

## **Cabinet**

**Date:** Wednesday, 12 January 2022

**Time:** 16:30

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

### **Committee members:**

#### **Councillors:**

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

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## Agenda

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- 1 Apologies**  
To receive apologies for absence.
- 2 Declarations of interest**  
(Please note that it is the responsibility of individual members to declare an interest prior to the item if they arrive late for the meeting).
- 3 Public questions/petitions**  
To receive questions / petitions from the public which have been submitted in accordance with the council's constitution.
- 4 Minutes** 5 - 12  
To agree the accuracy of the minutes of the meeting held on 8 December 2021.
- 5 Transport for Norwich Strategy** 13 - 30  
**Purpose:** To consider endorsing the County Councils' Transport for Norwich Strategy.
- 6 Equality Information Report** 31 - 80  
**Purpose:** To consider the annual Equality Information Report 2022.
- 7 Scrutiny committee recommendations** 81 - 86  
**Purpose:** To consider the recommendations from the meeting of scrutiny committee held on 18 November 2021.
- 8 Managing Assets (Non-Housing)** 87 - 92  
**Purpose:** To consider the disposal of the land identified in the report.
- 9 To award a contract for retrofitting works - report to follow**  
**Purpose:** To consider awarding a contract for retrofitting works.
- 10 Housing repairs and maintenance services to be commissioned from NCSL - report to follow**

**Purpose:** To consider the commissioning of the housing repairs and maintenances services from NCSL.

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|--|---|-----------|
| <b>11</b>  | <b>Norwich Regeneration Ltd Business Plan 2022/23</b>                 | 93 - 102  |
| <p><b>Purpose:</b> To consider the Norwich Regeneration Limited Business Plan for 2022/23 and recommend to Council that appropriate provision is made within the council's budget to deliver the plan.</p> |   |           |
| <b>12</b>  | <b>The award of contracts for the Three Score Housing Development</b> | 103 - 116 |
| <p><b>Purpose:</b> To consider the award of contract and delegated decisions for the development of Three Score, phase 3.</p>  |   |           |
| <b>13</b>  | <b>Exclusion of the public</b>  |           |
| <p>Consideration of exclusion of the public.</p>   |   |           |

#### **EXEMPT ITEMS:**

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

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

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

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| <b>*14</b> | <b>Housing repairs and maintenance services to be commissioned from NCSL - exempt appendix (para 3) - report to follow</b> |
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**Purpose:** To consider the exempt appendix to the report.

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| <b>*15</b> | <b>Norwich Regeneration Ltd Business Plan 2022 23 - exempt appendix (para 3)</b> |
|------------|--|

- This report is not for publication because it would disclose information relating to the financial or business affairs of any particular person (including the authority holding that information) as in para 3 of Schedule 12A to the Local Government Act 1972.

**\*16 The award of contracts for the Three Score Housing Development  
- exempt appendix (para 3)**

- This report is not for publication because it would disclose information relating to the financial or business affairs of any particular person (including the authority holding that information) as in para 3 of Schedule 12A to the Local Government Act 1972.

Date of publication: **Wednesday, 05 January 2022**



**Cabinet**

**17.30 – 18:40**

**12 December 2021**

**Present:** Councillors Waters (chair), Harris (vice chair), Hampton, Jones, Kendrick, Oliver, Packer and Stonard

**Also present:** Councillors Galvin and Wright

**1. Declarations of interest**

Councillor Harris declared an other interest in item 6 below as the council's appointee to the Broads Authority.

**2. Public Questions/Petitions**

A public question was received from Mr Sean Bennett who asked the deputy leader and cabinet member for social housing the following question:

"Regarding the health and safety issues raised in thousands of homes. Why did the Administration believe it was appropriate to wait until October to inform residents of the health and safety issues in their properties when the problem was known about as early as June? How can they justify keeping tenants and taxpayers in the dark for so long about such an important and potentially dangerous issue?"

Councillor Harris, deputy leader and cabinet member for social housing gave the following reply:

"We started our review in June, working with colleagues at NPS, at that early stage information was emerging. When we approached the Regulator of Social Housing to make a self-referral at the end of July we were continuing to establish the full position, we made the Regulator aware of that. Work started in July on a supporting, detailed review and that work concluded in October. We wrote to all of our tenants and leaseholders when that review had concluded. Our aim in writing at this stage was to provide as much accurate information and therefore reassurance as we could by setting out how the issues affected different types of homes. When the Regulator concluded their findings at the end of October we wrote to our tenants again to update them."

In response to Mr Bennett's supplementary question the deputy leader and cabinet member for social housing advised that a tenant's panel was in place and she would provide regular updates to this forum. Work would continue to consider further ways to increase tenant involvement.

### 3. Minutes

**RESOLVED** to agree the accuracy of the minutes of the extraordinary cabinet meeting of 12 November and the minutes of the cabinet meeting held on 17 November 2021.

### 4. Article 4 Direction to remove permitted development rights for the conversion of offices to residential

Councillor Stonard, cabinet member for inclusive and sustainable growth, presented the report. He explained the process to date which included a public consultation to which 14 responses had been received. He noted there was support in favour of removing permitted development rights due largely to concern regarding the quality of the residential conversions often achieved. The unregulated conversion of offices damaged the long term character of the city and undermined the ability of the council as the local planning authority to influence the strategic growth of the city.

If the council as the planning authority could consider applications concerning the change of use of office accommodation then matters such as the availability of office space in a given area and the quality of residential conversion of developments could be taken into account.

The removal of permitted development rights was proposed within a limited geographical area and a map showing the boundary of the area was included within the report. Confirmation from the Secretary of State was awaited as to whether he would use his powers to intervene in the proposed direction. Councillor Stonard noted that the process to introduce the Article 4 direction required a 12 month lead in period and that this could run concurrently whilst awaiting the decision.

The Sustainable Development Panel (SDP) had considered the report at its meeting on 16 November 2021 and recommended it to cabinet.

Councillor Davis, the cabinet member for social inclusion referred to appalling office conversions which had been seen in other parts of the country and emphasised that people had a right to good quality accommodation which the introduction of an Article 4 direction would help to achieve.

Councillor Jones, the cabinet member for safer stronger neighbourhoods highlighted that the city council had previously taken enforcement action against substandard office conversions and the introduction of an Article 4 direction represented a positive development.

Councillor Galvin commented that the report represented a step forward in the provision of good quality housing and office space within the city. She asked if it were possible to quantify the amount of office space the city had lost compared to the number of dwellings created. Further, she asked when granting permission to convert redundant office space how would the council ensure a decent proportion of social housing.

Councillor Stonard advised that an analysis of office space lost had been presented in an earlier report to cabinet and the executive director of development and city services could provide this information outside of the meeting. In terms of the

viability and affordability of developments the council had introduced a transparent process to calculate viability. On occasion there were legitimate cases where developments were not viable with a 30% affordable housing mix. However, the data had to be robust and transparent if this were to be the case.

The executive director of development and city services noted there was a role for officers to ensure the correct information was provided and that a robust application process was in place in order that members could critically examine applications.

Councillor Waters, the leader of the council, highlighted that 25% of office space had been lost across the city. The executive director of development and city services confirmed across the city there had been a considerable loss of office space, previously tenanted offices, which had become substandard and non-affordable residential accommodation. The city had been significantly impacted by permitted development rights.

Councillor Wright commented that it was a balance, office conversions were not being ruled out but democratic oversight would be ensured.

**RESOLVED** to confirm the Article 4 Direction to remove permitted development rights for the conversion of offices to residential within Norwich city centre, as identified on the plan attached in appendix 2.

## **5. Local Development Scheme December 2021**

Councillor Stonard, cabinet member for inclusive and sustainable growth, presented the report. He explained that the Local Development Scheme (LDS) was part of the documents which made up the local plan for the city. It was good practice to keep it up to date. He noted that the LDS had been considered at Sustainable Development Panel (SDP) at its meeting on 16 November 2021 and the panel had recommended it to cabinet.

Councillor Galvin asked what the council's approach to supporting neighbourhood plans was and how residents could be empowered to be part of the planning process. Councillor Stonard commented that a proposal had been received for a neighbourhood plan, in the Anglia Square area of the city. The membership appeared appropriate and the council would work with the group and give it every support as it was required to do. There had been an issue with the geographical boundary of the application which had been addressed and amended as advised.

The executive director of development and city services advised the council had a statutory duty to assist communities to bring plans forward for their own area. A previous application had been refused but the reason for refusal had been addressed. The council was required to have strong reasons to turn down applications and would want to support them as resources would allow.

**RESOLVED** to approve the Local Development Scheme for publication under section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by section 111 of the Localism Act 2011).

## 6. River Wensum Strategy Update 2021

Councillor Stonard, cabinet member for inclusive and sustainable growth, presented the report. He explained that the strategy was the long term result of multi-agency working. A multi-agency partnership board formed in 2014-15 was in place which Councillor Stonard chaired. It had no specific budget but each partner contributed. The value of this partnership approach was that it provided a stronger position from which to apply for funds for relevant schemes.

The Delivery Plan Document highlighted progress to date with a number of schemes successfully completed and also detailed future plans. The plan to develop the Wensum Walkway on the southern bank of the river had achieved funding and the redevelopment of Wensum Lodge were significant schemes.

Councillor Harris, deputy leader and cabinet member for social housing emphasised what an asset the river was to the city and how it had been particularly appreciated by residents during the pandemic.

Councillor Davis, cabinet member for social inclusion, referred to the plan for an increase in residential moorings and noted more people were choosing to live on the water as a more affordable means of living.

Councillor Wright asked how members of the public could submit ideas to the partnership board. Councillor Stonard advised that the public were invited to stakeholder events and a consultation process had taken place. The Planning Policy Team Leader suggested that the council's website page referring to the River Wensum Strategy could be updated with a dedicated email address which members agreed.

Councillor Galvin referred to the unique nature of the river as it was a chalk stream. She considered that biodiversity enhancement should be given a greater priority within the strategy. The planning policy team leader advised that the River Wensum Project officers were working on a biodiversity action plan with the Environment Agency who were the lead as they had available resource. It was hoped to be able to report back progress and link the work to the council's Biodiversity Strategy.

**RESOLVED** to note the progress that has been made to date on delivering the River Wensum Strategy, and the Delivery Plan which sets out priorities going forward.

## 7. Scrutiny committee recommendations

Councillor Kendrick, cabinet member for resources introduced the report and asked Councillor Wright as chair of the Scrutiny committee to present it.

Councillor Wright noted that the committee had looked at the council's Environment Strategy following Covid-19 and that the report contained a number of recommendations.

Councillor Hampton, cabinet member for climate change and digital inclusion thanked the scrutiny committee for an interesting and constructive meeting.



Councillor Waters, the leader of the council, thanked the scrutiny committee for its work and noted recommendations one and two were for the scrutiny committee. In reference to recommendation three, the most significant investment the council had was in the Norfolk Pension Fund and he would request a note be produced which would be circulated to all members of the council. As related to recommendation four he noted the 2040 vision work was looking at this; and in terms of recommendation five, work with the new climate change commission and actions were in place to address this.

**RESOLVED** to consider the recommendations as detailed in the scrutiny report.

## **8. The Emerging Budget 2022/23 and Budget Consultation**

Councillor Kendrick, cabinet member for resources presented the report. He noted that the results from the public consultation would be made available before the budget was presented to full council for approval.

The Local Government Settlement was published last month covering a one year period and it left the council with a significant funding challenge which required £10.6m of savings to be found. Work to develop a full range of options to be considered was underway. The council was committed to maintaining services for as long as possible.

Councillor Davis, the cabinet member for social inclusion, commented that local government had been told in the autumn budget statement to expect a three year funding settlement. She asked if the public consultation document for the budget was available in an easy read format.

Councillor Kendrick, cabinet member for resources, confirmed the government had originally agreed a three year funding settlement but that unfortunately there now appeared to an element of doubt regarding this.

The executive director of corporate and commercial services advised an easy read version of the document was not available but the council was looking to work with partners to develop this.

Councillor Galvin referred to the public consultation document which she considered was pitched at an unsuitable level for most of the public to be able to understand. Further, the consultation period closed on 19 January 2022 which gave little time to respond. She asked how could public engagement in the council's budget setting process could be improved.

The executive director of corporate and commercial services emphasised the short notice the council received from central government regarding the settlement. This gave little time before budget setting to enable a consultation but the best had been achieved in the given timeframe and with the information available. If a three year funding settlement was received this would aid longer term planning and enable improved public engagement in the budget setting process.

Councillor Waters, the leader of the council highlighted the unpredictable nature of the local government financial settlement which significantly impacted on the council's ability to consult. He emphasised that the council required greater clarity

and stability in relation to funding from central government in order to manage the budget.

**RESOLVED** to note:

- 1) the latest financial information and the financial strategy principles incorporated into the report, which enable the Council to set a balanced budget for 2022/23; and
- 2) the budget principles used for consultation and agree that budget consultation with businesses, residents and other interested stakeholders commences to inform the Council's budget setting decisions in February 2022.

## **9. Treasury Management Mid-Year Review Report 2021/22**

Councillor Kendrick, cabinet member for resources, presented the report which provided data for the first six months of the financial year. He highlighted proposed changes to reporting requirements.

Councillor Galvin referred to the change to the code in relation to communal assets and noted that the council could not be obliged to sell off recently acquired investments. She asked what was the process to keep this under review.

The executive director of corporate and commercial services confirmed there was no requirement to sell properties; these were deemed part of the council's portfolio and the code allowed these to be maintained. As regards to the process to review the portfolio, the Asset Management Strategy detailed how assets would be reviewed, valued, and their purpose.

**RESOLVED** to:

- 1) Note the contents of the report and in particular the treasury management activity undertaken in the first six months of the 2021/22 financial year.
- 2) Note the impact of proposed changes to the Treasury Management Code; and
- 3) Propose that this report be considered and agreed by full council.

## **10. To award a contract for the installation of a new air source heat pump system at City Hall - supplementary agenda item**

(The chair referred to the supplementary agenda which had been circulated).

Councillor Kendrick, cabinet member for resources, presented the report. He emphasised how exciting the project was and that it would result in a reduction in the council's CO<sub>2</sub> admissions. Due to the timing constraints of the grant funding for the scheme there was a degree of urgency to get the project underway.

The major works and services manager, NPS, said the installation would result in the city hall building being 50% fuelled by renewable energy. The system was a gas - air hybrid and eventually when funding became available it was hoped to become 100% renewal.

Councillor Galvin noted there had been a disappointing and limited response to the tender for the contract. The head of legal and procurement acknowledged that there were supply chain issues with the rapid 'greening up' agenda.

**RESOLVED** to delegate approval to the Executive director of development and city services in consultation with the Portfolio holder for resources to award a contract for the installation of a new air source heat pump system at City Hall, Norwich on the provision that it is fully funded from the SALIX grant.

#### **11. Minutes – exempt (para 3)**

**RESOLVED** to agree the accuracy of the exempt minutes of the extraordinary cabinet meeting of 12 November 2021.

CHAIR





**Committee Name: Cabinet**

**Committee Date: 12/01/2022**

**Report Title:**

<b>Portfolio:</b>	Cllr Mike Stonard, Cabinet member for inclusive and sustainable growth
<b>Report from:</b>	Executive director of development and city services
<b>Wards:</b>	All Wards
<b>OPEN PUBLIC ITEM</b>	

**Purpose**

To consider whether the City Council should endorse the Transport for Norwich Strategy.

**Recommendation:**

- 1) to acknowledge the progress made towards introducing a set of transport policies in 2021 that improve the prospects of a more sustainable approach to transport across the Norwich area;
- 2) that the strategy as adopted by the County Council is not sufficiently ambitious in moving the city toward a sustainable future for transport in the absence of an agreed action plan or approved Local Cycling and Walking Infrastructure Plan and with a capital investment programme that devotes a higher proportion of funds to road building by comparison with schemes that support sustainable transport; and therefore the City Council cannot currently endorse the strategy or support the proposal for the Norwich Western Link that is contained within it; and
- 3) to continue the productive working relationship with Norfolk County Council on the development of the Transport for Norwich Strategy and its Action Plan with a view to increasing the ambition shown regarding sustainable transport options for Norwich.

## Policy Framework

The Council has three corporate priorities, which are:

- People living well
- Great neighbourhoods, housing and environment
- Inclusive economy

This report meets all three corporate priorities.

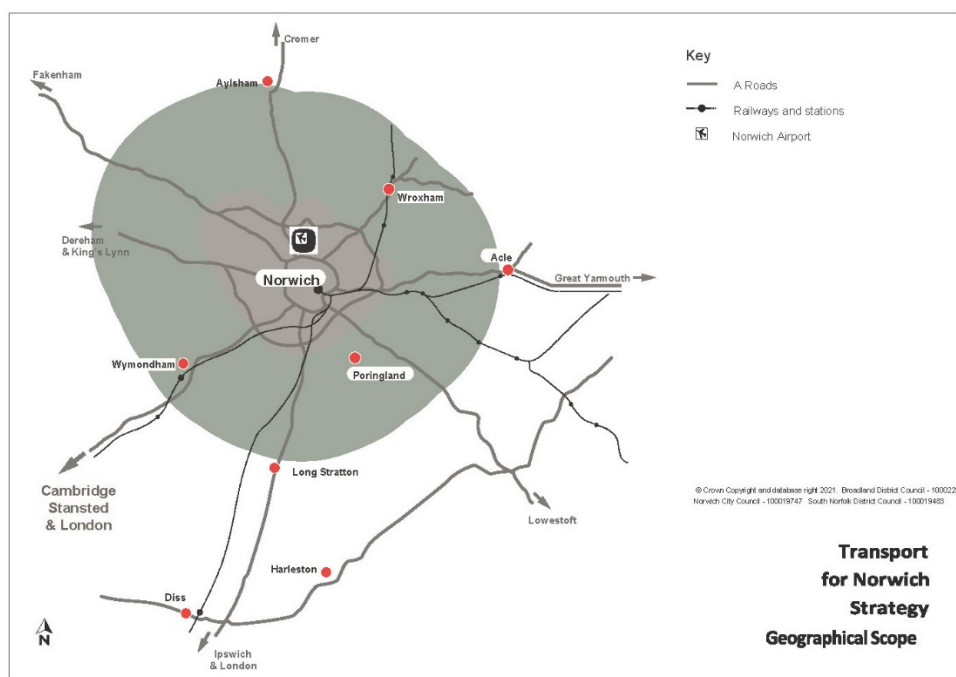
This report addresses the clean and sustainable city strategic action in the Corporate Plan.

This report helps to meet the climate change and green economy objective of the COVID-19 Recovery Plan.

## Report Details

### Background

1. The Transport for Norwich Strategy (TfN strategy) has been prepared to replace the Norwich Area Transportation Strategy, which expires in 2021. The strategy was approved by Norfolk County Council on 6 December 2021 following a public consultation. The final version of the document can be viewed here in the County's [6 December 2021 Cabinet report](#) at pages 239-347. The geographical coverage of the TfN strategy is showing in figure 1 below.



2. The TfN strategy has been produced as a high-level set of policies with key and supporting actions listed that would implement those policies. The detail

of how those actions would be developed into projects and the resources required will be defined and agreed through an action plan. An initial draft of the action plan was appended to the County's cabinet report.

3. The emerging transport policy framework for the Norwich area extends beyond the TfN Strategy to encompass three other documents: the [Bus Service Improvement Plan](#) (approved October 2021), the [Local Cycling and Walking Infrastructure Plan](#) (LCWIP) (consultation undertaken summer 2020 – adoption date unclear) and the [Electric Vehicle Strategy](#) (approved October 2021).
4. There has been close working between City and County officers on the development of the TfN strategy and the City has sought, with some success, to influence its content. The City's priorities were initially established through the [response to the County's Local Transport Plan](#) consultation on 16 December 2020. These priorities were underlined and asserted through the [response to the public consultation on the draft TfN strategy](#) on 8 September 2020.
5. The Norwich Western Link (NWL) is being promoted by County and reference is made to it in the TfN strategy. On 20 January 2021 Cllr Mike Stonard made a [statement to Council](#) in response to public questions on the NWL setting out the City Council's conditions for supporting that project. These included seeing clear and convincing evidence of the NWL being a critical part of an environmentally progressive and deliverable transport strategy for the city.
6. This report considers the extent to which the TfN strategy offers the kind of ambitious sustainable transport strategy that meets the challenge of the climate emergency, which the City Council has sought in previous Cabinet decisions. In doing so it takes account of the programme of committed transport projects within the strategy area, including the NWL. With the strategy having been completed the City Council is now in a position to consider its formal position on that project with reference to the tests set out by Cllr Stonard on 20 January 2021.

#### City Council policy requests secured

7. The TfN Strategy contains a vision statement: "Norwich and the strategic growth areas around it will become a place to thrive because affordable, shared, clean, active and accessible travel are the first choice for journeys, and people within at least the urban area can access a range of services without a car." The policies and actions that are intended to put this vision into practice are grouped around nine themes, which are described in the executive summary in the following terms:

#### **Norwich and Norfolk**

Norwich and the strategic growth area around it is the centre for a large part of the county and the wider eastern region. Good, strategic connections by clean transport modes including rail, low carbon vehicles and sustainable

modes within and to places outside of the area are vital for continued prosperity.

### **A zero-carbon future**

Achieving net zero carbon emissions will require significant and far-reaching interventions including reductions in travel demand, mode shift through an increased emphasis on active travel and supported by an accelerated switch to zero emission vehicles.

### **Improving the quality of our air**

Clean air is important. Significant and far-reaching interventions will be needed. Likely measures will need significant further study and engagement work to consider before being able to commit to delivery of a preferred option, but the following interventions will be further considered: Clean air zone; Workplace parking place levy; Road charging / congestion charge; Vehicle bans (eg prohibiting petrol and diesel engine vehicles from the city centre).

### **Changing attitudes and behaviours**

Local people, businesses and others who use all of our transport networks need to be engaged so that they understand and support the changes and feel confident in being able to make changes to their own travel behaviour.

### **Supporting growth areas**

The area has plans for significant growth. This needs to be in the right places, with transport networks provided, so that people can easily access facilities. Priority should be given to walking, cycling and public/ shared transport links.

### **Meeting local needs**

The transport system needs to support the needs of everyone, being designed to take account the different needs of different people.

### **Reducing the dominance of traffic**

In local neighbourhoods, traffic impacts will be reduced. This will be achieved through a series of interventions including low traffic neighbourhoods, school streets and reductions in speed limits, based around the principle of Healthy Streets.

### **Making the transport system work as one**

The transport system needs to ensure efficient movement of large numbers of people. We will identify roads where general traffic is prioritised; where public transport is prioritised; and where active travel is prioritised. This reflects that streets cannot accommodate every demand at the same time, and we must prioritise. Elsewhere, streets will primarily support communities who



live there, businesses or for leisure uses like meeting friends or entertainment. Parking will be reviewed to consider current parking capacity, arrangements, cost, availability and type.

### **Making it Happen (governance)**

Good governance arrangements are vital for effective actions and delivery, supported by active engagement across a range of people and partners. Special interest sectors need to be drawn in to advise and assist with direction and delivery. Without this, we will not achieve our ambitions.

8. The City outlined its vision for a sustainable transport policy in the response to the County's local transport plan consultation on 16 December 2020 and followed this with a response to the TfN strategy consultation on 8 September 2021. These proposals were informed by an awareness of the work taking place in other progressive cities (such as the application of regulatory and fiscal measures to improve air quality, reduce congestion and make better use of space) to change the way people travel around and the need to avoid falling behind our peers. Appendix 1 to this report is a detailed table that lists the City's policy proposals that have been suggested at various stages of the consultation and evaluates the extent to which these have been incorporated into the TfN Strategy.
9. It is evident from this analysis that some significant policy shifts have been secured (echoing national policy) but there remain some crucial deficiencies:
  - a. A lack of baseline data on the performance of the transport system so targets can be related to this.
  - b. Not accepting that the road network and travel mode hierarchy should systematically prioritise mobility requirements of modes that use least energy, produce least pollution and promote most healthy activity.
  - c. No recognition that building and expanding roads fuels traffic growth and car-based patterns of development.
  - d. The amount of capital expenditure and design attention given to schemes under development does not reflect the need to achieve modal shift towards transport activities that use less resources and are more efficient.
  - e. Not demonstrating how creating new traffic capacity through new road schemes in the vicinity of Norwich can free up road space to be reallocated to bus lanes, cycle tracks and wider footways within Norwich.
  - f. Not promoting the value of raising funds locally for investment in sustainable transport.
  - g. Not acknowledging that if a Workplace Parking Levy is introduced it would need to be applied across a wide area to avoid a counterproductive decentralisation of businesses from the city centre.
  - h. Not including mechanisms for better co-ordinating the planning of new development with transport investment such as a single integrated land use and transport plan.

- i. Not committing to build a comprehensive network of mobility hubs.
- j. Not recognising the value of vegetation and permeable surfaces in the highway for protecting against flooding and the urban heat island effect or introducing a policy that ensures County takes a positive approach to the introduction and maintenance of street trees.
- k. No restoration of the City's voice in transport decision-making.
- l. No clarity about when the actions in the TfN Strategy will be done, by whom and with what money.

10. Although it is recognised there are many strengths within the TfN strategy, on balance it is not considered to offer a sufficiently ambitious sustainable transport strategy in the absence of an agreed action plan or approved Local Cycling and Walking Infrastructure Plan and with a capital investment programme that devotes a higher proportion of funds to road building by comparison with schemes that support sustainable transport; and therefore it is recommended not to receive endorsement at the current time.

#### Norwich Western Link

11. On 20 January 2021 Cllr Stonard sought convincing evidence that the NWL is a critical part of an environmentally progressive and deliverable transport strategy for the city that delivers:
- a. Considerable air quality and decongestion benefits in the city
  - b. A comprehensive investment package in public transport, cycling and walking that is commensurate with the investment being considered for the NWL capable of delivering against internationally agreed carbon reduction targets
  - c. The completion of complementary schemes before the NWL is completed
  - d. A political mechanism to ensure the governance is in place to ensure that these commitments are implemented; and
  - e. Evidence that the wildlife and landscape impacts of the scheme can be satisfactorily mitigated.
12. The TfN strategy contains an action to "Carry out strategic assessments of the traffic impacts as a consequence of completing the committed strategy schemes (including improvements to the A47, the committed transforming cities programme and the Norwich Western Link) to identify the opportunities to deliver enhanced sustainable transport measures to support public transport and active travel". There is no clarity about the scope of these assessments, when they will be done and why this has not already happened, given the advanced state of planning for these schemes. There is a risk that the construction of the road will promote car-dependency in the area, worsening rather than alleviating traffic in Norwich.
13. Investment levels are important in determining outcomes. The County and National Highways are planning to spend about half a billion pounds on new and expanded roads within the TfN strategy area, including £198m on the NWL. In contrast, once the Transforming Cities Fund and Town Deal pro-

grammes end there is a risk of much less funding being available for sustainable transport schemes than now or by comparison with road schemes. The Bus Service Improvement Plan hopes to secure £107m from the Department for Transport over five years matched by £65m of local money for the whole county. The LCWIP has not been costed and dedicated funds from DfT for cycling are small by comparison with the roads investment programme.

14. None of conditions outlined in January 2021 for supporting the NWL have been fulfilled. Whilst the possibility exists that evidence could be provided as part of the planning application submission for the NWL that the wildlife and landscape impacts of the scheme can be satisfactorily mitigated, all the tests needed to be met for the City to support the NWL and it is clear, following the adoption of the TfN strategy, that the prospect is remote. The NWL is a project of such significance that it is considered the City Council should make its position clear and in light of the information above it is recommended that the Council should resolve not to support the NWL at this stage.
15. It should be noted that the relationship between the NWL and growth is very different to the circumstances that existed in relation to the previous Norwich Northern Distributor Road (now Broadland Northway), which was necessary to deliver growth proposals set out in the Joint Core Strategy, and that the County Council have not sought to access any infrastructure funds over which the City Council has control to deliver the NWL. However, it follows from the paragraph above that should such a request be received it would not be agreed by the City Council.
16. The TfN Strategy and NWL are mentioned in the Greater Norwich Local Plan (GNLP) policy 4 and paragraphs 237-245, which was agreed for submission by Council in July 2021. The evidence supporting the plan is clear that no development delivery in the GNLP is dependent on the completion of the NWL road. However, it is considered that the text of the GNLP will need to be updated to reflect both the County Council's adoption of the TfN strategy and the City Council's current position on it. Should the recommendations of this report be agreed, officers will seek to agree an appropriate main modification with partners in the GNLP to reflect the updated position.
17. The Norfolk Strategic Infrastructure Delivery Plan includes a supportive reference to the NWL. If the recommendations are accepted the City will need to make it clear to the County that the recent discussions at the Norfolk Leaders meeting should not be taken to signify any agreement by the City to the NWL.

18. Although the outcome of the TfN Strategy work has not achieved sufficient progress, the next phase of work on the action plan will be important and the City needs to play a full part in developing it and implementing those elements that it controls such as in relation to parking or its functions as the local planning authority. Furthermore, the City is also keen to continue working alongside County on the LCWIP so that document can be adopted and implemented quickly. Finally, recognition should be given to the excellent work led by the County on implementing the Transforming Cities Fund programme. We will continue to collaborate on this and seek extra funds for the programme to be extended.

## **Consultation**

19. The public consultation on the TfN Strategy has been summarised by the County in their Cabinet report.

## **Implications**

### **Financial and Resources**

20. There are no proposals in this report that would directly reduce or increase resources. However, it should be noted much of the success that has been enjoyed in recent years for funding of transport initiatives has been secured on the basis of strong joint working. It will be important to ensure that notwithstanding a disagreement about the overall strategy and the NWL that the City Council remains supportive of bids for and delivery of the programme of other transport schemes.

## **Legal**

21. There are no legal implications for the City Council from withholding support for the TfN Strategy and NWL because the responsibility for both lies with the County Council.

### **Statutory Considerations and Risk Management**

22. As the strategy has been adopted by the County Council rather than the City Council the duty to ensure that statutory considerations are met and risks are managed lies with them. As part of preparing the document a sustainability appraisal and habitat regulations assessment have been prepared, which demonstrate how statutory considerations have been addressed.

### **Other Options Considered**

23. The main alternative options are 1) support the TfN Strategy but not the NWL; 2) support the NWL but not the TfN Strategy; 3) support both the TfN Strategy and the NWL; 4) wait longer before deciding whether to offer support. Options 1 and 2 have been rejected because the TfN strategy contains an endorsement of the NWL which is clearly an important element of the package of proposed transport investments so support must be

offered for both or neither. Option 3 is not appropriate because the TfN Strategy has not incorporated a number of significant policy proposals identified in paragraph 9 and is considered insufficiently ambitious regarding modal shift. Option 4 should not be selected because sufficient information is now known following the adoption of the TfN strategy by County to form a judgement.

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

24. The City Council has worked assiduously to influence the County throughout 2021 in developing the TfN Strategy, based on two earlier Cabinet reports setting out a transport policy agenda. These have not been sufficiently incorporated, leading to a recommendation not to endorse the TfN Strategy at the current time.

**Background papers:** None

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## Appendix 1

### City Council transport policy proposal and extent of acceptance in TfN strategy

<b>City proposals (cabinet report date and para reference)</b>	<b>Extent secured (strategy para reference)</b>
Incorporate list of cycling and walking schemes in the LCWIP into the TfN strategy action plan. (16.12.20, 1.7)	Awaited - likely to be incorporated (9.8).
TfN Strategy action plan should replace the transport content in the Greater Norwich Infrastructure Plan and the Norfolk Strategic Infrastructure Delivery Plan. (16.12.20, 1.7)	No
Produce a single integrated transport, land use and development plan for the Norwich area as the next iteration of the Greater Norwich Local Plan (GNLP). (16.12.20, 1.8) (08.09.21, 10.1)	No
Support plan and provide rather than predict and provide approach e.g. to growth in road traffic. (16.12.20, 1.10)	No
Respect climate limits by stating a carbon budget and present policies that will contain emissions within budget. (16.12.20, 2.1.2)	Partly – carbon budget promised but road building and spending bias incompatible with decarbonisation.
Major schemes and transport investment programmes should demonstrate how they will not lead to exceedance of carbon budget. (16.12.20, 2.1.2) (08.09.21, 7.2)	No – carbon budget awaited and road schemes are planned that will induce traffic growth.
Root transport policy in social justice, especially in relation to health outcomes and the affordability of transport, by including the word “affordable” in the vision (08.09.21, 5.1), promoting walking and cycling as the default way to get around for short journeys though creating an environment that makes these activities feel safe and fun. (16.12.20, 2.2.2) and wording the supporting action under the bus services policy “Consider social needs in	Partly – word “affordable” in vision; “Gear Change” commitment to half of journeys being cycled or walked by 2030 included in active travel policy; but cost of bus services not referred to in supporting action.

<p>relation to bus services, including the cost of travel.” (08.09.21, 11.2)</p>	
<p>Ensure affordable access without a car by creating compact mixed-use clusters of development that are close to shared and clean transport services and restricting development where these services do not exist. (16.12.20, 2.3.1) Include clear policy commitment to create a network of mobility hubs that will facilitate interchange between shared and clean mobility services and support a virtuous cycle of development intensification and investment in key locations. (16.12.20, 3.12) (08.09.21, 10.2)</p>	<p>Partly – action seeking “to encourage high density development where there is good access to mobility hubs, local services and employment opportunities.” (9.8) Acknowledgement that “Norwich’s successful Transforming Cities Fund bid also looks to improve the bus network and to provide an ‘ease of access and smooth interchange between transport modes’ through the creation of mobility hubs. This will enable the transport network to work as one and make sustainable journeys more feasible, something the TfN strategy supports”. (12.2)</p>
<p>Ensure amount of capital expenditure and design attention is commensurate with the level in the hierarchy of resource efficiency rather than being heavily biased towards building roads that support car use. (16.12.20, 2.4.3) Provide clear funding commitments to support development of major scheme packages for the implementation of measures to promote cycling, walking and public transport. (08.09.21, 2.6 &amp; 7.3) Word the active travel policy: “We will prioritise active travel by walking and cycling in the allocation of resources by spending more capital on schemes that promote these modes of transport than on building new roads. Active travel schemes will be designed to conform to the standards in Local Transport Note 01/20 on cycling infrastructure design and the Healthy Streets checklist. The condition of cycling and walking infrastructure will be maintained to the highest standard possible on the active travel networks and zones recognised in the Norwich Cycling and Walking Infrastructure Plan”. (08.09.21, 13.5)</p>	<p>No, with exception of reference to maintenance standard. (12.29)</p>

Introduce a commitment to monitor and report on the proportion of County resource directed to delivering sustainable transport measures. (08.09.21, 7.3)	No
A travel mode prioritising hierarchy should be introduced with each mode scored according to the degree to which it promotes healthy activity, occupies space, pollutes the air, is affordable and promotes sharing, with walking at the top and single occupancy fossil fuel car use at the bottom. (16.12.20, 2.4.5) The road network and travel mode hierarchy policy should be worded: "We will adopt a road network and travel mode hierarchy that: a) prioritises the mobility requirements of modes that use least energy, produce least pollution and promote most healthy activity; b) understands that the movement of people rather than vehicles matters in evaluating congestion and traffic capacity; and c) recognises the place function as well as the movement function of different parts of the network." (16.12.20, 2.5.1) (08.09.21, 13.2)	Partly – road network and travel mode hierarchy policy says "We will adopt a road network and travel mode hierarchy that will support mobility requirements of people and recognises the place function as well as movement function of different parts of the network."
Word the places policy: "Transport regulation, capital projects and maintenance activities can profoundly affect our valuable heritage, landscape and ecological assets. Such transport activities will conserve and enhance these assets and achieve biodiversity net gain as required by environmental legislation." (08.09.21, 12.1)	Partly – the County Cabinet report says the policy will be worded: "New schemes, enforcement and maintenance activities on the transport network will seek to enhance the character and quality of places with historic, architectural or natural landscape character and ecological value." Actions state: "Transport schemes developed in places of historical, landscape or architectural importance, including conservation areas, will be designed to ensure that they maintain or enhance the area and improve public realm." (11.8) "Ensure good quality materials and planting is sustained in maintenance activities". (11.9) No



	recognition of need to achieve biodiversity net gain.
When considering movement function of a street as an influence on the network hierarchy to acknowledge its importance as a link in the cycle network and bus network and attractor for walking. (16.12.20, 2.5.1)	Yes (12.9, 12.10)
Be mindful of the equality impact of transport policy and design, for example by keeping footways unobstructed, installing dropped kerbs and tactile paving and implementing the new cycling design standards that recognised people with disabilities often ride bikes with different geometrical requirements. (16.12.20, 2.6.1)	Partly (10.14) but overall bias in spending to serve the motoring population who tend to be more affluent.
Explore use of P&R sites for freight consolidation and pick up locations for parcels. (16.12.20, 2.7.1)	Yes
Recognise the value of vegetation and permeable surfaces in the highway for protecting against flooding and the urban heat island effect. (16.12.20, 2.8.1) Introduce a policy that ensures County takes a positive approach to the introduction and maintenance of street trees that is consistent with the new paragraph 131 of the National Planning Policy Framework. (08.09.21, 12.4)	No
Support combining highway infrastructure e.g. using lighting columns to mount traffic signals or provide EV charging. (16.12.20, 2.8.1)	No
Avoid placing too much faith in electric vehicles as the solution to decarbonising the transport network by recognising the multiple adverse effects of their manufacture and use compared to less resource intensive modes of transport. (16.12.20, 2.9.2)	No
Electrify buses, taxis and car club cars (16.12.20, 2.9.3) and provide more charging	Yes (7.9, 11.12)

infrastructure for electric vehicles on street and in public car parks. (16.12.20, 2.9.2)	
Consolidate responsibility for owning, managing and maintaining assets in the highway. (16.12.20, 2.10.1)	No
Overcome the biases and limitations in current traffic modelling techniques. (16.12.20, 2.11)	Partly – Implied outcome of the action that “key movement corridors will prioritise movement of the greatest number of people rather than the greatest number of vehicles”. (12.7)
Spend a higher proportion of transport expenditure on maintenance, especially to look after infrastructure for cycling and walking, recognise that the building of new roads results in additional strain on maintenance budgets (16.12.20, 2.12.1) and that achieving modal shift to walking and cycling reduces the damage to highway surfaces caused by vehicles. (16.12.20, 2.12.3)	Partly – Higher expenditure implied through action that states that “In accordance with our new Local Transport Plan policy, we will prioritise maintenance of those parts of the network used by people walking and cycling. This will mean the condition of cycle lanes and pavements on the most well-used routes is at the highest standard possible.” (12.29)
Tax harmful transport activity to discourage it and to raise revenue that can give more local spending autonomy to invest in sustainable transport. (16.12.20, 2.13.1) (08.09.21, 14.3). Explain the criteria that will apply to the selection of regulatory tools. Seriously explore the introduction of a workplace parking levy but make clear this would need to apply to a wide area. (16.12.20, 3.2) (08.09.21, 8.2)	Partly – the strategy “recognises that significant and far-reaching interventions including reductions in travel demand will be needed in order to achieve our objectives”. (12.8) Regulatory measures are to be investigated (7.8 & 12.26); criteria not explained; assurances about only applying a workplace parking levy to a wide area not given; and benefits of raising and controlling local funds not advocated.

Raise long-stay parking charges in public car parks, facilitate the redevelopment of redundant car parking space (16.12.20, 3.3), gradually reduce the space available for fossil fuel vehicles to park (16.12.20, 3.4) and allocate land for autonomous vehicles to park (16.12.20, 3.5).	Yes – these will be reviewed through the action plan (12.18 & 12.19) and the implementation of the parking policy that says “Car parking will be minimised for the city while continuing to support its economic vitality and meeting essential needs, Parking policy and practice for on-street and off-street public parking will be developed to complement park and ride and support promotion of active travel.”
Reallocate road space and time from cars (especially single occupancy) to walking, cycling and public transport by providing separate lanes for buses and cyclists. (16.12.20, 3.6)	Partly – acknowledgement this will need to happen on some streets (12.7 & 12.29)
Downgrade the traffic function of the inner ring road allowing it to be redesigned arising from the for possibility that the construction of the NWL in addition to the Broadland Northway could free up road space. (16.12.20, 3.7)	No – Vague reference to strategic assessments of strategic schemes to identify opportunities to deliver enhanced sustainable transport measures. (5.11)
Introduce light-touch regulation of bus services to guarantee frequency and capacity of service and air quality standards on core bus routes in exchange for public investment. (16.12.20, 3.8)	No. Enhanced partnership approach being used.
Free the city centre and neighbourhoods from polluting vehicles by preventing vehicles driving across the city centre and introducing an ultra low emission / clean air zone in the city centre and low traffic neighbourhoods. (16.12.20, 3.9)	Partly – neighbourhoods policy says: “We will work with local communities, elected members and stakeholders to reduce the impact of unnecessary traffic in neighbourhoods and provide connections that meet local needs and support active travel”. Commitment to investigate introduction of low traffic neighbourhoods (11.15 & 12.8) and city centre restrictions and clean air zone. (7.6, 7.8, 11.12, 12.8 & 12.29)

Reduce traffic in the vicinity of schools. (16.12.20, 3.10)	Yes (7.9)
Introduce a default speed limit of 20mph though the following policy wording: “20mph will be adopted as the default speed limit across the whole urban area with higher limits only on streets that have a strategic traffic function and do not have a strong residential and local service function. Where the street design does not currently support adherence to 20mph, engineering and enforcement measures will be implemented to achieve compliance.” (16.12.20, 3.11) (08.09.21, 11.1)	Partly – a supporting action commits to “Removing extraneous traffic from neighbourhoods and reduce speed limits to 20mph across the whole urban area with higher limits only on streets that have a strategic traffic function and do not have a strong residential and local service function” (10.11 & 11.13). Other proposed wording on default limit and the use of engineering and enforcement measures omitted and it would have been stronger as a policy.
Introduce a committee of councillors representing the Greater Norwich area than can make decisions on transport policy and scheme implementation, irrespective of funding source (16.12.20, 5.3)	Partly – Joint Committee for Transforming Cities Fund projects renamed Transport for Norwich Joint Committee but remit need to be clarified, decision making over policy agreed and duplication with other committees eliminated.
Clarify meaning of “key actions” and “supporting actions” and explain when the actions will be done, by whom and with what resources prior to adopting the TfN strategy.	No
Include a commitment to regularly reviewing the strategy and action plan. (08.09.21, 2.3 & 2.4)	Yes (13.4)
Provide data on current performance of transport networks to form a baseline or commit to doing this after adoption e.g. split between transport modes. (08.09.21, 2.5)	Partly – commitment to monitoring (5.11)

Explain geography of where policies and scheme interventions will be applied in key diagram and LCWIP mapping. (08.09.21, 2.7)	Partly – Awaited through development of action plan (12.9 & 12.10)
Recognise that building and enlarging roads fuels the growth of motorised traffic and car patterns of development leading to a commitment not to begin the development of any more major road infrastructure schemes. (08.09.21, 6.3)	No
Include reference to enforcing engine switch off rules. (08.09.21, 7.8)	Yes (7.8)
Include key commitments from the Bus Service Improvement Plan in the TfN Strategy (08.09.21, 13.3)	Partly (12.13 & 12.14)
List of stakeholders at start of chapter 13 “making it happen” should include other non-commercial interests. (08.09.21, 14.2)	No
Influence City politicians exercised under the agency arrangements should be restored so their voice is more powerfully heard in decisions affecting transport in the city. (08.09.21, 14.1)	No





**Committee Name:** Cabinet  
**Committee Date:** 12/01/2022  
**Report Title:** Draft Equality Information Report 2022

**Portfolio:** Councillor Davis, Cabinet member for social inclusion

**Report from:** Executive director of community services

**Wards:** All Wards

**OPEN PUBLIC ITEM**

**Purpose**

To consider the council's statutory annual Equality Information Report 2022 which is appended to this report.

**Recommendation:**

To approve publication of the annual Equality Information Report 2022.

**Policy Framework**

The Council has three corporate priorities, which are:

- People living well
- Great neighbourhoods, housing and environment
- Inclusive economy

This report meets the People Living Well corporate priority.

This report addresses the strategic action in the Corporate Plan: Supporting people in Norwich to feel safe and welcomed.

This report helps to meet the Equality, Diversity and Inclusion adopted policy of the Council.

This report helps to meet Supporting the most vulnerable objective of the COVID-19 Recovery Plan.

## Report Details

1. As a local authority, the Council has a statutory requirement to publish an annual Equality Information Report. The deadline for publishing our next report is 31 January 2022 and it will be considered by Cabinet in January 2022 before publication.
2. The draft Equality Information Report is appended to this report. It provides key data about Norwich residents and city council customers and employees, especially those with protected characteristics under The Equality Act 2010.
3. Previous reports can be found on the Equality and Diversity section of the council's website: <http://www.norwich.gov.uk/equalityanddiversity>
4. This is the fourth report to be presented in the revised format which is more infographic led, in order to:
  - a) make the key messages clearer
  - b) make it easier for stakeholders to source data
  - c) make it more accessible to a range of audiences.
5. The report includes brief commentary on some of the key data, especially where there are notable changes or local variances. Where available the information is presented at a local level, alongside comparative data at either a county, regional or national level. These data sources are referenced at the end of the report.

## Future reports

6. There are a number of factors that will help shape the content and format of future Equality Information Reports including:
  - a. Census 2021 data when it is published during 2022
  - b. Our planned Equalities Databank and Dashboard which will highlight trends
  - c. A robust approach to monitoring Equality Impact Assessments
  - d. The engagement work that will be carried out to inform the new Equality Diversity and Inclusion Strategy due to be published in 2022
  - e. The findings from the Council's internal Equalities review.
7. The production of a revised format based on points **a** to **e** above will provide evidence to enable us to better allocate resources to help those communities identified as needing additional support. It will also feed into the Future Shape Norwich work which seeks to redesign council services and reshape teams around the needs of users, creating more joined up and accessible services which are in tune with the changing needs and behaviours of those we serve.



8. Work is planned to amalgamate existing Equalities action plans into a single view of Equalities actions across the organisation which is used to monitor progress of delivery and achievement of success.

## **Equalities Review**

9. A review of the Council's approach to equalities has begun and we have identified a number of officers from across the business to help support this piece of work. By taking this inclusive approach we will be able to better identify areas of activity that need to be addressed to deliver good equality outcomes for employees and the community. This will help us to further embed equality into processes and practices and support the organisation to become an inclusive employer.
10. We are using the Local Government Association's Equality Framework, which sets out four modules for improvement underpinned by a range of criteria and practical guidance that can help the council to plan, implement and deliver real equality outcomes for employees and the community.
11. The four modules are:
  - a. Understanding and working with your communities
  - b. Leadership and Organisational Commitment
  - c. Responsive Services and Customer Care
  - d. Diverse and Engaged Workforce
12. An initial assessment against the LGA framework is underway and we hope to be able to draft a series of recommendations by the end of December, which will be put forward to CLT for consideration, and form part of the regular equalities reporting to members, that we are pulling together into one single view of equalities.
13. Outcomes from the review will feed into the work that sits below each of the equality objectives detailed in our Equality, Diversity and Inclusion Policy, and the table below at point 18.

## **Equality, diversity and inclusion objectives**

14. The council is committed to equality for all residents of Norwich. This is through the delivery of accessible, fair services, as an employer, contractor of services and a community leader. The council celebrates diversity, and the contribution different groups make to the vibrant city of Norwich.
15. This means that we and the services that we deliver, and contract out do not discriminate against someone because of perceived difference. It also means that we take an active role as a leader in the community and remove barriers to participation and access for all members of the community.
16. This commitment is reflected in the Equality, Diversity and Inclusion policy, which sets out the council's ambitions as an organisation, and for the city. It articulates equality objectives which are aligned to the council's wider approach to reducing inequalities.

17. The table below provides a brief update on the objectives:

<b>Objective</b>	<b>Update</b>
Develop a new Equality, Diversity and Inclusion Strategy	<ul style="list-style-type: none"> <li>- Initial scoping meetings have taken place with officers from across the business</li> <li>- An engagement plan is in development</li> <li>- Engagement activities and collation of the evidence base is due to take place early in the new year</li> <li>- Final publication due September 2022, as agreed with Executive Director of Community Services.</li> <li>- Once published, the Equality Diversity and Equalities Strategy will replace the existing Equality, Diversity and Inclusion Policy.</li> </ul>
Redesign council services and reshape teams around the needs of users, creating more joined up and accessible services which are in tune with the changing needs and behaviours of those we serve	<p>This is part of the wider Future Shape Norwich programme and will be factored into its various workstreams of change and transformation.</p> <p>More broadly, Future Shape Norwich will continue to embed reducing inequalities as a principle across all the council's work, building on learning from the range of work done to date.</p> <p>For example, the decision has already been made that all future restructures will include apprentice posts. Service reviews are now underway for all the council's assets and contracts, including a requirement to consider social value.</p> <p>Longer-term, opportunities to improve our approach to early intervention and prevention will also be considered through Future Shape Norwich.</p>

<p>Understand our communities and celebrate and respect diversity</p>	<p>We continue to work with residents and stakeholders, recent examples include:</p> <ul style="list-style-type: none"> <li>- Norwich Good Economy Commission funded work on hearing unheard voices through a commissioned game with key communities</li> <li>- Neighbourhood Community Infrastructure Levy and HRA funded work on Community Conversations in Mile Cross to pilot ways of working for all Reducing Inequality Target Areas</li> <li>- Development of the council-owned Impact Evaluation tool to help VCSEs evidence their successes within communities</li> <li>- Bringing together the key disability access organisations to plan for a more accessible city and make capital funding applications to address identified issues.</li> <li>- Progress our Community Renewal Funded 100-day challenge proposal through which we aim to commission a series of 100 workshops aimed at understanding residents' desires for improving local green spaces and neighbourhood assets to inform future work, 25 digital refurbishment and 25 green space workshops. These will link skills development to motivation of beneficiaries to transform neighbourhoods, which is evidenced in Norwich, plus transferable skills like digital literacy, for up to 600 people.</li> </ul>
<p>Recruit, develop and retain a diverse and representative workforce</p>	<ul style="list-style-type: none"> <li>- Regular leadership messages encouraging employees to update their data and contact with all new starters to encourage them to complete their data has helped to the increased reporting of protected characteristics by officers</li> <li>- Ethnic diversity of the workforce has increased from 3.4% in December 2020 to 4.5% in September 2021</li> <li>- Unconscious bias training rolled out for all employees and available to councillors.</li> <li>- Further Equality diversity and inclusion training has been piloted and will be rolled out across the council early in the new year.</li> <li>- Diversity has improved at shortlisting and offer stages of recruitment and selection with feedback offered to all applicants</li> <li>- Recruitment &amp; selection training reviewed – revised training for all recruiting managers to be rolled out in 2022</li> <li>- Equality diversity and inclusion statement included on recruitment advertisements</li> <li>- Equality diversity and inclusion requirements incorporated in specifications for recruitment partners</li> <li>- Investigating software tools to identify bias in recruitment/job descriptions.</li> </ul>

## Social inclusion following COVID-19

18. The impact of the Covid-19 pandemic has required a response at the global, national and local levels. In Norwich, as elsewhere across the United Kingdom, although restrictions have eased since the most recent lockdown, Covid continues to affect the lives of residents and businesses in the city.
19. In June 2020, Cabinet agreed the [Covid-19: A blueprint for recovery](#) which provided an overview of the council's initial response to the virus, and identified a number of priority themes and actions which would frame the council's – and the city's - recovery. Two progress reports have been provided to Cabinet in December 2020 and October 2021.
20. As the recovery blueprint makes clear, the city's response to – and recovery from – the pandemic requires a partnership response. Since the document was developed and published, the [Norwich 2040 City Vision](#) partnership has been meeting regularly to steer the city through the challenges and opportunities ahead.
21. The importance of reducing inequality is reflected in the Council's current corporate priorities and performance framework, as well as the Norwich 2040 city vision theme of 'A Fair City'. National and local data suggests that the Covid-19 pandemic has exacerbated existing inequalities at the same time as increasing living costs, making action even more vital than before.
22. We currently focus our activities in a number of areas to help reduce inequality across the city including:
  - a. Piloting the locality approach to reducing inequalities
  - b. Economic inclusion
  - c. Financial inclusion
  - d. Council Tax Reduction Scheme
  - e. Food poverty
  - f. Fuel poverty
  - g. Digital inclusion
  - h. Equality, diversity and inclusion.
23. Reducing inequalities remains a key priority for the council, recognising that Covid and cost of living increases are presenting even greater challenges for the most disadvantaged people and communities in the city. Further information is contained in the recent Scrutiny committee report: [The emerging new social inclusion agenda following COVID-19](#)

## Consultation

24. Scrutiny committee reviewed the draft report on 16 December. It was **RESOLVED** to:
  - a. Acknowledge the work that has gone into the production of the dashboard, and welcome its future wider rollout.

- b. Work with the housing partnerships officer to identify topics for scrutiny work around outreach to those who needed to access health and other services, such as legal services and education services.
- c. Note the work being undertaken around the complaints process and ask for an update on improvements to data collection around protected characteristics.

25. As part of the development of the 2023 report, which will be revised significantly, we will engage with relevant stakeholders on the content and format of the report.

## **Implications**

### **Financial and Resources**

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

26. There are no proposals in this report that would reduce or increase resources.

## **Legal**

27. The publication of the Equality Information Report 2022 forms part of our Public Sector Equality Duty requirements under the Equality Act 2010. The Equality Act 2010 (Specific Duties) Regulations 2011 do not require us to publish the information in a specific manner, however it must be accessible to members of the public and include information in relation to our own employees and others impacted by our policies and practices

### **Statutory Considerations**

<b>Consideration</b>	<b>Details of any implications and proposed measures to address:</b>
Equality and Diversity	Equality impact assessments are carried out on a project specific basis where appropriate.
Health, Social and Economic Impact	There are positive impacts associated with a number of projects as detailed throughout the report.
Crime and Disorder	There are positive impacts associated with a number of projects as detailed throughout the report.
Children and Adults Safeguarding	There are positive impacts associated with a number of projects as detailed throughout the report.
Environmental Impact	There are positive impacts associated with a number of projects as detailed throughout the report.

## Risk Management

Risk	Consequence	Controls Required
<p>As specified in the Equality Act 2010 the Council must publish equality data annually.</p> <p>This includes reporting on how we are integrating equality, diversity and inclusion into our work practices and publishing our workforce employment information.</p>	<p>Failure to have 'due regard' in relation to the Equality Act 2010 could mean:</p> <ul style="list-style-type: none"> <li>• a judicial review of decision making</li> <li>• incurring unnecessary costs to the council</li> <li>• reputational damage</li> <li>• unconscious discrimination against a part of the city's community</li> <li>• developing services that do not meet the needs of our communities.</li> </ul>	<p>The publication of an annual Equality Information Report every January.</p> <p>The publication of specific SMART equality objectives at least every four years which are aligned to our Equality, Diversity and Inclusion Policy.</p> <p>The Equality, Diversity and Inclusion Policy allows identification of risks around liabilities under the Public Sector Equality Duty as set out in the Equality Act 2010.</p> <p>Working with HR, democratic services, community enabling, strategy and transformation teams, to amalgamate existing Equalities action plans into a single view of Equalities actions across the organisation which is used to monitor progress of delivery and achievement of success.</p> <p>Progress will be reported to CLT and Cabinet.</p>

## Other Options Considered

28. Not applicable as the publication of an annual Equality Information Report is statutory requirement under the Equality Act 2010.

## Reasons for the decision/recommendation

29. This report and the appendix should provide sufficient information for Cabinet members to approve publication of the Equality Information Report 2022.

## Background papers:

[Scrutiny Report: The emerging new social inclusion agenda following COVID-19](#)

## Appendices:

Draft Equality Information Report 2022

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# Draft Equality Information Report 2022





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# Introduction

- Norwich has a long history of being a radical, innovative city. We are increasingly recognised for our strong economy, quality of life and vibrancy. But we know there are some parts of our city where there is inequality and poverty that we must continue to challenge and tackle.
- The [Norwich 2040 City Vision](#) brings the whole city, its people, businesses and institutions working together to make the Norwich of 2040 the best place to be. It will be a fair city where people care about equality; there is a fair system; and communities are diverse.
- Norwich City Council is at the heart of the city. We work creatively, flexibly and in partnership with others to create a city of which we can all be proud. We provide good services to our residents, visitors and businesses, whilst enabling people to help themselves and ensuring that those who need extra help can access it.
- Equality is a theme running throughout our [Corporate Plan 2019-22](#) which supports our vision to make Norwich a fine city for all by putting people and the city first. [The State of Norwich](#) provides statistical information about Norwich - people, place, economy and wellbeing.





# Introduction continued

- In June 2021, the council published its latest [Equality, Diversity and Inclusion Policy](#) which states that Norwich City Council is committed to equality for all residents of Norwich. This is through the delivery of accessible, fair services, as an employer, contractor of services and a community leader.
- The policy details our current Equality objectives:
  - Develop a new Equality, Diversity and Inclusion Strategy
  - Redesign council services and reshape teams around the needs of users, creating more joined up and accessible services which are in tune with the changing needs and behaviours of those we serve
  - Understand our communities and celebrate and respect diversity
  - Recruit, develop and retain a diverse and representative workforce
- This Equality Information Report forms part of Norwich City Council's demonstration of its legal compliance against the Public Sector Equality Duty (PSED) which is part of the Equality Act 2010.
- Many sections of this document contain data and information from sources external to Norwich City Council. This means we rely on institutions to collect and provide us with up-to-date information that applies to our local area.
- The most recent UK census took place in March 2021, however, the data will not be published until May-June 2022, so this report still refers to Census 2011.





## Introduction continued

- The impact of the Covid-19 pandemic has required a response at the global, national and local levels. In Norwich, as elsewhere across the United Kingdom, although restrictions have eased since the most recent lockdown, Covid continues to affect the lives of residents and businesses in the city.
- In June 2020, Cabinet agreed the [Covid-19: A blueprint for recovery](#) which provided an overview of the council's initial response to the virus and identified a number of priority themes and actions which would frame the council's – and the city's - recovery. Two progress reports have been provided to Cabinet in [December 2020](#) and [October 2021](#).
- As the recovery blueprint makes clear, the city's response to – and recovery from – the pandemic requires a partnership response. Since the document was developed and published, the [Norwich 2040 City Vision](#) partnership has been meeting regularly to steer the city through the challenges and opportunities ahead.
- The importance of reducing inequality is reflected in the Council's current corporate priorities and performance framework, as well as the Norwich 2040 city vision theme of 'A Fair City'. National and local data suggests that the Covid-19 pandemic has exacerbated existing inequalities at the same time as increasing living costs, making action even more vital than before.





# Equality Act 2010

As part of the **Equality Act 2010**, the council must demonstrate due regard to three general equality duties across its functions:

- advancing equality of opportunity between people who share a protected characteristic and those who do not
- eliminating discrimination, harassment, and victimisation and other conduct prohibited by the act
- promoting good relations between people who share a protected characteristic and those who do not.

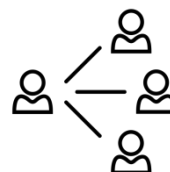
The council must also publish **equality data** about the people:



who **live** in Norwich

who **work** at the council

who **use** its services.

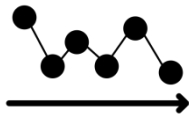




# Report format



The **report** has been **revised** to make it more **infographic** led, so that the key messages are **clearer**.



It includes brief **commentary** on some of the **key data**, especially where there are notable **changes** or local **variances**.



**Information** is mainly provided at a **city level**, where data is also available at **regional** and **national levels**, this has been **included**.



Data sources are referenced at the end of the report.



## Further information

If you would like further information about the contents of this report please:



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strategy@norwich.gov.uk

If you would like this report in another format:



language



braille



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large print



[www.norwich.gov.uk/accessibility](http://www.norwich.gov.uk/accessibility)

[www.norwich.gov.uk/intran](http://www.norwich.gov.uk/intran)



0344 980 3333

# Our residents







# Our residents



## Age

	Norwich	Norfolk	England
<b>0-14</b>	15.8%	15.9%	18.1%
<b>15-39</b>	43.5%	27.9%	31.7%
<b>40-64</b>	25.7%	31.6%	31.7%
<b>65-84</b>	12.7%	21.2%	16%
<b>85+</b>	2.3%	3.4%	2.5%



## Population

Norwich	Norfolk	England
142,177	914,039	56,550,138



June 2020

## Gender

	Norwich	Norfolk	England
<b>Male</b>	50%	49.1%	49.5%
<b>Female</b>	50%	50.9%	50.5%



## Ethnicity

	Norwich	Norfolk	England
<b>Total White</b>	<b>90.8%</b>	<b>96.4%</b>	<b>86.0%</b>
White non-British	6.1%	4.0%	5.5%
<b>Total Black, Asian or minority ethnic group</b>	<b>9.2%</b>	<b>3.5%</b>	<b>14.0%</b>
Asian/Asian British	4.4%	1.6%	7.5%
Black/African/Caribbean/Black British	1.6%	0.6%	3.3%
Mixed heritage	2.3%	1.1%	2.2%
Other ethnic group	0.8%	0.2%	1.0%



# Our residents



## Disability

### Equality Act disability

Apr 2020-Mar 2021

	Norwich	Norfolk	England
Disabled aged 16-64	22.3%	20.8%	19.6%
Work-limiting disabled aged 16-64	18.6%	17%	15.2%
Disabled or work-limiting disabled aged 16-64	24.9%	22.9%	21.4%
Not disabled aged 16-64	73.6%	76.5%	73.9%

## Mental health

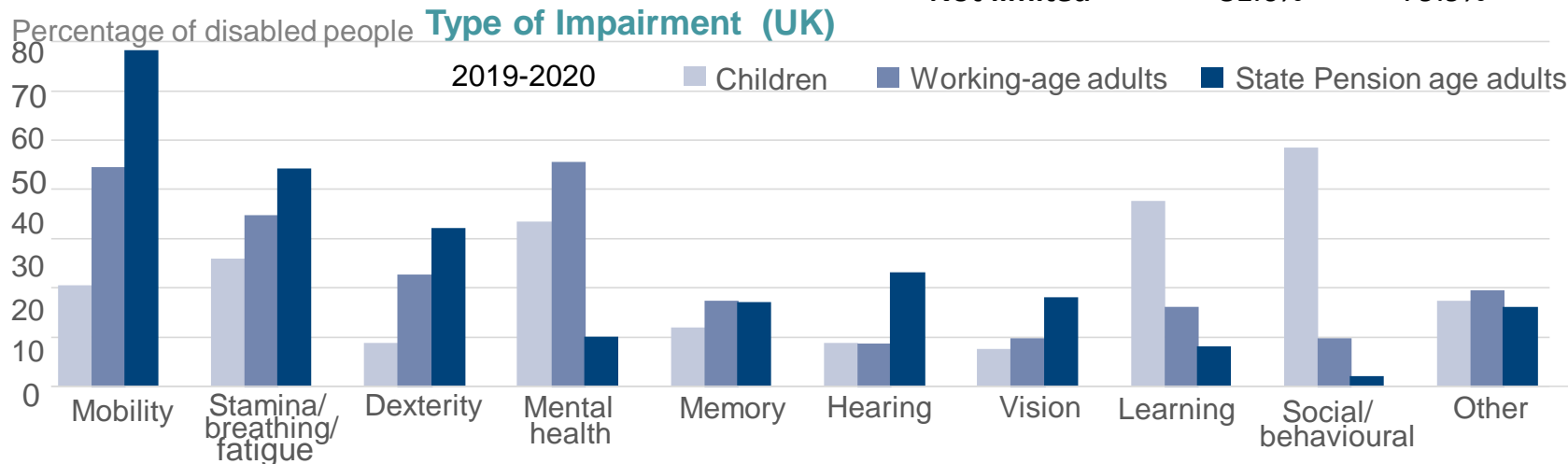
Norwich Norfolk England

Population aged 16 to 64 with common mental disorders	16.8%	15.8%	16.9%
Population aged 65 + with common mental disorders	10.2%	10.1%	10.2%

2019-2020

## Day to day activities

	Norwich	Norfolk	England
Limited a lot	8.6%	9.1%	8.3%
Limited a little	9.8%	11%	9.3%
Not limited	81.6%	79.9%	82.4%





# Our residents



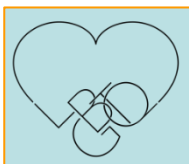
## Religion or belief

	Norwich	Norfolk	England
Christian	44.9%	61.0%	59.4%
Buddhist	0.7%	0.3%	0.5%
Hindu	0.8%	0.3%	1.5%
Jewish	0.2%	0.1%	0.5%
Muslim	2.0%	0.6%	5.0%
Sikh	0.1%	0.1%	0.8%
Other	0.7%	0.5%	0.4%
No religion	42.5%	29.6%	24.7%
Not stated	8.2%	7.6%	7.2%

## Marriage + civil partnership

	Norwich	England
Single (never married or never registered a same-sex civil partnership)	46.9%	34.6%
Married	33.4%	46.6%
In a registered same-sex civil partnership	0.3%	0.2%
Separated (but still legally married or still legally in a same-sex civil partnership)	2.6%	2.7%
Divorced or formerly in a same-sex civil partnership which is now legally dissolved	10.7%	9.0%
Widowed or surviving partner from a same-sex civil partnership	6.1%	6.9%

## Sexual orientation 2019



	Norwich*	Norfolk*	East	England
Heterosexual/straight	94.1%	96.3%	95.5%	93.7%
Gay or lesbian	2.6%	1%	1.2%	1.6%
Bisexual	2.9%	0.8%	1%	1.1%
Other	u**	0.2%	0.5%	0.7%
Don't know or refuse	u**	1.6%	1.8%	3.0%

\* based on 3 year pooled APS dataset for 2016 to 2018

\*\* values suppressed as based on sample of less than 3 people & considered unreliable



# Our residents

## Gender reassignment



No reliable data is available until Census 2021 but it is estimated that around 1% of the UK population is to be gender variant.

## Pregnancy and maternity



### Births in 2020

<b>Norwich</b>	1,342
<b>Norfolk</b>	7,643
<b>England</b>	585,195
<b>England &amp; Wales</b>	613,833

### Age of birth mothers in England

2020	Under 20	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 +	Unknown
<b>Norwich</b>	4.7%	13.9%	25.6%	32.4%	18.3%	4.7%	0.2%	0.0%
<b>East</b>	2.3%	11.8%	26.8%	35.1%	19.4%	4.2%	0.3%	0.0%
<b>England</b>	2.5%	12.8%	26.7%	33.6%	19.4%	4.5%	0.4%	0.0%

## Looked after children



Number and rate per 10,000 children aged under 18 as at 31 March 2020

	Number	Rate
<b>Norfolk</b>	1,106	64
<b>East of England</b>	6,710	50
<b>England</b>	80,080	67

## Rough sleepers

### Known rough sleepers

Q3 2020/21	29
Q4 2020/21	44
Q1 2021/22	57
Q2 2021/22	41



## Carers

	Norwich	England
<b>1-19 hours of unpaid care</b>	5.7%	6.5%
<b>20-49 hours of unpaid care</b>	1.1%	1.4%
<b>50+ hours of unpaid care</b>	2.2%	2.4%



# Our residents

## Covid-19 Deaths in Norwich as of 1 December

Total deaths in Norwich - **232**

56% of deaths occurred in the city's most deprived areas.



## Average Life Expectancy

**Female** 82.8

**Male** 78.3

Gap between most deprived and least deprived wards are:

**Female** 7.8 years

**Male** 9.8 years



## Excess Winter Deaths



**Norwich** 19.6%

**Norfolk** 18.8%

**England** 21.1%

## Child Poverty



## Pensioner Poverty



## Social Mobility

**Bottom 10% of areas  
in the country for  
social mobility**





# Our residents

## Socio-Economic Classification (NS-SEC)



Socio-Economic Classification (2011)									
	1	2	3	4	5	6	7	8	L15
<b>Norwich</b>	9.3%	18.4%	10.9%	6.8%	6.5%	15.3%	12.6%	5.4%	14.8%
<b>Norfolk</b>	8.3%	19.7%	12.5%	11.2%	8.0%	17.1%	12.4%	3.9%	6.8%
<b>England</b>	10.4%	20.9%	12.8%	9.4%	6.9%	14.0%	11.0%	5.6%	9.0%

Socio-Economic Classification Key	
1.	Higher managerial and professional occupations (e.g. directors, clergy and medical practioners)
2.	Lower managerial and professional occupations (e.g. teachers, nurses and journalists)
3.	Intermediate occupations (e.g. travel agents, medical secretaries and police officers)
4.	Small employers and own account workers (e.g. taxi-cab drivers, product designers)
5.	Lower supervisory and technical occupations (e.g. electricians, train drivers, bakers)
6.	Semi-routine occupations (e.g. traffic wardens, dental workers and scaffolders)
7.	Routine occupations (e.g. cleaners, waiters/waitresses)
8.	Never worked and long-term unemployed
L15.	Full-time students



# Our residents - commentary



There is a slight increase in population figures for Norwich, see population estimates table below. There were less births in the last year and very slight decreases in the higher age brackets, when compared to last year. However, the national trend is that people are living longer (see Age table on page 10 and Births table on page 13).

-	Norwich	East of England	Great Britain	% increase in Norwich
2015	138,100	6,076,000	63,258,400	1.1%
2016	139,900	6,129,000	63,785,900	1.3%
2017	140,400	6,168,400	64,169,400	0.4%
2018	141,137	6,201,214	64,553,900	0.5%
2019	140,573	6,236,072	64,903,140	-0.4%
2020	142,177	6,269,161	65,186,000	1.1%



Norwich is more likely to have working age residents with a disability as defined under the Equality Act when compared with Norfolk and England. Norwich has a slightly larger percentage of its population with common mental disorders when compared to Norfolk and a similar percentage to the England average.



Norfolk has seen a 6.9% decrease in the number of **Looked after children** over the last year with a 0.5% decrease also being observed at the regional level. At a national level however, the rate of children being looked after per 10,000 children is 4.7% higher than in Norfolk.



There has been significant funding to help rough sleepers throughout the pandemic through the 'Everybody In' initiative. This allowed the council to accommodate 144 rough sleepers, or those at risk of rough sleeping.



**Sexual orientation** data has been expanded to include Norwich figures based on 3 year pooled Annual Population Survey datasets from 2016 to 2018 by Office for National Statistics (ONS).



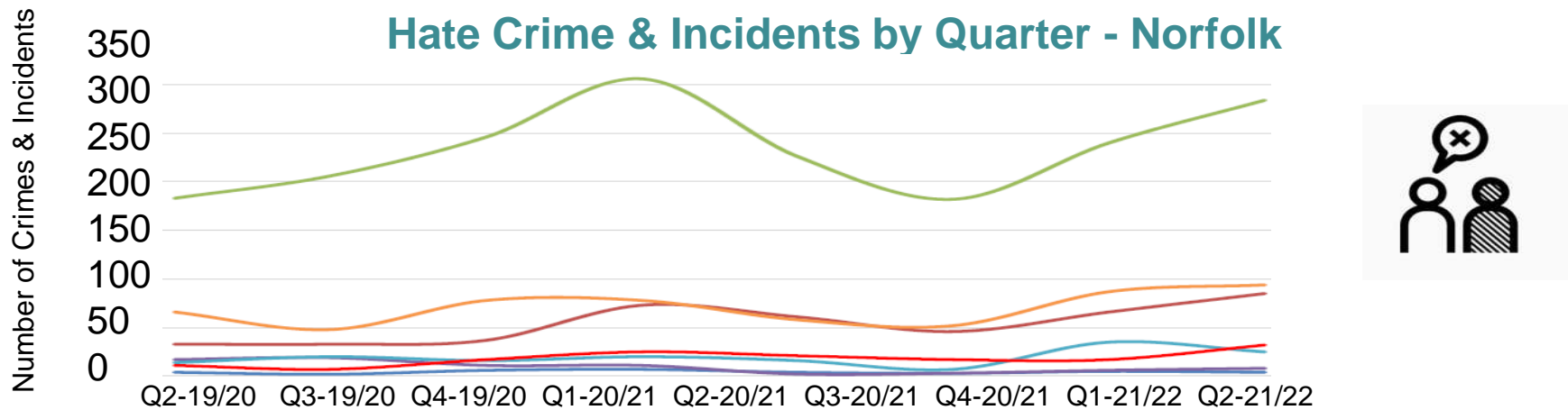
The **socio-economic** table on page 15 show the proportion of full-time **students** was **higher** in Norwich than in Norfolk or England. These figures will be updated after the Census 2021 along with a number of other data sets used to inform this report.

# Hate Crimes & Incidents





## Hate Crime & Incidents by Quarter - Norfolk



- Alternative Sub-culture
- Disability
- Racial
- Racial or Religious
- Religion
- Sexual Orientation
- Transgender

Type		Norwich	Norfolk	Norwich as % of Norfolk
Crimes	Alternative Sub-culture	5	13	38%
	Disability	50	168	30%
	Racial	206	621	33%
	Racial or Religious	6	17	35%
	Religion	27	65	42%
	Sexual Orientation	56	210	27%
	Transgender	24	65	37%
	<b>Sub-total</b>	<b>374</b>	<b>1159</b>	<b>32%</b>
Incidents	Disability	12	36	33%
	Racial	36	107	34%
	Religion	7	15	47%
	Sexual Orientation	16	40	40%
	Transgender	4	10	40%
	<b>Sub-total</b>	<b>75</b>	<b>208</b>	<b>36%</b>
<b>Total</b>		<b>449</b>	<b>1367</b>	<b>33%</b>

Data covers the period  
01/01/21 – 30/09/21



# Hate crimes and incidents - commentary

A **hate incident** is any incident which is **perceived** by the person, or any other person as being **motivated** by **prejudice** or hatred. It may or may not be a crime. A **hate crime** is a crime **committed** against someone because of their **protected characteristic**.

It is likely that the majority of hate crimes or incidents are not reported; therefore **higher figures do not always represent more crime**, but possibly more reported crime due to more awareness or confidence in reporting.



The data in the table on page 18 is for the 9-month period from 01/01/21 – 30/09/21. There is a slight **increase** in the total number of **hate crimes and incidents** being recorded over the last 9 months in **Norwich** when compared to the figures for the first 9 months of last year. However, there has been a decrease overall across Norfolk within the last 9 months compared with the first 9 months of last year.



The percentage of crime and incidents taking place in Norwich as a proportion of Norfolk has also **increased** from 30% to 33% during the last 9 months.



The quarterly totals for hate crimes shown in the chart on page 18 appear to show an **upward trend** for most hate types compared to the previous quarter. Numbers of racial and disability hate crimes have seen the sharpest upturn since the previous quarter. To note, the quarter being compared to Apr-Jun 2021 covers a period of 'opening up' following the COVID 19 pandemic. Similar issues should be borne in mind when comparing figures for the last six months against the previous six-month period and the same period in 2020.

Given that year on year analysis shows a seasonal decrease in hate crime and incidents through the autumn and winter months it seems reasonable to predict that there could be a decrease in hate crime over the next two quarters.

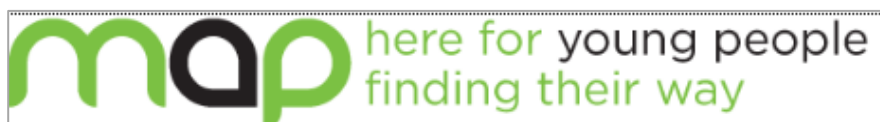
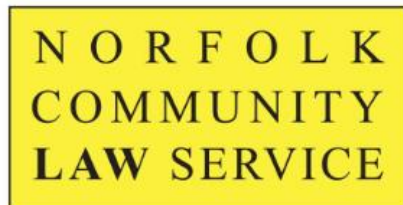
# Supporting Communities



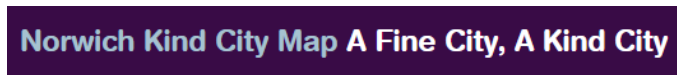


# Supporting Communities

The council has funded and/or supported the following projects, and organisations over the last year. This is not a complete list.



Creating Connections | Building Communities





# Supporting Communities - commentary

**We continue to work with residents and stakeholders, recent examples include:**

Norwich Good Economy Commission funded work on hearing unheard voices through a commissioned game with key communities

Neighbourhood Community Infrastructure Levy and HRA funded work on Community Conversations in Mile Cross to pilot ways of working for all Reducing Inequality Target Areas

Development of the council-owned Impact Evaluation tool to help VCSEs evidence their successes within communities

Bringing together the key disability access organisations to plan for a more accessible city and make capital funding applications to address identified issues.



# Supporting Communities - commentary

**In Norwich, as elsewhere across the United Kingdom, Covid continues to affect the lives of residents and communities in the city. Through our Blueprint for Recovery we have taken a number of key actions to support the most vulnerable:**

Throughout the pandemic, addressing homelessness and supporting those who need our help in the city has been a high priority. Daily multi agency meetings led by the council looked to accommodate people as soon as they're identified as being at risk.

Since the end of November 2020, we have housed 94 people in our hub and hotel accommodation and since moved nearly half of them into more secure housing. In addition, over the winter months of 2020/21 we had to respond to more than half a dozen cold weather events, with the team providing 49 people with a safe and warm place to stay. This provision is in place for winter 2021/22.

Alongside providing places for rough sleepers in the city centre to stay at night, we continue to explore venues where they can access support during the day. Another key aspect of our support is to make sure our homeless clients are registered with GP practices so they can access healthcare. We're also working with our housing and health partners to vaccinate all homeless people in Norwich.

Domestic abuse presentations increased as a result of Covid and far outstrip the eastern region and England average. In real terms, the council sees an average of 70 approaches for housing/homelessness assistance on the grounds of domestic abuse every month.

Funding from the Department for Levelling Up, Housing and Communities has enabled us to enhance our services to domestic abuse victims and increase the capacity of the domestic abuse adviser to provide a personalised service to clients.

We adopted a new policy on non-commercial debt which seeks to better recognise and work proactively with vulnerable people. There is a growing number of people – exacerbated by the pandemic – who find it very difficult to pay their rent and council tax. This policy helps to ensure there is a consistent approach in how we support people to manage their debt.

# Our Customers





## Our customers (tenants)



### Gender



Male	40%
Female	59.3%
Unknown	0.7%

### Disability



Not Disabled	67.1%
Disabled	31.5%
Unknown	1.4%

The data on this page relates to the named Norwich City Council tenant, and not all occupants of the household, as of September 2021.

### Ethnicity



Asian/Asian British	1.6%
Black/African/Caribbean/Black British	1.9%
Mixed heritage	0.9%
Other ethnic groups	0.6%
Unknown ethnicity	1.0%
White-British	85%
White-non British	9.0%

### Age



15-24	3.9%
25-34	16.6%
35-44	18.2%
45-54	18.8%
55-64	16.4%
65-74	13.3%
75-84	8.7%
85+	4.1%





# Our customers (all services)

## Translations & interpretations

LANGUAGE	BOOKINGS	%
LITHUANIAN	67	17
PORTUGUESE	46	12
ARABIC	45	11
HUNGARIAN	35	9
ROMANIAN	32	8
POLISH	22	6
SPANISH	18	5
BULGARIAN	17	4
TURKISH	14	4
MANDARIN	13	3
BENGALI-SYLHETI	11	3
TIGRINYA	11	3
SWAHILI	10	3
RUSSIAN	9	2
KURDISH - SORANI	9	2
KURDISH - KURMANJI	6	2
BENGALI	6	2
PUNJABI - PAKISTAN	4	1
SUDANESE ARABIC	4	1
OTHER (10 Languages)	17	4
<b>TOTAL</b>	<b>396</b>	

2020-2021



## Complaints



	Number	Percentage
<b>Ethnicity</b>		
Asian/Asian British	9	0.55%
Black/African/Caribbean/Black British	4	0.25%
Mixed heritage	17	1.04%
Other ethnic groups	7	0.43%
White-British	825	50.61%
White-non British	51	3.13%
Unknown/declined to answer	717	43.99%
<b>Gender</b>		
Female	651	39.94%
Male	531	32.58%
X	4	0.25%
Unknown/declined to answer	444	27.24%
<b>Disability</b>		
Disabled	219	13.44%
Non-disabled	597	36.63%
Unknown/declined to answer	814	49.94%
<b>Age</b>		
<=19	0	0%
20-29	123	7.55%
30-39	199	12.21%
40-49	194	11.90%
50-59	179	10.98%
60-69	144	8.83%
70-79	92	5.64%
80-89	29	1.78%
90-99	3	0.18%
Unknown/declined to answer	667	40.92%
<b>Total number of complaints 2020-2021</b>	<b>1630</b>	





# Our customers- commentary



Information relating to **Norwich City Council tenants** has seen very little change over the last 12 months. There has been a slight shift in the **ethnicity** of tenants with a increase from 4.8% to 5% for those who are not white. Until the Census 2021 we will not know if this is reflective of ethnicity changes across the city as a whole.



The council has seen a 27.2% reduction in the number of translations and interpretations conducted for its customers this year, with the number of languages requested decreasing to 29 from 35. Increases in bookings for Bulgarian (+3), Romanian (+6) with drops in Arabic (-42), Russian (-9) and Mandarin (-3). Polish was third in the table of requests last year with 62 requests to just 22 this year.



A breakdown in **ethnicity** is included in the complaints analysis. There has been slight decrease in complaints from non-white customers, with a increase in complaints from white customers. We have also seen a 30.5% improvement in customers' ethnicity being recorded.



The **gender split** of complainants remains largely **unchanged** from last year, with the gender of the complainant not being know in almost a third of cases, similar to last year. Again this likely reflects the move to more digital contact from customers. Data collection will form part of the forthcoming council wide Equalities review. This year we have given customers the option to identify as gender 'X' when submitting a complaint.



The **disability** and **age** split remains largely unchanged from last year, which saw marked differences. Overall, the number of complaints has reduced by 8.4%.

# Our Economy





# Our economy

## Pay

### Median hourly pay (residents) £ - October 2021

	Male full time workers	Female full time workers	Total full time workers
Norwich	16.50	13.89	15.67
New Anglia LEP	14.38	13.55	14.06
East of England	16.67	14.93	15.88
Great Britain	16.26	14.86	15.65



### Median hourly pay (workplace) £ - October 2021

	Male full time workers	Female full time workers	Total full time workers
Norwich	16.64	14.65	15.33
New Anglia LEP	14.28	13.42	13.96
East of England	15.76	14.23	15.15
Great Britain	16.25	14.86	15.64

## Employment

### Claimant count by gender - October 2021

	Males	Females	Total
Norwich	3,065	2,040	5,105
New Anglia LEP	21,310	16,120	37,430
East of England	89,320	68,805	158,125
Great Britain	1,186,845	844,310	2,031,155

### Claimants as % of residents aged 16-64 - October 2021

	Males	Females	Total
Norwich	6.2	4.3	5.3
New Anglia LEP	4.4	3.3	3.8
East of England	4.7	3.6	4.2
Great Britain	5.8	4.1	5.0



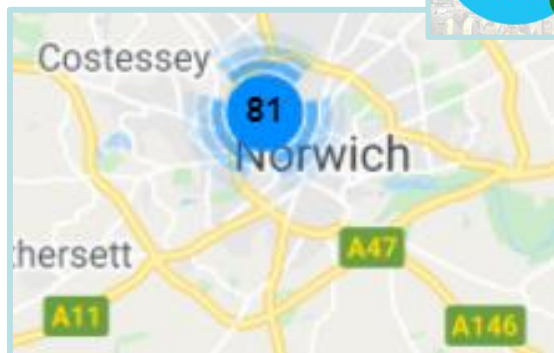


# Our economy

## Living Wage

### Living Wage Foundation Employers - Oct 2021

Norwich	81
Norfolk	201
East of England	359
UK	8819



**22.7% increase** in the number of **living wage employers**

100% of employees working on contracts with a value over £25k tendered by Norwich City Council are paid the Living Wage Foundation's living wage.



## Digital Inclusion



### New learners supported with skills workshops and loaning of equipment

Oct 2020 - Sept 2021

#### Ages of learners and equipment recipients

Under 25	10%
25 - 65	50%
Over 65	40%



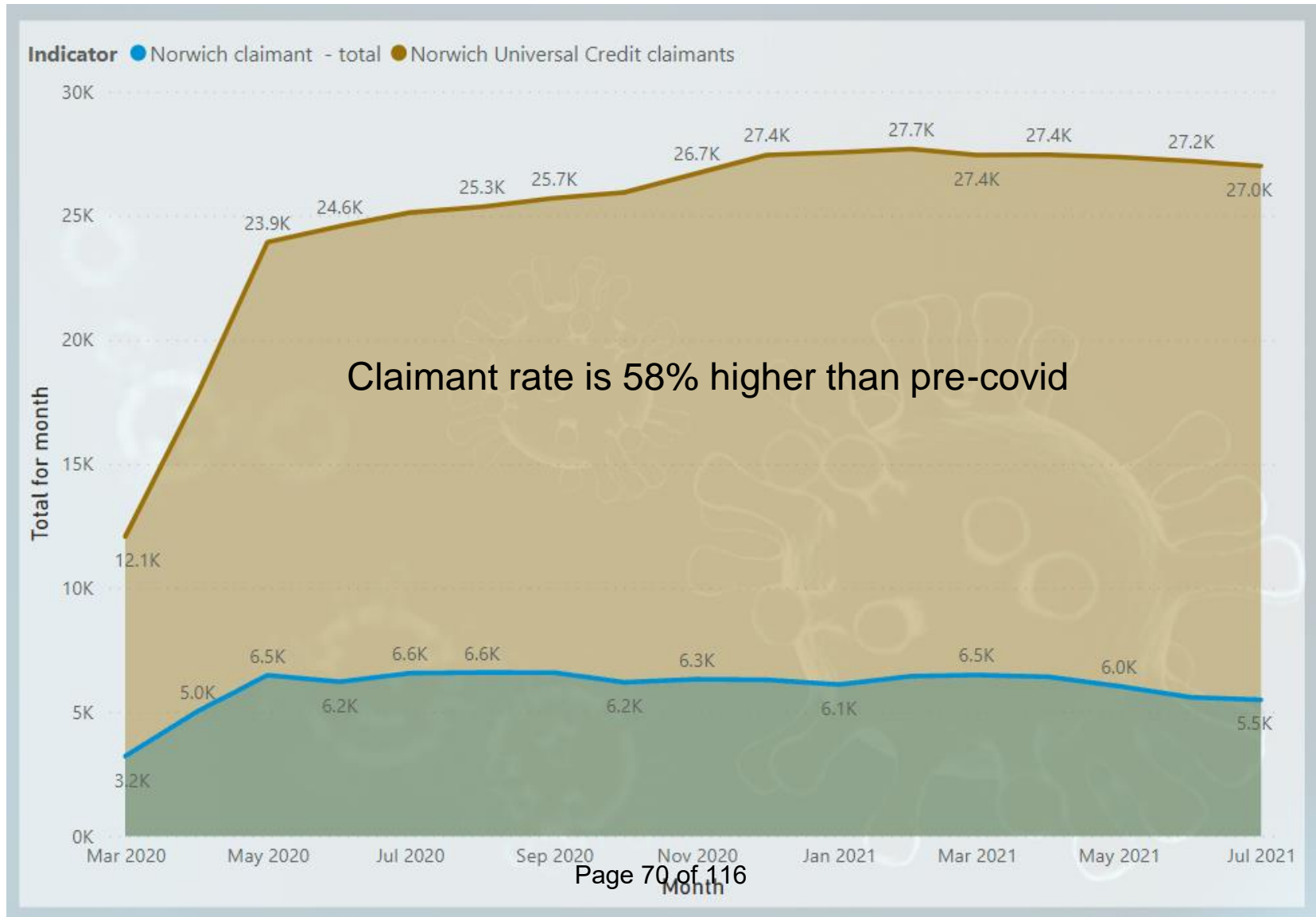
#### Activities

Digital stuff hub (IT equipment loans)	38
Digital skills support (New learners)	61
NGEC emergency data hub pilot	65
NGEC funded digital inclusion projects	5
Smartphones and SIMs distributed	29



## Our economy

The chart below shows how levels of benefit claims and universal credit claims have increased since the start of the pandemic in Norwich.

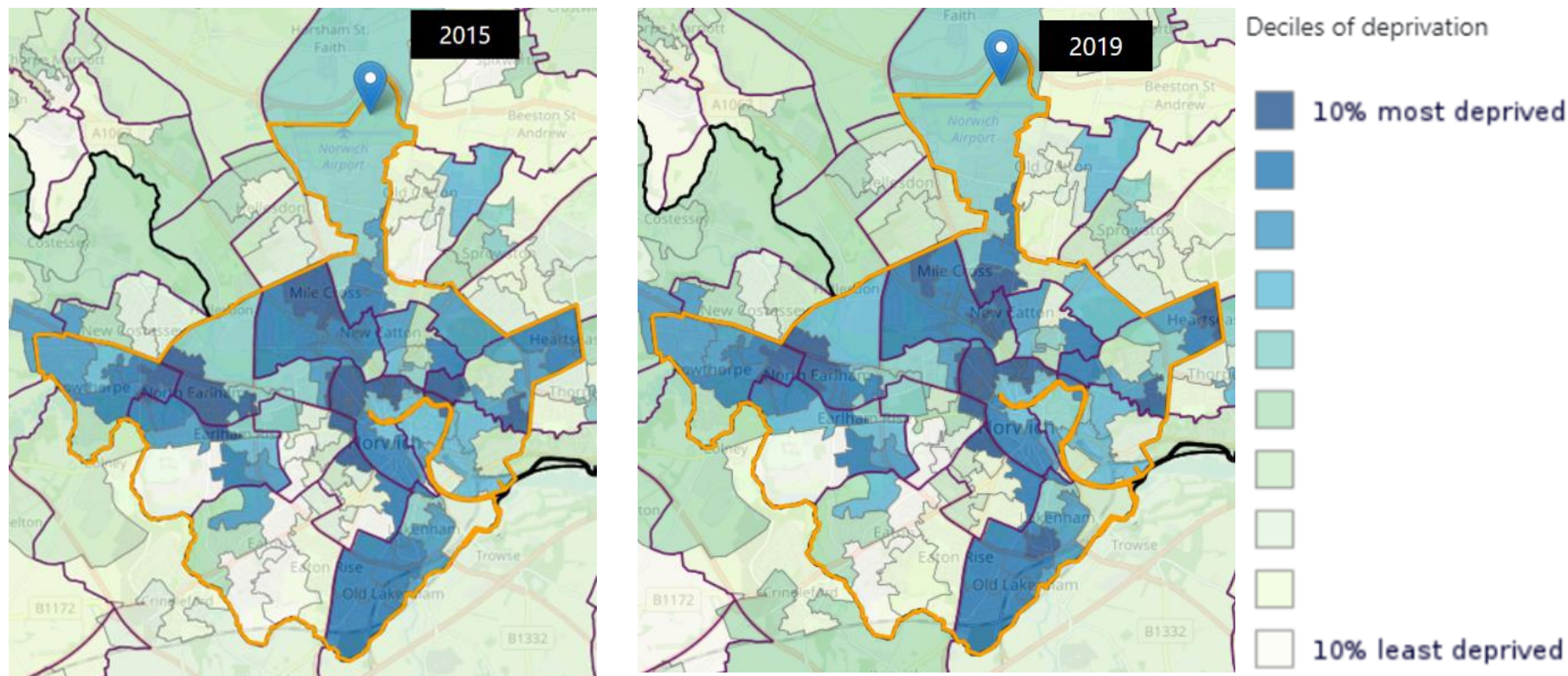






## Economic inequality

The maps below show the 2015 to 2019 change in low-income households/income deprivation within Norwich. The colour scale measures the proportion of the population experiencing deprivation relating to low income, including those people out-of-work, and those in work who have low earnings.



The maps show slight changes in income deprivation across Norwich wards: a decrease in neighbourhoods within Crome, Thorpe Hamlet, Mile Cross and University wards; and growth in the level of deprivation in neighbourhoods within the Bowthorpe, Catton Grove and Wensum Wards.



# Our economy - commentary



The median full time hourly pay for **residents** in Norwich, and the New Anglia Local Enterprise Partnership (LEP) area has **increased** at a higher rate than the national and regional figures since the last report. The level of hourly pay is lower than the regional average but higher than the national average.



The median full time hourly pay for **resident females** has **decreased** by 4.3% meaning that they get paid £2.61 per hour less than resident males in Norwich and 97p less than the national rate for females in Great Britain.



The **pay gap** between males and females **working** in Norwich, which includes those living outside the city, has **increased** by 79.3% this year with men being paid £1.99 per hour more than women. This aligns with the regional and national trends which show a increase in pay gap.



In the past 12 months the proportion of **residents economically inactive** has **decreased** as local employers have been recovering following the end of furlough scheme and national lockdowns put in place to tackle the spread of Covid-19. This is the case at a local, regional and national level. 6.2% of men (20.5% decrease) and 4.3% of women (17.3% decrease) are economically inactive in Norwich. The age breakdown for claimants is no longer available.

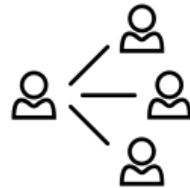
A caveat to the district level data for pay and employment is that due to a smaller sample size, some of the results contain a reasonably large margin of error.

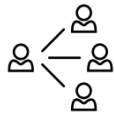


We have been leading on a Digital Inclusion Project for the city for the past 6 years. It is a partnership project with one main funded partner Voluntary Norfolk, and many other local partners working together to support residents to overcome the barriers they face to going online. The service offers to the community digital inclusion skills support sessions, a digital equipment loaning scheme called Norwich Digital Stuff Hub, and a referral route through to specialist organisations and learning opportunities. Over the past year, through partnership with the Norwich Good Economy Commission, we have been able to coordinate an Emergency Data Bank, facilitated a workshop with social housing providers and grant funded 5 projects which will provide learning, data and support for people to reduce digital inequalities in the city.



# Council Employees





# Council Employees

## Gender

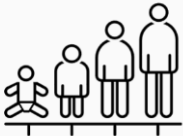


<b>Male</b>	42%
<b>Female</b>	58%

The data on this page is for the period April 2020 - March 2021

As of 31<sup>st</sup> March 2021, there were **662** employees of Norwich City Council

## Age



<b>16-29</b>	7%
<b>30-44</b>	36%
<b>45-59</b>	45%
<b>60-64</b>	9%
<b>65+</b>	3%

Norwich City Council's aim is for the workforce to reflect the percentage of the local community who are economically active, from an ethnic minority, who have a disability and match the gender imbalance.



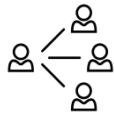
## Ethnicity

<b>Non-white</b>	3.5%
<b>White</b>	85.5%
<b>Prefer not to say</b>	11%

## Disability



<b>Yes</b>	10.7%
<b>No</b>	78.4%
<b>Prefer not to say</b>	10.9%



# Council Employees



## Training

**2069** corporate training sessions attended



Age	
16-29	7%
30-44	37.5%
45-59	45.5%
60-64	8%
65+	2%

Male	38%
Female	62%
Disability	9%
No Disability	82%
Unknown	9%
Non-white	2.4%
White	93.2%
Unknown	4.4%



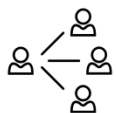
## Gender pay gap (snapshot date 31 March 2021)

**Hourly wages pay gap:** Women earn £1 for every £1 that men earn when comparing median hourly wages. Women's median hourly wage is the same as men's. Women's mean hourly wage is 5% lower than men's due to the higher prevalence of part-time female workers.




## Recruitment

	Ethnicity			Totals
	White	Non-white	Unspecified	
Applicants	552	66	1	619
Shortlisted	204	19	1	224
Offered	99	2	0	101
	Disabled			Totals
	Yes	No	Unspecified	
Applicants	64	534	21	619
Shortlisted	11	206	7	224
Offered	6	93	2	101
	Gender			Totals
	Female	Male	Unspecified	
Applicants	375	242	2	619
Shortlisted	147	77	0	224
Offered	62	39	0	101





# Council Employees - commentary

	<p>The data for disciplinary, grievance, leavers and promotions for the year 2020/21 is not appropriate to publish as the datasets are based on fewer than ten employees and the lower number poses a threat to employee confidentiality.</p>
	<p>Overall there has been a <b>decrease</b> in the number of posts recruited to, 108 last year and 77 this year. Similarly there has been a decrease in learning events from 2651 to 2069. Reductions in both recruitment and learning activity are as a result of covid-lockdown in 2020 and adapting to new ways of working, i.e. remote interviews and training delivery.</p>
	<p>The proportion of employees with a <b>disability</b> remains largely <b>unchanged</b>, and there is still an <b>under-representation</b> of Black, Asian and Minority Ethnic (BAME) employees.</p>
	<p>The percentage of employees by <b>age</b> range again remains largely <b>unchanged</b> with the majority of employees between 30 and 59 years old which reflects the working age population. However, there continues to be an <b>under representation</b> of <b>younger employees</b>.</p>
	<p>There are no further updates in terms of the other protected characteristics since the last report.</p>
	<p>From 2017, organisations with 250 or more employees have been legally obliged to publish and report specific figures on their gender pay gap. Data for 31 March 2021 is due to be reported by 30 March 2022 on our website and GOV.UK <a href="https://gender-pay-gap.service.gov.uk/">https://gender-pay-gap.service.gov.uk/</a></p>

















# Data Sources



# Data sources






## Our residents

	<b>Population</b>	Mid-year population estimates 2020, ONS
	<b>Ethnicity</b>	Census 2011
	<b>Disability</b>	Census 2011, Annual Population Survey 2020, Norfolk Insight Health Profiles
	<b>Gender</b>	Mid-year population estimates 2020, ONS
	<b>Age</b>	Mid-year population estimates 2020, ONS
	<b>Sexual orientation</b>	Annual Population Survey (2016-2018) & 2019, ONS
	<b>Religion</b>	Census 2011
	<b>Marriage/ Civil P'ship</b>	Census 2011
	<b>Gender reassignment</b>	NHS Gender Dysphoria
	<b>Looked After Children</b>	Children Looked After March 2020, Department of Education
	<b>Pregnancy/ maternity</b>	Birth summary statistics 2020, ONS
	<b>Rough sleepers</b>	St Martin's Housing Trust statistical reports 2020-21 and 2021-22
	<b>Carers</b>	Census 2011
	<b>Socio-Economic Classes</b>	Census 2011
	<b>Economic imbalance</b>	Indices of Deprivation 2015 and 2019, communities.gov.uk
	<b>Hate crime</b>	Norfolk Police Hate Crimes & Incidents in Norwich 2019-20 and 2020-21

# Data sources



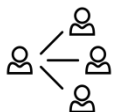
## Our customers

	<b>Our tenants</b>	All data based on our lead tenants as of October 2021
	<b>Complaints</b>	Formal complaints received by the council for 2020-21
	<b>Translations</b>	Data from INTRAN for 2020-21



## Our economy

	<b>Pay</b>	Annual hours and earnings survey 2021, ONS
	<b>Employment</b>	Claimant Count rate unemployment, Oct 2021, ONS
	<b>Living wage</b>	Living Wage Foundation Accredited Employers November 2021 & Internal procurement records November 2020
	<b>Digital inclusion</b>	Internal digital inclusion records October 2020 to September 2021



## Norwich City Council employees

	<b>Our employees</b>	Internal Human Resources data for 2020 - 2021 and as at 31/03/2021
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**Committee Name: Cabinet**

**Committee Date: 12/01/2022**

**Report Title: Scrutiny recommendations to cabinet**

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

**Report from:** Executive director of community services

**Wards:** All Wards

**OPEN PUBLIC ITEM**

**Purpose**

To consider the recommendations made by scrutiny committee on 18 November 2021.

**Recommendation**

To consider whether to adopt all or some of the recommendations from the scrutiny committee.

**Policy Framework**

The Council has three corporate priorities, which are:

- People living well
- Great neighbourhoods, housing and environment
- Inclusive economy

This report meets the corporate priorities for people living well and great neighbourhoods, housing and the environment.

## Report Details

1. At its meeting on 18 November 2021, the scrutiny committee considered a report on the emerging new social inclusion agenda following COVID-19. The report was presented by the council's strategy manager and reviewed key learning from the council's approach to reducing inequalities over the current corporate plan period (2019-22) and how this learning could be applied or embedded within the council going forward.
2. Much of the work will be locality based, focusing on where the greatest disadvantages have been identified in areas such as food and fuel poverty, digital inclusion and diversity and equality. The wards identified for more targeted work are Mancroft, Crome, Mile Cross, Catton Grove, Wensum and Lakenham. Members heard how the strength of existing partnerships will allow the council to move quickly on reducing inequalities, and that existing mechanisms will be used to quantify how effective this work has been in terms of both immediate impact and generational impact.
3. There was discussion on the importance of the Living Wage in the context of social inclusion. Members heard that thirteen businesses had joined the Living Wage Network in 2021 despite challenges such as COVID-19, zero hours contracts and the transition to a low carbon society. There is a three year plan in place to establish Norwich as a Living Wage city.
4. There was wide ranging discussion on citizen participation, and the need for people to feel that engaging with the council would lead to tangible outcomes. Local community connectors have been employed to listen and act on feedback from local communities and more engagement work with community groups is planned, such as a social supermarket and training programmes around cooking.
5. At the meeting held on 18 November the following resolutions were made:

Recommendation	Rationale	Implications / resource requirements
1) ask cabinet to;  a) commission a background report on inequality in Norwich with benchmarking from other cities and long term trends to inform an evidence based framework which would set and link to existing Key Performance Indicators (not to be to the detriment of on the ground work)	This work would provide information on inequality in Norwich over a period of time; together with the same information from other cities, in order for comparisons to be made. This information would be visible through the reporting of Key Performance Indicators.	Staff time to commission the report and subsequent funding.

b) consider whether it is legally viable to begin establishing a matrix in accordance with procurement strategy which also includes trade union recognition, lack of use of zero hours contracts and broadly comparable gender pay gap with the council	This work would allow Norwich City Council to show what importance each factor is given (depending on their weighting) in the procurement strategy for new goods and services.	Officer time initially to see if such a matrix is legally viable, then, if so, implementation.
c) ensure that appropriate resources are available to ensure that the good work on social inclusion projects continues	Members heard the positive impact to local communities that the social inclusion projects deliver. Opportunities for funding should be sought and followed up.	Officer time and budgetary resources to support the project.
d) resource staffing to seek new venues and funding for social supermarkets across the city and to increase provision and extend existing projects.	Social supermarkets are identified as a useful resource as part of the Food Poverty Action Plan and can utilize the community asset transfer model. Opportunities for funding should be sought and followed up.	Officer time.
e) engage with communities to ensure participatory budgeting processes.	Members heard how there has been a lot of research undertaken on citizen participation to understand the key principles and methodologies and engagement work had been done with community groups. This work recognises the importance of community engagement in the process of deciding how public money is sent.	Officer time, both from a strategy and communications point of view.
f) ensure digital inclusion work continues and is extended where possible.	Members heard the positive impact to local communities that the digital inclusion project delivers. Opportunities for funding should be	Officer time.

	sought and followed up.	
2) ask for the topic of ward breakdown of project delivery to be considered by the scrutiny committee in the new civic year	The scrutiny committee will consider this when setting their work programme for the new civic year.	None at this stage.
3) To receive an update on work being done to improve communications with tenants.	The scrutiny committee will consider this when setting their work programme for the new civic year.	None at this stage.
4) To note that the scrutiny committee recognises the link between inequality and education and would like to consider this as a piece of future scrutiny work, to include how the council works with partners on this issue.	The scrutiny committee will consider this when setting their work programme for the new civic year.	None at this stage.

6. The scrutiny work programme was discussed and the following resolutions were made;
- a) the meeting to consider the NRL and NCSL business plans would take place on 10 or 11 January 2022
  - b) the meeting on 16 December 2021 will consider the Equality Information report
  - c) the Corporate Plan would be considered at the meeting on 20 January 2022;
  - d) the item on a sustainable and inclusive Norwich economy following Covid-19 would move to the meeting on 17 March 2022.

## Consultation

7. Ward councillors, portfolio holders, the public or other stakeholders have not been consulted (statutorily or otherwise). However the public are encouraged to submit topics for scrutiny via an interactive form on the council's website.

## Implications

### Financial and Resources

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

9. Any impact on resources resulting from this report will be accommodated within existing budgets or the relevant approvals will be sought if additional budget is required.

## **Legal**

10. No specific legal advice has been sought or provided.

## **Statutory Considerations**

<b>Consideration</b>	<b>Details of any implications and proposed measures to address:</b>
Equality and Diversity	None at this stage
Health, Social and Economic Impact	The reducing inequalities work considered by scrutiny on 18 November will have a significant positive impact in this area.
Crime and Disorder	None at this stage
Children and Adults Safeguarding	None at this stage
Environmental Impact	None at this stage

## **Risk Management**

<b>Risk</b>	<b>Consequence</b>	<b>Controls Required</b>
None at this stage		

## **Other Options Considered**

11. There have been no other options considered for this report, as it is a factual report based on the outcome of committee meetings that have already taken place.

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

12. This report will allow cabinet to make a decision on whether or not to take forward some or all of the recommendations from the scrutiny committee meeting held on 18 November 2021.

**Background papers:** none

**Appendices:** none

**Contact Officer:** scrutiny liaison officer

Name: Emma Webster

Telephone number: 01603 989622

Email address: [emmawebster@norwich.gov.uk](mailto:emmawebster@norwich.gov.uk)





**Committee Name:** Cabinet

**Committee Date:** 12/01/2022

**Report Title:** Managing assets (non-housing)

<b>Portfolio:</b>	Cllr Paul Kendrick
<b>Report from:</b>	Executive director of development and city services
<b>Wards:</b>	<b>Bowthorpe</b>
<b>Open Public Item</b>	

### **Purpose**

To consider the disposal of the land identified in this report.

### **Recommendation:**

To approve the disposal of the land as outlined in the report.

### **Policy Framework**

The Council has three corporate priorities, which are:

- People living well
- Great neighbourhoods, housing, and environment
- Inclusive economy

This report meets the 'greater neighborhoods' corporate priority.

This report addresses the mobilize activity and investment that promotes a growing, diverse, innovative, and resilient economy strategic action in the Corporate Plan.

This report helps to meet the Business and the local economy recovery theme of the COVID-19 Recovery Plan.

## **Report Details**

### **Background**

1. Norfolk County Council have contacted Norwich City Council to request that the grassed areas alongside the path known as Mayfly Way be transferred to them. This is to upgrade it to a cycle way from Dereham Road to and just beyond Chapel Break Road (to the rear of Thurlby Road). The grassed area in question is held under the General Fund and is owned by Norwich City Council. The land is outlined in red within Appendix 1.
2. The photograph at Appendix 2 shows part of the area in question. It is currently a grassed area that runs behind industrial units on Francis Way, Robberds Way, and part way behind residential properties on Thurlby Road.
3. The leases to these units allow access over the land in question via the rear doors in the units. This access will remain once the work is done.
4. Part of the land to be transferred is subject to an access licence to allow the licensee to enter the land to keep the shrubs tidy. This can be terminated with a months' notice. There is no revenue with this licence.
5. Norfolk County Council would like to widen the current path, where possible and create a cycle path. This would then become public maintainable highway, releasing Norwich City Council of any maintenance liability going forward.
6. Norfolk County Council have offered nil capital receipt for the land. There is negligible value in the land.
7. If Norwich City Council did not approve the transfer, then Norfolk County Council has the option to compulsory purchase the land.

### **Consultation**

8. The portfolio holder for Resources has been briefed on this case at this stage.

### **Implications**

#### **Financial and Resources**

9. There has been no income from the land and as such no income would be lost as part of the disposal. Transferring the land to Norfolk County Council would remove any maintenance responsibility.

#### **Legal Implications**

10. By virtue of section 123 of the Local Government Act 1972 the city council has the necessary statutory powers to dispose of its land. This section also states that on a disposal, the council are under a statutory obligation to obtain the best consideration that can reasonably be obtained for the land.



11. NPS consider the land to have a negligible value so a disposal for nil consideration would not be an undervalue.
12. If any part of the site consists of open space land, section 123(2A) of this Act states that the council must follow certain statutory requirements to advertise the disposal of the said areas of open space land.
13. Open space is defined in the Town and Country Planning Act 1990 as land laid out as a public garden, or used for the purposes of public recreation, or land which is a disused burial ground. If it's not held for such purposes, it can be disposed of without the need to advertise the sale. The land is not designated open space in the local plan as such does not need to be advertised.

### **Statutory Considerations**

<b>Consideration:</b>	<b>Details of any implications and proposed measures to address:</b>
Equality and Diversity	No material implications.
Health, Social and Economic Impact	This will make it safer for cyclists and pedestrians. Keeping cyclists off the main roads and giving them a defined lane away from pedestrians. .
Crime and Disorder	No material implications.
Children and Adults Safeguarding	No material implications
Environmental Impact	This may promote the use of cycles to the industrial units and surrounding area.

### **Risk Management**

<b>Risk</b>	<b>Consequence</b>	<b>Controls Required</b>
Rear doors of the units are blocked during the works.	Health and safety issue	Ensure access is maintained at all times.

### **Other options considered**

14. Doing nothing is not an option given the compulsory purchase order option. This will support a transport for Norwich initiative.

### **Reasons for the recommendation**

15. The land in question is an unused grassed area. Norwich City Council has the maintenance liability on the land. Transferring the land would eliminate

this liability and will allow the County Council to deliver significantly improved cycling and walking infrastructure in the area.

16. Conditions and covenants will ensure that the access is maintained for all the units affected.

**Background papers:** None

**Appendices:**

1. Site plan – land subject to transfer
2. Image of part of the land in question

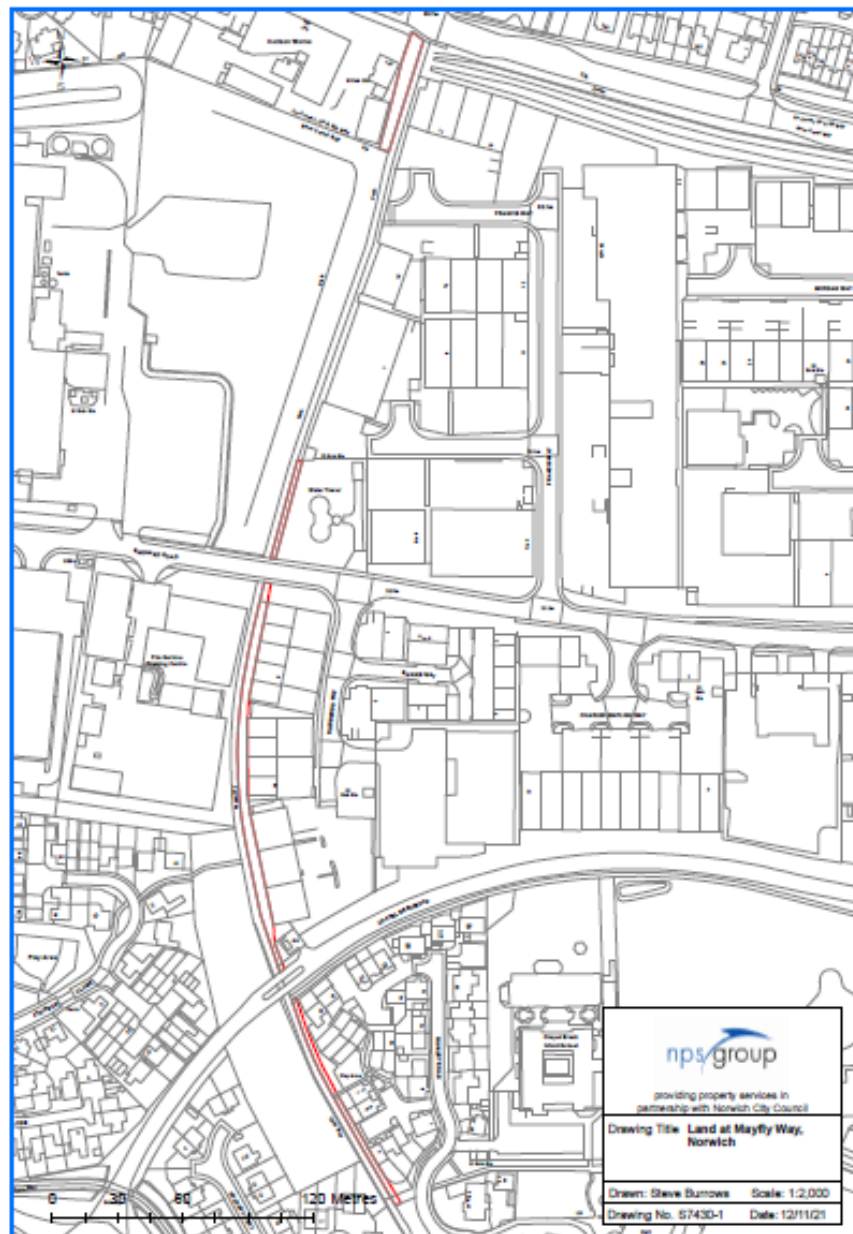
**Contact Officer:**

Name: Paul Stannard

Telephone number: 01603 227957

Email address: [Paul.Stannard@nps.co.uk](mailto:Paul.Stannard@nps.co.uk)

**Appendix 1: Site Plan – land subject transfer outlined in red**



**Appendix 2: Image of path and proposed cycle path (grassed area)**





**Committee Name:** Cabinet

**Committee Date:** 12/01/2022

**Report Title:** Norwich Regeneration Ltd Business Plan 2022/23

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

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

**Wards:** All Wards

## **OPEN PUBLIC ITEM**

### **Purpose**

To consider the Norwich Regeneration Limited (NRL) Business Plan for 2022/23, which the company is required to produce under its articles of association and to make a recommendation to Council that appropriate provision is made within the Council's budget to deliver the plan.

### **Recommendation:**

- a) To endorse the NRL business for 2022/23 on behalf of Norwich City Council as the shareholder;
- b) To agree that provision for the necessary additional loan finance of £6m to deliver the business plan, is incorporated with the capital programme being proposed to Council as part of the budget for 2022/23;
- c) Invite NRL to undertake work on the design, feasibility and phasing of a possible fourth phase of development for NRL on the Threescore site, the provision for which is identified in the approved budget for the company within section 6.6 of the business plan.
- d) That further work be undertaken to identify possible further sites for residential development that may form part of the company's pipeline in future years.

### **Policy Framework**

The Council has three corporate priorities, which are:

- People living well
- Great neighbourhoods, housing, and environment
- Inclusive economy

This report assists with delivering the great neighbourhoods, housing and environment priority and supports a healthy organisation.



## Report Details

### Background

1. Prior to making any investments in housing sites, Norwich Regeneration Limited (NRL) is required to bring a business plan to the Council, as its shareholder, for approval. This report provides the context to the NRL business plan, through setting out the current financial and operation of the company, and the details of the business plan itself which is recommended for approval.
2. NRL throughout FY 2021/22 has continued to work to improve the operation of the company and stabilise the financial position, alongside a continued focus to work alongside the Council to improve the company's governance. The Council has sought to build the expertise, competency, and experience at board level to support the company, so it continues to build on operational improvements delivered over the past three years.
3. Steps undertaken to date include:
  - Taking forward expert advice from the appointed non-executive directors to the board. Both non-executive directors hold a wealth of experience and expertise to assist the company to grow as a housing developer. The role of the non-executive directors has been to support and challenge both the company board and Managing Director.
  - Further recommendations are now in place to continue to strengthen the company board, with further restructuring of board to occur at the start of the annual plan for FY 2022/2023. The Articles of Association for the company will be amended in various ways, including the appointment of a further non-executive director with the agreement of the Council at the end of quarter 1 of the current financial year to reflect this.
  - Close engagement between the Council and company continues with the executive director of the corporate and commercial services and executive director of development and city services attending board meetings as participating observers. The participating observers are not part of the final decision making of the company board to avoid any potential conflict of interest.
  - The company also communicates its progress in delivering its business plan to a Shareholder Panel every quarter.
  - Greater resilience for the company from a resource point of view is also in place. Resource from the council's housing delivery team will now be recharged into NRL – including its managing director – to increase capacity and pace with regard to the delivery of commercial developments. This not only builds the Council's capacity to deliver social housing but controls the operating costs of the company whilst building resilience for the company.
4. The above measures have contributed to significant improvements in performance of the company over the past year. These are considered further below.

## **Activity in 2021/22**

5. Activities in 2021/22 have enabled the company to positively complete the operational transformation and turn round of the company. This activity has sought to reshape how the company both strategically and operationally performs.
6. The key aim for last year's Business Plan was the completion of building, sales, and occupancy of Trinity Gardens at Rayne Park. In addition to this, the company has been engaged in several other high priority workstreams.
  - Continuing to improve the overall operation of the business and becoming more business-like
  - Continuing to progress new housing developments through approved budgets
7. The company is pleased to report that performance has exceeded forecasts, with regards the sale forecasts and financial forecasts. The sales result of Trinity Gardens at Rayne Park was impressive based on the many challenges this development has faced. The company grows in confidence in terms of understanding its Price – Product – Place specifically to Threescore but is confident the learning can be taken forward into new development opportunities.
8. The company still recognises the financial challenges it faces but, there is growing confidence by the company Board – with support from Council – that it can erode the company's historic losses and grow in the medium term, built on the foundations of the significant changes it has made.
9. The company, via improved operational process and the use of robust residential viability appraisals, is focused on ensuring that future developments make a return. Work continues to position our development opportunities in the best possible way to ensure we deliver financial stability and growth.
10. In its 2021/2022 Business Plan, NRL was able to complete the construction of all new homes at Trinity Gardens at Rayne Park and complete the sale and occupancy of 73 new homes – this represents 100% of homes built (apart from one property which is held as the marketing suite for the next build phases). As a result, the company has repaid £6.5m of loan to the council through the sale of new homes in the financial year 2021/2022, leaving a current loan balance of £6.15m. Interest costs of the 2021/22 financial year are forecast to be £0.376m.
11. It should be noted that this improved financial performance has been achieved without compromising on the vision and goals of the company which is to deliver new homes into the market that are of high quality and to lead the way on high environmental performance which results in a sustainable neighbourhood.

## **Current Performance**

12. An update on the financial performance of the company was given to the shareholder panel in November 2021. This covered actual performance on the



first 6 months of the financial year and forecast projections through to 31 March 2022. Detail on the updated projections of the company is provided as part of the exempt Business Plan appendix.

13. The company believe that the council should continue to invest in developments via NRL as there is now a proven track record at making loan repayments and interest or SLA payment which provides income for the council.
14. Sale of new homes were launched in September 2020 which led to strong reservations from Sept 2020 to March 2020. Exchanges of the first plots started in October 2020 and were delivered in line with Build Programmes. Final exchanges on the site were made in October 2021.
15. This gave the company a run rate on average of 6 properties per month to reserve and exchange – ahead of a forecasted average 4 plots per month. This achieved circa £18m sales value. 74% of purchasers were 1<sup>st</sup> time buyers and 71% used the help to buy scheme.

### **Proposed response to the Business Plan 2022/23**

16. The business plan for the company for 2022/2023 is contained in the attached exempt appendix A. It sets out NRL's vision, mission, values, objectives, and business principles. It describes how financial performance and governance have been improved. It has been approved by the Company's board and submitted to the Council for consideration.
17. The NRL business plan for 2022/23 is presented as a continuous plan for the future of the company and to further its ambitions to build high-quality houses in Norwich. It does so with improved assurance that the company can shift the financial challenge it has historically faced.
18. At its heart is the proposition that the Council as shareholder and lender continues to provide additional resources to the company to deliver the business plan.
19. Staffing for the company will primarily be fulfilled by service level agreements between council and company. Key expertise and competency will now be agreed with the council's in-house Housing Delivery Team which will add greater resilience to the delivery of NRL's developments and future proposals.
20. It is the Council's role as shareholder to strike the right balance between risk and reward and, although it is acknowledged that the company is undoubtedly performing better in the last trading year, there are clear risks which need to constantly be reviewed. The Council will continue to work with the company to encourage ongoing development of the company's governance framework to help manage such risks.
21. There are considerable uncertainties in the private housing market arising from the impact of the Covid-19 and Brexit which result in volatile economic conditions. Whilst the housing market has proved to be resilient to date, and recent announcements of government support in the mortgage market may

assist, there is no guarantee that it will remain so going forward. The company's supply chain will need to be constantly reviewed and this business plan shows a good level of awareness of risks and how this can be mitigated.

22. Given the request for continued future council investment in NRL to develop new homes for the city, and the risks in relation to the UK housing market and construction sector, NRL has again engaged independent expert analysis of the assumptions and forecasts in next year's business plan to provide for a greater degree of confidence in the plan.
23. This can be reviewed as an appendix as part of the NRL business plan and gives confidence that the council has considered the risks and rewards of investment decisions and that there is an appropriate level of return for the risk involved in each development.
24. Independent commercial development advisors have worked alongside the company to scrutinise the commercial information, financial assumptions, forecasts, and risks identified in the business plan and have provided assurance that the information and assumptions support a sound and deliverable plan.
25. Such an examination cannot eliminate risk. However, it is considered that such independent commercial advice can provide the council with an additional layer of assurance to inform any further investment in NRL and demonstrate that it has sought to minimise any further loss of shareholder value.
26. As further investment in new NRL projects will need to be subject to the preparation of detailed business cases which will be subject to considerable scrutiny and will need Council approval, it is considered that having this level of independent assurance will aid the process of considering the detailed business cases.
27. The work to continue to improve the governance of the company to bring it into line with best practice and to minimise the potential for conflicts of interest, coupled with even further expertise to board level – will also help to reduce the risk of future investments.
28. The Shareholder Panel, comprising senior councillors and officers, will continue to oversee the performance of NRL and scrutinise and have oversight of the appropriate indicators.

## **Implications**

### **Financial and Resources**

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

29. The current position is that the council has an equity investment of £3.42m in Norwich Regeneration Limited and the company has an outstanding loan balance of £6.15m with the council. This means the current debt to equity ratio equates to 64:36.

30. The delivery of the Norwich Regeneration Ltd Business Plan will require financial investment from the council in the form of additional debt financing. The company's forecasts a maximum loan balance of £12.15m to deliver the business plan (current balance £6.15m). To ensure sufficient headroom in the loan facility it is proposed to request a maximum loan facility of £13m be incorporated into the 2022/23 capital programme.
31. No further equity investment is proposed above the existing investment of £3.42m. This will mean that at the peak of the loan there will be higher debt to equity ratio than 75:25 but this is only expected to be for a short period of time before the first loan repayment is made in 2023/24.
32. In July 2021, Council approved an increase to the General Fund capital programme of £2m in 2021/22 and £2m in 2022/23 to provide loan finance and share capital to Norwich Regeneration Ltd for Threescore Phase 3. This requirement will now be updated in the 2022/23 budget papers to reflect the revised business plan requirements – additional loan of £6.85m in 2022/23. The capital budget for 2022/23 will be presented to Full Council for approval in February 2022. Future developments will be subject to detailed business cases that need to be prepared for finance to be advanced on individual developments.
33. The loan will provide the up-front funding to the company to develop the pipeline of sites. The financial modelling shows, that following the sale of private units, the company is able to repay the additional loan as well as a portion of the existing loan balance.
34. Following the budget approval of the loan facility, a new loan agreement will be developed setting out the interest and repayment terms.
35. Further lending to the company will have the effect of increasing the council's capital financing requirement (the underlying need to borrow). This would require the council to borrow externally. The council will need to continue to assess the affordability and proportionality of its overall indebtedness arising from lending to the company.
36. The council has an earmarked reserve relating to Norwich Regeneration Limited. The reserve level was increased in 2019/20 to mitigate against any potential future non-recovery of the loan balance and the associated Minimum Revenue Provision<sup>1</sup> charges. The current balance on the reserve is £3.35m and an MRP charge of £0.650m was made in 2020/21. This will be kept under review to reflect any changes (positive and negative) in the risk profile of the loan balance.
37. It must be noted that the government is currently consulting on changes to the capital framework, specifically around the application of Minimum Revenue Provision. Where authorities borrow to finance capital spend, they are required under regulations to set aside money each year from their revenue account, to

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<sup>1</sup> Minimum Revenue Provision (MRP) is the minimum amount which a Council must charge to its revenue budget each year, to set aside a provision for repaying external borrowing (loans). This is an annual revenue expense in a Council's budget.

make sure they can afford to repay the principal of their debt. Local authorities have flexibility in how they calculate MRP, providing it is 'prudent'.

38. The government is concerned that not all authorities are fully compliant with the need to make prudent revenue provision, in particular, around asset investments and capital loans. The council's current policy is to ensure MRP is charged where there is any indication that an element of the loan is not recoverable. Under the revised proposals, there may be a requirement to charge MRP on the full loan balance over the period in which the benefits are provided. This would potentially increase the revenue costs to the council during the loan period. The implications of any changes will need to be considered following the conclusion of the government consultation.

39. The business plan assumes that the company purchases the land required from the council at market value.

## Legal

40. The company's Articles of Association require that any action it takes in respect of its activities must be undertaken within the parameters of the business plan agreed by the Council. The setting up and operation of the Council's companies is an executive function, however in line with the recommendations, the Council's funding for the business plan will need to be considered as part of the Council's budget for 2022/23.

## Statutory considerations

Consideration	Details of any implications and proposed measures to address:
Equality and Diversity	There are no direct equality impacts arising from this report.
Health, Social and Economic Impact	There are no direct impacts arising from this report
Crime and Disorder	There are no direct impacts arising from this report
Children and Adults Safeguarding	There are no direct impacts arising from this report
Environmental Impact	There are no direct impacts arising from this report

## Risk Management

The business plan sets out the company's principal risk and their mitigations in Section 8 of the exempt appendix.

Risk	Consequence	Controls Required
Financial risks	NRL not being able to repay or provide return on the investment.	See sensitivity testing in the business plan and the assurance report from Savills.  Council continues to hold

		an earmarked reserve to help manage risk associated with the loan financing.
	Changes to the Minimum Revenue Provision guidance increases revenue costs associated with providing loan financing to NRL.	Continue to monitor the outcome of the government consultation.

### **Other Options Considered**

41. To not adopt the business plan: if the Council does not adopt the business plan, then NRL will not be able to progress further development and the Council will need to consider the options for sites currently earmarked for development by NRL.

### **Reason for the decision/recommendation**

It is recommended that Cabinet support the Business Plan for Norwich Regeneration Limited for 2022/23 and agree that:

- a) NRL Business Plan FY 2022/23 is agreed on behalf of the shareholder
- b) Council be recommended to make provision within the 2022/23 capital programme to provide financing to the company to deliver the business plan.

### **Background Papers: None**

### **Appendices: Business Plan is attached as an exempt appendix**

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**Committee Name:** Cabinet

**Committee Date:** 12/01/2022

**Report Title:** Development of Three Score Phase 3

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

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

**Wards:** Bowthorpe

**OPEN PUBLIC ITEM**  
**KEY DECISION**

### **Purpose**

To consider the award of contract and delegated decisions for the development of Three Score phase 3.

### **Recommendation:**

To:

1. Award the contract for the development of council homes at Three Score Phase 3 to RG Carter Ltd, subject to the details in the exempt appendix to this report; and
2. Delegate all matters incidental to the development of social housing at Three Score phase 3, including the use of the contingency and subject to the limits set out in the exempt appendix, to the executive director of development & city services, in consultation with the executive director of corporate & commercial services, the cabinet member for social housing and the cabinet member for resources.

### **Policy Framework**

The Council has three corporate priorities, which are:

- People living well
- Great neighbourhoods, housing, and environment
- Inclusive economy

This report meets the Great neighbourhoods, housing, and environment corporate priority

This report addresses the build and maintain a range of affordable and social housing strategic action in the Corporate Plan

This report helps to meet council housing strategy adopted policy of the Council

This report helps to meet the housing, regeneration, and development objective of the COVID-19 Recovery Plan



## Report

### Background

1. On 14 April Cabinet considered various contract awards in relation to the development of 3 score phase 3.
2. Cabinet agreed to delegate a decision to direct award a pre-construction services agreement (PCSA) to RG Carter Ltd to officers, subject to financial limits. This contract has now been awarded and work has been delivered for the agreed contract sum.
3. Cabinet also agreed to delegate authority to direct award RG Carter Ltd the construction contract for the development of social housing at the site subject to financial limits. The report explained that direct award was appropriate in these circumstances as recognised that utilising the work of RG Carter from Rayne Park, and having them mobilised on the adjacent site, offers the potential for significant efficiencies and opportunities for quick delivery in continuing to work with them on phase 3.
4. Efficiencies identified include:
  - a. continuity in contractor team members and directors will result in open book pricing, and therefore a reduced contract price, as risk is understood.
  - b. construction and buildability advice of existing team. Phase 3 is proposed to utilise similar construction details as Phase 2.
  - c. accelerated programme will be achieved as the existing team on site will be able to respond swiftly with commencing the works.
  - d. concurrent preliminaries with the existing Rayne Park development and avoiding site establishment costs.
  - e. there is an opportunity for us to negotiate with their existing supply chain on Rayne Park and freeze the rates being used.
  - f. the quality expectations set by the client demonstrates that there is an understanding of what's required by RG Carter, with known design standards and established patterns of development used on phase 2. This allows the successes of this development to be replicated and contractor to be able to utilise experience of building these forms of development previously significantly reducing risk.
5. The report explained it was expected to use the Pagabo framework to make the award. Pagabo are a framework provider who have a number of OJEU compliant frameworks open to the public sector. These frameworks allow both direct award of contracts and mini competition tenders. Officers have carried out due diligence with Pagabo who have provided evidence sufficient to satisfy us that a direct award from their framework is compliant within Public Contract regulation. RG Carter are on the Pagabo Medium Works framework for contracts up to £10m.

## **Progress**

6. The PCSA contract was awarded to RG Carter Ltd, and work is now complete. This work involved carrying out detailed design and cost planning to create a fixed final design. The final design is for a reduced number of 76 dwellings, of which 52 are designated for council homes and 24 will be delivered via a separate contract as homes for open market sale via Norwich Regeneration Ltd (NRL). The total number of homes to be delivered on the site has reduced from 83 reported in April, 58 designated council homes and 25 open market via NRL, due to detailed work on the site constraints, with the topography of the site causing some particular challenges.
7. The work has also included providing a more detailed cost plan to inform the financial modelling that is set out in the exempt appendix to this report.
8. The reserved matters planning application was approved unanimously at planning committee in October with the formal decision being issued on 21 October 2021. (See Appendix 1 for images of the proposed development)
9. The detailed specifications and build standards have evolved during the technical design phase, with a refinement of the Fabric First enhancements to future proof the development, with design informed by Passivhaus principles. Work has also been carried out to ensure it is fully compatible with the standards in the emerging Greater Norwich Local Plans.
10. The specification allows for triple glazed windows, air-source heat pumps in place of gas, mechanical ventilation heat recovery systems and high levels of air tightness, all of which exceed the building regulations for 2025 and are part of the journey towards delivering net zero carbon in the future. These standards will offer considerable savings to future tenants on their fuel bills.
11. The development will also deliver homes well in excess of minimum space standards required by the building regulations and in excess of the guidance contained in the nationally described space standards, with most properties allowing for 10% more than required. This will provide significant benefits to tenants with more home working becoming the norm during the pandemic.

## **Build Costs**

12. Each development that the council undertakes uses the RIBA phases as gateways to proceed. It should be understood that at each stage, design and cost certainty becomes more fixed and that at early stages the quantity surveyor will use standard build cost indices to provide cost estimates. Once the design becomes fixed at RIBA stage 3, a contractor can provide real cost information, based upon testing the market with suppliers and sub-contractors at RIBA stage 4. This is a significant benefit of the 2-stage design and build contract process.
13. A detailed cost plan has now been prepared using the fixed design from RIBA stage 3 and the detailed technical work undertaken as part of the PCSA (RIBA stage 4). This is showing a significant uplift in the build costs from what was reported in April and now the development cannot be delivered within the costs

limits that were set in the April report.

14. The cost increase that has come about from the greater level of information available about the design and build standard has been exacerbated by more general inflationary costs pressures that have been seen in the construction sector. This general cost pressure has been well publicised and is not unique to Norwich.
15. The RIBA stage 2 design report was based on costs at the time, in April 2021. Since April, to December 2021, the BCIS has recorded a Tender Price Inflation of +7%. Further, there is then an anticipated Build Cost Inflation from Jan 2022 to April 23 of circa +2%. What this means in actual terms is that since RIBA Stage 2 and RIBA Stage 3 costs estimates have experienced an inflationary adjustment pressure of circa +9% according to the BCIS (Building Cost Information Service).
16. That is an average across the industry, with materials such as timber frames, bricks and plaster(board) being significantly above 9% and others below. It's worth adding that in contrast to the BCIS forecast, AECOM are currently predicting that baseline forecast tender price increases will continue with +4.4% for Q4 - 2021 to Q4 - 2022, then a further 4.2% Q4 - 2022 to Q4 - 2023. This is considerably beyond the +2% standard BCIS forecast.
17. In the light of these inflationary increases, it is considered that the previously agreed approach of seeking to use fixed sum contracts to deliver the development remains the preferred approach. The 2-stage approach to contracting allows Council Officers to work with the main contractor on their sub-contracting and materials procurement which gives the council full open book assessment of the supply chain.
18. The fixed cost sum was programmed to ensure further mitigation of cost increase of typical annual cost increase in the supply chain that can be evidenced historically in Q4 of a financial year, with or without the challenges brought about through Brexit and Covid19.

## **Procurement**

19. As detailed in paragraph 5 the favoured approach in April was to direct award a contract to RG Carter utilising the Pagabo medium works framework, which has a limit of £10m.
20. At the point of entering into the pre-construction arrangement with RG Carter the cost plan had a construction phase at below £10m. It is widely recognised within the design and build process that during the pre-construction phase a cost plan is likely to vary. In the current market significant inflationary pressures on cost of materials and sub-contract labour are being observed as the predominate challenge facing all projects around the Country.
21. Pagabo have confirmed that they do not require Norwich City Council to re-procure when the cost plan takes it over £10m. The value that matters is at the point of the procurement in the Pagabo framework process, which in this instance was below the £10m threshold.

22. RG Carter Ltd are considered to have demonstrated best value to the council with an open-book approach to quotes for work packages from sub-contractors and suppliers, through limiting their overheads and profit percentage below that which they received for both Rayne Park and Goldsmith Street and through their reduced preliminaries costs as they are already mobilised on site.
23. Options for the site have been explored, including direct award to RG Carter on a fixed sum, direct award with provisional sums, open tender, pausing the project and disposal of the site. The advantages and disadvantages of each have been considered and the analysis is detailed further in this report in the options section.
24. Overall, the preferred option is to still direct award the contract to RG Carter on a fixed sum contract.
25. The cost is still considered value for money in the current market and any delay would impact on HRA programme for delivery and the use of retained Right to Buy Receipts. In addition, the construction market remains uncertain but projections are further costs increases before stabilisation so entering into a fixed sum contract will limit our risks further.

## **Implications**

### **Financial and Resources**

26. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan 2019-22 and Budget.
27. Officers have modelled the costs for the financial business case, and this is detailed in the exempt appendix. The project is deliverable within the current approved budget of £14.58m and within the overall HRA business plan, however, the number of social dwellings has reduced significantly from the originally proposed number of 83 to 52. A further 24 dwellings for market sale are proposed for delivery by NRL outside of the HRA funding.
28. Previously a specific development was modelled within a term of 50-year pay back and then reviewed against the 30-year HRA business plan. Details of this modelling is set out in the exempt appendix and it has been confirmed the development fails to reach a payback term of 50 years. Although the development does not impact greatly the affordability of the current overall 30-year HRA Business Plan, it should also be noted that modelling is highly sensitive to borrowing rates and that a 2% interest rate has been assumed. If borrowing from PWLB at 2% is not required, then the payback period would significantly reduce.
29. The existing budget for the development is currently £14.58m and whilst there has been a reduction in numbers of properties when this was approved, the current development budget is still within this overall amount with a revised requirement of £14.43m. This is the total of all costs including design, construction, contingency and management of the development.

30. The continuation of this project reduces the risk of having to pay retained RTB receipts to central Government that are currently held for this project and associated interest.
31. Costs have been incurred to date for delivery of the HRA apportionment of the planning strategy, development design costs, the PCSA, and employer's agent / quantity surveying fees. Should the project not proceed these will become abortive costs and there is a risk that these costs may not be capitalised and become revenue costs to the HRA.

## Legal

32. The main legal consideration is the direct awarding of the contract to RG Carter through the Pagabo framework. As detailed above procurement officers have confirmed with Pagabo that the process is compliant with public procurement regulations and liaison with the Council's legal team will continue as part of the contract awarding process.
33. Further options have been considered and the advantages and disadvantages of each are explored further in the report below.

## Statutory Considerations

Consideration	Details of any implications and proposed measures to address:
Equality and Diversity	None
Health, Social and Economic Impact	<ul style="list-style-type: none"> <li>• This project will provide local employment opportunities, opportunities for local suppliers and sub-contractors and will generate local spending for the benefit of the wider economy. Providing more housing is important in supporting sustainable economic growth and prosperity</li> <li>• Providing additional affordable housing will advance financial inclusion by helping to improve housing affordability for residents.</li> <li>• The provision of sufficient and high-quality housing is essential to ensuring decent levels of health and well-being.</li> </ul>
Crime and Disorder	<ul style="list-style-type: none"> <li>• The site will be developed in line with Secure by Design principles</li> </ul>
Children and Adults Safeguarding	None

Consideration	Details of any implications and proposed measures to address:
Environmental Impact	<ul style="list-style-type: none"> <li>• The new dwellings will be energy efficient</li> <li>• The design for the development includes the creation of amenity space for the new dwellings, both private and public.</li> </ul>

## Risk Management

Risk	Consequence	Controls Required
<b>Financial</b>		
Possible to pay a Risk premium through RG Carter owning build cost inflation risk	Increase in costs	Collaborative working with main contractor means this is a low risk and officers will continue to monitor any risk premiums being added.
Negotiation of the works packages requires resource for detailed reviews to ensure value.	May need increase in costs for quantity surveyor to monitor	Low risk as element of this work is included in current contract. Contingency held.
Potential for additional costs from unforeseen items such as issues with ground conditions etc.	Increase in costs	£1.27m contingency held
<b>Legal</b>		
Legal challenge to compliance with public procurement regulations	Delay in awarding contract	Pagabo and procurement officers have confirmed that the direct award is compliant with PPR so deemed very low risk

## Options Considered:

A - Direct Award to RG Carter on a Fixed Price contract	
Advantage	Disadvantage
Quick- Able to overlap works	Possible to pay a Risk premium through RG Carter owning build cost inflation risk; albeit this can be monitored
Able to use the existing RGC team and	Negotiation of the works packages

transfer the knowledge of build options, but also working knowledge of the processes etc.	requires detailed reviews to ensure value.
Associated with the knowledge and the overlap in programme activity there are efficiencies and savings available, which are unique to the Direct Award of RG Carter option.	Low risk of challenge from other contractors over the direct award to RG Carter.
Transparency through the procurement process and ability to benefit from RG Carter local supply chain, and local labour pool to deliver value	
Call off via the Pagabo Framework secured RG Carter at very competitive, previously procured OH&P fixed for the duration of the contract	
RG Carter take inflationary and supply chain risk via the Fixed sub (except for contractual relevant matters)	
A negotiated package tender raises all issues early, so that the contract sum is tested and post contract generally is less contractual and claims conscious	

<b>B - Direct Award to RG Carter with items held as provisional sums</b>	
<b>Advantage</b>	<b>Disadvantage</b>
Quick-able to overlap works	Provisional Sum areas would remain Norwich City Council risk - this could be to our financial benefit or detriment
Knowledge: Able to use the existing RG Carter team and transfer the knowledge, both working of the build options, but also working knowledge of processes etc., to the benefit of overall time, cost and quality	Negotiation of works packages requires detailed reviews to ensure value
Associated with the knowledge and overlap in programme activity there are various efficiencies and savings available which are unique to the Direct Award of RG Carter option	Volatile supply chain at present and there is demonstratable evidence that this will continue through the life of this contract
Transparency through the procurement process and ability to benefit from RG Carter supply chain to deliver value	A volatile supply chain and waiting to agree sub-contractor sums via a provisional sum is high risk at this moment due to increasing costs and not advised by the Delivery Director.
Call off via Pagabo secured RG Carter at very competitive rates, previously procured 3.5% OH&P rates	
RG Carter take inflationary and supply	

chain risk for the fixed sum elements.	
A negotiated package tender to raise all issues early, so that the contract sum is tested and post contract generally is less contractual and claims conscious	

<b>C - Tender a Contract either via open tender or by using a framework</b>	
<b>Advantage</b>	<b>Disadvantage</b>
Tests wider market from their purchasing power. There is the possibility for some low tenders, albeit this may present a risk due to variation later in the delivery of the contract	Timescales for competition via tender or mini competition would have necessitated a longer procurement period, impacting the start date on site date
Reduced risk of challenge from other contractors	The design information produced by the Client is not at a level of detail suitable to tender, it was designed for negotiation via PCSA and indeed fair to tender on as one contractor is already aware of key details.
	Procured contract can become contractual post contract, which undermines the initial cost led procurement exercise
	May not secure contractors with the same knowledge base as the negotiated offering and hence costs are inevitable going to appear through variation of contract increasing overall cost of the development
	Stepping away from negotiations via the PCSA would erode the value/savings that concurrent working via a 2-stage approach would have with RG Carter and cost council (and NRL) abortive costs that cannot be recovered
	Risk of underspend of RTB Receipts and potential of having to pay interest on these.
	Slowing of housing delivery and addressing the wider issues of housing needs



<b>D - Pause the project</b>	
<b>Advantage</b>	<b>Disadvantage</b>
Would allow time to reflect on alternative delivery strategies for the development.	High risk of underspend of RTB receipts and payment of punitive interest.
Would allow time for prices to stabilize and potentially reduce within the market post Brexit	Slowing of housing delivery and addressing the wider issues of housing needs
	Stepping away from negotiations via the PCSA would erode the value/savings that concurrent working via a 2-stage approach would have with RG Carter and cost council abortive costs.
	Industry commentary is that construction costs will not return to pre-pandemic or Brexit levels and will continue to rise in the short to medium term.

<b>E - Dispose of the site with planning approval</b>	
<b>Advantage</b>	<b>Disadvantage</b>
Would generate a capital receipt for the council	High risk of underspend of RTB receipts
	A loss of control over housing delivery and addressing the wider issues of housing needs.
	Stepping away from negotiations via the PCSA would erode the value/savings that concurrent working via a 2-stage approach would have with RG Carter and cost council abortive costs that cannot be recovered
	Industry commentary is that construction costs will not return to pre-pandemic or Brexit levels and will continue to rise in the short to medium term.

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

34. For the reasons detailed in this report, and the exempt appendix, it is concluded that:

- The total costs of undertaking the development proposed have unavoidably risen beyond the previously agreed limits, and in the current market the proposed contract value still represents good value for money.
- The proposed development remains affordable to the HRA.
- The previously preferred approach of using a fixed price design and build

- JCT contract remains the preferable approach to procurement.
- The increased sum is still compliant with the Pagabo procurement framework.

35. Cabinet is therefore recommended to:

1. Award the contract for the development of council homes at Three Score Phase 3 to RG Carter Ltd, subject to the details in the exempt appendix to this report.
2. Delegate all matters incidental to the development of social housing at Three Score phase 3, including the use of the contingency and subject to the limits set out in the exempt appendix, to the executive director of development & city services, in consultation with the executive director of corporate & commercial services, the cabinet member for social housing and the cabinet member for resources.

**Background papers:**

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**Appendices:** one - site images

## Appendix 1 – Site images



