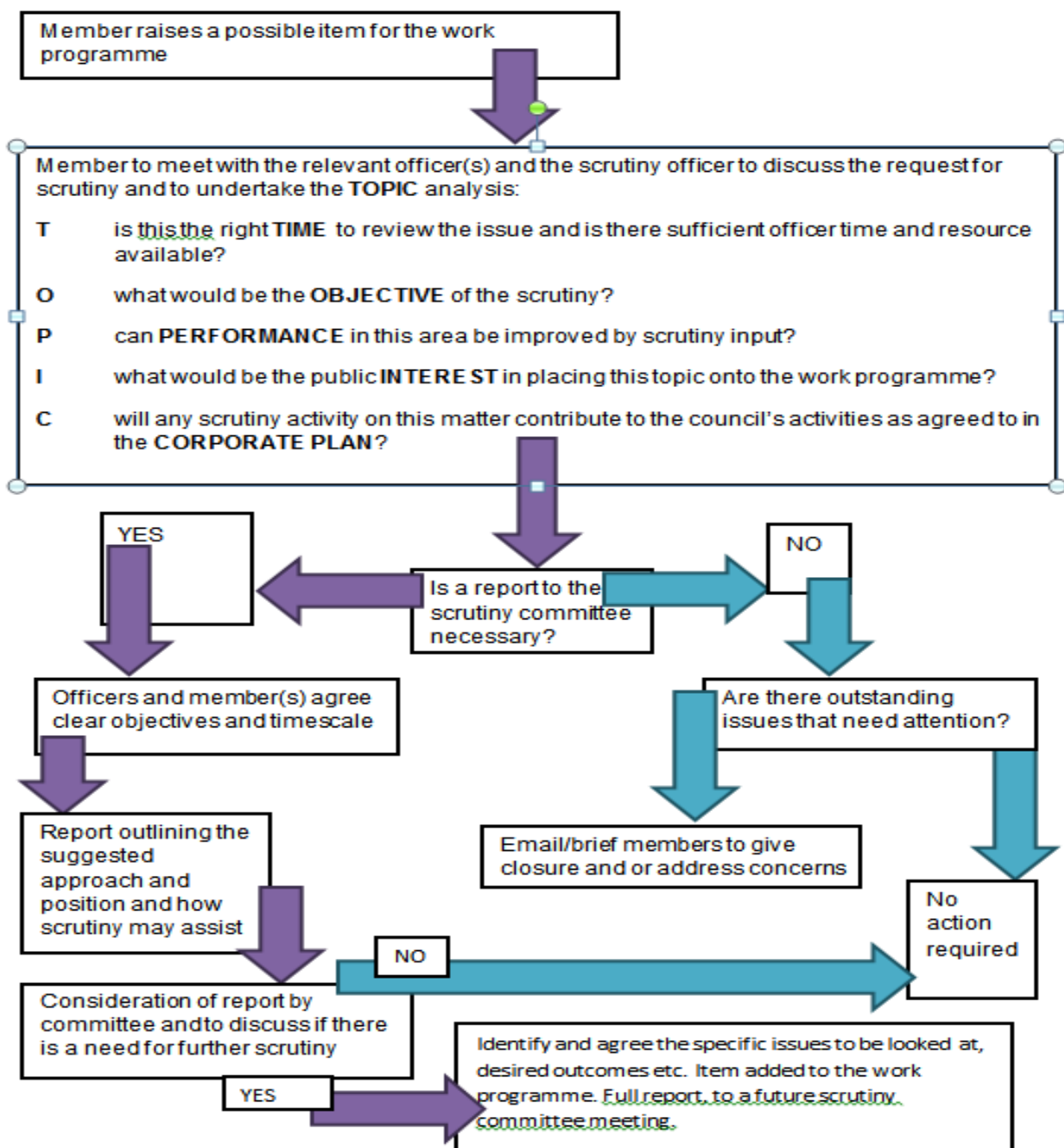
- T is this the right **TIME** to review the issue and is there sufficient officer time and resource available?
- O what would be the **OBJECTIVE** of the scrutiny?
- P can **PERFORMANCE** in this area be improved by scrutiny input?
- I what would be the public **INTEREST** in placing this topic onto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

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

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

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

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



Public involvement and getting in touch with scrutiny

Meetings of the scrutiny committee are usually as informal as possible and as well as scrutiny members, are attended by cabinet portfolio members, officers, partners and anyone else who can assist with the work and provide evidence for reviews.

Members of the public are also welcome to attend the scrutiny committee meetings and can participate at the discretion of the committee's Chair. If you do wish to participate regarding an agenda item at a scrutiny meeting you are requested to contact the committee officer who will liaise with the Chair of the committee and the scrutiny officer. Any questions for the committee have to be received no later than 10.00 am on the day before the meeting but in order for you to obtain a thorough answer it would be helpful if you could contact us as early as possible. To contact the committee officer please phone 01603 212416

Getting in touch with scrutiny

If you are a member of the public and wish to find out more about the scrutiny process and the committee or if you have any queries regarding this Annual Review, please feel free to contact the council's scrutiny liaison officer; If you have any topic suggestions for scrutiny please use the form attached over this page and send it to the scrutiny liaison officer or hand it in at the council's reception – for the attention of the scrutiny liaison officer.

Bethany Clark

Scrutiny liaison officer

Strategy and transformation team
Norwich City Council

01603 212153

bethanyclark@norwich.gov.uk

Request form to raise an item for Scrutiny Review

Councillors should be asked to carry out the following scrutiny review:

Please give your reasons (continue on a separate sheet if necessary)

Name:

Address:

Daytime Tel No

Email:

Date

Please return this form to Bethany Clark, Scrutiny Liaison Officer, Norwich City Council, City Hall, St Peters Street, Norwich NR2 1NH

Email: bethanyclark@norwich.gov.uk

Norwich City Council
SCRUTINY COMMITTEE 17 MARCH 2016
ITEM 7

REPORT for meeting to be held on 17 March 2016

Review of management and delivery of Push the Pedalways

Summary: The report sets out the process the council went through in securing the cycle ambition funding for the Push the Pedalways schemes and how the project was managed and delivered.

Recommendation: Scrutiny committee is asked to comment on how the first phase of the Cycle City Ambition-funded project was managed and delivered and suggest ways that experience with phase one can be used to inform delivery of future local highway investment.

Contact Officers: Joanne Deverick, transportation & network manager
Andy Watt, head of city development services
Ben Webster, design, conservation & landscape manager
Phone: 01603 212461, 212691 or 212518
Email: joannedeverick@norwich.gov.uk
andywatt@norwich.gov.uk
benwebster@norwich.gov.uk

Report

Background to development of a cycle network for Norwich

1. Transport policy in Norwich is set out in the [Norwich Transportation Strategy](#) (NATS), last reviewed in 2006 and adopted by Norfolk County Council together with the city council and Broadland and South Norfolk District Councils. The transport strategy is designed to help deliver the growth within the Norwich Area and address the problems, such as congestion, associated with this. The strategy is intended to ensure Norwich develops as a sustainable urban community, with a transport system that meets its needs.
2. In 2010 an implementation plan for NATS was adopted. Along with measures such as the Northern Distributor Road (NDR) and bus rapid transit routes, the need for a package of cycling and walking improvements was identified. It was agreed to deliver the cycling improvements across a network. This network was developed by the city council with the other Greater Norwich councils and following widespread engagement with local cycling groups it was adopted in June 2012, when an associated map was also launched.
3. The comprehensive network covers the urban area and consists of seven strategic routes called pedalways. Five are radial routes and two orbital, with neighbourhood routes providing a finer grained network between pedalways; the intention being to provide a safe and convenient route network between residential areas and all major centres within the urban and urban fringe.

The Cycle City Ambition Grant (CCAG) funding bid

6. On 15 February 2013, the coalition government announced that the 28 cities with City Deal status were able to apply for cycle ambition grant funding. Following approval by cabinet on 17 April 2013, a funding bid was submitted by the city council.
7. The bid was for an ambitious programme of 22 projects called Push the Pedalways that focused on the improvement of the pink pedalway, one of the strategic cycle routes identified in the cycle network and links to it. The eight mile route runs between the Norfolk & Norwich University Hospital and Salhouse Road. The proposals included in the bid were focused predominantly on cycling improvements, but also included measures for pedestrians and green infrastructure and public realm enhancements.
8. The government was keen proposals supported growth and this pedalway was chosen as it link employment growth locations at the Norwich Research Park (NRP) and city centre, with housing growth in the east of the city in Broadland, as well as existing residential communities in-between.
9. The aim of the bid was to provide a route where cyclists would be provided with either a route separated from other motor vehicles or where, if shared, speeds would be 20 mph or less. The bid also highlighted the city's ambition of doubling the level of cycling over 10 years.

10. The application was supported financially by the Norwich Clinical Commissioning Group and Norfolk County Council's public health service as part of the Healthy Norwich Initiative. Norfolk County Council provided funding through the Local Transport Plan budget and Broadland Council also provided funding. The application was endorsed by UEA, South Norfolk Council, Norfolk and Norwich Hospital, Norwich Research Park, Norwich BID and the Norwich Cycling Campaign.
11. In August 2013, the government confirmed the city council was one of eight successful cities and would receive £3.7m. This was supplemented with £2m of matched funds from the organisations listed above. From the outset, the programme needed to be delivered within a tight timescale. The award of the grant stated that the Cycle City Ambition funding should be spent by 30 September 2015, and any match funding used to support the programme by 31 March 2016.
12. A copy of the bid is available online at https://www.norwich.gov.uk/info/20187/cycling/1715/push_the_pedalways

Management of programme delivery

Governance

13. Historically, the vast majority of funding for transport infrastructure improvements within the city has been awarded to Norfolk County Council, with the city council as its partner. For this grant, the roles were reversed and the city council was the accountable body. So programme-specific governance was set up, which included representation from all funding partners, as well as the involvement of external expert advice, which was a condition of the DfT grant.

Resources

14. Delivery of the 22-project, £5.7m pink pedalway programme was beyond the resource base of the city council to deliver on its own. Assistance was therefore sought from the county council, along with its highways professional services partner. In common with other capital work delivered under the aegis of the highways agency agreement, works construction would be undertaken by the county council's highways delivery contractor.
15. Specific additional staff resource provided included:
- Norfolk County Council seconded a project engineer to the city council for duration of the funding to act as programme manager.
 - A programme assistant and public engagement officer were recruited by the city council on fixed term contracts to assist the programme manager in project administration and public consultations.
 - An additional landscape architect was recruited by the city council on a fixed term basis.

- Project engineers/managers were mainly provided by the county council's professional services partner, Mott MacDonald.

Timescales

16. From the outset, the DfT set a challenging timescales for both the submission of a bid and delivery of a grant funded programme. The bid timescale allowed less than 10 weeks for a submission to be made, which needed to include a full economic assessment. Scope for feasibility work to help inform such a bid was therefore very limited.
17. The timescale for delivering the programme was originally set to be completed by 31 March 2016, with DfT funding utilised before 30 September 2015. This deadline for the DfT was subsequently extended by six months, allowing DfT funded elements to be delivered by 31 March 2016. This helpful extension still meant the overall programme needed to be delivered within a 31-month period (with confirmation of the successful bids having been delayed by two months to August 2013 at the start).
18. Further timescale constraints were caused by the two successive pre-election periods that occurred during the programme. This limited when certain key consultations could be carried out and also delayed some constructions, with the effect of telescoping the programme.

Consultation

19. One of the fundamental drivers of the bid was that stakeholders and the public should be closely involved in the development of the schemes that were to be delivered on-site. An initial consultation event was held in November 2013 at Blackfriars Hall the public were invited to provide input and their thoughts for each location where work was proposed.
20. On the simpler schemes such as the Bluebell Road and Earlham Road zebra crossings and the Hub (cycle parking) projects, the consultation was straightforward and consisted of inviting comments from frontages, ward members and stakeholders.
21. On the more complex projects the consultation was significantly more extensive. For example on the Tombland project there was a design workshop held in February 2014.
22. Many of the major projects included a consultation process where the public were asked to comment on potential options. This approach was taken on The Avenues, Park Lane to Vauxhall Street, Tombland and Heathgate. As part of this process there was an extensive letter/leaflet drop to the areas affected inviting feedback and at least one public exhibition in the locality where staff were available to talk through the proposals with residents.
23. Once an option had been selected there was a further statutory consultation on the traffic regulation orders and details of the scheme proposals. Again this

involved extensive letter drops and further exhibitions. For the Tombland project, significant further consultation took place to refine the scheme once the feedback to this consultation had been collated

24. The Norwich Highways Agency Committee (NHAC) considered the results of each options and statutory consultations which ensured decisions were taken in public. The exception to this was Heathgate, where the route of the new path was outside the jurisdiction of the committee. In this instance, planning consent was required; this therefore being considered by the council's planning committee. Consent of the Mousehold conservators was also required..
25. While the consultation was invaluable for ensuring that the public was able to influence the outcome of the projects, it did cause delays in the programme in some cases and telescoped the time available to deliver significant improvements for cycling in areas where there was no appetite for reducing through-traffic.

Finance

26. The bid to the DfT was for £3.72m. When it was submitted, a total of £1.830m of local contributions was identified as match funding, giving a total of £5.55m. Following the success of the bid a further £190,000 of local funding was made available. This resulted in a total budget for the programme of £5.74m. The local contributions were a combination of Local Transport Plan funding and other county council grants, city council capital programme monies, S106 funding and funding made available by public health/the Clinical Commissioning Group, Broadland District Council and the UEA.
27. The funding was predominantly capital and ring fenced for transport infrastructure (in the case of the DfT funding specifically for the programme). Delivery of the programme did not have a financial impact on other council service provision.
28. In preparing the bid within a constrained timescale, all cost estimates were inevitably based on limited detail and with an assumption of what the public would find acceptable. Furthermore initial budget estimates were prepared within the context of the then county highways delivery contract with Kier May Gurney, whereas most of the works delivery was undertaken by the subsequent contractor, Tarmac (from 1 April 2014) under different terms. This added to normal cost uncertainties associated with construction projects such as utility diversions, ground difficulties or constraints that only become apparent once on site.
29. As feasibility work and initial consultations were completed and projects were completed on the ground it was necessary to re-prioritise projects and re-allocate budgets to ensure that the programme did not overspend. Securing a second round of cycle ambition funding has meant that it has been possible to move elements of the planned first phase such as the 20mph zone and associated traffic calming in the city centre to the second phase to ensure that the critical elements of phase one are delivered within available budget.

Programme delivered

30. The Push the Pedalways programme has delivered an improved eight-mile cycle route between the NRP and Salhouse Road. Without the government funding it is likely that improvements would have taken many years to materialise. Even improvements to address known cycle accident problems – such as the signal works at the junction of The Avenues and Colman Road would be likely to have had to remain on hold for several years.
31. It was inevitable that a programme put together on the basis of very limited feasibility studies would have to be dynamic. The need to ensure the programme was delivered on time and within budget meant it was continually reshaped to take account of public acceptance of schemes, reallocation of budgets, cost over runs and resource availability.
32. The original bid contained proposals for 22 individual projects. The bid identified the problems at each location and made suggestions as to how these problems could be solved. Of the 22 projects 12 were delivered in line with the bid documents and on occasions with enhancements. These 12 projects were:
- Cycle parking improvements (hubs) at the Norfolk & Norwich University Hospital, UEA and in the vicinity of Norwich Market.
 - The introduction of a zebra crossing on Bluebell Road,
 - The elevation of the zebra crossing on Earlham Road by Park Lane onto a raised table.
 - The segregation of the signalled crossing on Chapel Field Road by Vauxhall Street to provide dedicated facilities for pedestrians and cyclists, improved cycle routes through Chapelfield Gardens, the ability for cyclists to use Chapel Field North in both directions and the closure of little Bethel Street to motor traffic.
 - A contraflow cycle lane on Magdalen Street between Bull Close Road and Cowgate and on Cowgate between Peacock Street and Magdalen Street.
 - Reduced traffic speeds in Tombland and reduction of carriageway width, along with associated public realm and pedestrian improvements. The right turn facility into Bishopgate from Palace Street is to be provided as part of a signal upgrade scheme due to be completed in July.
 - An off carriageway cycle route from Gilders Way to Cannell Green will shortly be provided.
 - A traffic free route from Heathgate to Gurney Road, with improved links along Gurney Road from the new route to Valley Drive, motion sensitive lighting along Valley Drive. A 20mph limit was introduced on Gurney Road, Vincent Road and Britannia Road.
 - A traffic-free route across Heartsease recreation ground and a shared zebra cycle crossing across Woodside Road.
 - Installation of a number of automatic cycle monitoring sites across the city.
33. Six projects were delivered with amendments to the original bid. These were:

34. The Avenues: The public did not support the removal of through-traffic. However, the casualty reduction schemes at the junctions of Colman Road and George Borrow Road and verge and parking improvements that were part of the bid were implemented. More effective traffic-calming measures introduced in The Avenues between Colman Road and Bluebell Road and advisory cycle lanes were provided.
35. Park Lane to Vauxhall Street: The plan to remove through-traffic from Park Lane was not supported by the public; however, other elements of the bid including contraflow cycling on Essex Street and the replacement of a signalled crossing on Unthank Road with a zebra crossing on a better desire line were delivered. Instead of removing through-traffic, the parking on Avenue Road was rationalised and the traffic-calming improved.
36. St Andrews Plain hub: The bid proposed secure covered parking here, along with a cycle barometer (a visual counter display of the number of cyclists passing a point) and a public bicycle pump. Concerns about the maintenance liabilities meant it was not possible to provide these features, although additional cycle stands were provided.
37. Salhouse Road: The bid proposed a toucan crossing on Salhouse House to link to a new off carriageway cycle path through woodland parallel to Salhouse Road to connect to new development. As pressure grew on the cycle ambition budgets, it was decided that responsibility for providing the path should divert back to the developer, and therefore only the toucan crossing was provided.
38. 20mph areas. The bid proposed introducing 20mph areas in the city centre and in Heartsease and University wards. The latter two were completed as was the consultation on the city centre. However, installation of the city centre area has been transferred into the second phase of cycle ambition funding.
39. Directional signage and clutter removal: It was intended the entire cycle network would be signed and decluttered. However, the level of complexity and staff resource required to design the signing strategy for the network was significantly underestimated. This combined with software and hardware problems with the equipment used to design signs meant implementing the entire network was unaffordable. The pink pedalway will be signed and decluttered as part of this project and the designs for other pedalways will be retained and implemented as part of future phases of work.
40. The remaining four projects in the original bid have been deferred. Simplifying cycling and loading pedestrianised areas will be considered as part of the second round of cycle ambition funding, while the other three projects; Earlham Road/ Guardian Road Roundabout, Adelaide Street and Laundry Lane will be considered in the future when funding is available.

Lessons learned for delivery of future phases of Cycle City Ambition

41. It is acknowledged the delivery of the first phase of the city cycle ambition funding has proved challenging. It is likely funding for such infrastructure as well as

highway improvements more generally will continue to be based on competitive bidding rather than annual budget grants. This is, after all, the way funding for the second phase of Cycle City Ambition grant funding was successfully obtained.

42. An independent report into the delivery of the programme has been commissioned into the management and delivery of the programme. Its findings, along with any recommendations arising from this meeting, will be incorporated into the delivery of both CCAG2 (£8.4m) and the LEP Local Growth Fund funded element of NATS (£11.1m). In particular, delivery of these programmes is fully integrated in the overall delivery of NATS (Transport for Norwich) being led by the county council (albeit with still the same involvement of South Norfolk and Broadland District Councils). This is in similar vein to previous investment such as the £10m Norwich Public Transport Major scheme, which successfully delivered extensive city centre bus priority, a new bus station and improved pedestrian safety on Prince of Wales Road.
43. Using this approach it allows the city and county councils to work jointly to exploit their respective areas of expertise and effectively deliver the future transport infrastructure for Norwich.