



## **Council**

Members of the council are hereby summoned to attend the  
meeting of the council to be held in the  
council chamber, City Hall, St Peters Street, Norwich, NR2 1NH  
on

**Tuesday, 23 June 2020**

**18:00**

## **Agenda**

### **Page nos**

**1 Lord Mayor's announcements**

**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.

Please note that all questions must be received by the  
committee officer detailed on the front of the agenda by  
**10am on Thursday 18 June 2020.**

Petitions must be received by the committee officer detailed  
on the front of the agenda by **10am on Monday 22 June  
2020**

For guidance on submitting public questions or petitions  
please see appendix 1 of the council's constitution.

**4 Minutes**

**5 - 28**

To approve the accuracy of the minutes of the meeting held

on 17 March 2020

**5 Questions to cabinet members / committee chairs**

(A printed copy of the questions and replies will be available at the meeting)

**6 Covid-19 - The Council's Response and a Blueprint for Recovery 29 - 84**

**Purpose** - To approve the framework and blueprint for the city council's approach to recovery of both the council and the city from the initial phase of Covid-19 crisis.

**7 Adjustment to the capital programme - Norwich Regeneration Ltd options and lending 85 - 102**

**Purpose** - To consider the current trading position and options for Norwich Regeneration Limited in light of Covid-19 and seek approval for increased loan and equity financing for the company to undertake its current housing development scheme.

**8 Statement of Principles for Gambling Establishments 103 - 180**

**Purpose** - That council considers the recommendation from Licensing Committee to adopt the Gambling Statement of Principles, under the Gambling Act 2005 attached at Appendix A, as the council's formal policy.

**9 Statement of Licensing Policy for Sex Establishments 181 - 222**

**Purpose** - That council considers the recommendation from licensing committee to adopt the Statement of Licensing Policy for Sex Establishments, under the Local Government (Miscellaneous Provisions) Act 1982 attached at Appendix A

as the council's formal policy.

**10      Constitution Review      223 - 240**

**Purpose** - To adopt changes to the constitution as recommended by cabinet.

**Appointments of representatives to outside bodies 2020- 241 - 252**  
**21**

**Purpose** - To consider appointments to outside bodies

**12      Schedule of Committee Meetings      253 - 262**

**Purpose** - To agree a schedule of meetings for council, cabinet, audit and scrutiny committees.



Anton Bull  
Director of resources

**For further information please contact:**

Lucy Palmer, democratic team leader  
t: (01603) 212416  
e: [lucypalmer @norwich.gov.uk](mailto:lucypalmer@norwich.gov.uk)

Democratic services  
City Hall, Norwich, NR2 1NH

Date of publication: **Monday, 15 June 2020**

### **Information for members of the public**

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

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



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**COUNCIL****19:30 to 19:45****17 March 2020**

Present: Councillor Thomas (Va) (Lord Mayor), Carlo, Davis, Giles, Harris, Huntley, Jones, Kendrick, Maguire, Packer, Price, Schmierer, Stonard, Waters and Wright

Apologies: Councillors Ackroyd, Bogelein, Brociek- Coulton, Button, Driver, Fulton-McAlister (E), Fulton-McAlister (M), Grahame, Lubbock, Manning, Maxwell, McCartney-Gray, Neale, Oliver, Osborn, Peek, Ryan, Sands (M), Sands (S), Sarmezey, Stutely, Thomas (Vi), Utton, and Youssef

**1. Lord Mayor's Announcements**

The Lord Mayor said that a list of events would be appended to the minutes, however, all events for the next eight weeks had been cancelled.

The Lord Mayor invited Stephen Evans, chief executive, to make a statement as follows:

**STATEMENT ON NORWICH CITY COUNCIL'S CORONAVIRUS RESPONSE**

"I wanted to update Council on our covid-19 contingency planning and the council's role in supporting the wider community action that is beginning to take shape in Norwich.

As chief executive, my primary focus is threefold:

To ensure that, as far as possible, we can continue to provide critical services to residents over the coming weeks – particularly the most vulnerable.

To protect the wellbeing of colleagues and allow them to care for themselves and their loved ones during these difficult times; and

To ensure that we continue progress other priority activities, such as setting a balanced budget for next year and continuing our focus on building new homes.

For the avoidance of doubt, I am asking all staff to adhere to the updated Government guidance on covid-19:

To self-isolate if they develop a new, persistent cough and/or high temperature. If colleagues live in a household with others who develop such symptoms, they should also isolate for 14 days even if not displaying symptoms themselves. Colleagues are being advised to work from home if the nature of their role allows and key groups should take specific care.

These include colleagues with underlying health conditions; colleagues who would normally be advised to have the flu vaccine (such as those with chronic diseases); and pregnant women. My advice is that all colleagues who fall into these categories should work from home as a matter of course, starting from today.

We have held a number of manager briefing sessions today, with more to come tomorrow. All managers should be actively planning for larger numbers of colleagues working from home if their presence in the office is deemed to be non-essential i.e. if they have work that could be done just as easily away from city hall.

Clearly, as a local authority we have a duty to continue to provide critical services to residents, some of which cannot be delivered from home. I will say more about this shortly.

If colleagues display the symptoms highlighted, they should not come into city hall or be out in the wider community – they should stay at home and focus on getting better.

I would also like to reiterate the importance of Councillors also following this advice. Thanks for your understanding and support with this.

Doing all we can to minimise the spread of infection will ultimately help our ability to continue to deliver critical services and limit the impact on those who are most at risk.

### **Business continuity planning**

Over the past few weeks, our focus has been on refreshing the council's business continuity plans and working through a range of scenarios so that we can continue to deliver critical services.

As of last Friday, all service business continuity plans had been looked at by teams and re-submitted for central review.

As of yesterday, I have stood up a cross-service team to coordinate our covid-19 planning.

Overseen by the Deputy Chief Executive, the team have scrutinised our refreshed plans and are using them to determine the critical services the council will prioritise – services including, but not limited to, housing options and

homelessness, emergency housing repairs, revenues and benefits, customer services, statutory planning functions, environmental health and licensing. We are also working with contracted providers to ensure that critical environmental services such as waste collection and disposal continue to function.

A key part of our business continuity planning is increasing our IT resilience. On Friday, we purchased additional capacity to allow for a greater number of people to log on to council systems remotely and have been recalling and updating laptops and tablets that have fallen into disuse. These will be reissued to critical service areas based on need.

As a result of these measures, I am confident that we are now be able to accommodate significant numbers of colleagues to work from home. In order to increase the resilience of our business critical teams and our IT systems, we will be introducing alternate home and office working patterns for business critical services and locating some teams in other buildings, including our back up site in Lakenham.

Another key work stream is focused on reviewing our HR policies, guidance and support. Anyone who is impacted by covid-19 or follows advice to self-isolate will not have this on their sickness record.

Managers are also encouraged to be flexible if and when schools close and colleagues with children do not have immediate access to childcare.

### **Wider community support**

As of yesterday evening, the Government has moved the country to more stringent 'social distancing' measures, which will have a significant impact on how our residents and visitors live their lives.

They will also have a significant impact on local businesses and we await further detail on the package of financial measures announced by the Chancellor this afternoon.

We are actively working through the council's role in helping to support and facilitate community-based action, most of which will develop naturally within our communities and indeed is beginning to do so.

Partly, this will involve using council communication channels to sign-post people to community based support and continuing to emphasise the need to follow Government advice to combat the spread of the virus.

Many of you will have seen various national and local campaigns where individuals and groups of volunteers are coming together to offer support to at risk residents, for example, to deliver groceries and prescriptions.

The scale of the community response is heartening to see and this has the potential to be of huge benefit. I do see a role for the council in helping

vulnerable people to stay safe in such scenarios, so we will be considering how we use our information channels to provide advice and guidance.

We have a good relationship with the local voluntary and community sector and are looking at how best to engage with representatives from the sector to help mobilise community support.

In terms of specifics, a key area of concern is access to food for our vulnerable residents and we are developing a specific work stream on this. Amongst other things, we are looking at how food banks continue to keep adequate stock levels. Another priority is the continued support provided to rough sleepers. We are using our multi-agency Pathways programme and identifying options for accommodation where rough sleepers might be able to self-isolate.

The role of ward Councillors as advocates for their local areas and the support they provide support to communities - as well as being a crucial source of local intelligence and advice - is a critical part of the council's response. Please do continue to feed back any areas of concern or ideas you may have.

To conclude, we are in unprecedented times. It is clear that Norwich City Council and the city more widely – our residents and businesses - will be severely tested over the coming months. My priority as Chief Executive is to minimise the impact as far as possible and to support Councillors in their role as the city's elected representatives.

Walking around city hall and talking to staff today, it fills me with a huge sense of pride to see such dedication from colleagues who are continuing to do their best for our residents during such challenging times.

The next few months will undoubtedly test us, but I am confident that – if we all pull together - we will get through it.”

## **2. Declarations of Interest**

There were no declarations of interest.

## **3. Public Questions/Petitions**

Four public questions had been received and the questioners would receive a written response.

## **4. Minutes**

**RESOLVED** to agree the accuracy of the minutes of the meeting held on 25 February 2020.



## 5. Questions to Cabinet Members/Committee Chairs

The Lord Mayor said that 20 questions had been received from members of the council to cabinet members/committee chairs for which notice had been given in accordance with the provisions of appendix 1 of the council's constitution.

The questions are summarised as follows:

Question 1	Councillor Wright to the leader of the council on the council's resilience regarding Coronavirus.
Question 2	Councillor Lubbock to the deputy leader and cabinet member for social housing on producing an online video about the Goldsmith Street development.
Question 3	Councillor Carlo to the cabinet member for sustainable and inclusive growth about the A47 North Tuddenham to Easton scheme.
Question 4	Councillor Neale to the cabinet member for sustainable and inclusive growth about the airport masterplan.
Question 5	Councillor Bogelein to the cabinet member for safe and sustainable city environment about idling engines.
Question 6	Councillor Osborn to the cabinet member for safe and sustainable city environment on recycling rates.
Question 7	Councillor Price to the deputy leader and cabinet member for social housing about installing permanent house boats.
Question 8	Councillor Grahame to the cabinet member for social inclusion about an access charter.
Question 9	Councillor Schmierer to the leader of the council regarding EU citizens settled status.
Question 10	Councillor Youssef to the cabinet member for sustainable and inclusive growth regarding the Western Link.
Question 11	Councillor Ackroyd to the cabinet member for sustainable and inclusive growth regarding bus season tickets for councillors.
Question 12	Councillor Button to the deputy leader and cabinet member for social housing about a Housing First approach.
Question 13	Councillor Giles to the cabinet member for health and wellbeing about funding of public health.
Question 14	Councillor Stutely to the deputy leader and cabinet member for social housing about planting 100 trees for 100 years of social housing.
Question 15	Councillor Sue Sands to the cabinet member for sustainable and inclusive growth about the St Martin's 'somewhere safe to stay' hub.
Question 16	Councillor Peek to the cabinet member for safer, stronger neighbourhoods about West End park.
Question 17	Councillor McCartney-Gray to the cabinet member for health and wellbeing about the Riverside leisure centre.
Question 18	Councillor Mike Sands to the cabinet member for resources on the Fair Funding Review.

Question 19	Councillor Huntley to the leader of the council on the TUC campaign.
Question 20	Councillor Oliver to the leader of the council on the Konnect bus strike

(Details of the questions and responses were circulated at the meeting, and are attached to these minutes at Appendix A. Councillor Schmierer said that any supplementary questions from his group would be emailed directly to the cabinet member in due course.)

## 6. Motion

Councillor Waters proposed and Councillor Harris seconded the following motion:

- (1) under paragraph 52(k) of appendix one of the council's constitution to adjourn debate of the motions set out on the agenda to the next ordinary meeting of council
- (2) under paragraphs 52(c) and 52 (h) of appendix one of the council's constitution
  - a) for the duration of the times meeting, propose that all other business be taken as unopposed; and
  - b) to note that the nomination for Lord Mayor for the next civic year will be Councillor Kevin Maguire and the nomination for Sheriff will be Caroline Jarrold

It was **RESOLVED**, unanimously to:

- (1) under paragraph 52(k) of appendix one of the council's constitution to adjourn debate of the motions set out on the agenda to the next ordinary meeting of council
- (2) under paragraphs 52(c) and 52 (h) of appendix one of the council's constitution
  - a) for the duration of the times meeting, propose that all other business be taken as unopposed; and
  - b) to note that the nomination for Lord Mayor for the next civic year will be Councillor Kevin Maguire and the nomination for Sheriff will be Caroline Jarrold

LORD MAYOR

## **Appendix A**

### **Questions to cabinet members or chairs of committees**

#### **Question 1**

**Councillor Wright to ask the leader of the council the following question:**

“Reflecting on the current situation, could the leader of the council please comment on the council’s preparedness to ensure that services can be maintained in the now likely event of a significant increase in cases of COVID-19”

**Councillor Waters, the leader’s response:**

“The Chief Executive’s statement to council covers the content of the question and the statement will form part of the minutes of the meeting.”

#### **Question 2**

**Councillor Lubbock to ask the deputy leader and cabinet member for social housing the following question:**

“Whilst this council is delighted with the attention that Goldsmith Street has received there is a down side and that is the number of interested parties wanting to visit the site.

Has the cabinet member considered seeking help to make a comprehensive online video not only showing the layout of the site and the high specification but also explaining the details of the build, including technical information?

We have many gifted students well versed in this media who could help with such a production.

This would save the necessity for visitors to spend time and expense to travel to the site, save officer time in showing visitors around and responding to questions and to save the residents the constant stream of visitors.

A very sustainable solution to a problem; just like the Goldsmith Street development itself”

**Councillor Harris, the deputy leader and cabinet member for social housing’s response:**

“Thank you for your question.

I am delighted with the national recognition that Goldsmith Street has received and we are keen to let other interested parties learn from our experiences.

I have always been keen to promote our development work not only on this site, but previously on Hansard Close, Rayne Park and more recently Bullard Road to other local authorities.

While we are still receiving a lot of interest from other councils and developers, however the media interest in visiting has generally calmed down. We are happy to provide information and to aid this, officers have pulled together a briefing paper that we are happy to share. I also understand that the architects are working on a more comprehensive guide to the scheme that we will be able to use.

In order to manage the level of interest on the site we haven't been undertaking organised visits but we have spoken at a number of conferences, to get our message out to wide range of audiences, and earlier today I was speaking at the LGA housing and Planning conference.

With regards to creating a film of the site, in our experience most media outlets have their own specific filming requirements so would be unlikely to pay for or utilise anything we commissioned.

Goldsmith Street is a public area, so we can't stop anyone filming or visiting but where we are approached, we offer to provide photos and information to limit the time they spend there and always advise them to be respectful and mindful of residents.

There are already various films available online, that were created during the RIBA and Housing Design awards process. It is particularly fantastic to hear some of the stories from the new tenants on a film that was made for the Housing Design Awards and how happy they were having moved in. I am incredibly proud that we are leading the way in development of homes that will benefit our tenants and look forward to continuing to shout about our record."

### **Question 3**

**Councillor Carlo to ask the cabinet member for sustainable and inclusive growth the following question:**

"Last month, an Appeal Court judgment ruled that a third runway at Heathrow was unlawful because the Secretary of State had failed to consider the Paris Agreement on climate change. Environmental groups consider that the same argument applies to the Government's road building programme. Highways England are consulting on the A47 North Tuddenham to Easton scheme, with a deadline of 8 April. The Preliminary Environmental Information Report refers to a 'probable increase in carbon emissions for both construction and operation'. This runs counter to the Paris Agreement and the Government's statutory target of cutting carbon emissions to net zero by 2050. Surface transport emissions contribute 23% of UK emissions, with 2019 statistics showing an increase in traffic and new car emissions. Transport's share of

carbon emissions in Norfolk stands at a shocking 38%. Will the cabinet member ask officers to respond to the consultation stating the city council's objection to this and other A47 dualling schemes on climate change grounds?"

**Councillor Stonard, the cabinet member for sustainable and inclusive growth's response:**

"I believe it would be premature for the city council to lodge an objection to the long overdue improvements to the A47.

The implications of the recent legal judgement about Heathrow are far from certain. The need for improvement to the North Tuddenham to Easton section is well established and something that along with improvements to the remainder of the A47 this council has supported over many years. Delivery of our growth plans are dependant on the timely delivery of supporting infrastructure. This specific scheme will reduce congestion, improve road safety and, more generally, it will help support housing and jobs growth.

I appreciate, of course, the importance of trying to reduce emissions from transport, to reduce the need to travel and promote a shift to sustainable modes. However, I am not convinced that objecting to the scheme is appropriate and am also mindful that Highways England have yet to specify any mitigations. What we need to ensure that we have an overall ambitious strategy to minimise the need to travel and maximise modal shift. This will be best done through the emerging Transport for Norwich Strategy rather than seeking to delay much needed infrastructure investment."

**Question 4**

**Councillor Neale to ask the cabinet member for sustainable and inclusive growth the following question:**

"Last month environmental campaign groups celebrated an amazing victory as the Court of Appeal ruled that expansion of Heathrow Airport would be illegal under current legislation to cut carbon emissions by virtually 100% by 2050. This will mean that other airport expansions and big road building projects may face similar rulings. In the light of this new legal interpretation, will the cabinet member withdraw support from Norwich Airport's Masterplan which enables growth of the airport?"

**Councillor Stonard, the cabinet member for sustainable and inclusive growth's response:**

"Thank you for your question.

I note the recent Court of Appeal decision on the third runway at Heathrow. My understanding is that the challenge hinged on the matters considered in adopting the national policy statement on new runway capacity in the South-East. As that policy statement didn't address Norwich airport and as it appears likely that the judgement will be subject to appeal to the Supreme Court, it is far from certain what the final implications of the judgement will be for Norwich.

The Council's recent endorsement of the Norwich Airport Masterplan at Cabinet and Scrutiny Committee involved much discussion about potential emissions that are likely to result from the growth envisaged in the Masterplan. The decision to endorse the masterplan was subject to submission of a Surface Access Strategy (SAS) to the council within 12 months of endorsement. There is also an expectation that the airport will produce a carbon reduction strategy alongside the SAS. Therefore the next opportunity to review the council's endorsement of the masterplan is likely in late 2020 upon receipt of the SAS and carbon reduction plan.

Norwich Airport makes a significant contribution to the local economy as an important local employer, with over 1,200 jobs on site, and supports a considerable number of jobs elsewhere in the local economy. It also supports a number of aviation related businesses which operate on the airport site and on the adjacent Norwich Airport Industrial Estate (NAIE), for example the Aviation Academy.

The council has a landowner interest in the airport site, jointly owning land within the airport boundary with the County Council.

When the council reviews the SAS and carbon reduction plan, it will take into consideration the airport's important role for the local economy, its progress on addressing climate change issues, and legal issues, in assessing implications for the status of the masterplan."

## **Question 5**

**Councillor Bogelein to ask the cabinet member for safe and sustainable city environment the following question:**

"I have learnt recently that the new powers to fine statutory idling engines on Castle Meadow are not being used at all. The issue of poor air quality on Castle Meadow has still not been addressed. This is a problem in a small, clearly defined area with a clear behavioural cause and a quite straightforward solution. Why is the council failing to tackle this problem?"

**Councillor Maguire, the cabinet member for safe and sustainable city environment's response:**

"I'm not sure that I agree with Cllr Bogelein that the problems described have a straightforward solution; the engine switch off powers have not proved as effective as any of us would hope them to be.

Under the law, before issuing a fixed penalty notice (FPN), the enforcement officer is required to ask a driver of an idling engine to switch it off. Unsurprisingly, no FPNs have been issued as when spoken to every driver complies with the request. The enforcement officer has to witness the infringement personally to be able to issue a FPN, they cannot be issued retrospectively following a report from a member of the public, for example.

Drivers became aware of when civil enforcement officers were in the area and made sure that they had their engines switched off. Given the numbers of staff that are available, it is not possible to have a member of the enforcement team in Castle Meadow all the time.

The real solution to the air quality problem in Castle Meadow, and other areas of the city, is to get the bus and coach operators to invest in cleaner vehicles. Both the city and county councils would be keen to encourage that.”

## **Question 6**

**Councillor Osborn to ask the cabinet member for safe and sustainable city environment the following question:**

“The Integrated Waste Management Strategic Objectives Document approved by cabinet in February 2014 set targets including:

“To achieve a recycling rate of 50% and to seek to achieve a recycling rate of 60% by 2020”

In 2012, the recycling rate in Norwich was 40.6%. The most recent figures that Norwich’s recycling rate is at 38.3%. Can the cabinet member explain why we are not only so far off the target of 60% recycling, but also why recycling rates are worse now than they were eight years ago?”

**Councillor Maguire, the cabinet member for safe and sustainable city environment’s response:**

“Norwich’s recycling performance is a reflection of the national picture. Recycling rates in England increased substantially in the years between 2000 and 2010 and many local authorities subsequently set ambitious ‘stretch-targets’ for the next decade. Unfortunately recycling rates have flat-lined since then. The average rate for Local Authorities in England was 43% in 2011/12, but has increased to only 43.5% in 2018/19, reaching a high-point of 43.7% in the intervening years.

For Norwich to be consistently recycling in the region of 40% is a significant achievement for an entirely urban local authority. Most of the nation’s top recycling performers are predominantly rural areas - such as the East Riding, South Oxfordshire and the Vale of White Horse. In areas with less urban development properties tend to have larger gardens and the predominance of properties with larger gardens, sometimes accompanied by a free garden waste collection service, encourages a very significant tonnage of green waste. Substantial quantities of green waste will always ‘skew’ the recycling figures. The garden waste collected in Norwich is typically less than 20% of the total recycling tonnage, whereas in less urban locations it can be more than a third by weight. Recycling statistics are based solely on the weight of material collected, therefore urban areas will always appear to be performing less well than areas with a significant tonnage of green waste.

Our neighbouring authority, Broadland, regularly performs much closer to the national average, but this is not surprising given that they have over twice the number of garden waste customers and collect on average three times as much garden waste by weight.

Over the last few years messages about sustainability have had an impact on households, a positive development but one which also impacts on recycling rates – e.g. where consumers are consciously seeking products with less packaging and manufactures are responding to the change in consumer habits. In recognition of this our own corporate performance indicators now show the greater importance of reducing household waste, rather than relying solely on seeking to recycle more. Norwich residents have consistently performed better than those in other Norfolk districts in terms of kg of waste per household and this trend is continuing as the headline rate moves below 400kg per household per year towards the target of 375kg.”

#### **Question 7**

**Councillor Price to ask the deputy leader and cabinet member for social housing the following question:**

“The council-owned moorings on the eastern bank of the River Wensum between Foundry Bridge and Carrow Bridge are often used illegally by boats which may not meet environmental standards. Two boats have been recovered from the river-bed here in the last month, having, no doubt, leaked pollutants into the river system. In order to provide much-needed city centre housing, reduce anti-social behaviour and generate a revenue stream, I would like to see these moorings developed by the council with permanent houseboats and appropriate ancillary services installed to be rented out at market rates. Would the cabinet member agree to explore installing permanent houseboats?”

**Councillor Harris, the deputy leader and cabinet member for social housing’s response:**

“Thank you for your question.

The River Wensum Strategy, a multi-agency strategy to revitalise the river corridor, was adopted by the council and its partners in 2018.

The strategy supports the provision of permanent residential moorings on the River Wensum and considers that they could deliver a range of benefits. Permanent houseboat sites with proper on-site facilities could help to bring life back to the river in the form of revenue-generating housing in a pleasant environment, contribute to meeting local housing need, and benefit the local economy.

The Broads Authority is the planning authority for the River Wensum within the city centre up to New Mills, and is also part of the River Wensum Strategy Partnership. The City Council made successful representations to the Broads Authority Local Plan public examination to allow for residential moorings in Norwich, so there is now a policy basis in the adopted Broads Local Plan for provision of such moorings along the Wensum, subject to a number of considerations.



The River Wensum Strategy does not identify specific sites for residential moorings, however there may be a number of opportunities for provision of serviced residential moorings that would benefit from being explored. If provision of residential moorings is progressed it is important that an assessment is made of all potential sites, not just the site between Foundry and Carrow bridges. This would involve development of options and feasibility assessment, and would require a multi-agency approach.

The River Wensum Strategy Board is currently developing a Delivery Plan and as part of this is likely to consider the potential for further investigation of the potential for residential moorings, subject to funding and in light of other priorities.”

### **Question 8**

**Councillor Grahame to ask the cabinet member for social inclusion the following question:**

“Can I please have an update on the access charter?”

**Councillor Davis, the cabinet member for social inclusion’s response:**

“In a response to a public question at the July 2018 council meeting it was explained that a charter, such as Hull’s setting out the council’s promise to people with disabilities regarding highways issues, is contingent on an impact assessment having been completed by Norfolk County Council as the highway authority. Councillor Carlo asked for an update in March 2019 and it was explained that the assessment had yet to be completed. We are not aware that the county work is complete and meanwhile staff resource to develop a charter has not been available.

As Councillors will be aware the highways agency agreement with Norfolk County Council will end on 31 March this year. Thereafter this council will have no highway authority responsibilities and direct role over highway improvements in the city. All works that may come forward as part of the Transforming Cities Programme, therefore, will be designed and implemented by Norfolk County Council who will also be responsible for existing highway infrastructure.

In view of this change, an access charter is not something this council can take forward in any meaningful way. Any need will be something for Norfolk County Council to consider.”

### **Question 9**

**Councillor Schmierer to ask the cabinet member for social inclusion the following question:**

“I see that over 7000 EU citizens have applied for settled status in Norwich. However, it is estimated that there are roughly 20,000 EU citizens living in Norfolk who are yet to apply - according to 2018/19 government figures. Does

the cabinet member believe that this council is doing enough to publish information about settled status, and overcome any reluctance to apply, partly because of potential language difficulties, or because of uncertainty about the system in particular the lack of any tangible evidence when someone is awarded settled status?”

**Councillor Waters, the leader’s response:**

“We have put in place a streamlined appointment system at city hall where EU citizens can have all their relevant documentation processed by the council to enable them to get their settlement status established. In case of language difficulties, INTRAN are an integral part of the service. I would urge all EU citizens to contact the council in a timely fashion.”

**Question 10**

**Councillor Youssef to ask the cabinet member for sustainable and inclusive growth the following question:**

“‘In the midst of a climate emergency and communities struggling under 10 years of austerity, we believe the Western Link Road is simply not justifiable.’ Does the cabinet member agree with this statement?”

**Councillor Stonard, the cabinet member for sustainable and inclusive growth’s response:**

“As I have said when asked this question previously, the south of the city has for many years benefited from the southern bypass, which has removed through traffic (including slow moving HGV’s and other vehicles). This traffic now flows freely along the A47 and mostly does not enter the city. This has been a welcome development.

The city council has a duty on behalf of the whole city – north as well as south. The Western Link will deliver benefits for everyone, but especially those who live in the north and west of the city: an area that still experiences traffic similar to that in the south before the southern bypass was built. These citizens deserve the same benefits.

Saying that, we have said all along that city council’s support for the Western Link is dependent on a package of other transport investment and mitigation measures being provided. Those measures need to increase walking, cycling and the use of public transport as well as improving air quality and encouraging inclusive growth and economic development.

Many claims are being made about the effects that the Western Link will have on the environment and climate change, much of which is based upon conjecture. I would prefer to wait until the full analysis and modelling results, of all the impacts that of the creation of the new link road will have, are published and then an informed decision can be made. If at that stage the planned mitigation measures do not offset the potential environmental harm of the road; then will be the time for the city council to reconsider its support for the Western Link”

## **Question 11**

**Councillor Ackroyd to ask the cabinet member for sustainable and inclusive growth the following question:**

“As part of our ongoing leadership in mitigating the effects of climate change, would the cabinet member for sustainable and inclusive growth consider options around providing an appropriate season ticket for those councillors who surrender their car park pass?”

**Councillor Stonard, the cabinet member for sustainable and inclusive growth’s response:**

“I have been advised that our current approach already allows councillors to claim for the costs of using public transport to attend meetings, and this includes the ability to buy a multi-trip ticket provided these are only used for council business. It wouldn’t be possible to provide season tickets that could be used when not on council business.”

## **Question 12**

**Councillor Button to ask the deputy leader and cabinet member for social housing the following question**

“Many councillors will be aware of the benefits of the ‘Housing First’ approach that offers permanent, affordable housing as quickly as possible for those experiencing homelessness, and then provides the supportive services and connections to the community-based support people need to keep their housing and avoid returning to homelessness. This council already has a powerful record in substantially investing and prioritising homelessness services but I would be grateful for the comments of the cabinet member for social housing as to whether this might be something which could be explored further within the city?”

**Councillor Harris, the deputy leader and cabinet member for social housing’s response:**

“Norwich city centre, like many urban centres, faces a number of complex issues, driven by austerity, welfare reform and cuts to public services often overlaid by issues of drug and alcohol dependency. Our role is to support the city in the best way we can with the resources we have available and our ‘Tackling rough sleeping strategy’ has identified the development of a Housing First programme as a priority action.

Subsequently, through funding from the ‘rough sleeping innovation fund’, a Housing First project has been successfully launched, with the council providing suitable properties and Pathways Norwich co-ordinating services around the client, including wrap-around support tailored to the needs of each individual.

Each client will have an existing local connection to Norwich and a full risk assessment is carried out prior to referral. While careful consideration needs

to be given to ensure balance between the needs of the client and of the community which they may be moving into, I am happy to report that to date we have moved nine Housing First clients off the streets and into council flats, bypassing traditional hostel routes which, for various reasons, may not be appropriate for the client. Numbers are expected to increase further as other housing partners are now joining the scheme and offering their accommodation to Housing First client”

### **Question 13**

**Councillor Giles to ask the cabinet member for health and wellbeing the following question:**

“Several constituents have raised concerns over the spread of the Covid-19 virus. I am aware of the active steps Norwich City Council is taking, as part of its emergency planning function, but also acutely mindful that local authorities responsible for public health services have seen their budgets cut by £1 billion in real terms over recent years. The government have still not announced the public health allocations for the next financial year starting next month. This must be hampering the ability of local Directors of Public Health to plan effectively to respond to Covid-19. Will the cabinet member for health and wellbeing join me in demanding that the Secretary of State for Health adequately supports and funds local government to discharge its important role in tackling this issue?”

**Councillor Packer, the cabinet member for health and wellbeing’s response:**

““At a critical time for the UK it is essential that central government follows through on its words by providing adequate funding and support for local government to play its key role in tackling Covid-19. Norwich City Council, as with all councils, is ready to play its part. However, to do so we must receive the funding which is desperately needed.

Funding alone though will not solve this situation. This government must take action to improve the wretched situation our residents currently have to experience through Universal Credit. If people have to self-isolate and cannot earn money to pay for their heating, their food or their rent, they will only be penalised further if they end up on Universal Credit and are forced to wait for 5 weeks to receive benefits they are legally entitled to. This will result in people being forced to take out loans, increased hunger and homelessness. Dame Louise Casey recently neatly encapsulated the problems which are being exacerbated through the Covid-19 crisis when she stated, “What this virus is doing is throwing a spotlight I think on whether we as a nation want to help people less fortunate than ourselves and actually it puts a spotlight on how precarious our social welfare system is.

The government must suspend face-to-face assessments of sickness and disability welfare payments to protect vulnerable claimants, without penalising them.

In the recent budget, the Chancellor stated that the NHS would get “whatever resources it needs to cope with coronavirus”. There needs to be a similar commitment to local authorities in relation to social care – particularly due to the fact that older people and those with long-term health conditions are at significant risk from the virus. Action must be taken to ensure that the most vulnerable in our society are not continued to be let down as they have been since 2010. One would hope that this should be the start of local government, across all of the UK, receiving the required funding levels which have been dramatically cut since the Coalition government came to power.

The Prime Minister, the Chancellor and the Secretary of State for Health must provide the funding, clarity and details without delay to enable local government to tackle this issue.”

#### **Question 14**

**Councillor Stutely to ask the deputy leader and cabinet member for social housing the following question**

“I was very pleased to see the city council not only celebrate the 100th anniversary of council housing with the amazing success of developments such as Goldsmith Street, but also planting 100 new trees across the city. Many parts of Norwich have benefited from this but can the cabinet member update council on where these new trees are and the difference they are hoping to make to further enhancing our local environment?”

**Councillor Harris, the deputy leader and cabinet member for social housing’s response:**

“The council has had a tree planting programme for many years and it will continue to plant trees within its assets to benefits the city, the residents and its visitors.

The council in fact planted 135 trees across the city this year, with 100 of those being planted in housing communal areas to celebrate the 100<sup>th</sup> anniversary of council housing.

The trees are planted in 9 wards across the city at 25 different locations, to improve not only the local environment for our tenants but, also the wider wellbeing of the city.

Trees do indeed provide many benefits to people and the communities they live in.

It is recognised that trees provide social, environmental and economic benefits. Over time as the trees grow so will the benefits.

The trees will have a positive impact on people’s mental health and wellbeing and create focal points, and in some cases landmarks around which children play games. All this helps to give people a sense of ‘place’ and a greater sense of place leads to people having an increased pride in their local area. This in turn can also lead to a reduction in anti-social behaviour.

For our tenants the trees will provide shade in the summer, keeping areas cooler and they will contribute to the reduction of the 'urban heat island effect' of the city. During wetter times they will reduce the rate at which rainfall reaches the ground, reducing the effect of localised flooding and soil erosion. The trees will also absorb and deflect sound to help reduce the impact of noise on people's lives; as well as improving local air quality through their ability to absorb pollutants, CO2 and producing oxygen.

As well as benefiting the residents of a place, the trees will also help improve the biodiversity of an area, providing a new habitat or food source for some of the city's 'wilder' inhabitants."

## **Question 15**

### **Councillor Sue Sands to ask the cabinet member for sustainable and inclusive growth the following question**

"As a city councillor who feels strongly about the appalling rise in homelessness since 2010 in both Norwich and across the United Kingdom, I welcomed the successful planning application by St Martin's Housing to create a new 'Somewhere Safe to Stay Hub'. I was therefore particularly concerned to read that due to legal challenge the delivery of the application could not commence leading to the chief executive of St. Martin's claiming that some of the most vulnerable people have missed support over the winter. It deeply worries me to think that some of our most vulnerable citizens experienced the winter we have seen without the resources or security this initiative and facility could have offered. With this in mind, can the cabinet member for sustainable and inclusive growth comment on whether or when this application can move forward?"

### **Councillor Stonard, the cabinet member for sustainable and inclusive growth's response:**

"As you are aware planning applications committee approved the applications for the somewhere safe to stay hub on Recorder Road on 10 October. This following extensive consultation about the proposal and exhaustive debate at the committee.

Shortly following the issue of the decision we received notification of a legal challenge to the decision. The first stage in the legal challenge process is for the claimant to seek leave for judicial review. This was contested by the council and the judgement reached on 26 February. I'm pleased to report that the council was successful in resisting the claim for judicial review with the judge concluding that each of the grounds of challenge were unarguable for the reasons set out in the council's case.

I'm also pleased to report that the timescale for this decision to be appealed has now lapsed with no such appeal having been lodged so the planning consent issued by the council stands. It will be down to St Martin's Housing as to whether they choose to implement the consent but my understanding is

they are looking to bring this much needed facility forward over the coming months.”

## Question 16

**Councillor Peek to ask the cabinet member for safe and sustainable city environment the following question:**

“The shooting in West End Park, in July 2018, shocked the community in my ward and was declared a critical incident by the Chief Constable. Since then significant multi-agency work has been invested to improve community safety but also enhance the park itself. I was therefore very pleased to support the excellent work of city council officers and the Wensum Residents Association Parks (WRAP) to develop their application for funding significant improvements. This was recently announced as successful, providing £25,000 towards the park, which will be combined with another £22,000 from the City Council. This will enable worthwhile improvements to be made across the park. Will the cabinet member join me in thanking both officers and the fantastic WRAP group and comment on the improvements which shall commence and timeframe in which they will be delivered?”

**Councillor Maguire, the cabinet member for safe and sustainable city environment’s response:**

“Thank you, Councillor Peek for your question which is very timely. I am sure everyone in this chamber was shocked by the incident last year and will agree that a great deal of work is in progress by this council working with partners as well as residents. This includes the launching of the safer neighbourhoods work, which has its own dedicated coordinator; joint work with the police to ensure we share information and work jointly in problematical areas as well as work with residents to encourage and help them take control of their neighbourhood.

The work being undertaken with Wensum Residents Association is another great example of this activity, where joint working with the residents will result in considerable benefits to the neighbourhood as well as West End Park. The award of £25,000 external funding which will be combined with a further £22,000 of external funding awarded to the council for improvements to parks. The improvements that are planned include:

- **Restoring parts of the footpath** that have become worn and damaged to improve accessibility for the residents of the sheltered housing complex, people with disabilities and parents with prams
- **Improve the current park lighting by upgrading to LED lights** to make people feel safer at night - residents cut through the gardens from other areas to access the health centre and other public amenities

- **Design and install an information board** to inform residents and visitors of the gardens biodiversity, sensory and herb plantation. Boards to include the name of the gardens
- The site was planted with trees during the 1970's, the trees have now matured giving the site a woodland feel that is dominated by semi to maturing Alder trees. Part of the improvements will be to **remove some of these alder trees** (approx. 10-15%) and **coppice some of the hazel** to open up the canopy to allow more light into the space and ground flora
- Provide a peaceful seating area that blends into the woodland. Currently there are 6 x benches within this part of the open space that are in a state of disrepair and are no longer useable. The funds from this grant will be used to **purchase 6 natural woodland hardwood benches** that will blend better into the improved environment
- The site has a single piece of play equipment consisting of a toddlers swing situated within a sand pit. The funds will help contribute to the cost of **removing and disposing of the swing** including removal of the sand. The sand will be **replaced with bark and a hardwood woodland / metal sculpture** erected in its place
- There are some raised planters that are retained using old railway style sleepers that are coming to the end of their life (almost 50 years old). The project will replace these and install **recycled plastic sleepers for increased longevity**
- Replanting of the raised beds with an **herb garden and sensory garden** that the local residents and school can utilise.
- There are a number of brick raised beds that will remain but will be planted up as a sensory garden with **cottage style planting, ornamental grasses and bulbs** to engage ones senses of sight, smell, touch, taste and sound.
- As part of the refurbishment the project will **provide both bird and bat boxes along with some bird feeders that WRAP will ensure are topped up.**
- The project will make provisions for a **book swap library**, this has proved successful in other areas of Norwich a prime example is Old Library Wood in Thorpe Hamlet
- Plantation of **woodland bulbs and wildflowers** under the trees
- **Widening of entrance to Waddington Court** to improve the sightlines of the park and link up to the houses in this area. Removal of shrub and installation of wooden bollards to prevent vehicle access.

A first meeting to start to plan the design options has recently taken place and these will be discussed and agreed with the WRAP group and an opportunity for the wider community to comment will be provided. A timetable for the implementation of the works has yet to be finalised. The aim being to start on site as early as possible and for works to be completed by December 2020 as planting schemes may need to wait until the autumn to be completed.



This is a really exciting project and builds upon the good work to support residents to enable them to get involved and change their local green space into a 'place' rather than just a space. This work builds further on the success achieved working with an increasing number of groups that are helping to look after the city's open spaces."

#### **Question 17**

**Councillor McCartney-Gray to ask the cabinet member for health and wellbeing the following question:**

"We are lucky as a city to have a great range of leisure and sporting facilities which have been built up and maintained over many years. Several of my constituents use the excellent Riverside Leisure Centre on Wherry Road and have commented to me regarding the many positives achieved through the new investment of £100,000 in facilities. Can the cabinet member for health and wellbeing comment on the upgrades achieved and the difference this will make for users?"

**Councillor Packer, the cabinet member for health and wellbeing's response:**

"In the last 18 months Places Leisure who operate Riverside Leisure Centre have invested in excess of £190,000 with the dryside changing rooms undergoing a total refurbishment in addition to the afore mentioned gym and dance studio. The changing rooms were made more accessible with additional space created to make it easier to move around.

The Dance Studio has been redecorated with LED lighting added, it has a new sound system and all lights have been made dimmable and new equipment has been added. This allows the studio to be a more flexible space and accommodate a greater variety of activities as well as classes. The public can now benefit from additional classes such as yoga, Pilates and HIIT as well as specialist classes such as cardiac rehab. The space is also much improved for the monthly Dementia Café.

The gym has undergone a full refurbishment including redecoration new flooring which has now incorporated an AstroTurf runway. New functional equipment has been added to offer a great variety of exercises. The gym is now more spacious allowing for great accessibility for those with disabilities. Although these improvements have been beneficial to all users, they have specifically increased the confidence of people on the GP referral scheme who can now do functional exercises relevant to their daily life, which increase recovery time.

The upgrades have come at no cost to the users, with prices being maintained and Places Leisure continuing to help provide an affordable community leisure facility. At a time when other councils are having to reduce their provision of leisure services, I am proud that we are able to maintain and improve our facilities whilst at the same time increasing accessibility for all of our residents."

## Question 18

**Councillor Mike Sands to ask the cabinet member for resources the following question:**

“There has been much discussion about the governments so called ‘Fair Funding’ review. Research from the Local Government Association has revealed that this funding review would see hundreds of millions of pounds of social care funding cut from local authorities like Stoke-on-Trent and Rotherham, and channelled towards shire county councils including Surrey and Buckinghamshire. The ten most deprived local authorities in England will face a 13% cut on average, whilst the wealthiest will see their budgets grow on average by 13%. Given the deprivation contained within our city will the cabinet member for resources comment on how this council will respond to the review and advocate for it to be a truly fair for this city?”

**Councillor Kendrick, the cabinet member for resources’ response:**

“The cuts in Government Revenue Support Grant have affected Norwich City Council, between 2013 and 2020 the level of Government Revenue Support Grant has been cut from £7.86 Million to just £0.22 Million. The cuts in Local Government funding has fallen much more heavily upon Labour councils rather than Tory Councils and in the Government’s proposed fairer funding review, deprivation will no longer be a factor but rurality will take its place shifting yet more resources from Labour towns and cities to rural Tory district councils. To quote from the Local Government Association First magazine, *“Labour controlled councils would lose a total of £327 million, while Tory councils would gain £298 million”*.

A little over a year ago, the present Chancellor, then a junior minister in the Department of Housing and Local Government meet in Parliament with District Council Finance spokespeople including myself. Labour Councillors made it very clear how damaging the Government’s proposed ‘fair funding formula’ would be to Local Government in our Cities and Towns.

It is precisely those ‘Red Wall’ seats won by the Tories at the last General Election, which have been so hard hit by the cuts in funding to Local Government over the last decade and it is very much in those areas that the ‘fairer funding review’ would produce further cuts in important local services. I should state that not all urban areas with levels of high poverty are in the north. Just as in Norwich so there are areas in the South of England such as Plymouth, Thanet and Hastings (where I was once a Councillor) and other towns.

However it is written that there is a disrupt within Government as to wisdom of the ‘fairer funding formula’ given the need to retain support in the now Tory ‘Red Wall’ seats, if this is so, I welcome it.”

**Question 19**

**Councillor Huntley to ask the leader of the council the following question:**

“Representing a ward which contains many low paid workers and those working in the ‘gig economy’ I was interested to hear the Chancellor comment that he is “actively looking at” changes to sick pay for lower paid workers in the Budget last week. An estimated 2 million employees are currently ineligible for Statutory Sick Pay (SSP), which is available to those earning at least £118 a week. The self-employed and gig workers are not entitled to any support if they stay away from work because of illness. Given the threat this poses to workers being able to safely take time off, will the leader support the TUC campaign to introduce an emergency support package for workers affected by the virus, including emergency legislation to ensure Statutory Sick Pay coverage for all workers from the first day of sickness, regardless of how much they earn, an increase in the amount of sick pay to the equivalent of the National Living Wage, a requirement that those asked by their employer to self-isolate on public health grounds remain on full pay and an emergency fund to assist employers with the cost and to cover workers not currently eligible for Statutory Sick Pay?”

**Councillor Waters, the leader’s response:**

“I fully endorse the TUC’s campaign and we will be making our own representations to the relevant government department.”

**Question 20**

**Councillor Oliver to ask the leader of the council the following question:**

“I was pleased to see Councillor Waters and other councillors give their support to Konectbus drivers protesting at Norwich Bus Station against poor working conditions. This sees drivers working 14-hour days and only getting a break of 30 minutes after five and a half hours work. I believe that hardworking bus drivers provide an essential service to many of my constituents and it is time for Konectbus to respect drivers and address the problems of fatigue and exhaustion. Given the importance of public transport in this city and interest in the bus service in particular to many in this council, will the leader write to the managing director of Konectbus and ask him to meet both union representatives and management to pursue a positive outcome?”

**Councillor Waters, the leader’s response:**

“We have already had conversations with union representatives with further planned and we will be writing to management to meet with unions to address the concerns that have triggered the actions by Unite.”

## **APPENDIX B**

### **Lord Mayor's announcements 17 March 2020 Events and meetings since the last Council meeting 25 February 2020**

#### February 2020

- (3) Attended the Rotary Technology Tournament
- (28) Attended the Norwich School senior school play
- (29) Attended the Norwich Welsh Society annual lunch

#### March 2020

- (4) Attended Access to Justice Law event
- (5) Attended the Jarrold 250 Book launch
- (9) Attended the Commonwealth flag raising
- (9) Attended the Marriage of Figaro performance
- (10) Attended the St Augustine Gateway Trust Annual General Meeting
- (11) Attended the opening of 16 Elm Hill
- (11) Presented a certificate to Debut restaurant City College
- (11) Attended 80 year celebration of Citizens Advice
- (11) Attended the Norfolk and Norwich Rouen Friendship Association  
Annual General Meeting
- (12) Attended the Dare to speak event
- (13) Interviewed by BBC Radio Norfolk
- (14) Attended the Norwich City Football Club match
- (15) Attended the Justice Service
- (16) Attended the Round Table annual dinner

**Report to** Council  
23 June 2020  
**Report of** Chief executive officer  
**Subject** Covid-19: The council's response and a blueprint for recovery

**Item**

**6**

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**Purpose**

To approve the framework and blueprint for the city council's approach to recovery of both the council and the city from the initial phase of Covid-19 crisis

**Recommendation**

To approve the blueprint and action plan.

**Corporate and service priorities**

The report helps to meet the all the corporate priorities

**Financial implications**

No quantified financial implications. Multiple impacts across council budgets.

**Ward/s:** All Wards

**Cabinet member:** Councillor Waters - Leader

**Contact officers**

Stephen Evans, Chief Executive Officer

01603 212001

**Background documents**

None

## Report

1. The attached report sets out the framework and blueprint for the city council's approach to recovery of both the council and the city from the initial phase of Covid-19 crisis.
2. The report was considered at a meeting of the scrutiny committee on 10 June 2020 and the committee made the following recommendations for cabinet to consider:
  - a) Amending bullet point 2 under section 7, Climate change and the green economy' in the recovery themes and key actions summary on p31 of the report to reflect the recommendation of the Tyndall centre to reduce carbon emissions of Norwich by 13 % annually
  - b) Amending bullet point 4, under section 4 'business and the local economy' section, in the recovery themes and key actions summary on p30 of the report, from 'consider the opportunities to further promote sustainable travel in the city, building on the already well-advanced measures already in place' to 'consider the opportunities to further promote sustainable travel *on whole route approaches*, building on the already well-advanced measures already in place'
  - c) Lobbying the LGA and central government for all district councils to be given some of the powers and financial resources that the Health and Safety Executive has, to allow the city council to enforce social distancing if employers are not complying.
  - d) At section 8.4, include trade unions to the list of groups to be consulted on this document.
  - e) Redoubling efforts with Norfolk County Council to ensure social distancing measures around the city centre are in place as soon as possible.
  - f) Including further references to the impact of Covid-19 on the insurance industry regarding aviation, and families and young people, particularly in reference to education, including local universities.
  - g) Revising the Commercial Property Investment Strategy to reflect the changes in the economy due to Covid-19 and how this could drive a green economy.
  - h) Investigating the use of purchasing powers to undertake a retrofit programme on housing as a key part of driving the economic recovery.
  - i) Looking at alternative sources of income to car parks in the city.
  - j) Looking at the experience of other local authorities which are pursuing a circular economy to take advantage of the fact that Norwich has two recycling centres in development.

3. Cabinet considered the report at a meeting on 10 June 2020. The leader of the council thanked the scrutiny committee for its recommendations and said that they would be noted by cabinet and would form part of the thinking around future revisions to the blueprint as it evolved.
4. Cabinet resolved to recommend the blueprint and the framework for approval at full council.

## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	10 June 2020
<b>Director / Head of service</b>	Chief executive officer
<b>Report subject:</b>	Covid-19: The council's response and a blueprint for recovery
<b>Date assessed:</b>	28 May 2020



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

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

Recommendations from impact assessment	
Positive	
Negative	
Neutral	
The elements are marked neutral above as this report covers the full range of activity of the council and it is impossible to identify the full range of impacts, therefore impact assessments should be completed for individual projects and decisions that follow from this document.	
Issues	





# **Covid-19: A blueprint for recovery**

**June 2020**

## Contents

Section 1	Introduction from the Leader of the Council	p.3
Section 2	Executive summary	p.5
Section 3	The purpose of this report	p.7
Section 4	Norwich City Council's response to Covid-19	p.8
Section 5	A blueprint for recovery: Priority themes and actions	p.14
Section 6	Governance and oversight of the city's recovery	p.37
Section 7	Monitoring the progress of recovery: Key data and indicators	p.39
Section 8	Engaging with residents, businesses and community groups	p.41
Section 9	Next steps	p.42
Appendix	The impact of Covid-19 on Norwich	p.43

## 1. Introduction from the Leader of the Council

1.1 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, it continues to affect the lives of every citizen in the city.

1.2 This report describes how the city council has responded to the crisis and redesigned its front-line services and priorities to meet the needs of a city in quarantine, in particular, its most vulnerable residents.

1.3 This is not just a story about a single institution. The report describes the wide network of partnerships across Norwich, stretching into the county, that have worked together to limit the impact of the virus and the many hundreds of volunteers that have given time freely to support fellow citizens in every community.

1.4 Elected city councillors - of all political groups - have played an active role in their wards, to support constituents and voluntary groups, as well as working with council officers to make the necessary decisions to protect residents and help them get through the pandemic.

1.5 It is, above all, about the determination of people - despite the difficulties and the strains - taking to heart the message about staying at home to contain the spread of the virus and save lives. It is one explanation of why Norwich has seen one of the lowest death rates in the UK.

1.6 We are all aware of the fact that Covid-19 has been suppressed: it hasn't gone away. This has shaped the thinking, outlined in the second half of the report, in carefully developing a blueprint for recovery and using the framework of 'Norwich 2040' to involve the widest range of residents, businesses, public institutions and voluntary and community groups in shaping a city response to a first wave impact of a virus that is likely to be a continued presence for some time.

1.7 The pandemic has been compared to other testing times in the 20<sup>th</sup> Century and our more recent history. The Second World War has been a particular reference point. When that conflict was over, there was no desire to go back to 1939. Too much had changed.

1.8 Instead, despite the financial costs of the war, the newly elected Labour government - in partnership with local government - built the welfare state, including a National Health Service; embarked on a massive house building programme; and committed to public ownership of key sectors of the economy and full employment. The result: an unprecedented growth in living standards.

1.9 For a different generation, the global financial crash of 2008/09 was a defining event of the first decade of the new century. The response in the UK to a crisis in the financial services and banking sector was a policy of retrenchment and a decade of 'austerity'. Local government's role was as a partner of central government but only in the sense that it took a disproportionate share of the cuts in public expenditure that has consequently weakened the capacity of councils and the fabric of local services they provide to their communities.

1.10 Will the government take the same path once the threat of Covid-19 has abated? The short answer is that it shouldn't. The first weeks of the pandemic have highlighted positives: social solidarity and an awareness of the lives of others; the recognition of the value of work carried out by millions of low paid workers in sectors like social care and cleaning.

1.11 There has also been a recognition by the government that it had a responsibility to support millions of workers during lockdown and make financial and other provision for vulnerable and low-income groups. Equally important has been a recognition of the vital role (despite suffering massive cuts since 2010) of local government as a key partner - alongside the NHS - in tackling the pandemic.

1.12 So, temporary measures and temporary partnerships or a new direction? At this moment, things are in the balance. Once the pandemic has faded as a public health emergency, is it to be back to basically the same old policies of austerity? Or will there be the momentum and public sentiment to drive the government to take seriously its responsibilities and invest for the long term in the well-being of all its citizens?

1.13 In reality, there is only one sensible course of action: follow the evidence. We have heard a good deal about scientific evidence over the past few weeks. In the case of Norwich, this report builds the evidential case, through actions already taken and plans for recovery, for strong local government with an ambition to make Norwich, after the pandemic, a better place for all its residents.

**Cllr Alan Waters**  
**Leader of Norwich City Council**



## 2. Executive summary

### Purpose

- This report represents a **blueprint for recovery** from Covid-19 (C19) for Norwich City Council and for the city of Norwich.
- It provides an overview of the council's initial **response** to the virus and the priority themes and actions which will frame the city's **recovery**.
- This recovery will be led through a **partnership approach**, utilising the **City Vision 2040** partnership to steer the city through the **challenges** and **opportunities** ahead.

### The council's response to Covid-19

- Although the death rate in Norwich has been relatively low, the impact on the **local economy** and people's **way of life** has been significant.
- From an **organisational perspective**, the council has improved IT capabilities to enable more staff to **work from home**. This is likely to continue over the medium-term.
- The way many **council services** are delivered has also changed, with the majority of **customer contact** now provided **over the phone** and via the **council website**.
- The **Norwich Community Response Hub (NCR)** was set up to support the **most vulnerable** in the city. By the end of May, the NCR had made nearly **6,000 welfare calls**, delivered nearly **600 emergency food parcels** and made over **500 emergency medicine drops**.
- Council tax bills for those in financial hardship have **been reduced to zero** for the 2020/21 financial year, providing financial relief for over **4,000 residents** at risk of financial hardship.
- Accommodation continues to be available to **all rough sleepers in Norwich**, with **food and medicine** delivered directly to accommodation alongside access to **mental** and **physical health** assessments and support.
- By June, the council had paid out **£36.5m** in grants to over **2,800 businesses** and is continuing to reach out to eligible businesses. A **discretionary grants scheme** has also been set up.
- The city's network of **parks and green spaces** have been kept open for residents to take exercise during lockdown, whilst adhering to social distancing requirements.

### A blueprint for recovery

- The following themes and actions provide a **blueprint for the recovery** of the council and the city:
  1. **Securing the council's finances** – lobby government to fully compensate the council for the financial impacts of C19; review budgets to identify scope for in-year savings; reduce non-essential spending; begin the process to set the council's budget for 2021/22; refresh the council's medium-term financial strategy.
  2. **Modernising the council; reimagining local services** – continue to allow staff to work from home where possible; reimagine how services are delivered and recast service transformation plans; develop an IT and technology strategy to determine how technology can improve services and drive efficiencies.
  3. **Supporting the most vulnerable** – develop a sustainable approach to tackling homelessness; work with the Pathways programme and VCS to develop longer-term pathways out of poverty for the most deprived; continue to support victims of domestic abuse and DA charities.

4. **Business and the local economy** – implement signage and physical measures in the city centre to support social distancing; use licensing powers to support businesses to reopen safely; identify options to further promote sustainable travel, with a focus on walking and cycling; work with City Fibre to deliver a full fibre network across Norwich to improve digital connectivity; continue to deliver grants and wider support to businesses; review the Norwich Economic Strategy 2019-24; develop and deliver a Town Investment Plan to get access to £25m of funding for investment in the city.
5. **Housing, regeneration and development** – restart council house repairs and maintenance programmes and clear the backlog; support people in the private rented sector, including taking action against rogue landlords; develop a pipeline of brownfield sites for redevelop, with a focus on providing new homes, particularly council homes; bring forward a plan to redevelop the former depot site at Mile Cross, which has the potential to create c200 new council homes; begin the master planning process to regenerate the area of East Norwich as the biggest regeneration opportunity in the East of England, with the potential to create 4,000 new homes and 6,000 new jobs.
6. **Arts, culture and heritage** – work with the arts, heritage and culture sector to enable the city's institutions and events to reopen in a safe way; engage closely with the sector to understand the issues it faces and seeks solutions together; work with City Vision partners to develop a culture strategy for Norwich.
7. **Climate change and the green economy** – publish the council's Environment Strategy and Action Plan; build on the council's strong track record of success to identify further opportunities to reduce carbon emissions across council operations; consider options to further promote sustainable travel; work to ensure that future housing and regeneration schemes are subject to the highest possible environmental standards.
8. **Harnessing social capital** – adopt an asset-based community development approach which empowers residents and allows for community-led decision making in neighbourhoods; use procurement powers and community grants to address gaps in need across the voluntary and community sector; develop communications strategies which create two-way conversations with communities to inform decision-making.

### Measuring progress

- The use of **appropriate data** will be critical in identifying the key issues resulting from C19, developing the right **policy response** and **measuring the success** of recovery.
- In order to monitor progress, the council is developing a **dashboard of measures** to identify the impacts of C19 on the economy, people and communities. These will be tracked monthly to enable timely action.

### Engaging with residents, businesses and community groups

- It is crucial to **consult and engage** with a range of partners, residents and businesses to ensure that future plans are comprehensive and that the city feels **connected to the recovery**.
- The **City Vision network** provides an opportunity to seek views from a wide range of groups, including businesses, faith groups, young people through the Youth Advisory Board, universities, community groups, VCSE, and advocacy organisations for particular groups.
- The council will also use the variety of **communications and media channels** it has available to consult and engage with residents and businesses, including the use of social media surveys; resident consultations; use of Citizen magazine; and use of Ward councillors to gather views.

### 3. The purpose of this report

3.1 This report represents a **blueprint for recovery** from Covid-19 (C19) for Norwich City Council and for the city of Norwich.

3.2 The report provides an overview of the council's initial **response** to the virus – which has been significant - and sets out the priority themes and actions which will frame **recovery**.

3.3 For the **city council**, the report sets out some areas of focus for how the organisation intends to operate going forward - as well as how services might be delivered differently - with the opportunity to **embed the flexibilities** which have developed as the council has adapted to C19.

3.4 The report also sets out the themes which will drive the **wider recovery plan for the city** and form the basis of how the council approaches recovery. Each theme includes key actions which the council will take to make progress, with the intention that the report is more than just a strategy document and instead takes the form of an initial **action plan for recovery**.

3.5 Some of these actions – such as those being taken forward in partnership with businesses to support the safe reopening of the city centre – are **short-term actions**.

3.6 Others, such as plans to build hundreds of new **councils houses** – including a new council housing development at the former Mile Cross depot site – and progressing major **regeneration programmes** to bring dilapidated parts of the city back to life, including the opportunity to create 4,000 new homes and 6,000 jobs in East Norwich – are **longer-term**.

3.7 Ultimately, the future prosperity of the city in the aftermath of C19 will depend on the council and its strategic partners continuing to take immediate actions to keep people safe whilst working towards a compelling **long-term vision for the future**.

3.8 The report emphasises the need for the city's recovery to be led through a **partnership approach**, utilising the strong **City Vision 2040** partnership as the key forum for steering the city through the challenges and opportunities ahead. The partnership brings together organisations from across the **public, private, educational, cultural** and **community sectors** and is well placed to oversee the city's recovery. A proposed governance structure is set out in **section 6**.

3.9 This recovery plan is intended to be a **live document**, which will continue to evolve. The actions set out here are not exhaustive and an important next step will be to build on this framework towards the development of a more extensive **recovery action plan**.

3.10 Some themes – such as the need to harness the social capital and community participation which has developed in response to the virus – are likely to require the creation of **individual strategies and action plans**.

3.11 It is essential that residents, businesses and community groups are **actively engaged** throughout the city's recovery and the report sets out emerging thinking on an **engagement strategy** to guide the council's approach.

## 4. Norwich City Council's response to Covid-19

4.1 The virus has had a devastating impact across the world and in the UK. By 26 May 2020, Norwich had recorded **220 confirmed cases** of C19 - a rate of 155.9 per 100,000 of population. By 15 May, published data shows **15 deaths in hospital** in Norwich. This figure is likely to increase.

4.2 These figures indicate a relatively low level of cases and deaths compared with other areas of the country, with the death rate in Norwich – in term of deaths per 100,000 of population – the **3<sup>rd</sup> lowest in the country** in terms of local authority area.

4.3 Although the death rate in Norwich has been relatively low – a testament to the exceptional work of the NHS, emergency services, the community sector, the behaviour of residents and the response of the council - the impact on the **economy** and people's **way of life** has been significant.

4.4 The virus has had a significant impact on the **council**, both in terms of how staff carry out their jobs (with, in some cases, staff redeployed into other roles to support the council's response) and how services to residents and businesses are delivered.

4.5 Whilst difficult, some of the changes made in response to the virus present **opportunities** for how the council operates and how services are accessed in the future. It is important that the council builds on this momentum and continues to adapt to **changing behaviours**.

4.6 A core principle of the council's approach has been to, at every stage, use the **scientific guidance and advice** to steer its response and to act quickly in the best interests of staff, residents and businesses.

4.7 Throughout, the council has actively engaged with the **Norfolk Resilience Forum** (NRF) as the statutory body for coordinating the regional response to crisis events. The Chief Executive of Norwich City Council is a member of the strategic group of the NRF - which steers the county-wide response - with other city council officers sitting on the NRF's tactical response group.

4.8 This renewed focus on **joined-up working** across different agencies creates opportunities for how services – particularly to the most vulnerable – are reimagined as part of the recovery.

### The main strands of the council's response

4.9 This section provides an **overview** of the main strands of the council's response to C19.

### Organisational change and service delivery

#### Changes to the way the council operates

4.10 From an **organisational perspective**, the council had to change rapidly as the impact of the virus increased. Improved IT capabilities to allow more staff to work from home were developed and rolled out quickly, which has enabled the majority of staff to **work from home** since March.

4.11 **Virtual council meetings** are being held in order to limit the risk of spreading the disease through close contact, although the organisation will revert to 'face to face' meetings in the council chamber and committee rooms when it is appropriate to do so.

4.12 Officers are working through measures to **make city hall safe** to allow staff to come back to the office, drawing on government guidance and best practice from elsewhere. Unions are being engaged through this process and a **risk assessment** will be carried out before the building is opened up to larger numbers of staff and councillors.

4.13 Initial assessments show that, by reconfiguring desk space within city hall to allow staff to sit 2m apart, around 250 council staff would be able to work from city hall on a daily basis. With a total workforce of c650, it is clear that **flexible working** and **working from home** for many staff will continue for the foreseeable future.

4.14 As explored in **section 5**, this new way of working has the potential to change the council's culture and make it a more modern organisation which supports a flexible approach to work/life balance for staff.

## Changes to service delivery

4.15 The way many **council services** are delivered has changed in response to C19. The most notable changes have been to **customer contact services**, with the majority of services now provided over the phone and via the **council website**.

4.16 Compared to April 2019, data for April 2020 shows a **37% increase** in contact with the council made **online** rather than over the phone. This creates opportunities in how the council continues to make more services available online and more **accessible to users**.

4.17 Overall contact to the council across all channels **decreased considerably** during lockdown. The customer contact team saw a **62% decrease in calls** in April 2020 compared to April 2019, with the revenues and benefits team seeing a **50% decrease** over the same period, although demand is expected to pick up as lockdown eases.

4.18 An immediate decision was made - which came into place when lockdown measures were announced by government - to **close city hall as a public building** and move face to face customer contact to appointment only (and only in emergencies). During this time, facilities such as document scanners were maintained at city hall to allow people to **self-serve**.

4.19 The council's customer services have coped well during the response to C19 and this new way of working – with increased channel shift – creates **opportunities** for the council to reimagine services going forward. Emerging thinking is set out in **section 5**.

4.20 Through its response, the council has continued to meet its statutory requirements with regards to **homelessness** and the provision of emergency housing support. The Housing Options team has maintained a presence in city hall throughout to provide this service, with the virus leading to **increased numbers** of people requiring emergency accommodation. Further details on the council's housing response during C19 is provided below.

4.21 In terms of **service demand**, whilst some services inevitably became busier through the response phase – such as revenues and benefits – demand for other services such as parking, events and planning reduced (although parking and planning services are now being restored to support the city’s recovery).

4.22 The council developed a process for **redeploying staff** from across the organisation into critical frontline services in order to improve resilience. Examples include planning officers being redeployed into the revenues and benefits team to support the distribution of business grants and officers from a range of services redeployed to work in the Norwich Community Response Hub.

## Supporting the most vulnerable

4.23 At the core of the council’s response was its work to quickly establish the **Norwich Community Response Hub (NCR)** – a multi-disciplinary team which was set up to support the **most vulnerable** in the city.

4.24 The NCR is a **new council service** which was set up over the course of a week. Its overall objectives are:

- to **make and maintain contact** with people on the government’s ‘shielded’ list – and with others who have requested support locally – and **assess their needs**; and
- to signpost them to the relevant **support**, be it council services (those provided by the city council as well as social care support provided by the county council) or support within the community.

4.25 Through the NCR, the council set up an **emergency food distribution centre** at St Andrews Hall to provide **emergency food and medical supplies** to people in need and who are unable to call on friend and family support networks.

4.26 By the end of May, the NCR had made nearly **6,000 welfare calls** to vulnerable people across the city, with follow up calls made to those who need them. The team has been in contact with everyone in Norwich on the government’s ‘shielded’ list – those with specific medical conditions which put them most at risk – and with everyone else who has been in contact directly with the council to request help.

4.27 The council has also used **locally held data** to reach out to those who might be vulnerable, including those requiring assisted bin collections or vulnerable council housing tenants.

4.28 The council’s attempts to reach those who might require support have been comprehensive, with a **letter sent to all households** in Norwich – signed by the Council Leader and Chief Executive – dispatched in March. The letter included information about how to access the support on offer to both residents and businesses and details of an emergency phone number.

4.29 By the end of May, the NCR had delivered nearly **600 emergency food parcels** and over **500 emergency medicine drops**. The NCR continues to operate, although an **exit plan** is being developed to steadily transition people off of direct council support to community-based support.



4.30 The council took a decision early on in its response about how the **hardship fund** money provided by government should best be used to support the most vulnerable in the city.

4.31 Announced by the Leader of the Council on 31 March, the decision was taken to **reduce council tax bills to zero** for the 2020/21 financial year for anyone who is eligible for council tax support (applied to both working age adults and pensioners). This decision will provide significant financial relief for over **4,000 residents** who are at risk of financial hardship.

## Homelessness and rough sleepers

4.32 In March, the government issued guidance to all local authorities, requiring them to urgently procure accommodation for **rough sleepers**. Norwich, like other cities and regions across the country, has seen an increase in the number of people requiring **emergency accommodation** during the pandemic.

4.33 This increase occurred for a variety of reasons, including informal housing arrangements – so called **‘sofa surfing’** – coming to an end during lockdown. The increased demand placed significant pressure on the council’s housing services.

4.34 In response, the council worked quickly to ensure that accommodation was – and continues to be – available to **all rough sleepers in Norwich** and procured 53 bedrooms split between 4 sites to allow separation of high-risk individuals. As the number of rough sleepers can change on a daily basis, additional accommodation is **continuing to be sourced** where it is required.

4.35 By the end of May, there were **42 clients** accommodated in emergency provision and no rough sleepers in Norwich who have not had an offer of accommodation. The **Pathways** partnership programme continues to provide **outreach support** to those who need it, drawing on a wide range of expertise. Regular street counts are also conducted.

4.36 Through Pathways, **food and medicine** is delivered directly to accommodation in order to avoid people seeking potentially unsafe food provision being provided on the streets as well as access to **mental and physical health assessments** and support.

## Sheltered housing tenants

4.37 The council provides 922 self-contained units of **sheltered accommodation** to over 1,000 older tenants. Tenants are supported on a regular basis by sheltered support officers who work in partnership with NHS Norfolk, Norfolk County Council Community Services and the voluntary sector to provide varying levels of support depending on individual need.

4.38 The initial response included **weekly telephone calls** to all tenants and increased contact with those identified as vulnerable. Alternative measures were identified where telephone contact was not achieved, including carers/family/friends or other professional agencies making visits.

4.39 Good links with **voluntary organisations** such as ‘Helping Hands’ has ensured that the team have been supported in providing tenants with extra assistance. Duplication of welfare calls to those on the shielded list was avoided through contact with staff in the Community Response Hub.

## Supporting businesses

4.40 The council has administered **grants to small businesses** who are eligible under the government's guidance (up to £25k per business with less than 50 staff in the hospitality sector).

4.41 By the end of May, the council had paid out **£36.5m** in grants to over **2,800 businesses** who are eligible and is continuing to proactively reach out to businesses who are believed to be eligible but who have yet to submit an application.

4.42 By mid-May, according to government data, the council's performance in distributing grants to businesses placed the authority **39th out of 314 councils nationally** who administer business grants. The city council was also the **highest performing council in Norfolk** based on the percentage of money paid out.

4.43 In addition, the council has worked with other councils in Norfolk to develop a framework for the delivery of a **discretionary business grants scheme** announced by the government in May. This discretionary scheme – worth just over **£2m** - is primarily designed to assist those businesses which fall outside the original criteria for grants.

4.44 This includes small businesses in **shared accommodation** and other flexible workspaces, regular **market traders** with fixed costs, **bed and breakfast** accommodation, and **charity properties** in receipt of charitable business rates relief which would otherwise have been eligible for small business rates relief.

4.45 Alongside paying out grants, the Revenues and Benefits team moved quickly to provide **business rates relief** and issue revised business rates bills to **1,400 businesses** in the city.

4.46 The council's procurement team has looked at other ways to support businesses during the crisis, including **paying suppliers promptly** in order to ease cash flow challenges for those organisations.

4.47 The council has also continued to consider requests for further support on a case by case basis. With regards to tenants of council commercial property, as part of the response a **3-month rent deferral** was offered to all tenants, with further requests considered where flexibility allowed.

## Parks and open spaces

4.48 The council took the decision to **keep the city's network of parks and green spaces open** for residents to take exercise during lockdown, whilst adhering to social distancing requirements. For the most part, Norwich residents adhered to this advice and the parks team put in place a patrol schedule to help promote safe use, liaising with the police where concerns were identified.

4.49 The decision was taken to close **play and multi-use games areas** due to the inability to adhere to social distancing and issues around people touching equipment. There were a number of incidents where ties for plays area gates were cut and fencing for games areas was removed. Where this occurred, closures were reinstated with signage put in place to confirm the closure.



4.50 The council has continued to respond quickly to changing government guidance as lockdown restrictions are eased, with facilities such as **tennis courts** reopened in mid-May following a risk assessment.

4.51 **Allotments** have remained open throughout lockdown, as it was judged that social distancing could be observed, with water supplies at each site turned on to enable hand washing.

## Environmental services

4.52 A similar approach was taken with Earlham and Rosary **cemeteries**. As well as active burial sites, both cemeteries provide a low-level recreational role for residents and the decision was taken that these would remain open on the basis that usage should remain low.

4.53 Recreational usage of cemeteries **continues to be monitored** and, following an increase of dog walking, signage was put in place to discourage this.

4.54 The positive working relationships that the council has with Norwich Norse Environmental (NNE) for **street cleaning, grounds maintenance and tree services** and with Biffa for **waste and recycling collection** have reaped benefits during the C19 response, with services continuing to operate effectively.

4.55 At an early stage, discussions were held with NNE to agree what works could be undertaken to ensure employees were protected and **key services carried out**. This proactive engagement has continued to ensure that priority services are provided and that others can be brought back safely when appropriate.

4.56 **Waste and recycling services** have continued during lockdown under increased pressure. The service benefitted from additional Biffa employees being transferred to the city council contract which meant that crews could complete their rounds more quickly. An initial suspension of new garden waste subscriptions was repealed as Biffa were able to deliver additional requests.

## 5. A blueprint for recovery: Priority themes & actions

5.1 The UK will be feeling the impacts of C19 for a long time and, as the country emerges from lockdown towards recovery, the government's overriding objective is to **avoid a second peak of the virus**. The city council shares this objective when it comes to the recovery of Norwich.

5.2 In practice, although certain aspects of the council's response such as the NCR will begin to scale back, it is likely that council will need to continue to provide an **ongoing response** to C19 for some time, particularly to the city's **most vulnerable residents**.

5.3 However, the council has now started to **focus on recovery** as the city begins to open up again. In doing so, it is important that the council not only focuses on how, as an organisation, it will recover and respond to the easing of restrictions but also the leading role it will play in the wider recovery of the city.

5.4 This section sets out the **priority themes** which will guide the council's approach as the organisation and the city transitions from response to recovery. These themes, together with a set of associated key actions, form a **blueprint for recovery**.

5.5 Some of the actions the council will take – working with strategic partners – are **short-term**, such as measures to support **social distancing** in the city. Others, such as **building new homes** and regenerating dilapidated parts of the city, will be **longer-term** programmes. Together, these actions form part of the city's initial recovery and longer-term prosperity.

5.6 Building on this, the intention is to work with local partners to develop a comprehensive **recovery action plan** as well as a suite of **data and indicators** to monitor progress (see **section 7**).

### Test and trace programme

5.7 Norfolk is one of 11 test and trace **pilot areas** across the UK. Test and trace is the NHS system designed to control the **reproductive ('R') rate** of the virus by rapidly testing people who display C19 symptoms and tracing those who have been in close contact with anyone who tests positive.

5.8 The new programme is also likely grant additional powers for local authorities to impose **local lockdowns** if deemed necessary to deal with any emerging increase in C19 cases. The city council is continuing to work closely with Norfolk County Council to support the successful roll out of test and trace in the city as a crucial strand of the recovery.

### The role of the city council in the recovery of Norwich

5.9 The city's recovery from C19 will be taken forward **incrementally**, through close **partnership working** across the public sector, with business representative groups, the voluntary and community sector, faith groups, mutual aid and neighbourhood groups, and with academic institutions.

5.10 The council has a vital role to play as a **convenor of partners**. This will require the council to use its position to bring the right people and organisations together to help develop a comprehensive approach to recovery, with an associated **action plan** which is jointly owned across the local partnership.

5.11 In terms of **governance and oversight** of the recovery, a proposed way forward – which would see the **City Vision 2040 partners** convened to steer the implementation of the recovery phase – is set out in **section 6**.

## Recovery themes and key actions: Summary

Theme	Key actions the council will take
<b>1. Securing the council's finances</b>	<ul style="list-style-type: none"> <li>• Closely monitor and update budget impact analysis and regularly update CLT and Cabinet.</li> <li>• Lobby government to ensure that Norwich City Council - and local government more widely - is fully compensated for the financial impacts of C19.</li> <li>• Conduct a corporate review of all 2020-21 revenue budgets to identify areas for immediately reducing in-year expenditure through additional controls on non-essential spend and recruitment.</li> <li>• Review the capital programme to ensure that the schemes still reflect the council's current priorities and that these are affordable in the new financial landscape.</li> <li>• Update the council's Medium-Term Financial Strategy, to understand the short to medium implications for savings requirements and use of reserves.</li> <li>• Commence the process for setting the budget for 2021/22 and provide further detail to Cabinet in July on the approach and timeline.</li> </ul>
<b>2. Modernising the council; reimagining local services</b>	<ul style="list-style-type: none"> <li>• Implement changes to the internal layout and other safety measures within city hall to support social distancing as more staff return to the office when it is appropriate to do so, with a risk assessment of the building carried out and unions engaged.</li> <li>• Continue to allow staff to work from home where possible, striking a balance between home and office-based working and allowing flexibility for staff.</li> <li>• Take forward an organisation wide review of service delivery, to look at reimagining how services are delivered in future.</li> <li>• Recast its service transformation plans in light of this service review, to be taken forward as part of the 2021/22 budget and business planning cycle.</li> <li>• Develop an IT and technology strategy, which looks at how technology can enable organisational and service transformation – unlocking efficiency savings and providing a better experience for service users.</li> <li>• Review the decisions that have been taken as part of the crisis response to stop, start or amend service delivery – and the experience of working in different ways – to consider lessons learned and apply them to services over the longer-term.</li> <li>• Use the principles of recovery engagement to recalibrate the compact between the council and residents, communities, businesses and other city stakeholders.</li> </ul>
<b>3. Supporting the most vulnerable</b>	<ul style="list-style-type: none"> <li>• Work proactively with partners through the Pathways programme to develop a sustainable approach to tackling homelessness in the city.</li> <li>• Over the longer-term, work with Pathways and the voluntary and community sector to look at pathways out of poverty for the most vulnerable. This will include training and skills opportunities and measures to move people closer to the labour market and into employment.</li> <li>• Work with domestic abuse support providers to signpost victims of DA to the support on offer and to work with front line teams within the council to train staff to spot signs of DA.</li> </ul>

	<ul style="list-style-type: none"> <li>• Hold virtual internal and engagement event(s) to gather evidence and lessons from the council's long-term approach to reducing inequalities and crisis support.</li> <li>• Use these principles and lessons learnt to build on existing collaborative and asset-based approach to tackling pre-existing and emerging financial and digital inclusion in the city, as part of tackling wider inequality.</li> </ul>
<b>4. Business and the local economy</b>	<ul style="list-style-type: none"> <li>• Work with the Norwich BID, Norfolk Chambers of Commerce, police and Norfolk County Council to review and implement physical measures and signage in the city centre to support social distancing.</li> <li>• Use its licensing powers to support businesses – particularly those in the hospitality sector – where appropriate to vary the use of outside space, whilst ensuring that people with disabilities can move around the city safely.</li> <li>• Continue to identify opportunities to promote sustainable travel in the city centre – with a focus on walking, cycling and other forms of sustainable travel as appropriate.</li> <li>• Work with City Fibre and the county council to deliver a full fibre broadband network in Norwich.</li> <li>• Where there is evidence of malpractice, assess whether action can be taken against employers who fail to provide a safe working environment.</li> <li>• Continue to deliver grants and wider support to businesses.</li> <li>• Engage with business, representative groups and relevant public authorities, and monitor relevant data sources and emerging national and local analysis, to understand the challenges facing businesses and the wider economic impact.</li> <li>• Work in partnership to develop appropriate solutions to the challenges identified, including through our planning, licensing and enforcement functions and by working with partners on issues including skills and pathways to work.</li> <li>• Establish the Good Economy Commission as the lead on the economy theme under the City Vision Steering board, to make recommendations across the City Vision partnership to support an inclusive recovery over the medium-term.</li> <li>• Consider how the council's role as an anchor institution can support an inclusive economy through the use of council assets, contractual, recruitment and procurement levers.</li> <li>• Review the Norwich Economic Strategy 2019-24 to identify any new actions required to respond to C19.</li> <li>• Develop and deliver a Town Investment Plan to get access to £25m funding for investment in the city.</li> <li>• Engage in wider recovery plans with partners including the New Anglia Growth Hub and the Norfolk Resilience Forum.</li> </ul>
<b>5. Housing, regeneration and development</b>	<ul style="list-style-type: none"> <li>• Restart council house repairs and maintenance programmes and work with Norwich Norse Buildings to ensure the backlog is cleared.</li> <li>• Reintroduce services to let council homes and reintroduce housing options policies.</li> <li>• Support people in private sector rented accommodation, including implementing a private renters charter and taking action against sub-standard accommodation.</li> <li>• Prepare, submit and implement the Town Investment Plan to maximise up to £25m of investment in the regeneration of Norwich.</li> <li>• Make progress on the Greater Norwich Local Plan to put in place a framework to guide development in the city and encourage it to be well designed and genuinely sustainable.</li> <li>• Ensure that infrastructure to support growth is delivered in a timely manner, with delivery of affordable housing maximised, and planning powers used effectively to ensure delivery of priorities.</li> <li>• Make the most of its own land holdings and financial capability to maximise rates of housing delivery through exemplary homes that meet the needs of the people of Norwich and develop a pipeline of sites that can be delivered over the medium to long-term.</li> <li>• Through its wholly owned housing company, Norwich Regeneration Limited, build 74 new homes at the Rayne Park development in Bowthorpe.</li> </ul>

	<ul style="list-style-type: none"> <li>• Take forward the redevelopment of the former council depot at Mile Cross as a council housing-led scheme, to deliver c200 new council homes.</li> <li>• Begin the master planning process for the regeneration of East Norwich, which has the potential to deliver 4,000 new homes and create 6,000 new jobs.</li> </ul>
<b>6. Arts, culture and heritage</b>	<ul style="list-style-type: none"> <li>• Work with the arts, heritage and culture sector to enable the city's institutions and events to re-open in a safe way when it is appropriate to do so.</li> <li>• Engage closely with the sector to understand the issues facing them and seek solutions together, including working with national arts and culture organisations as required.</li> <li>• At the appropriate time, work to deliver council run events, including to celebrate the hard work of the city over this period, in line with social distancing requirements.</li> <li>• Work with City Vision 2040 partners to develop a culture strategy for Norwich, which places the importance of arts, culture and heritage at the centre of the city's recovery.</li> </ul>
<b>7. Climate change and the green economy</b>	<ul style="list-style-type: none"> <li>• Ensure that the council's Environment Strategy and Action Plan (with input from stakeholders) includes reference to opportunities emerging from the crisis and articulates environmental objectives during the recovery phase.</li> <li>• Build on its strong track record of success to identify further opportunities for reducing carbon emissions across council assets and operations, which has seen a 60% reduction since 2007.</li> <li>• Undertake an 'opportunity audit' across the council's place-making activities to identify and prioritise specific opportunities to delivery quantifiable environmental benefits, to supplement the Environment Strategy.</li> <li>• Consider opportunities to further promote sustainable travel in the city, building on the already well-advanced measures already in place.</li> <li>• Work to ensure that future housing and regeneration schemes are subject to the highest possible environmental standards.</li> </ul>
<b>8. Harnessing social capital</b>	<ul style="list-style-type: none"> <li>• Develop a Community Participation Strategy which looks at how the council can work with communities across the city to enable them to realise the opportunities and respond to the challenges ahead.</li> <li>• Work with residents to understand the level of support needed from the council without imposing unnecessary process and allowing communities to define their own local priorities and responses to local challenges.</li> <li>• Adopt an asset-based community development approach which empowers residents and allows for community-led decision making in neighbourhoods, acknowledging that organic social capital building will vary by neighbourhood and adapt approaches accordingly.</li> <li>• Remain part of national and global think tank groups to monitor and pilot new ideas and identify best practice.</li> <li>• Support the voluntary and community sector in adapting and use its procurement powers and grants based on gaps and need.</li> <li>• Develop communications strategies which both amplify inspiring stories and create two-way conversations to inform council decision making.</li> </ul>

## Theme 1: Securing the council's finances

### Why it is important

5.12 The pandemic will have a **significant impact** on the council's budget during the 2020-21 financial year and over the medium-term. The impact of **increased costs** and **reduced income** has been felt across local government and, although Whitehall has provided additional funding, it is far from enough to plug the funding gap that has developed.

5.13 The council has coped well with a **decade of austerity** between 2010 and 2020, making £35.5m in savings and income during this period whilst avoiding significant service reductions.

5.14 However, the scale of the in-year budget impact from C19 is unprecedented and, although the council can call upon a proportion of its **reserves** to limit the impact, tough decisions will have to be made in year and in future years to get the council's finances back on a sustainable footing. If the council were to use c£3.8m of reserves to plug the forecast £7.2m budget gap in 2020/21, this will require in-year savings of **c£3.3m**.

5.15 As well as the in-year budget impact for 2020/21 – due to a combination of increased costs (e.g. housing the homeless, investment in IT to allow staff to work from home, food costs for vulnerable people, higher recycling costs) and lost income (e.g. from car parks, commercial rents, planning fees, licensing, event bookings) – over the **medium-term**, the financial impact could reach as high as **£14m** across the council's revenue budgets and Housing Revenue Account.

5.16 To date, the council has been awarded £1.5m in **additional funding** from government to deal with the crisis but this falls significantly short of the combined budget pressures the council is facing in terms of increased costs and lost income.

5.17 Although there is a degree of uncertainty at this stage, it is likely that there will be an impact on collection rates for **council tax, business rates, commercial rent** and rents from **council housing**. These factors contribute to the increased level of financial impact over the medium-term.

5.18 Whilst the council will continue to join with the wider local government sector to **lobby government** for more funding to limit the impact on local services – and wider reform of council financing over the longer-term – it needs to take decisions now in order to reduce the predicted over spend for 2020/21 and set a balanced budget for 2021/22. In that sense, the council's approach is to **argue for the best but plan for the worst**.

### Impact on council costs

5.19 The council has incurred significant **additional costs** through its response to C19. This includes, but is not limited to, organising a community food hub, managing volunteers, administering business grants, as well as providing accommodation to rough sleepers.

5.20 Alongside front-line delivery, the council has also incurred additional expenditure **supporting its suppliers** and **enabling its workforce to work remotely**. Current estimates suggest the council will need to spend an additional £1.2m in 2020-21 against the planned budget.

## Impact on council income

5.21 In response to significantly reduced funding from government over the past decade, the council – like every other local authority across the country – has had to **diversify its revenue streams** in order to pay for vital local services.

5.22 As a consequence, the council is reliant upon funding from a **range of income sources** including commercial rents, car parks, market stall rents and income from leisure facilities. These sources of income have been **significantly negatively impacted** by the pandemic.

5.23 Furthermore, these incomes streams are likely to continue to be impacted by any longer-term **downturn in the economy**. The cash flow and budgetary impact on the council will be significant, with initial estimates suggesting reductions of £7.6m from rents, fees and charges.

## The impact on local taxation

5.24 The economic consequences of C19 will undoubtedly have a significant impact on the income the council collects from **council tax and business rates** – all of which pays for vital local services. This impact will be exacerbated if the current situation continues longer than expected.

5.25 Norwich is the economic centre of Norfolk and the vitality of the wider region is intrinsically linked to the city's financial health. The council will be key in driving the social and economic recovery from C19. In order to do this, and deliver vital services to local people, the council will continue to press government for **additional financial support** to cover the full C19 impact.

5.26 Additionally, the council will lobby for a package of measures to provide a **social fiscal stimulus** as well as an infrastructure one, with a focus on social inclusion as well as growing the local economy.

## Medium-term financial impact

5.27 Looking beyond the immediate impacts of C19, the financial environment for local government remains extremely challenging for the foreseeable future. There is a legal requirement for all councils to **set a balanced budget** each year.

5.28 There continues to be **growing gap** between funding and service pressures, driven by demographic change, unfunded burdens and limited opportunities to raise income locally through council tax referendum restrictions. This places increasing pressure on council services.

5.29 The current system of local government funding needs **fundamental reform** to ensure that councils remain financially sustainable. This is no longer about austerity – it is about providing **appropriate funding to deliver local services**. Without more funding from government in the short-term and changes in the longer-term to how councils are funded, local services will suffer.

5.30 The underlying assumptions which formed the basis of the council's Medium-Term Financial Strategy (MTFS) have been fundamentally altered by the impact of C19. This will require

the council to **review the assumptions and reserve levels** within the MTFS. These changes will be considered as part of the 2021/22 budget setting process.

### Key actions

The council will:

- Closely monitor and update budget impact analysis and regularly update CLT and Cabinet.
- Lobby government to ensure that Norwich City Council - and local government more widely - is fully compensated for the financial impacts of C19.
- Conduct a corporate review of all 2020-21 revenue budgets to identify areas for immediately reducing in-year expenditure through additional controls on non-essential spend and recruitment.
- Review the capital programme to ensure that the schemes still reflect the council's current priorities and that these are affordable in the new financial landscape.
- Update the council's Medium-Term Financial Strategy, to understand the short to medium implications for savings requirements and use of reserves.
- Commence the process for setting the budget for 2021/22 and provide further detail to Cabinet in July on the approach and timeline.



## Theme 2: Modernising the council; reimagining local services

### Why it is important

#### Towards a new way of working

5.31 C19 has forced the council to change **how it operates** and **how it delivers services** to residents. Whilst some of this change has been hard, the organisation now has the capability to work and deliver differently – to build on the technological changes made to become a **modern, flexible organisation** with the potential to change its culture and improve **staff wellbeing**.

5.32 The council is continuing to look at options for **improving its IT functionality** and is piloting the roll-out of Microsoft Teams as an alternative to Zoom for virtual interaction. New **telephony systems** will also enable customer services and revenues and benefits teams to work more flexibly and improve services to residents.

5.33 As we look to the future, there are opportunities to **join up across teams** in a more proactive way, with staff working towards clear outcomes rather than through specified processes, and empowering staff to achieve their objectives through greater **trust and flexibility**.

5.34 Although there is a desire to **reopen city hall** as an office, a public building, and a focal point for the city, it is important that the council builds upon the flexibilities it has developed. With changes to the internal layout of city hall - which are necessary to support social distancing - the building will not be able to accommodate all staff at the same time. This means that staff will need to **continue to work flexibly**.

5.35 As well as benefits to staff, increased flexibility and home working has the potential to **create efficiencies** and generate opportunities in terms of utilising space within city hall, which might include **co-location** with other parts of the public sector such as Job Centre Plus, or the creation of spaces for businesses.

5.36 There is an opportunity to build on the positive changes made in order to modernise and **change the culture** of the organisation, with staff retaining the ability to work in a way which better suits their personal circumstances and managers encouraged to manage according to a model based on outputs rather than whether someone is in the office or not.

5.37 Increased productivity stems from having an **empowered workforce** which is trusted to deliver, with the ability to work flexibly to enable a positive work/life balance. Just because someone is present in an office does not necessarily mean they are productive.

5.38 In that sense, the C19 pandemic is likely to lead to a **paradigm shift** in how office-based organisations operate. It is vital that the council grasps these opportunities in the best interests of staff and unlocks the potential efficiencies they can create.

#### Reimagining local services

5.39 The period during lockdown has demonstrated that the council can deliver **change at pace** and it is important to **continue that momentum**. Through necessity, the council adapted how services are delivered, with the increased use of technology and **channel shift** away from face to face to online support. Whilst it is important to guard against digital exclusion, there is an opportunity to embed the learning from the council's response to **reimagine how services are delivered**.

5.40 The work of the NCR has demonstrated how effective the council's support to vulnerable people can be when it is **joined up**, as well as the role communities can play in **shaping and supporting their own neighbourhoods**. There is an opportunity to **learn lessons** from these experiences and apply it to how the council works with vulnerable people and communities through the recovery and in how council services are re-shaped.

5.41 Building on the changes made to council operations and service delivery, the council will **refocus its transformation programme**, with each part of the organisation tasked with looking at how services can be **delivered differently** in order to improve user experiences and create efficiencies. In doing so, the council will look at how technology can be used to deliver more accessible services and involve service users as it does so.

## Key actions

The council will:

- Implement changes to the internal layout and other safety measures within city hall to support social distancing as more staff return to the office when it is appropriate to do so, with a risk assessment of the building carried out and unions engaged.
- Continue to allow staff to work from home where possible, striking a balance between home and office-based working and allowing flexibility for staff.
- Take forward an organisation wide review of service delivery, to look at reimagining how services are delivered in future.
- Recast its service transformation plans in light of this service review, to be taken forward as part of the 2021/22 budget and business planning cycle.
- Develop an IT and technology strategy, which considers how technology can enable organisational and service transformation – unlocking efficiency savings and providing a better experience for service users.
- Review the decisions that have been taken as part of the crisis response to stop, start or amend service delivery – and the experience of working in different ways – to consider lessons learned and apply them to service areas over the longer-term.
- Use the principles of recovery engagement to recalibrate the compact between the council and residents, communities, businesses and other city stakeholders.

## Theme 3: Supporting the most vulnerable

### Why it is important

5.42 The council's approach to **reducing socio-economic, health and other inequalities** in the city over recent years was set out in a March 2020 report to Cabinet. Emerging analysis of the health and economic impact of C19 suggests that these inequalities are being **exacerbated**.

5.43 The pandemic has left many households reliant on state support such as **Universal Credit**. Many of these household were just about 'getting by' before the pandemic, with the impacts of C19 is likely to have made the situation worse.

5.44 The work of the council in responding to the crisis, including establishing the NCR to support shielded and other vulnerable residents, additional council tax relief and other financial assistance, means that the authority is currently providing a level of **direct support** to many residents that exceeds usual provision.

5.45 This level of support will, over time, be **reduced**, as the council move out of crisis response. This will require a **collaborative approach** with others, both statutory partners who have specific duties around vulnerable cohorts (particularly DWP, the county council and the health sector), and with a wide range of voluntary and community sector agencies who provide services and have trusted relationships with residents.

5.46 Key groups will be **social welfare advice providers** (such as the agencies funded as the Financial Inclusion Consortium and wider NCAN), advocacy organisations for groups such as refugees and asylum seekers (NASREF), people with disabilities (Equal Lives, Norwich Access Group), and those with sensory impairments (NNAB) amongst others.

5.47 The relationship with these groups will need to be **multi-faceted**, not simply a relationship based on grant-funding or contractual arrangements - or as a conduit for communications - but based on **two-way dialogue**, to understand the issues that they and their service users are facing, as well as learning lessons about where council policy and practice is hindering positive outcomes.

5.48 In addition, there is likely to be a long-term need to maintain **holistic support** for some residents who face particular disadvantage. The council has existing good practice around this, for example through the work of the Specialist Support Team as well as multi-agency approaches such as the Early Help Hub and Reducing Inequalities Target Area networks.

5.49 Although there will continue to be structural drivers of inequality, the council's approach will be focused on developing **local resilience to future shocks**. This will require a strategic approach with appropriate internal and external governance in order to be successful.

### A sustainable solution to homelessness and rough sleeping

5.50 As set out in section 4, the council has responded well to increased demand for **emergency accommodation** and has offered support to all rough sleepers. However, providing emergency accommodation alone is not a satisfactory solution. The key to maintaining capacity and ensuring

positive outcomes for vulnerable people is to ensure an onward route into the **formal hostel system** and appropriate **wrap-around support**.

5.51 As part of its response, the council has been allocating **vacant properties** from its housing stock through 'direct lets' to those clients who have been identified as ready to move-on from hostels and live independently. This allows the hostels to allocate a bed-space to a rough sleeper nominated from our emergency accommodation and also ensures there is **capacity to accommodate new rough sleepers** that arrive in the city.

5.52 Through the recovery, the council will continue to work proactively with partners through the **Pathways programme** to develop a **sustainable approach** to homelessness. As part of this, the city council will also work with Norfolk County Council to ensure that appropriate '**wrap-around**' **support services** are in place in the short-term such as drugs and alcohol treatment, medication, physical and mental health support.

5.53 Over the longer-term, the council's approach will be to work with Pathways, the county council and the voluntary and community sector to look at **pathways out of poverty** for the most vulnerable in the city. This will look at access to **training** and **skills opportunities** and measures to move people closer to the labour market and into **employment**.

## Supporting the victims of domestic abuse

5.54 With more people being at home during the lockdown, there has been an increase in cases of **domestic abuse** across the country and in Norfolk. As we move towards recovery, the council will continue to work with city and county-wide domestic abuse support organisations to sign post people to the help on offer.

5.55 Through the county-wide DA practitioners group, work is also being taken forward to work with support organisations to identify **gaps in provision** and ensure that adequate 'wrap-around' services are in place for victims of DA.

5.56 Locally, the city council is taking forward work across **front line teams** such as customer services to train staff to spot signs of DA, to proactively ask people if they are suffering and to encourage people who are at risk to seek help.

## Key actions

The council will:

- Work proactively with partners through the Pathways programme to develop a sustainable approach to tackling homelessness in the city.
- Over the longer-term, work with Pathways, the county council and the voluntary and community sector to look at pathways out of poverty for the most vulnerable. This will look at training and skills opportunities and measures to move people closer to the labour market and into employment.
- Work with domestic abuse support providers to signpost victims of DA to the support on offer and to work with front line teams within the council to train staff to spot signs of DA.

- Hold virtual internal and engagement events to gather evidence and lessons from the council's long-term approach to reducing inequalities and crisis support.
- Use these principles and lessons learnt to build on existing collaborative and asset-based approaches to tackling pre-existing and emerging financial and digital inclusion in the city, as part of tackling wider inequality.

## Theme 4: Business and the local economy

### Why it is important

5.57 The council will work closely with businesses across all sectors and support them to **open up again**, in a measured way.

5.58 The impact of lockdown on the **city centre** has been significant. Data from the Norwich Business Improvement District (BID) shows that footfall in the city centre during w/c 11 May 2020 was **50,000 compared to 330,000** for the same week in 2019.

5.59 The council's objective is to support the local economy whilst doing what it can to **protect residents and visitors** from the virus and to **avoid a second peak**. In that sense, there will be a gradual reopening of businesses in the city as confidence returns.

### Measures to support social distancing

5.60 The council has worked closely with the BID, Norfolk Chambers of Commerce, police and Norfolk County Council to develop a range of measures to support **social distancing** in the city as shops and amenities begin to reopen.

5.61 Whilst it should be recognised that council powers – and those of the police – to enforce against people not adhering to social distancing are limited, there are things that can be done to **influence behaviour**. In practice, success will require people coming into the city to continue to behave **responsibly** and adhere to the guidance.

5.62 Council environmental protection officers – working with the BID and the police – carried out a review of '**pinch points**' in the city centre, and have worked with the county council to put in place **signage** and **physical measures** to support social distancing.

5.63 Proposals have also been developed to **close some roads** in order to help a smoother flow of pedestrian and vehicle traffic and the city council is working with the county council on implementation.

5.64 Going forward, the council, police, and BID will continue to work together to **review measures** to support social distancing and take further action where necessary.

### Licensing powers

5.65 Cafes, bars and restaurants will be looking at different ways they can open up and provide their services to support social distancing. This is likely to include more requests to utilise **space outside premises** for additional seating or to erect temporary structures to allow for take away services.

5.66 The council – through its licensing powers - will work with the hospitality sector to assess such requests and take a pragmatic view in order to support outlets to **vary their business models** where possible. This will require close liaison with the county council to deliver.

5.67 In doing so, the council will need to strike a balance between supporting such requests and the need to ensure that people – particularly those with disabilities – can continue to **move safely around the city** and that access is not blocked.

## **Sustainable travel and transportation**

5.68 Norwich already has in place significant measures to promote and support **sustainable, active travel** including walking and cycling. This includes a significant number of **cycle lanes** and **pedestrianised streets** within the city centre. The council will continue to promote the benefits and opportunities of sustainable travel as the city moves to recovery.

5.69 Through its work with businesses and the county council, the city council will continue to look at **opportunities to promote cycling and walking** in the city, in anticipation of people being reticent about returning to public transport (with the government actively encouraging people to avoid it). This will include looking at opportunities for further cycle and pedestrianised routes.

5.70 In addition, the council has been proactive in introducing other opportunities to promote sustainable travel in the city centre including the introduction of the **Beryl bike hire scheme** in February 2020. The council will look at the benefits of introducing **other forms of sustainable travel** – such as electric scooters - where appropriate in order to diversify transport options.

## **Car parks**

5.71 Whilst the council will continue to promote various forms of transport to access the city – particularly walking and cycling – visitors and those who work in the city will still need to **access car parks**, particularly if usage of public transport reduces.

5.72 During the response phase, the council took the decision to **close most of the city centre car parks** to the public and make them available to only key workers. As the city begins to reopen, the council will take an **agile approach** to ensure that car parks can reopen in response to rising demand, whilst implementing measures to promote social distancing in car parks.

## **Enforcement against businesses which fail to protect staff**

5.73 The council – through its environmental protection team – has a role to play in helping to ensure that businesses in the city put in place measures to **protect staff** as they reopen.

5.74 Although capacity in this area is under pressure, the council will use its powers to advise employees of their **right to work in a safe environment** and – where employers are in breach of regulations or where there is evidence of malpractice – can instigate **enforcement measures**.

## **Funding to businesses**

5.75 The council has delivered significant support to business via **grants and business rates relief** and in the way it has worked with **suppliers** and **business tenants**. This close liaison will continue through the recovery phase.

5.76 The council will also allocate a further £2m in **discretionary grants** to businesses in need of financial support, on top of the £36.5m already paid out.

## Broadband and digital connectivity

5.77 With more businesses and individuals **working remotely** during lockdown – and with this trend likely to continue over the longer-term – it is essential that action is taken to continue to **improve broadband speeds** and the level of **digital connectivity** across the city.

5.78 The council is working with City Fibre to deliver a **full fibre broadband network in Norwich**. Planned investment will total c£50m and will cover 97,000 commercial and residential properties over a 2.5 year build period, due to commence at the end of 2020. It is intended that the first homes and buildings will go live with full fibre in June 2021.

5.79 A full fibre network in Norwich will provide a significant boost to the local economy. In addition to the direct benefits to the business community and residents, the infrastructure will support **future-proofing** by removing **barriers to home working** and enabling adoption of technologies to support digital inclusion, advanced health and social care and energy efficiency.

## Social inclusion

5.80 Evidence suggests that those in deprived areas and in low skilled, low wage or unstable work have been **disproportionately affected** by C19. Barriers to employability, low social inclusion and the quality of jobs have been identified as issues that need to be tackled to deliver an inclusive economy. C19 is likely to have adversely impacted these, already deep-seated, challenges.

5.81 The response to these issues will need to adapt over time, from the current focus on providing grants and business rates relief, to the next phase of enabling businesses to re-open in a safe way and then, over the medium term, to consider how the local economy can adapt and create an **inclusive economy** where the benefits of economic activity are shared by all.

5.82 Existing relationships with businesses and organisations including the BID, Norfolk Chamber of Commerce, and New Anglia Growth Hub will be critical in helping us understand the issues and in supporting businesses through the **phases of the recovery**.

5.83 Analysis of the local economy going into C19 produced via the **Norwich Good Economy Commission**, and of its wider strengths and challenges, will also be useful. This will need to be supplemented by engagement with businesses of all types to gain as rich a picture as possible of the impacts of C19, and by the available. Plans for the data to be used to support this work are set out in **section 7**.

5.84 An effective response to the challenges identified will require partnership working, and it is proposed that the economy should be one of the key themes for the **City Vision Steering Board** with work on this theme led by the **Norwich Good Economy Commission**.



5.85 The Norwich Good Economy Commission is an **independent panel of stakeholders** which was jointly established in partnership by the city council and the University of East Anglia before C19. It aims to initiate **action-based research** to provide insight around the Norwich economy and to frame recommendations for how it can become more **inclusive and sustainable**.

5.86 As an **anchor institution**, the council's decisions around employment, contractual and procurement activity can play an important role in supporting an inclusive local economy, alongside business facing services such as planning, regulation and enforcement. The work of the Good Economy Commission will help to develop this thinking further.

## Developing a Town Investment Plan for Norwich

5.87 Work on developing a **Town Investment Plan** for the city - as part of the government's Towns Fund programme - is continuing. Through the programme the council, working alongside local partners, has an opportunity to access £25m in additional resources to support growth in the city. The council is awaiting guidance from government but it is expected that alignment to C19 recovery will be required and the council will ensure join up where appropriate.

## Key actions

The council will:

- Work with the Norwich BID, Norfolk Chambers of Commerce, police and county council to implement physical measures and signage in the city centre to support social distancing.
- Use its licensing powers to support businesses – particularly those in the hospitality sector – where appropriate to vary their use of outside space, whilst ensuring that people with disabilities can access pavements and move around the city safely.
- Continue to identify opportunities to promote sustainable travel in the city centre – with a focus on walking, cycling and other forms of sustainable travel as appropriate.
- Work with City Fibre and the county council to deliver full fibre broadband in Norwich.
- Where there is evidence of malpractice, assess whether action can be taken against employers who fail to provide a safe working environment.
- Continue to deliver grants and wider support to businesses.
- Engage with business, representative groups and relevant public authorities, and monitor relevant data sources and emerging national and local analysis, to understand the challenges facing businesses and the wider economic impact of C19.
- Work in partnership to develop appropriate solutions to the challenges identified, including through council planning, licensing and enforcement functions and by working with partners on issues including skills and pathways to work.
- Establish the Good Economy Commission as the lead on the economy theme under the City Vision Steering board, to make recommendations across the City Vision partnership to support an inclusive recovery over the medium-term.
- Consider how the council's role as an anchor institution can support an inclusive economy through the use of council assets, contractual, recruitment and procurement levers.
- Review the Norwich Economic Strategy 2019-24 to identify any new actions required to respond to C19.

- Develop and deliver a Town Investment Plan to get access to £25m funding for investment in the city.
- Engage in wider recovery plans with partners including the New Anglia Growth Hub and the Norfolk Resilience Forum.

## Theme 5: Housing, regeneration and development

### Why it is important

#### Social housing – tenancy management and maintenance of council homes

5.88 The impact of the pandemic has meant that the council has had to scale back some of its activities in relation to **social tenants and council housing**, including repairs, maintenance and supporting people to move into council properties. The council is now taking a proactive approach with Norwich Norse Buildings to **restart repairs and maintenance programmes** in the context of social distancing.

5.89 Alongside restrictions placed on the wider housing market during lockdown, the council's process for **void turn arounds** in council properties and allocating properties to families has also been impacted. As part of the move to recovery, the council will reintroduce its services to **let council homes** and reintroduce its **housing options policies**.

#### Supporting people in the private rented sector

5.90 People living in the **private rented sector** have been hit hard by the pandemic, particularly those who have been left unemployed or in financial hardship. Although the council's direct powers to intervene are limited, there are things that can be done to **support private tenants**.

5.91 In March, Cabinet agreed a range of measures to support those in private rented accommodation. This included making tenants more aware of their **legal rights**, enforcing against **sub-standard accommodation** and developing a **Private Renters Charter**. As part of its recovery plan, the council will deliver against these measures and identify other areas where it can support those in the private rented sector.

#### Regeneration and development

5.92 Delivering against the council's **regeneration and development objectives** will be a vital part of the city's longer-term recovery. Development and regeneration will not only be necessary to provide the **homes and jobs** that are needed but the recovery of the construction sector will also provide important **employment opportunities**.

5.93 The city is well placed strategically to attract investment. Norwich has seen significant housing growth in and around the city in recent years. The city centre (up to the lockdown) has remained vibrant, with **stable footfall** which bucked national trends. Low vacancy rates and some change of use away from traditional retail towards leisure-based activities has also increasing dwell time in the city centre.

5.94 External linkages are improving due to investment in the **strategic road and rail network** and considerable investment has been secured in the transport network of the city which is increasing the proportion of trips made by **sustainable modes**.

5.95 The council works co-operatively with partners across the region and beyond to address challenges and promote the city. The city council is a member of both the **Fast Growth Cities** and **Key Cities networks**, participates in the **Cambridge to Norwich Tech Corridor** and has long established joint planning arrangements in place with neighbouring authorities.

5.96 The **City Deal** and **Greater Norwich Growth Board** give increased access to funds to support infrastructure delivery. The timing of the production of the **Greater Norwich Local Plan** and submission of the **Town Investment Plan** both give an opportunity to refresh plans to ensure they are up to date and so that the council can maximise investment in the city and is well placed to take advantage of any government infrastructure funding that may become available.

5.97 There are a number of **brownfield sites** in the city which have been vacant or underused for many years, the largest of which are **Anglia Square** and the identified development sites in **East Norwich**. Ensuring the high-quality redevelopment of these sites and other sites will be an important part of attracting investment and driving regeneration in the city.

5.98 The planned redevelopment of the former council depot site at **Mile Cross** in the north of the city has the potential to create up to **200 new homes**, most of which are likely to be **council homes**. As well as creating much needed new council homes, the development of the Mile Cross site has the potential to create new jobs in the construction industry and more widely.

5.99 The regeneration of the former Carrow Works and surrounding brownfield site at **East Norwich** has the potential to be the biggest development opportunity in the East of England. The council will bring forward plans to create the 'East Norwich Partnership' – a new public-private sector group to steer preparation of a master plan to deliver up to **4,000 new homes** and **6,000 new jobs**.

5.100 As the council progresses with an ambitious programme of housing and regeneration, it will look to pilot – where appropriate – new, innovative construction methods such as **modular housing**.

## Key actions

The council will:

- Restart council house repairs and maintenance programmes and work with Norwich Norse Buildings to ensure the backlog is cleared.
- Reintroduce its services to let council homes and reintroduce its housing options policies.
- Support people in private sector rented accommodation, including implementing a private renters charter and taking action against sub-standard accommodation.
- Prepare, submit and implement the Town Investment Plan to maximise up to £25m of investment in the regeneration of Norwich.
- Make progress on the Greater Norwich Local Plan to put in place a framework to guide development in the city and encourage it to be well designed and genuinely sustainable.

- Ensure that infrastructure to support growth is delivered in a timely manner, with delivery of affordable housing maximised, and planning powers used effectively to ensure delivery of priorities.
- Make the most of its own land holdings and financial capability to maximise rates of housing delivery through exemplary homes that meet the needs of the people of Norwich, and develop a pipeline of sites that can be delivered over the medium to long-term.
- Through its wholly owned housing company, Norwich Regeneration Limited, build 74 new homes at the Rayne Park development in Bowthorpe.
- Take forward the redevelopment of the former council depot at Mile Cross as a council housing-led scheme, to deliver c200 new council homes.
- Begin the master planning process for the regeneration of East Norwich, which has the potential to deliver 4,000 new homes and create 6,000 new jobs.

## Theme 6: Arts, culture and heritage

### Why it is important

5.101 Norwich is a vibrant, young and creative city, with a thriving **arts and culture scene** and a city centre that carefully mixes the old and new. As a place that puts culture at the **heart of everything it does**, people in Norwich understand its power and take pride in living in a city that boasts more arts and culture than cities twice the size.

5.102 Arts, culture and heritage are central to the city's vision for the future. The sector **creates jobs** and is fundamental to the **wellbeing of residents**, to the city's **attractiveness** as a place to invest or visit, and to the creation of an innovative and vibrant city that **drives growth** across the region.

5.103 The sector has been greatly affected by C19 with the closure of businesses, charities and organisations during the lockdown and the **cancellation of marquee events**. Those organisations supported by grant funding may be less affected than others but all will feel the impact of continued restrictions and social distancing requirements into the future.

5.104 The city also has a high proportion of **independent artists** and **creative practitioners** who make an important contribution to the cultural and community life of Norwich. Many of these individuals will be **self-employed** and the impact on C19 on these groups – and the subsequent gaps this might leave in the city's cultural ecology – will take some time to be realised.

5.105 The sector will be integral to the **recovery of the city**, not only for its economic impact, but as the opportunity to enjoy some arts and culture, albeit in a socially distant way, will be an important marker for many of a return to an element of **normality**. It will also provide an opportunity to **celebrate** the public sector, volunteers and all those in the city who have worked so hard to protect people from the virus.

5.106 It is likely that it will be some time before **major events** can re-start, but, by working with partners across the sector to adapt to the new requirements around social distancing, our aim must be for arts and culture to be available to all, safely, as soon as possible.

### Key actions

The council will:

- Work with the arts, heritage and culture sector to enable the city's institutions and events to re-open in a safe way when it is appropriate to do so.
- Engage closely with the sector to understand the issues facing them and seek solutions together, including working with national arts and culture organisations as required.
- At the appropriate time, work to deliver council run events, including to celebrate the hard work of the city over this period, in line with social distancing requirements.
- Work with City Vision 2040 partners to develop a culture strategy for Norwich, which places the importance of arts, culture and heritage at the centre of the city's recovery.

## Theme 7: Climate change and the green economy

### Why it is important

5.107 Commentators have noted that the pandemic is both a prefiguring of the **existential threat** posed by climate change and also an opportunity to **accelerate our collective response** to that threat.

5.108 The council has a strong track record of **reducing its own carbon emissions** and of supporting residents to reduce theirs, with a **60% reduction in emissions** across council operations since 2007.

5.109 As the council and the city looks towards recovery, there is an opportunity to build on these existing approaches through the council's new **Environmental Strategy and Action Plan** and by incorporating opportunities to support and extend the behavioural change that the pandemic has initiated, such as decreased road traffic.

5.110 The council also has the opportunity to use its ongoing **place-making activity** and other investment to support recovery to drive growth in the local **green economy**. This could be taken forward by, for example, encouraging and supporting sustainable travel infrastructure and enhancing biodiversity of council estates, parks and open spaces. This could also include identifying further opportunities to **reduce waste** and **enhance the circular economy** locally.

5.111 One significant opportunity is to deploy the council's investment in **house building** and **maintenance** in ways that will stimulate the local green economy, for example incentivising the development of a local supply of labour in construction and manual trades that will both help in decarbonising the economy and produce local economic multipliers. As part of its plans, the council will also explore opportunities for **solar panels on council assets**.

### Key actions

The council will:

- Ensure that its Environment Strategy and Action Plan (with input from stakeholders) includes reference to opportunities emerging from the crisis and articulates environmental objectives during the recovery phase.
- Build on its strong track record of success to identify further opportunities for reducing carbon emissions across council assets and operations, which has seen a 60% reduction since 2007.
- Undertake an 'opportunity audit' across the council's place-making activities to identify and prioritise specific opportunities to deliver quantifiable environmental benefits, to supplement the Environment Strategy.
- Consider opportunities to further promote sustainable travel in the city, building on the already well-advanced measures already in place.
- Work to ensure that future housing and regeneration schemes are subject to the highest possible environmental standards.

## Theme 8: Harnessing social capital

### Why it is important

5.112 Through the current crisis, the role of **neighbours** and **hyper-local community support** has become vital both in terms of providing support to the vulnerable and as a way to **engage residents in their community** and make them feel safe and connected. This is critical to the council's **2040 Vision** aspirations.

5.113 Residents need to have trust in their local community and the council has an important role to play – which it must step up to – in trusting communities to **lead the response** to challenges in their neighbourhoods.

5.114 In the aftermath of the C19 crisis, the council, in its community enabling role, will need to avoid bureaucracy in order to **allow communities to grow** and work in a more organic way. If the council does not change the way it engages communities at the **grassroots level**, there is a risk that the interventions it makes could be counter-productive in terms of negating the growing **community spirit** and neighbourliness that has developed in response to C19.

5.115 By enabling **resident-led solutions to local challenges**, such initiatives inspire others. The way in which the council adapts and develops its communication mechanisms with communities will be key in creating a positive narrative where **community participation** and **building of social capital** is the norm.

5.116 Outside grassroots development, it must be acknowledged that the impact of C19 on the **voluntary and community sector** will be severe and long lasting. The council will need to support the sector to identify the **gaps in services** left by the collapse of key agencies such as OPEN and support the development of existing groups into those gaps or new charities.

5.117 It will be vital for the council to look to its own role in supporting the sector through its **grants programme** but also through its **procurement processes** in order to ensure that they accessible to the voluntary and community sector and promote social value and local purchasing.

5.118 The number of **volunteering** across Norfolk and in Norwich to support the most vulnerable has been a highlight of the response phase and it will be important to harness this social capital and identify how people can volunteer to support the city's recovery.

### Key actions

The council will:

- Develop a Community Participation Strategy which looks at how the council can work with communities across the city to enable them to realise the opportunities and respond to the challenges ahead.
- Work with residents to understand the level of support needed from the council without imposing unnecessary process and allowing communities to define their own local priorities and responses to local challenges.

- Adopt an asset-based community development approach which empowers residents and allows for community-led decision making in neighbourhoods, acknowledging that organic social capital building will vary by neighbourhood and adapt approaches accordingly.
- Remain part of national and global think tank groups to monitor and pilot new ideas and identify best practice.
- Support the voluntary and community sector in adapting and use its procurement powers and grants based on gaps and need.
- Develop communications strategies which both amplify inspiring stories and create two-way conversations to inform council decision making.



## 6. Governance and oversight of the city's recovery

6.1 The impact of C19 requires a **comprehensive response** beyond the remit of the council alone. In the context of a partnership approach to the city's recovery, the council has a key role as a **civic leader** to convene stakeholders and articulate a **shared ambition** for the city.

6.2 Work over the last two years on the **Norwich 2040 City Vision** has enhanced the council's network of partners, with the development of a **shared vision** providing a strong platform on which to build the **recovery**.

6.3 A meeting of a group of Vision Partners was held on 26 May to discuss the impact of C19 and **priorities for the future**. This group represented a range of stakeholders, sectors and key organisations in the city. The consensus was that the themes of the Norwich 2040 vision remain appropriate to **frame discussion and planning for the recovery period**, and to shape collaborative approaches across the city.

6.4 The crisis has both clarified and exacerbated some **pre-existing challenges**, whilst generating **new ones** as well as **opportunities**. Emerging themes discussed with City Vision partners included:

- Ensuring that the public health risks are managed as a pre-condition for recovery, as well as ensuring public confidence in the safety of the city.
- The rapid and possibly permanent change to city footfall due to mass home-working, absence of cultural and other leisure activities, and the digitalisation of retail and socialising.
- The exacerbation of the digital divide and other inequalities during and after the crisis, and the need to address these in recovery.
- The need to engage widely with diverse groups and stakeholders across the city and the opportunity that technology can bring if deployed correctly.
- The role that culture can play in engagement and recovery, despite attendance and participation in mass events being remote currently.
- The need to ensure sustainable transport into the city as well as within city boundaries.
- The use of existing assets such as the 'City of Stories' brand, and the reach of the key organisations in the city, as well as the opportunity to build on strong local sectors, such as the digital sector.

6.5 A group of **City Vision partners** will be convened to help shape this **recovery plan for the city**. The group will be informed by the aims of the City Vision itself and up to date community and business engagement and data. The group's role would be to:

- Confirm or amend the City Vision.
- Identify the major challenges or areas of weakness facing the city in meeting that vision, including standing challenges and those arising from C19.
- Identify emerging issues or opportunities in achieving the vision that would benefit from a collaborative approach.

- Work together, and with other partners across the city, to make recommendations for solutions to those challenges.

6.6 Fuller **terms of reference** will be developed and membership selected to be representative of the breadth of interest and expertise within the City Vision network and the wider city.

6.7 It is envisaged that **several themes** will be identified by the Board for focus and that these could be managed in various ways – there should not be a one-size fits all approach. Initial areas of focus are as follows, although these will evolve with the wider context:

- **Economy:** where it is recommended that the Good Economy Commission (GEC) acts as a key forum for this theme. The GEC was developed as a response to the City Vision with the aim to establish an independent but shared understanding of the Norwich economy and how residents participate in and benefit from it, share insight and make recommendations that ensure that the benefits of Norwich's economy are shared by all.
- **Community resilience:** working with those communities most effected by C19 to support and rebuild. The Reducing Inequalities Target Area approach may be relevant here and the networks and tools already set up to support that approach could be used.
- **Supporting vulnerable people,** including rough sleepers and those suffering from domestic abuse.
- **The future of the city centre:** to consider the future of retail and actions that can be taken to safeguard the city centre.
- **Engagement and communication:** to undertake appropriate engagement with residents, communities and businesses to inform thinking on the response to C19.

6.8 This City Vision group will not replace internal governance procedures in each of the City Vision partner organisations and, as such, the group would have the power to **make recommendations** only. Consequently, any impacts for the city council would be subject to normal internal policy development and decision making through Cabinet and Council.

6.9 The council's **People, Inclusion and Neighbourhoods Board** has already held a session on the response to C19 and other Boards and groups may do so as appropriate. Officer level oversight will continue through CLT, with the flexibility for additional officer groups to be formed as necessary.

## Key actions

The council will:

- Confirm membership and Terms of Reference of City Vision Group and establish a secretariat to support it.
- Use the council's blueprint for recovery to inform first meeting.

## 7. Monitoring the progress of recovery: Key data and indicators

### Why it is important

7.1 As always, the use of **appropriate data** will be critical in identifying the key issues resulting from C19, developing the right **policy response** and **measuring the success** of recovery.

7.2 In order to monitor progress, the council is developing a **dashboard of measures** to identify the impacts of C19 on the economy, people and communities. The aim is that these should be tracked monthly to enable timely action.

7.3 Consequently, some official sources of data are unlikely to be of use given time lags in their production, but the council is considering using the **following sources** to measure impact:

- **Impact of hardship on residents:** e.g. local claimant count unemployment, housing benefit claimants, levels of debt owed to council (rent arrears, council tax), homelessness applications, food bank referrals.
- **Impacts on businesses:** e.g. business occupancy data, business closures or redundancies, BID footfall data, vacancies/arrears in our commercial premises (including the market), supplier issues.
- **Ongoing implementation of support/interventions:** e.g. business rates pay-outs, council tax benefit claimants, rough sleepers housed, people supported through community hub, Specialist Support team cases/NCAN referrals, New Anglia Growth hub info on businesses supported or seeking support.
- **Implementation of any new interventions as they are introduced:** e.g. possible use of work experience/apprenticeships/procurement/asset levers to support economic recovery.
- **Community capital and recovery:** e.g. local area survey resident views on feelings of and trust in community, volunteer numbers or hours, LuMi users, community organisations supported.

7.4 To identify the most appropriate sources of data, the council will engage **local and regional partners** such as the Good Economy Commission, BID and Financial Inclusion Consortium. Engagement with business, residents and communities to understand their experiences will also be important.

7.5 More broadly, within the council's existing performance framework, there will be a review of the **key performance indicators** for 2020/21 to remove those which are no longer relevant and introduce new indicators which will support our understanding of the impact of C19.

7.6 Continuing work on **outcome indicators** (rather than output indicators in the performance framework which measure what we can more directly control) will allow an update to the regular

**State of Norwich** report to show wider knock on impacts from C19, for example in terms of numbers of people cycling, air quality and CO2 emissions from our operations.

## Key actions

The council will:

- Develop a monthly dashboard to inform and measure impact of internal work on C19 response and update KPIs for 2020/21.
- Work with partners to develop appropriate data products for City Vision Steering Board.

## 8. Engaging with residents, businesses and community groups

8.1 As the council and the city moves towards recovery, it will be important to **consult and engage** with a broad range of partners, residents and businesses to ensure that the council's plans are comprehensive and that the city feels connected to the recovery.

8.2 The data shows that, for example, people in more deprived wards have been affected much more significantly, and that people in low skilled, low paid or zero hours work are much more likely to have suffered reduced income or job loss. The plans that the council develops towards recovery need, therefore, to be **rooted in the experiences** of the city's residents and businesses.

8.3 The **City Vision network** provides an opportunity to seek views from a wide range of groups, including businesses, faith groups, young people (through the Youth Advisory Board), universities, community groups, VCS, and advocacy organisations for particular groups within the city.

8.4 Whilst many of them are represented within the City Vision Network, more **specific sector** or **community group specific engagement** will also be required, including with:

- Business groups such as the BID, Norfolk Chamber of Commerce, Market Traders Association, Financial Industry Group and tech groups such as Hot Source.
- Social welfare advice providers such as those funded under Financial Inclusion Consortium and wider Norfolk Community Advice Network.
- Advocacy organisations for groups such as refugees and asylum seekers (Norwich Asylum Seekers and Refugees Forum), people with disabilities (Equal Lives, Norwich Access Group), and those with sensory impairments (Norfolk and Norwich Association for the Blind).
- Hyper local community groups to understand views within our communities, in particular, the most deprived communities through the Reducing Inequalities Area Steering group.
- Arts and culture institutions.

8.5 In addition, the council will also use the variety of **communications and media channels** it has available to consult and engage with residents and businesses, including the use of:

- Social media surveys with residents
- Resident consultations
- Use of Citizen magazine
- Use of Ward councillors to gather views

## 9. Next steps

9.1 The recovery of the council from the impacts of C19 and that of the city itself will take **considerable time**, which will mean that this recovery blueprint will need to **continue to evolve** as progress is made and new information becomes available.

9.2 This recovery blueprint stands alongside the Corporate Plan as the council's key **strategic level document** which will guide the future of the council and the city.

9.3 In terms of the **immediate next steps**, the council will:

- Continue to work as part of the Norfolk Resilience Forum and with other Norfolk councils to ensure that recovery plans are joined up across the wider county.
- Work with other local partners such as the BID and the Local Enterprise Partnership (LEP) to ensure that the council's recovery blueprint is consistent with their own recovery proposals and that each report compliments the other.
- Convene further meetings of the City 2040 Vision Group to act as the Steering Board for city's recovery.
- Convene meetings of the Good Economy Commission and other groups required to take forward the priorities set out in this blueprint.
- Under guidance from the Steering Board, develop a more detailed action plan for C19 recovery to sit alongside this framework document.
- Update Cabinet on a quarterly basis on progress made against this recovery plan and other issues impacting the city which are directly related to C19.

## Appendix: The impact of Covid-19 on Norwich

A1. The local impact of C19 continues to emerge and can be seen in data and analysis from a range of sources. Some key data that either show recorded or modelled impact are laid out here.

### Cases and deaths

A2. As at 26 May 2020, Norwich had had 220 confirmed cases of C19, which is a rate of 155.9 per 100,000 of population. Published data from 15 May shows 15 deaths in hospital in Norwich. This figure is likely to continue to rise.

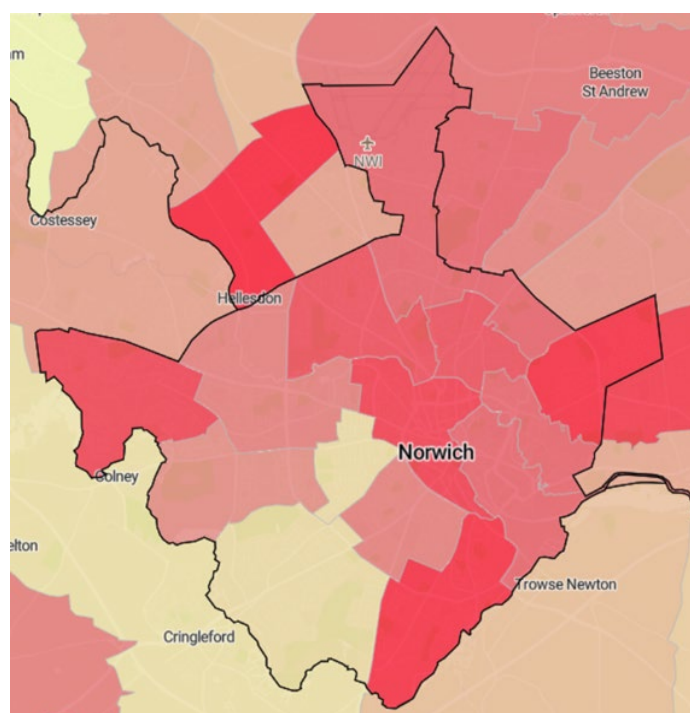
A3. These two figures indicate a relatively low level of cases and deaths compared with other areas of the country, with the death rate in Norwich – in term of deaths per 100,000 of population – the 3<sup>rd</sup> lowest in the country in terms of local authority area.

### Vulnerability

A4. The following map is based on the Red Cross C19 vulnerability index and was produced by the insight team at Active Norfolk and shows the distribution of vulnerability to the impact of C19.

A5. It combines multiple sources of (mostly) open data around clinical, social and financial vulnerability to identify vulnerable areas and groups within Local Authorities and neighbourhoods (wards), with darker colours showing higher levels of vulnerability.

A6. The map shows an unequal distribution of impact across different areas of the city, much of which aligns to pre-crisis levels of inequality, whether that be socio-economic, or due to characteristics such as ethnicity or disability.



## Impact on workers

A7. The impact of C19 on workers varies by sector. According to ONS data, 37.8% of the employed population of Norwich are deemed key workers (higher than the UK average of 33%). Keyworkers may face higher risk of exposure to C19, but lower rates of furloughing or unemployment.

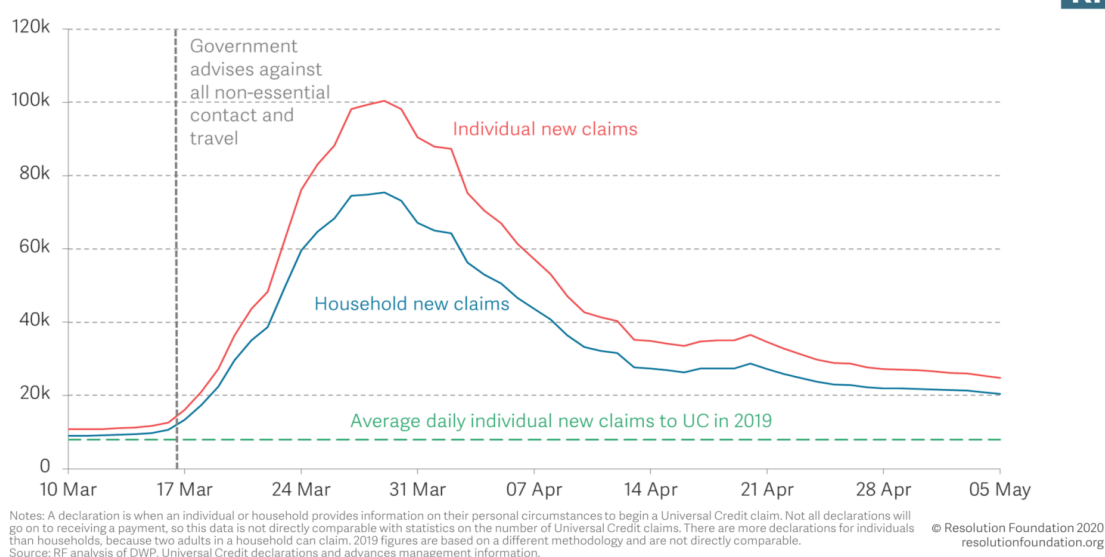
A8. Sectors such as retail and hospitality, however, have seen higher levels of unemployment, furloughing or reductions in hours or pay. Several sources (including McKinsey, the Centre for Cities and the RSA) have published data showing that Norwich has a high proportion of vulnerable jobs, with around a quarter of jobs 'at risk'.

A9. In other sectors, many workers have been able to adjust to homeworking, with the Centre for Cities estimating in March that around a third of workers in Norwich could work from home.

A10. The overall picture in the UK is one of precarious household incomes, with the Centre for Labour and Social Studies estimating that almost a quarter of UK workers are just one pay cheque away from being unable to pay their mortgage or rent and 60% are less than three months away. There is no reason to suspect that it is any different in Norwich.

A11. Claims to Universal Credit across the country since the outbreak of the pandemic are shown below. Whilst local data is not currently available, there has clearly been a similarly significant increase in Norwich, as reflected in an increase in the overall claimant count (the proportion of residents claiming unemployment benefits) in Norwich of 1.8% between March and April 2020.

Daily new declarations to Universal Credit: GB



A12. Survey data from the Norfolk Chambers of Commerce shows that amongst the employers who responded, their employees were affected thus:

- 29% still working in business premises
- 25% working from home



- 34% furloughed
- 1% redundant
- 11% had zero hours/contracted workers terminated

## Economic impact

A13. The Centre for Progressive Policy has estimated that the impact of C19 on economic output, measured by Gross Value Added (GVA) of each local authority. It shows a decrease in GVA in Norwich of 41% in the second quarter of 2020, making it the 67th worst hit in the country.

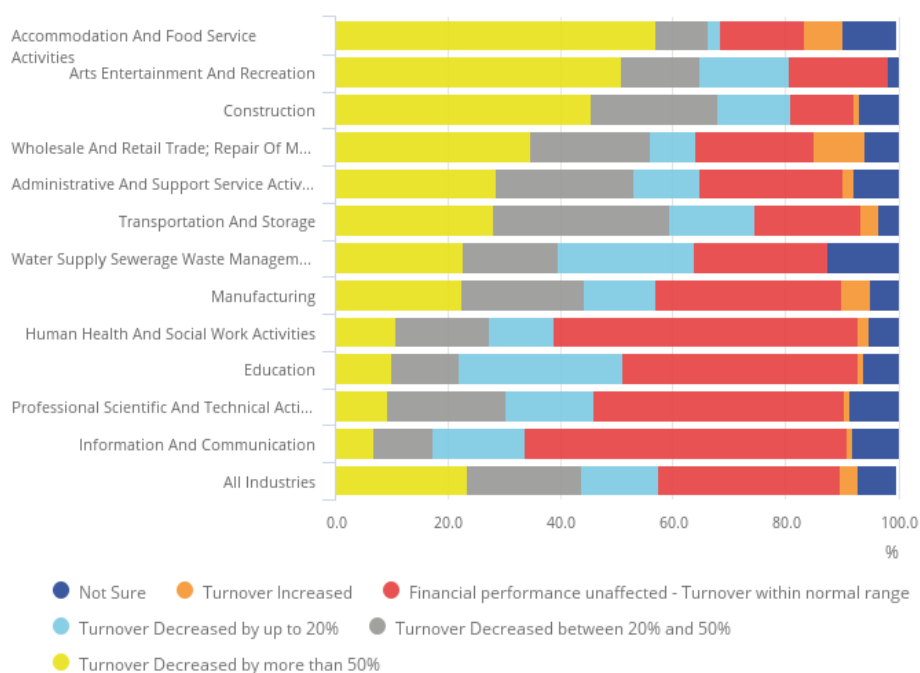
A14. This analysis suggests that the city of Norwich is in a category of areas that ‘will not recover their expected level of output based on the pre-crisis trend after five years.’

## Business impact

A15. The ONS UK business survey shows the following impact on turnover of different business sectors across the UK:

Figure 5: 58% of all businesses continuing to trade reported their turnover had decreased

Effect on turnover, businesses continuing to trade, broken down by industry, UK, 6 April to 19 April 2020

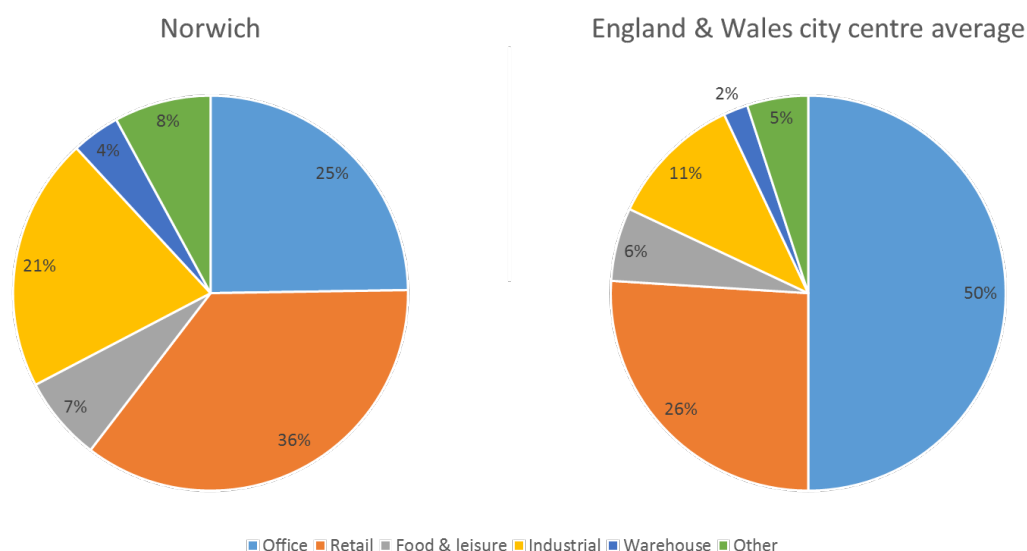


Source: Office for National Statistics – Coronavirus and the economic impacts on the UK

A16. This mirrors the pattern of business suspensions, with around 80% of businesses in the accommodation and food service and the arts, entertainment and recreation sectors having temporarily closed or paused trading.

A17. If we make the large assumption that the same pattern applies to the 420 and 355 Norwich businesses in those sectors respectively (as of 2019), this would mean that in those sectors alone, around 620 Norwich businesses would have temporarily closed or paused trading, with most of the rest having seen significant reduction in turnover.

A18. As can be seen by the data below from the Centre for Cities, the city centre has a relatively high proportion of retail space. With a move to online retail and more home-working, we have seen a rapid reduction in city centre footfall due to shopping and office working, which may recover slightly in the medium-term, though may take years to return to pre-crisis levels.



A19. The Norfolk Chamber of Commerce survey shows that whilst three-quarters of respondents anticipated re-opening their premises within 2 weeks of the survey (which closed on 17 May 2020), there were significant challenges in returning to 'normal' working conditions:

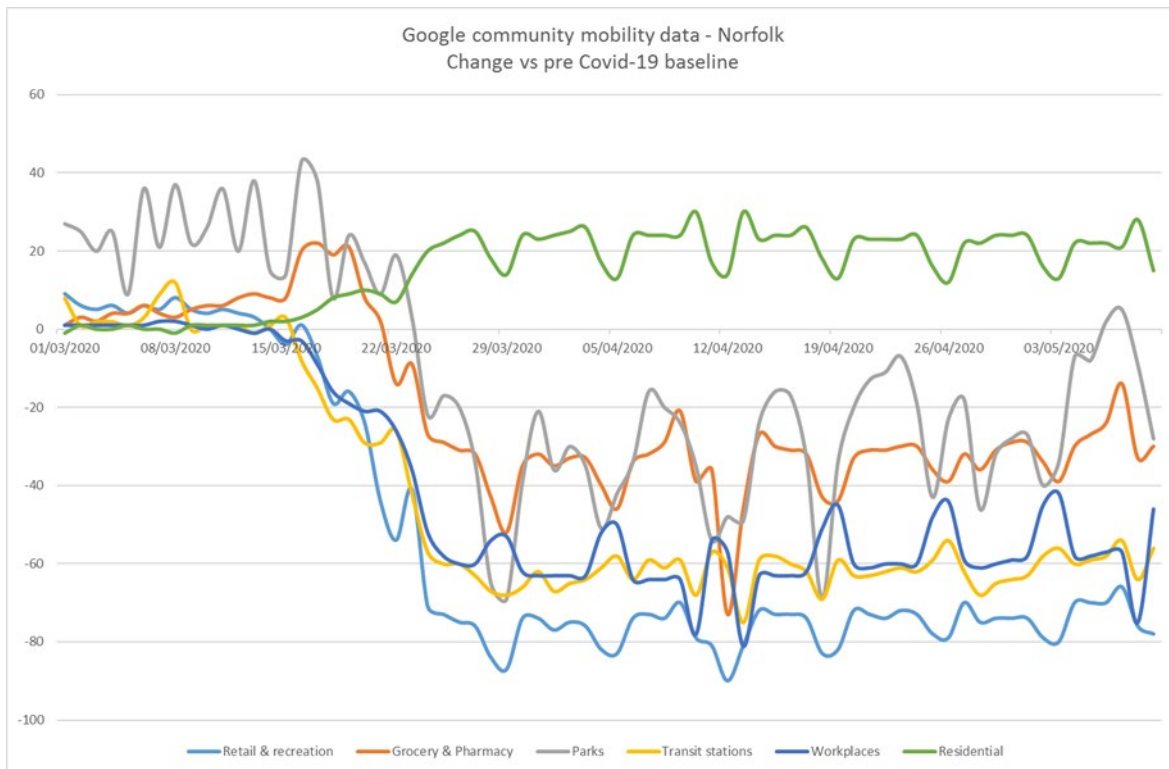
- 34% concerned about implementing social distancing
- 32% concerned about lack of business demand
- 7% concerned about sufficient cash flow
- 5% concerned about bringing their staff back into work

## Social impacts

A20. Although not available at a Norwich level, data from ONS shows at the beginning of May 2020, 75% of those surveyed were worried to some degree about the impact of the C19, which is falling from higher levels in March and April. The data also shows that 42% of adults reported that their wellbeing is being affected by the virus, with 33% reporting high levels of anxiety.

A21. Mobility and travel has reduced considerably during the period of lockdown. The following Google data shows that movement around transport hubs, workplaces retail and recreation destinations has decreased significantly in Norfolk since mid-March, whilst movement around residential areas has increased.

A22. This implies that residents have been remaining closer to their homes and neighbourhoods, although this may start to reverse with the easing of restrictions.





<b>Report to</b>	Council	<b>Item</b>  <b>7</b>
	23 June 2020	
<b>Report of</b>	Chief executive officer	
<b>Subject</b>	Adjustment to the capital programme: Norwich Regeneration Ltd options and lending	

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## Purpose

To consider the current trading position and options for Norwich Regeneration Limited in light of Covid-19 and seek approval for increased loan and equity financing for the company to undertake its current housing development scheme.

## Recommendation

To approve the following amendments to the General Fund capital programme:

- a) an increase in the loan facility for Norwich Regeneration Ltd up to a maximum of £21m (currently £11.4m); and
- b) an increase in the equity investment in Norwich Regeneration Ltd up to a maximum of £6.2m (currently £2.724m) by acquiring up to 3.5m of £1 ordinary shares.

## Corporate and service priorities

The report helps to meet the corporate priority Great neighbourhoods, housing and environment

## Financial implications

The financial consequences to the council of agreeing to further loan and equity financing of Norwich Regeneration are contained within the report.

**Ward/s:** Multiple Wards

**Cabinet members:** Councillor Waters - Leader

## Contact officers

Stephen Evans, Chief Executive

01603 212001

Graham Nelson, Director of Place

01603 212225

Hannah Simpson, Interim Chief Finance Officer

01603 212561

**Background documents**

None

## Report

1. At its meeting of 10 June 2020, cabinet considered the chief executive's report on the current trading position and options for Norwich Regeneration Limited in the light of Covid-19, which sought approval for increased loan and equity financing for the company to undertake its current housing development scheme. The cabinet resolved to:
  - a) approve that the council, as shareholder, supports Norwich Regeneration Ltd to continue the build out of Sections 2-4 at Rayne Park;
  - b) approve the issuing of new shares by Norwich Regeneration Ltd; and
  - c) request Norwich Regeneration Ltd work alongside council officers to investigate and appraise options for the housing assets as further information becomes available on the wider impacts of Covid-19 on the housing market.
2. Cabinet also resolved to recommend full council, to:
  - a) approve, as lender and shareholder, an increase in the loan facility for Norwich Regeneration Ltd up to a maximum of £21m (currently £11.4m).
  - b) approve an adjustment to the capital programme to increase the equity investment in Norwich Regeneration Ltd up to a maximum of £6.2m (currently £2.724m) by acquiring up to 3.5m of £1 ordinary shares.

## Background

3. The Norwich Regeneration Limited company (wholly owned by the City Council) was set up in 2015 with three main aspirations in mind:
  - Help the council to meet housing need;
  - Build properties to high environmental standards;
  - Take a more commercial approach to generate income for the council in a time of budget austerity.
4. In 2017, work began on the Rayne Park development at Bowthorpe to deliver approximately 170 homes (a mixture of private and social housing) for Norwich residents.
5. The Rayne Park Sections 2-4 Business Case, as approved by Council in November 2019, provided for a maximum loan of £11.4m for the completion of the project.
6. In March 2020, cabinet approved the 2020/21 Business Plan for Norwich Regeneration Limited, supported the completion of the Rayne Park development, and noted the scale of development that is required for the company to return to making an annual profit within 5 years.
7. At the same time, cabinet recommended that a review be taken forward of the Council's approach to the commissioning of housing development, including the identification of future pipeline of sites to be taken forward for

development by NRL. Further details of this review will be reported to cabinet in July 2020.

8. As a result of changing housing construction and market conditions resulting from the impact of Covid-19, Norwich Regeneration Ltd has written to the Council to request both shareholder support and financial backing to complete the Rayne Park project as well as provide an update on the impact of Covid-19 on the build programme.
9. The letter from the company requests that the loan requirement is increased from the business case position in November 2019. The factors driving this increase in loan requirement include:
  - **Changes to the timing of payments to the contractor to complete sections 2 – 4 at Rayne Park:** The business plan assumed the cost of the build would be evenly spread across the construction timeline as contractual negotiations were ongoing at the time. This profile has been updated based on finalising those contractual negotiations. The final contract incorporated the decision to have a show home near to the dry lagoon on section 3&4. As a result the dry lagoon, drainage, infrastructure and works to ensure safe access to the first plots to be marketed all need to be completed. This means the costs are now more heavily front loaded in order to allow this stage of the development to be complete. It should be stressed that this is a timing issue and that the total costs of the contract have not changed as these are fixed. A greater loan facility is required as the updated timeline means that more costs are now incurred ahead of sales. This is a cash flow issue and results in little difference from the trading results forecast as part of the business plan.
  - **Covid 19 build delays.** Due to the Covid-19 restrictions there has been significantly reduced activity on the construction site. This has put back the completion date on construction therefore delaying income generated from sales. Whilst the delay has meant the company has been incurring lower costs from the construction contract, there continue to be overhead and interest costs increasing the cash requirement of the company. Because the delay has elongated the whole build timeline interest and overheads will be incurred over a longer time period so will have a larger cash flow impact on the company.
  - **Potential Covid 19 impact on sales.** The economic uncertainty caused by Covid-19 means that there is increased uncertainty over the timeframes for sales. The increased loan requirement is to enable the units to be constructed without being dependent on concurrent income generation. The company wants enough cash flow to have certainty that they can fund the completion of the site without any risks of defaulting on payments to contractors.
10. In light of the request from the company for increased loan facility, financial modelling has been completed to help appraise whether the council, as lender and shareholder, wishes to support the continuation of the current phase of development.



## Possible impact of covid-19 on house prices

11. The impact of Covid-19 on the UK and local housing market is impossible to predict at this stage. Much will depend on the severity and duration of the economic downturn caused by the outbreak and whether the government takes any action to stimulate the UK housing market.
12. Clearly there was a severe and immediate impact of the lockdown on the housing market with transactions unable to proceed, lenders withdrawing products from the market and people unable to move house. The Bank of England cut interest rates twice in March, taking the base rate to 0.1% as part of an immediate response to the coronavirus and more recently the government has made efforts to reopen the UK housing market which were announced by the Secretary of State on 13<sup>th</sup> May<sup>1</sup>. However, there are currently insufficient transactions taking place to allow values to be predicted with any degree of confidence.
13. This absence of hard data has not prevented many bodies publishing research about the possible impact on the housing market both in terms of the volume of transactions and the impact on house prices and rental levels. Predictions vary considerably as to what impact Covid-19 pandemic will have on house prices. For 2020 Savills predicts a short term fall of 5-10%<sup>2</sup>, the Centre for Economics and Business Research (CEBR) estimates a 13% fall<sup>3</sup>.
14. The recent Bank of England Monetary Policy Report and Financial Stability Report published on 7 May<sup>4</sup> suggested the following:

“Bank staff have modelled residential property prices to be driven by unemployment and long-term interest rates. In this framework, the downward pressure on residential property prices from the increase in unemployment in the *MPR* scenario is judged to be offset, to some extent, by the impact of persistently low long-term interest rates embodied in current market prices.

Taking these two effects together, the FPC judges that a fall of 16% in UK residential property prices could be consistent with the *MPR* scenario. After falling, prices are then assumed to rise gradually as economic activity in the UK recovers and unemployment falls in the scenario.”

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<sup>1</sup> see <https://www.gov.uk/government/speeches/housing-secretarys-statement-on-coronavirus-covid-19-13-may-2020>

<sup>2</sup> [https://www.savills.co.uk/research\\_articles/229130/298963-0](https://www.savills.co.uk/research_articles/229130/298963-0)

<sup>3</sup> <https://cebr.com/reports/the-coronavirus-crisis-is-about-to-spill-over-into-the-uks-housing-market-but-not-all-regions-will-be-hit-equally-hard/>

<sup>4</sup> See page 25 of report available at: <https://www.bankofengland.co.uk/report/2020/monetary-policy-report-financial-stability-report-may-2020>

15. In the April UK Residential Market Survey published by the RICS<sup>5</sup> it is reported that market sentiment is deeply negative within the surveyed agents with prices, rents and sales expected to fall sharply in the coming three months, 80% of contributors saying they had seen buyers pulling out of transactions and the majority believing process will be lower when the market reopens.
16. With regard to sales volumes planning consultancy Barton Willmore produced a report<sup>6</sup> that suggested the pandemic may see the number of new homes created annually plummet by one third this year and stay around that level for the remainder of the current Parliament.
17. However, this was based largely on experience in previous recessions and a recent academic paper on Housing Markets in a Pandemic<sup>7</sup>: evidence from Historical Outbreaks (academic paper produced by University of Amsterdam in May) and available at the link below analysed the impacts on house prices and rents of historic epidemics in Amsterdam and Paris. It found only relatively short-lived and localised reductions in house prices and smaller effects on rents than on prices.
18. In the absence of any certainty over movement in house prices the potential impacts of a range of scenarios have been modelled reflecting price reductions of 5-20%.

## **Options on whether to continue to build out Rayne Park**

19. Without further cash financing from the council (either as equity or loan financing), Norwich Regeneration Ltd will be unable to meet its contractual payments to its main contractor to complete sections 2-4 at Rayne Park.
20. Therefore, the first choice for the Council (both as shareholder and lender) is whether to support the company with additional financing to complete the build phase of the development. This would require sufficient funding to cover the costs of the development as well as company overheads and interest costs (Option 1). In all the circumstances the funding is consistent with the state aid exemptions of the market economy operator principle and market economy lender principle. It is reasonable to provide the funding. This is a decision based on the council acting commercially.
21. The alternative would be for the council to make no further financing available to Norwich Regeneration Limited. This would result in the early

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<sup>5</sup> See [https://www.rics.org/globalassets/wbef-website/4\\_web\\_-\\_april\\_2020\\_rics\\_uk\\_residential\\_market\\_survey\\_final.pdf](https://www.rics.org/globalassets/wbef-website/4_web_-_april_2020_rics_uk_residential_market_survey_final.pdf)

<sup>6</sup> See [https://cached.offlinehbpl.hbpl.co.uk/NewsAttachments/RLP/Importance\\_of\\_Housing\\_in\\_Exit\\_Plan\\_A04.pdf](https://cached.offlinehbpl.hbpl.co.uk/NewsAttachments/RLP/Importance_of_Housing_in_Exit_Plan_A04.pdf)

<sup>7</sup> See [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3566909](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3566909)

termination of the construction contract and liquidation of the company (Option 2).

## Options compared to original business case for Rayne Park sections 2 - 4

22. Table 1 below provides a high level summary of the two options with further financial analysis following in the report.

**Table 1**

	<b>Option 1</b>	<b>Option 2</b>
Pros	<p>Enables the completion of the build contract and the delivery of 74 new homes for sale and rental.</p> <p>Completing the homes maintains the company's control over future use of the assets.</p> <p>Provides an opportunity to limit the losses relative to Option 2.</p> <p>Current estimates of losses under Option 1 range from £6.1m to £10.4m compared to £11.1m under Option 2.</p>	<p>The losses in the company will crystallise providing more certainty over the final financial position at an earlier stage.</p>
Cons	<p>Company retains the market risk around both the timing and the value of any future sales – this risk is exacerbated by the Covid-19 pandemic.</p> <p>Further financial cash investment is required from the council, which uses further capital receipts and exposes the council to further financial risk.</p>	<p>The homes are not completed with the site handed over to liquidators, where limited value from the site will be realised.</p> <p>The company loses control of the assets and decision making as part of the liquidation process.</p>

23. Table 2 shows the modelling for both options and the original position in the business case for the completion of Rayne Park sections 2 - 4. The key things to consider are the forecast trading losses and the closing net liabilities. The latter representing how much of the council's loan may not ultimately be recoverable.

**Table 2**

	<b>Business Case</b>	<b>Option 1 Build Out</b>	<b>Option 2 Wind Up</b>
Trading Losses	(£6.2m)	(£6.1m)	(£11.1m)
Cash Equity	£0.5m	£0.5m	£0.5m
Land Equity	£2.2m	£2.2m	£2.2m
<b>Closing Equity net of Trading Losses</b>	<b>(£3.5m)</b>	<b>(£3.4m)</b>	<b>(£8.4m)</b>
Value of private rental units	£4.6m	£4.7m	£1.60m
Cash less current liabilities	£0.3m	£0.3m	(£0.6m)
Closing Loan	(£8.4m)	(£8.4m)	(£9.4m)
<b>Closing Net Liabilities</b>	<b>(£3.5m)</b>	<b>(£3.4m)</b>	<b>(£8.4m)</b>
<b>Peak Loan</b>	<b>£11.4m</b>	<b>£15.75m</b>	<b>£9.4m</b>
<b>Peak Equity</b>	<b>£2.7m</b>	<b>£4.2m</b>	<b>£2.7m</b>

24. All things being equal, Option 1 – to continue to build out Rayne Park through to phase 4 - requires additional financing but overall results in a similar level of loss to the original business case.
25. The baseline Option 1 model does **not** include any impacts from slippage or drop in value as a result of Covid-19. The limited movement in forecast losses relative to the business case is to be expected as the construction costs are fixed and therefore the major costs have not changed since the business case was approved. The minor movement between the business case and option 1 is due to updated forecasts around administration and overhead costs.
26. Option 1 does however need a higher requirement for loan and equity financing compared to the November 2019 Business Case. This is due to the inclusion of a more refined set of assumptions about the payment profile to the main contractor during the construction phase (see para 9). The original flat profiling (equal monthly instalments) did not take into account the subsequently agreed profile of build cost. The updated cash flow modelling means that more costs are now incurred ahead of sales so a greater loan facility is required.
27. Option 1 baseline results in a lower cumulative loss than Option 2 (the option of winding up NRL). However, the Option 1 baseline is an assessment against the business plan – it does not incorporate any Covid-19 impact and should therefore, **not** be considered the most likely scenario.

### **Options when considering potential impact of Covid-19**

28. It is important to consider the potential impacts of Covid-19 when considering whether to continue with the development of Rayne Park 2 – 4, as these are likely to have an impact on the overall cost of the scheme to the council.
29. In modelling the first option to build out the scheme, there are two key financial risks related to Covid-19: sales slippage (the time it takes the council to sell the completed properties) and sales value (the overall value

of the completed properties). Sales slippage has a financial impact on the company because it will incur additional hold costs (e.g. council tax and security) and loan interest costs until the units are sold. If the overall value of the properties is impacted by the predicted downturn in the housing market, this will also have an impact on the council's income from the properties and will therefore increase the overall cost of the scheme.

30. Sensitivity analysis has been completed on both sales slippage and sales values. These are covered in tables 3 and 4 and show that changing the assumptions to include a 12 month sales slippage and 20% drop in sales value would increase the forecast loss from £6.1m to £10.4m. This loss is still lower than the projections for winding up the company.
31. The modelling undertaken to this point covers a potential drop in sales value of up to 20%. It is very difficult to predict the long-term impact on the housing market and the modelling will be periodically reviewed in light of any worsening of the economic situation and improved intelligence on the condition of the housing market.
32. The modelling assumes that Force Majeure has been enacted in relation to the current site closure and that no additional costs incurred by the main contractor that will be chargeable to NRL. Force Majeure is a common clause in contracts that essentially frees both parties from liability or obligation when an extraordinary event or circumstance occur therefore preventing contract obligations being met.
33. There is a significant element of uncertainty in the ultimate losses of winding-up the company (Option 2) because there is uncertainty over the compensation that could be payable to the main contractor and the value achievable from the part completed site. In the event of liquidation the company would lose all control over the sale of the assets.
34. The figures under Options 2 do not include costs that may be payable to the main contractor for termination of the contract. An estimate has been made of possible compensation based upon 20% of the remaining contractual payments (this being the assumed profit margin in the contract). This equates to £1.5m and would fall into the administration process.
35. The company has already put approximately £5m of investment into the site and Option 2 could see minimal return of this investment if the company was liquidated. There is a significant risk that the units would not be completed meaning that the company would not only lose the investment but that no houses would have been completed.

**Table 3:**

	<b>Option 1 Baseline</b>	<b>3 Months sales slippage</b>	<b>6 Months sales slippage</b>	<b>9 Months sales slippage</b>	<b>12 Months sales slippage</b>
Trading Losses	(£6.1m)	(£6.3m)	(£6.6m)	(£7.2m)	(£7.5m)
Cash Equity	£0.5m	£0.5m	£0.5m	£0.5m	£0.5m
Land Equity	£2.2m	£2.2m	£2.2m	£2.2m	£2.2m
<b>Closing Equity</b>	<b>(£3.4m)</b>	<b>(£3.6m)</b>	<b>(£3.9m)</b>	<b>(£4.5m)</b>	<b>(£4.8m)</b>
Value of private rental units	£4.7m	£4.7m	£4.7m	£4.7m	£4.7m
Cash less current liabilities	£0.3m	£0.1m	£0.1m	£0.1m	£0.1m
Closing Loan	(£8.4m)	(£8.4m)	(£8.7m)	(£9.3m)	(£9.6m)
<b>Closing Net Liabilities</b>	<b>(£3.4m)</b>	<b>(£3.6m)</b>	<b>(£3.9m)</b>	<b>(£4.5m)</b>	<b>(£4.8m)</b>
<b>Peak Loan</b>	<b>£15.75m</b>	<b>£15.75m</b>	<b>£15.75m</b>	<b>£20.5m</b>	<b>£20.5m</b>
<b>Peak Equity</b>	<b>£4.2m</b>	<b>£4.2m</b>	<b>£4.7m</b>	<b>£5.7m</b>	<b>£5.7m</b>

**Table 4:**

	<b>Additional Losses</b>	<b>Trading Losses</b>
Option 1 baseline	(£0.0m)	(£6.1m)
5% reduction in sales values	(£0.8m)	(£6.9m)
10% reduction in sales values	(£1.4m)	(£7.5m)
15% reduction in sales values	(£2.1m)	(£8.2m)
20% reduction in sales values	(£2.9m)	(£9.0m)

36. Current estimates of losses under Option 1 range from £6.1m to £10.4m compared to £11.1m under Option 2 (Table 5). In light of the financial appraisal, it is recommended that the Council, as shareholder, supports Norwich Regeneration Ltd to continue the build out of Sections 2-4 at Rayne Park and provides a letter of support to the company.

**Table 5:**

	<b>Option 1: Baseline with no Covid-19 impact</b>	<b>Option 1: 12 months sales slippage and 20% reduction in sales value</b>	<b>Option 2: Wind up company</b>
Total Trading Losses	(£6.1m)	(10.4m)	(£11.1m)

37. Because of current circumstances there is a considerable degree of uncertainty over the value that will be achieved for the assets under construction. These circumstances are largely outside of the Council's or Company's control. The modelling suggests that if house prices fall by over 25% over the next few months and then do not rise before the properties are sold following a 12 month slippage, losses associated with building out sections 2-4 will prove to be greater than if the Council refuses the loan to the company. In the majority of scenarios modelled, however, the financial position is better when completing Sections 2-4 compared to winding up the company.
38. Adopting Option 1 would require the Council to provide additional financing to the company, the capital budget impact of this is shown in paragraphs

43-50. This additional financing does carry significant financial risk but this needs to be balanced against the potentially greater risks inherent in winding up the company.

39. Based on any decision to complete the construction of Sections 2-4, there would remain a number of options available to both the company and council regarding the future of the built units. In essence, the assets and decisions on them, remain within the control of the company and council.
40. Assuming the recommendation to fund the company to build out Rayne Park Section 2-4 is accepted, further assessment will be needed by both the company and council, of the possible options for management and disposal of the assets under construction. This will be influenced by the pace and level to which the housing market recovers post Covid-19, and the ongoing review of NRL governance.

## **Future Housing Commissioning**

41. The covering report to the Norwich Regeneration Ltd Business Plan which was approved by Cabinet on 11<sup>th</sup> March highlighted that the Council needed to review its approach to the commissioning of housing development to inform a report to Cabinet by July 2020, which includes:
  - a) The development of a new approach to the commissioning of housing development taking full account of the Council's resources, priorities and identified housing needs;
  - b) The identification of future pipeline of sites to be taken forward for development by NRL and by other means of delivery.
42. This work is currently underway and the Council has indicated that it would like to second key staff from NRL to the Council. It is anticipated that a further report will be taken to July Cabinet outlining options. However, it is clear that moving forward the Council is likely to have far greater financial capacity to deliver affordable housing through finance held in its Housing Revenue Account than it will have using General Fund finance. This is likely to change the focus of Council activities towards the delivery of affordable rather than open market housing.

## **Financing Requirements**

43. In November 2019 Council agreed a loan facility of £11.4m with Norwich Regeneration Ltd to fund the development of 74 new homes at Rayne Park Sections 2, 3, and 4.
44. On the assumption of continuing with the build of Sections 2-4, it would be prudent to seek approval for additional debt and equity financing for the company of up to £13.1m to cover all remaining contractual costs and company overheads.
45. In order to maintain an appropriate gearing ratio it is proposed this is split between an additional £3.5 m cash equity and increase of £9.6m in the loan

facility. Equity would need to be financed from capital receipts and the lending from borrowing.

46. There are multiple pressures on the council's capital receipts and these receipts are limited, although work is underway to develop options to generate additional capital receipts by releasing equity from the council's asset book. There remains a risk that this equity might not be recovered, this would have a knock on effect on capital receipts available for other investments.
47. The company and council would need to continue to work closely to monitor the cash position and reduce costs where appropriate, with the aim of reducing the peak loan and equity requirement. The Managing Director of the company is working on options to reduce the company's overheads.
48. Any loans to the company need to be on a commercial basis and would be charged in line with the loan agreement at Bank of England base rate plus 4.5%.

### **Year-end accounts and budget impact**

49. The options analysis in paragraphs 22-40 shows the council's loan to the company might not be fully recoverable. Under accounting standards the council needs to recognise this risk. Therefore, an allowance of £4m will be made in the draft Statement of Accounts. This will have an impact on the revenue budget going forward as minimum revenue provision<sup>8</sup> will need to be charged to cover the potential loss on the loan.
50. In the 2020-21 budget papers the NRL earmarked reserve was increased to £4m to fund any minimum revenue provision charges required. Under most of the variations of option 1 the earmarked reserve would be sufficient to cover the impairment impact (see closing net liabilities figure) but the level of reserve will clearly need to be kept under review as more detail is known on the scale and pace of sales – for example, if slippages extend to 9 or 12 months then the earmarked reserve would not be sufficient.

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<sup>8</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.



## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Council
<b>Committee date:</b>	23 June 2020
<b>Director / Head of service</b>	Chief Executive
<b>Report subject:</b>	Adjustment to the capital programme: Norwich Regeneration Ltd options and lending
<b>Date assessed:</b>	15 June 2020

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>The options appraisal supports additional financing for the company in order to minimise the forecast losses in the company.</p> <p>The council has set aside funds in an earmarked reserve to manage the risk over the loan recoverability. Council as part of the 2020/21 budget report approved this earmarked reserve level.</p>
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The completion of Rayne Park will deliver 74 new homes in the Bowthorpe ward.
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	<b>Impact</b>			
<b>Health and well being</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Equality and diversity (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
<b>Relations between groups (cohesion)</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Eliminating discrimination &amp; harassment</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Advancing equality of opportunity</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Environmental (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
<b>Transportation</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Natural and built environment</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The completion of Rayne Park will deliver 74 new homes which are expected to be built to a higher environmental standard that would be likely if the scheme were to be built out by other builders.
<b>Waste minimisation &amp; resource use</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Pollution</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Sustainable procurement</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Energy and climate change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The completion of Rayne Park will deliver 74 new homes which are expected to be built to a higher environmental standard than would be likely if the scheme were to be built out by other builders. The design approach will lead to a reduction of energy consumption and therefore environmental impact.
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The 2020-21 budget papers approved an increase in the NRL earmarked reserve to £4m. This reserve level will mitigate against the financial risk the company poses to the council in relation to the recoverability of the loan, specifically the need to make future Minimum Revenue Provision (MRP) charges.

Recommendations from impact assessment	
Positive	
Negative	
Neutral	

<b>Issues</b>



**Report to** Council  
23 June 2020  
**Report of** Director of people and neighbourhoods  
**Subject** Statement of Principles for Gambling Establishments

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**Item**

**8**

### **Purpose**

That council considers the recommendation from Licensing Committee to adopt the Gambling Statement of Principles, under the Gambling Act 2005 attached at Appendix A, as the council's formal policy.

### **Recommendation**

That council adopts the Gambling Statement of Principles attached at Appendix A as the council's formal policy.

### **Corporate and service priorities**

The report helps to meet the corporate priorities of inclusive economy and people living well.

### **Financial implications**

None.

**Ward/s:** All Wards

**Cabinet member:** Councillor Maguire - Safe and sustainable city environment

### **Contact officers**

Tony Shearman, Public protection manager

01603 212278

### **Background documents**

None

## Report

1. The council is the licensing authority for the purposes of the Gambling Act 2005, which requires the council to prepare a Gambling Statement of Principles that it proposes to apply in exercising its functions under the Act. This document is required to be updated every 3 years.
2. The Statement of Principles sets out the general approach the council will take when carrying out its regulatory role under the Act and promoting the three licensing objectives:
  - preventing gambling from being a source of crime or disorder, being associated with crime or disorder, or being used to support crime
  - ensuring that gambling is conducted in a fair and open way
  - protecting children and other vulnerable persons from being harmed or exploited by gambling.
3. The Act specifies that Local Authorities should “aim to permit” gambling, provided it is in accordance with the Code of Practice and guidance issued by the Gambling Commission, reasonably consistent with the licensing objectives and in accordance with the Statement of Principles. The effect of this duty is that Licensing Authorities must approach their functions in a way that seeks to regulate gambling by using their powers to promote the licensing objectives rather than by starting out to prevent it altogether.
4. The current Statement was adopted by the council in November 2006, and published in January 2007
5. An updated draft policy was prepared and considered by the Licensing committee 18 December 2018, and authorised for public consultation, including the statutory authorities as detailed within the policy. This statutory public consultation took place between January and March 2019.
6. There were 2 responses to the consultation, one from the Gambling Commission and another from an operator within the gambling trade. Both dealt with minor administrative and legal matters.
7. The results of the consultation were considered by the licensing committee 6 June 2019, and an amended draft policy was further considered by licensing committee 5 March 2020 and recommended for adoption by council.
8. A copy of the draft policy as recommended to council by the licensing committee on 5 March 2020 is attached at Appendix A.
9. Once adopted by council the legislation requires that it be publicly advertised for at least 4 weeks before it can become effective, which will be on a date specified in the public notice. There is no opportunity for further feedback or consultation at this stage but allows alterations or changes to be acknowledged by the industry.



## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Council
<b>Committee date:</b>	23 June 2020
<b>Director / Head of service</b>	Bob Cronk
<b>Report subject:</b>	Gambling Statement of Principles
<b>Date assessed:</b>	15 June 2020

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Gambling Act licensing objectives require all licensing decisions to be made to the protection of all vulnerable persons, including children. The adoption of a policy allows a licensing authority to set out how this will be achieved.
<u>S17 crime and disorder act 1998</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Gambling Act licensing objectives require all licensing decisions to be made to prevent gambling being a source of crime and disorder, being associated with crime and disorder or being used to support crime. The adoption of a policy allows a licensing authority to set out how this will be achieved.
Human Rights Act 1998	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	<b>Impact</b>			
<b>Health and well being</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Gambling Act licensing objectives require all licensing decisions to be made to the protection of all vulnerable persons, which includes those susceptible to gambling addiction. The adoption of a policy allows a licensing authority to set out how this will be achieved.
<b>Equality and diversity (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
<b>Relations between groups (cohesion)</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Eliminating discrimination &amp; harassment</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Advancing equality of opportunity</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Environmental (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
<b>Transportation</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Natural and built environment</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Waste minimisation &amp; resource use</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Pollution</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Sustainable procurement</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Gambling Act requires licensing authorities to publish and regularly update a policy. Failure to do so leaves the authority open to legal challenge and with an ability to set out how it will achieve supporting the licensing objectives set out within the act

<b>Recommendations from impact assessment</b>
<b>Positive</b>
The adoption of the policy allows careful control of the relevant activity to ensure that potential harms and challenges are minimised, decision making is fair and also complies with the authorities legal duty to publish a policy.
<b>Negative</b>
<b>Neutral</b>
<b>Issues</b>

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**NORWICH**  
City Council

## **Gambling Act 2005**

# **Statement of Principles (Gambling Policy)**

**2020**

Approved by Norwich City Council ?? 2020

To be published by ?? 2020

Coming into force on ?? 2020.

Draft v.11 post Licensing Ctte 05/03/2020

## Contents

<b>Part A - General</b>		
1.	The licensing objectives	4
2.	Introduction	6
3.	Declaration	11
4.	Responsible Authorities	11
5.	Interested Parties	12
6.	Information Exchange	15
7.	Enforcement	16
8.	Licensing Authority functions	19
<b>Part B - Premises Licences</b>		
9.	General Principles	21
10.	Adult Gaming Centres	34
11.	(Licensed) Family Entertainment Centres	35
12.	Casinos	36
13.	Bingo	36
14.	Betting premises	38
15.	Tracks	41
16.	Travelling fairs	43
17.	Provisional Statements	44
18.	Reviews	45
<b>Part C - Permits/Temporary and Occasional Use Notices</b>		
19.	Unlicensed Family Entertainment Centre gaming machine permits	47
20.	(Alcohol) Licensed premises gaming machine permits	50
21.	Prize Gaming Permits	51
22.	Club Gaming and Club Machines Permits	53

23.	Temporary Use Notices	54
24.	Occasional Use Notices	56
25.	Lotteries	56
Part D - Exempt Gaming		
6.		59
Part E - Committee, Officer Delegation and Contacts		
27.	Committee decisions and scheme of delegation	60
28.	Contacts	62
Appendices		
	Appendix 1 Responsible Authority Contact Details	63
	Appendix 2 Table of Delegations	65
	Appendix 3 Summary of Gambling Entitlements	67

All references to the Commission's Guidance for local authorities refer to the guidance published in *Guidance to Licensing Authorities 5th edition September 2015 with Parts 17, 18 & 19 updated September 2016*. This is accessible via the Commission's website.

<http://www.gamblingcommission.gov.uk/for-licensing-authorities/GLA/Guidance-to-licensing-authorities.aspx>



## Part A - General

### 1. The Gambling Licensing Objectives

1.1 In exercising most of its functions under the Gambling Act, 2005 (“the Act”), Licensing Authorities must have regard to the licensing objectives set out in section 1 of the Act. The three licensing objectives are:-

- **Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime;**
- **Ensuring that gambling is carried out in a fair and open way**
- **Protecting children and other vulnerable persons from being harmed or exploited by gambling.**

It is noted that the Gambling Commission has stated: “The requirement in relation to children is explicitly to protect them from being harmed or exploited by gambling”.

The City Council as Licensing Authority takes these objectives seriously and is committed to protecting **all** vulnerable people of whatever age from being harmed or exploited by gambling.

1.2 This Licensing Authority is aware that, in accordance with Section 153 of the Act, in making decisions about premises licences and temporary use notices it should aim to permit the use of premises for gambling in so far as it thinks it is:

- in accordance with any relevant code of practice issued by the Commission
- in accordance with any relevant guidance issued by the Commission
- reasonably consistent with the licensing objectives and
- in accordance with the Authority’s statement of licensing policy

- 1.3 In matters of regulation under the Gambling Act 2005 (the "Act") Norwich City Council as Licensing Authority recognises it is subject to the Regulators' Code. That code imposes a number of obligations on the Authority, including one that it should carry out its activities in a way that it supports those it regulates to comply and grow. Additionally under the Code, when designing and reviewing policies, the Authority must among other things understand and minimise the negative economic impact of its regulatory activities and regulate and minimise the costs of compliance of those it regulates. The Authority also recognises that under the Code it should take an evidence-based approach in determining priority risks and recognise the compliance record of those it regulates.

## 2. Introduction

- 2.1 Licensing authorities are required by the Act to publish a statement of the principles which it proposes to apply when exercising its functions. This statement must be published at least every three years. The statement must also be reviewed from “time to time” and any amended parts re-consulted upon. Following any amendment and consultation, the revised statement will then be re-published.
- 2.2 Norwich City Council as Licensing Authority (referred to in this document as “This Licensing Authority”) published its first Statement of Principles (generally referred to as the Councils Gambling Policy) in December 2006 following statutory consultation. The Gambling Policy has been published every three years since.
- 2.3 In preparing this (2019) version of the Statement of Principles (Gambling Policy) – this Licensing Authority has undertaken a significant revision and amendment to take account of various issues. In recent particular recent changes brought about by the Commission, changes to the law and updated current practices.
- 2.4 The Gambling Commission (“the Commission”) has introduced new provisions in its social responsibility code within the Licence Conditions and Codes of Practice (LCCP), which require gambling operators to assess the local risks to the licensing objectives posed by the provision of gambling facilities at each of their premises, and to have policies, procedures and control measures to mitigate those risks. This change in national policy is intended to provide a well evidenced and transparent approach to considering and implementing measures to address the risks associated with gambling.
- The risk assessment will be premises specific and highlight factors relevant and related to the local area (ward) in which the premises are situated or proposed.

- 2.5 The introduction of new provisions in the social responsibility code within the LCCP encourages local authorities, the Commission and the industry to work in partnership to address local issues and concerns. This movement towards increased partnership working is something that Norfolk authorities have been doing for a number of years. We have found that a risk-based approach to regulation enables the authority to prioritise resources where they are most needed and can be most effective.
- 2.6 The risk based approach provides a better understanding of, and enables a proportionate response, to risk. This approach includes looking at future risks and thinking about risks in a probabilistic way. Risk is not necessarily related to an event that has happened. Risk is related to the probability of an event happening and the likely impact of that event. In this case it is the risk of the impact on the licensing objectives.
- 2.7 This licensing authority is working with other licensing authorities across Norfolk to develop guidance to assist gambling operators in undertaking and preparing their local (premises) risk assessments. This guidance (to be published as a separate document) will provide a framework for the local risk assessment process that will provide a uniform approach across all non-remote gambling sectors. This will benefit the Council as Licensing Authority under the Act, as well as responsible authorities and interested parties when considering new and variation applications. The local risk assessments will also enable this licensing authority to establish a more progressive compliance inspection regime.
- 2.8 Gambling operators are required to undertake a risk assessment for all of their existing premises in April 2016. Following that date

operators must also undertake a review of those assessments when certain triggers are met. These triggers, along with this licensing authority's views on what would instigate either a new assessment or the review of an existing one will be detailed within the guidance document.

- 2.9 This licensing authority considers that these local risk assessments are a key component of the overall assessment and management of the local risks. This authority will assist operators in this process by providing specific information on its concerns surrounding gambling within the City and the impact that premises can have on the licensing objectives. This will be contained within the Statement of Licensing Principles (Gambling Policy) as detailed below.
- 2.10 This local risk assessment process is not the same as other forms of risk assessment undertaken by gambling operators, such as Health and Safety at Work, Fire Safety and Food Hygiene, etc. These local risk assessments are specific to the potential harm that gambling premises can have on one or more of the licensing objectives under the Act. They are specific to the premises, the local area and the local community.

**Consultation process on the Statement of Principles (Gambling Policy)**

- 2.11 The Gambling Act requires that the following parties are consulted by Licensing Authorities:

- The Chief Officer of Police;
- One or more persons who appear to the authority to represent the interests of persons carrying on gambling businesses in the authority's area;
- One of more persons who appear to the authority to represent the interests of persons who are likely to be affected by the

exercise of the authority's functions under the Gambling Act 2005.

2.12 Before finalising and publishing its original statement Norwich City Council has consulted with the persons contained in the list below.

- Norfolk Constabulary;
- Existing permit/licence holders
- Trade Organisations
- Gamblers Anon
- GamCare
- Associated addiction/welfare bodies
- Citizens Advice Bureau
- Residents Groups
- Norfolk County Council
- Faith Groups
- Local Planning Authority
- Environmental Health
- Norwich Clinical Commissioning Group
- Relevant Residents Associations
- Relevant Trades Unions

2.13 Further consultation with these bodies has been undertaken on this updated 2019 version of the statement of principles (Gambling Policy) prior to an updated statement being adopted.

2.14 It should be noted that this statement of principles will not override the right of any person to make an application, make representations about an application or apply for the review of a licence as each will be considered on its own merits and according to the statutory requirements of the Gambling Act 2005.

**Local Area profile**

2.15 A detailed local area profile has been prepared based on local knowledge and taking into account a wide range of factors, data and information held by the licensing authority and its partners. It is anticipated that the local area profile will give operators a better awareness of the local area and the risks, which includes both potential and actual risks. The local area profile document can be accessed via the council's website.

2.16 In summary the area is as follows:

Norwich City Council is situated in the County of Norfolk, which contains 7 District Councils in total. The City Council area has a population of 141,000 (THE STATE OF NORWICH People, Place, Economy, Wellbeing 2020) making it the third largest in the County in terms of population. In terms of area it is the smallest, covering 15 square miles. The Council area is entirely urban. This is shown in the map attached.

Figure 1 Map of Norwich City Council area showing the city centre and key suburbs



### 3. Declaration

- 3.1 In producing this Statement of Principles (Gambling Policy) this Licensing Authority declares that it has had regard to
- the licensing objectives of the Gambling Act 2005,
  - the guidance issued by the Commission to licensing authorities (5th edition September 2015 with Parts 17, 18 & 19 updated September 2016) referred to in this document as “Commission’s Guidance” and
  - any responses from those consulted on the Statement of Principles (Gambling Policy).

### 4. Responsible Authorities

- 4.1 The Licensing Authority is required by regulations to state the principles it will apply in exercising its powers under Section 157(h) of the Act to designate, in writing, a body which is competent to advise the authority about the protection of children from harm. The principles are

- The need for the body to be responsible for an area covering the whole of the Licensing Authority’s area
- The need for the body to be answerable to democratically elected persons rather than any particular vested interest group.

In accordance with the Commission’s Guidance, this Authority designates the Norfolk Safeguarding Children’s Board for this purpose.

- 4.2 The contact details of all the Responsible Authorities under the Act for this licensing authority area are attached at Appendix 1



## 5. Interested parties

5.1 Interested parties can make representations about licence applications, or apply for a review of an existing licence. These parties are defined in the Act as persons who:

- a) live sufficiently close to the premises to be likely to be affected by the authorised activities,
- b) have business interests that might be affected by the authorised activities, or
- c) represent persons who satisfy paragraph (a) or (b)

5.2 This Licensing Authority is required by regulations to state the principles it will apply in exercising its powers under the Act to determine whether a person is an interested party. The principles are:

- Each case will be decided upon its merits.
- This authority will not apply a rigid rule in making its decision; however, it will consider the examples provided in part 8 of the Commission's Guidance. (reproduced in figure 2 below) The authority will also consider the Commission's Guidance that "has business interests" should be given the widest possible interpretation and include partnerships, charities, faith groups and medical practices.

Figure 2 Examples contained in part 8 of the  
Commission Guidance on determining whether  
someone is an interested party.

**People living close to the premises**

8.12 There are a number of factors that licensing authorities should take into account when determining whether a person 'lives sufficiently close to the premises'. These might include:

- the size of the premises
- the nature of the premises
- the distance of the premises from the location of the person making the representation
- the potential impact of the premises such as the number of customers, routes likely to be taken by those visiting the establishment
- the circumstances of the person who lives close to the premises. This is not their personal characteristics, but their interests which may be relevant to the distance from the premises.

8.13 Relevant factors will depend on the particular application. For example, it is reasonable for a licensing authority to consider that living sufficiently close to premises to likely be affected could have a different meaning for (a) a private resident, (b) a residential school for children with truanting problems and (c) a residential hostel for vulnerable adults.

**The nature and scope of business interests that could be affected**

8.14 It could be argued that any gambling business could be affected by another gambling business expanding into any part of Great Britain.

But that is unlikely to be enough to satisfy the test of being 'a person with business interests that might be affected by the premises' under consideration.

For example, an operator in a particular sector be it casino, bingo, betting etc, should not be able to lodge representations on every application put in by a rival operator anywhere in the country, simply because they are in competition within the same gambling sector. Specifically, licensing authorities are reminded that the 'demand test' from previous gambling legislation does not apply under the Act.

8.15 The licensing authority should be satisfied that the relevant business is likely to be affected. Factors that are likely to be relevant include:

- the size of the premises
- the 'catchment' area of the premises, that is, how far people travel to visit the premises
- whether the person making the representation has business interests in that catchment area that might be affected.
- People representing those in the above categories

8.16 Interested parties can be people who are democratically elected such as councillors and MPs, as persons representing individuals in the other categories. This would include county, parish and town councillors. Other representatives might include bodies such as trade associations and trade unions, and residents' and tenants' associations. A school head or governor might act in representing the interests of pupils or parents and a community group might represent vulnerable people living near to the proposed premises.

8.17 Save for democratically elected persons, licensing authorities should satisfy themselves on a case by case basis that a person does represent interested parties, and request written evidence where necessary. A letter from the interested person(s) they are representing would be sufficient.

- 5.3 Interested parties can be persons who are democratically elected such as councillors and MP's. No specific evidence of being asked to represent an interested person will be required as long as the Councillor / MP represents the ward likely to be affected. Other than these however, the Authority will generally require written evidence that a person/body (for example an advocate or relative) 'represents' someone who either lives sufficiently close to the premises to be likely to be affected by the authorised activities and/or has business interests that might be affected by the authorised activities. A letter from one of these persons, requesting the representation is sufficient.
- 5.4 If individuals wish to approach councillors to ask them to represent their views then care should be taken that the councillors are not part of the Licensing sub-committee dealing with the licence application. If there are any doubts then please contact the Authority's licensing team (contact details, page 58).

## 6. Information exchange

- 6.1 In fulfilling its functions and obligations under section 29 (Licensing Authorities providing information to the Commission), section 30 (the provision of information by the Commission) and section 350 (exchange of information may be subject to conditions) of the Act the Licensing Authority may exchange relevant information with other regulatory bodies. In exchanging such information, the Licensing Authority will conform to the requirements of data protection and freedom of information legislation in accordance with the Council's existing policies.
- 6.2 The Licensing Authority will also have regard to any Guidance issued by the Commission on this matter, as well as any relevant regulations issued by the Secretary of State under the powers provided in the Act.

- 6.3 Details of those persons making representations will be made available to applicants to allow for negotiation and, in the event of a hearing being held, will form part of a public document. Anyone making representations or applying for the review of a premises licence will be informed that their details will be disclosed.
- 6.4 In seeking to achieve its aim to safeguard all vulnerable persons of whatever age, the City Council as Licensing Authority will work with the Norfolk Safeguarding Adults Board and seek input where appropriate from Norfolk County Council Adult services and the Norfolk and Suffolk NHS Foundation Trust in respect of mental health services. Such agencies are not responsible authorities as defined in the Act, but this Licensing Authority will consider valid representations from such agencies if they are made as Interested parties representing local residents or businesses.

## 7. Enforcement

- 7.1 Licensing authorities are required by regulation under the Act to state the principles to be applied by the authority in exercising the functions under Part 15 of the Act with respect to the inspection of premises; and the powers under section 346 of the Act to institute criminal proceedings in respect of the offences specified.
- 7.2 This Licensing Authority's **principles** are that it will be guided by the Commission's Guidance and will endeavour to be:
- **Proportionate:** regulators should only intervene when necessary: remedies should be appropriate to the risk posed, and costs identified and minimised;
  - **Accountable:** regulators must be able to justify decisions, and be subject to public scrutiny;
  - **Consistent:** rules and standards must be joined up and implemented fairly;

- **Transparent:** regulators should be open, and keep regulations simple and user friendly; and
- **Targeted:** regulation should be focused on the problem, and minimise side effects.

7.3 In accordance with the Commission's Guidance this Licensing Authority will endeavour to avoid duplication with other regulatory regimes as far as possible.

7.4 This Licensing Authority's main enforcement and compliance role in terms of the Act will be to ensure compliance with the premises licences and other permissions that it authorises. The Commission is the enforcement body for Operating and Personal Licences. Concerns about manufacture, supply or repair of gaming machines will not be dealt with by the Licensing Authority but should be notified to the Commission.

7.5 The Councils enforcement policy will be followed in respect of any compliance monitoring and enforcement action taken in concerning gambling activities under the licensing authority's enforcement jurisdiction. This is accessible via the council's website.

7.6 Enforcement inspections- This licensing authority has adopted and implemented a risk-based enforcement approach to inspections, based on;

- The licensing objectives
- Relevant codes of practice
- Guidance issued by the Commission, in particular at Part 36
- The principles set out in this statement of licensing policy

7.7 As well as sanctions available under the Act this licensing authority will seek to use all appropriate powers available to it.

7.8 Where there is a Primary Authority scheme in place, this licensing authority will seek guidance from the Primary Authority before taking any enforcement action. The current Primary Authorities are detailed on the Gambling Commission website as per the following link

<https://www.gamblingcommission.gov.uk/for-licensing-authorities/Licensing-authority-toolkit/Premises-assessments/Premises-assessments-toolkit.aspx>

7.9 This licensing authority will work together with the Commission to identify and investigate organised or persistent illegal activity.

7.10 Fees for certain gambling permits and licensing transactions are set nationally by statute. They include

- Unlicensed Family Entertainment Centre Gaming Machine Permits
- Registration of Small Society Lottery (including an annual maintenance fee)
- Club Gaming Permits
- Club Gaming Machine Permits
- Alcohol Licensed Premises Gaming Machine Permits
- Prize Gaming Permit

However, fees for licences issued under the Act by this licensing authority are set by this licensing authority in accordance with statutory provisions. This licensing authority has sought to set fees at a level to cover the costs of undertaking the administration of the gambling licensing function. Fees are approved each year by the Full Council and are published on the Councils website

## 8. Licensing Authority functions

Licensing Authorities are required under the Act to:

- Be responsible for the licensing of premises where gambling activities are to take place by issuing Premises Licences
- Issue Provisional Statements
- Regulate members' clubs and miners' welfare institutes who wish to undertake certain gaming activities by issuing Club Gaming Permits and/or Club Machine Permits
- Issue Club Machine Permits to Commercial Clubs
- Grant permits for the use of certain lower stake gaming machines at unlicensed Family Entertainment Centres
- Receive notifications from alcohol licensed premises (under the Licensing Act 2003) for the use of two or fewer gaming machines
- Issue Licensed Premises Gaming Machine Permits for premises licensed to sell/supply alcohol for consumption on the licensed premises, under the Licensing Act 2003, where there are more than two machines
- Register small society lotteries below prescribed thresholds
- Issue Prize Gaming Permits
- Receive and Endorse Temporary Use Notices
- Receive Occasional Use Notices
- Provide information to the Commission regarding details of licences issued (see section above on 'information exchange')
- Maintain registers of the permits and licences that are issued under these functions



It should be noted that this Licensing Authority will not be involved in licensing remote gambling at all. This will fall to the Commission via operating licences.

Draft v.11 post Licensing Ctte 05/03/2020

## Part B - Premises Licences

### 9. General Principles

9.1 Premises licences will be subject to the requirements set out in the Act and regulations, as well as specific mandatory and default conditions which will be detailed in regulations issued by the Secretary of State. Licensing Authorities are able to exclude default conditions and also attach others, where it is believed to be appropriate.

9.2 In accordance with Section 153 of the Act, this Licensing Authority is aware that in making decisions about premises licences it should aim to permit the use of premises for gambling in so far as it thinks it is:

- in accordance with any relevant code of practice issued by the Commission;
- in accordance with any relevant guidance issued by the Commission ;
- reasonably consistent with the licensing objectives; and
- in accordance with the Authority's Statement of Principles (Gambling Policy).

9.3 It is appreciated that as per the Commission's Guidance "moral and ethical objections to gambling are not a valid reason to reject applications for premises licences" (except as regards any 'no casino resolution' - see section on Casinos below) and also that unmet demand is not a criterion for a licensing authority.<sup>1</sup>

9.4 **Appropriate Licensing Environment** - This licensing authority also notes Commission guidance on this subject (previously known as

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<sup>1</sup> UNMET DEMAND - The Licensing Authority should not consider whether there are enough gambling outlets within a given area to fulfil customer's needs, wants and expectations.

primary gambling activity). It is not permissible for an operator to offer gaming machines on a premises which is licensed for non-remote betting but not to offer sufficient facilities for non-remote betting. A non-remote betting operating licence authorises its holder to 'provide facilities for betting' (s.65(2)(c) of the Act). Likewise, a betting premises licence authorises premises to be used for 'the provision of facilities for betting...' (s.150(1)(e) of the Act). The ability to make up to four gaming machines, within categories B2 – D, available is an additional authorisation conferred upon the holder of a betting premises licence (s.172(8) of the Act); it is not a free standing right to make gaming machines available for use. It follows that unless a betting premises operator offers sufficient facilities for betting it should not be making gaming machines available on the premises in question.

- 9.5 This authority notes the Commission's view that it is also important, in relation to the licensing objective of protecting vulnerable persons from being harmed or exploited by gambling, that customers should be offered a balanced mix of betting and gaming machines in licensed betting premises. Accordingly, an operating licence condition provides that gaming machines may be made available for use in licensed betting premises only at times when there are also sufficient facilities for betting available. In this respect, such facilities must include information that enables customers to access details of events on which bets can be made, make such bets, learn of the outcome and collect any winnings.

- 9.3 **Definition of 'premises'** - Premises is defined in the Act as 'any place'. Different premises licences cannot apply in respect of a single premise at different times. However, it is possible for a single building to be subject to more than one premises licence, provided they are for different parts of the building and the different parts of the building can be reasonably regarded as being different premises. Whether

different parts of a building can properly be regarded as being separate premises will always be a question of fact in the circumstances. However, the Commission does not consider that areas of a building that are artificially or temporarily separate can be properly regarded as different premises.

- 9.4 This Licensing Authority takes particular note of the Commission Guidance which states that Licensing Authorities should take particular care in considering applications for multiple licences for a building and those relating to a discrete part of a building used for other (non-gambling) purposes. In particular, entrances and exits from parts of a building covered by one or more licences should be separate and identifiable so that the separation of different premises is not compromised and that people do not 'drift' into a gambling area.
- 9.5 The Licensing Authority will also pay particular attention to applications where access to the licensed premises is through other premises (which themselves may be licensed or unlicensed). Specific issues for consideration would be whether children can gain access; compatibility of the two establishments; and ability to comply with the requirements of the Act. Additionally, an overriding consideration would be whether, taken as a whole, the co-location of the licensed premises with other facilities has the effect of creating an arrangement that would otherwise be prohibited under the Act.
- 9.6 The Authority appreciates, it is perfectly legitimate for an application to be made for a premises licence even though the premises are not finished. (As an alternative to the applicant making an application for a provisional statement.) In such cases the Authority will require sufficient detail to be submitted with the application to enable an application to be properly considered and determined.

9.7 **Location** - This Licensing Authority is aware that demand issues cannot be considered with regard to the location of premises but that considerations in terms of the licensing objectives can. In accordance with the Commission Guidance, this Licensing Authority will pay particular attention to the protection of children and vulnerable persons from being harmed or exploited by gambling, as well as issues of crime and disorder. Should any specific policy be decided upon in respect of areas where gambling premises should not be located, this statement will be updated to reflect that. It should be noted that any such policy does not preclude any application being made and each application will be decided on its merits, with the onus on the applicant to show how potential concerns can be overcome

9.8 When determining an application to grant a Premises Licence or review a Premises Licence, careful consideration will be taken regarding the proximity of the premises to:

- a) schools, and other educational establishments
- b) vulnerable adult centres
- c) residential areas where there may be a high concentration of families with children
- d) premises licensed under the Licensing Act 2003
- e) premises licensed under the Local Government (Miscellaneous Provisions) Act 1976
- f) areas of high deprivation

The proximity of premises taken into consideration will vary depending on the size and scope of the gambling premises concerned. Each case will, however, be decided on its merits. Therefore, if an applicant can effectively demonstrate how they might overcome licensing objective concerns, this will be taken into account.

- 9.9 ***Duplication with other regulatory regimes*** - This Licensing Authority will seek to avoid any duplication with other statutory/regulatory systems wherever possible. This Authority will not consider whether a licence application is likely to obtain planning or building regulation consent, in its consideration of it. It will however listen to, and consider carefully, any concerns about conditions which are not able to be met by licensees due to planning restrictions, should such a situation arise.
- 9.10 ***Licensing objectives*** - Premises licences granted must be reasonably consistent with the licensing objectives. With regard to these objectives, this Licensing Authority has considered the Commission's Guidance and some comments are made below.
- A. **Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime** - This Licensing Authority is aware that the Commission will be taking a leading role in preventing gambling from being a source of crime. The Commission's Guidance does however envisage that Licensing Authorities should pay attention to the proposed location of gambling premises in terms of this licensing objective. Thus, where an area has known high levels of crime and anti-social behaviour, this Authority will consider carefully whether gambling premises are suitable to be located there and whether conditions may be suitable such as the provision of door supervisors or CCTV. This Licensing Authority is aware of the distinction between disorder and nuisance and will consider factors such as whether police assistance was required and how threatening the behaviour was to those who could see it, so as to make that distinction.
- B. **Ensuring that gambling is conducted in a fair and open way –** This Licensing Authority has noted that the Commission has stated that it would generally not expect Licensing Authorities to become

concerned with ensuring that gambling is conducted in a fair and open way, as this will be a matter for either the management of the gambling business (and therefore relevant to the Operating Licence), or will be in relation to the suitability and actions of an individual (and therefore relevant to the Personal Licence).

Both of these options fall under the remit of the Commission.

However, in relation to the licensing of tracks this Licensing Authority's role will be different from other premises in that track operators will not necessarily have an operating licence. Tracks are defined in section 353 of the Act to mean horse-race course, dog track or other premises on any part of which a race or other sporting event takes place or is intended to take place. In these circumstances, the Premises Licence may need to contain certain conditions to ensure that the environment in which betting takes place is suitable and that betting areas are properly administered (see **Tracks** – Page 31).

- C. **Protecting children and other vulnerable persons from being harmed or exploited by gambling** – This Licensing Authority has noted the Commission's Guidance states that this objective means preventing children from taking part in gambling (as well as restriction of advertising so that gambling products are not aimed at or are, particularly attractive to children).

As stated previously, this Licensing Authority when considering this objective, will seek to protect all vulnerable persons whatever their age and take into account advertising accordingly.

This Licensing Authority will therefore consider, as suggested in the Commission Guidance, whether specific measures are required at a particular premises, with regard to his licensing objective. Appropriate measures may include such matters as the supervision of entrances, the segregation of gambling from areas frequented by children and the

supervision of gaming machines in non-adult gambling specific premises.

The Licensing Authority will also make itself aware of any Codes of Practice issued by the Commission concerning this licensing objective in relation to specific premises, such as casinos.

Regarding the term “vulnerable persons” it is noted that the Commission is not seeking to offer a definition but states that “it will for regulatory purposes assume that this group includes people who gamble more than they want to; people who gamble beyond their means; and people who may not be able to make informed or balanced decisions about gambling due to a mental impairment, such as dementia, alcohol or drugs.” This Licensing Authority will consider this licensing objective on a case by case basis.

9.11 **Conditions** - Any conditions attached to licences will be proportionate and will be

- relevant to the need to make the proposed building suitable as a gambling facility
- directly related to the premises and the type of licence applied for;
- fairly and reasonably related to the scale and type of premises; and
- reasonable in all other respects.

9.12 Decisions upon individual conditions will be made on a case by case basis, although there will be a number of control measures this Licensing Authority will consider utilising should there be a perceived need, such as the use of door supervisors, supervision of adult gaming machines and appropriate signage for adult only areas. There



are specific comments made in this regard under some of the licence types below. This Licensing Authority will also expect the licence applicant to offer his/her own suggestions as to ways in which the licensing objectives can be met effectively – see also paragraphs 9.18 - 9.20.

9.13 This Licensing Authority will also consider specific measures which may be required for buildings which are subject to multiple premises licences. Such measures may include the supervision of entrances; segregation of gambling from non-gambling areas frequented by children; and the supervision of gaming machines in non-adult gambling specific premises in order to pursue the licensing objectives. These matters are in accordance with the Commission's Guidance.

9.14 This Licensing Authority will also ensure that where category C or above machines are on offer in premises to which children are admitted:

- all such machines are located in an area of the premises which is separated from the remainder of the premises by a physical barrier which is effective to prevent access other than through a designated entrance;
- only adults are admitted to the area where these machines are located;
- access to the area where the machines are located is supervised;
- the area where these machines are located is arranged so that it can be observed by the staff or the licence holder; and
- at the entrance to and inside any such areas there are prominently displayed notices indicating that access to the area is prohibited to persons under 18.

These considerations will apply to premises including buildings where multiple premises licences are applicable.

9.16 This Licensing Authority is aware that tracks may be subject to one, or more than one, Premises Licence, provided each licence relates to a specified area of the track. In accordance with the Commission's Guidance, this Licensing Authority will consider the impact upon the third licensing objective and the need to ensure that entrances to each type of premises are distinct and that children are excluded from gambling areas where they are not permitted to enter.

9.17 It is noted that there are conditions which the Licensing Authority cannot attach to premises licences. These are:

- any condition on the premises licence which makes it impossible to comply with an operating licence condition (Operating Licences are issued by the Gambling Commission);
- conditions relating to gaming machine categories, numbers, or method of operation;
- conditions which provide that membership of a club or body be required (the Act specifically removes the membership requirement for casino and bingo clubs and this provision prevents it being reinstated); and
- conditions in relation to stakes, fees, winning or prizes.

9.18 Applicants may offer licence conditions to the licensing authority as a part of their application. The following are examples of such conditions and are likely to be applicable to the majority of premises. If applicants do not consider them appropriate for their premises, then this should be addressed in the application : -

1. There shall be a minimum of 2 staff (excluding back room staff) on duty at the premises at all times when it is open, whose duties are to include the age verification of persons entering the premises who appear to be under the age of 21 years.

2. "Challenge 21":

(a) The Licensee shall have a "Challenge 21" policy whereby all customers who appear to be under the age of 21 are asked for proof of their age.

(b) The Licensee shall prominently display notices advising customers of the "Challenge 21" policy.

(c) The following proofs of age are the only ones to be accepted:

- Proof of age cards bearing the "Pass" hologram symbol
- UK Photo Driving licence
- Passport

Alternatively, applicants may consider having a "Challenge 25" Policy.

3. The Licensee shall ensure that prominent signage shall be displayed in areas accessible to the public, promoting support organisations, such as, but not limited to, GAMSTOP, Gamcare, Samaritans and Citizens Advice.

4. The Licensee shall complete a risk assessment assessing the local risks to the licensing objectives posed by the provision of gambling facilities at the premises, and to have policies, procedures and control measures in place to mitigate those risks.

The Licensee shall also ensure the following:-

(a) All documents produced in compliance with the above shall be reviewed on a regular basis and kept up to date.

(b) A copy of all the relevant documents shall kept at the licensed premises and made available for inspection by an

officer of the Licensing Authority, Trading Standards or the Police.

- (c) The Licensee shall ensure that each member of staff has received adequate training on the contents of the relevant documents and that this is properly documented and training records kept. The training records to be kept on the licensed premises and made available for inspection by an officer of the Licensing Authority, Trading Standards or the Police.

5. Staff Competence and Training:

- (a) The Licensee shall keep a written record of all staff authorised to verify the age of customers, the record to contain the full name, home address, date of birth and national insurance number of each person so authorised. The staff record to be kept on the licensed premises and made available for inspection by an officer of the Licensing Authority, Trading Standards or the Police.
- (b) The Licensee shall ensure that each member of staff authorised to verify the age of customers has received adequate training on the law with regard to under-age gambling and the procedure if an underage person enters the premises, and that this is properly documented and training records kept. The training records to be kept on the licensed premises and made available for inspection by an officer of the Licensing Authority, Trading Standards or the Police.
- (c) The Licensee shall ensure that each member of staff authorised to verify the age of customers is fully aware of his /her responsibilities in relation to verifying a customer's age and is able to effectively question customers and check evidence of proof of age.

6. Refusals Book:

- (a) The licensee shall keep a register (Refusals Book) to contain details of self-excluded customers as well as the time and date, description of under-age persons entering the premises, and the name/signature of the sales person who verified that the person was under-age.
- (b) The Refusals book to be examined on a regular basis by the licensee and date and time of each examination to be endorsed in the book.
- (c) The Refusals Book to be kept on the licensed premises and made available for inspection by an officer of the Licensing Authority, Trading Standards or the Police.

7. CCTV:

- (a) The CCTV system shall be maintained in a good working order and fully operational covering both internal and external areas when the premises are open to the public.
- (b) The medium on which CCTV images are recorded will be clearly identifiable, stored securely and shall be retained for a period of 31 days and shall be made available for inspection by the Police or an officer of the licensing authority, upon request.

9.19 **Door Supervisors** - The Commission advises in its Guidance that Licensing Authorities may consider whether there is a need for door supervisors in terms of the licensing objectives of protection of children and vulnerable persons from being harmed or exploited by gambling, and also in terms of preventing premises becoming a source of crime.

9.20 Where it is decided that supervision of entrances and/or machines is appropriate for particular cases a consideration of whether these need to be SIA licensed or not will be necessary. It will not be automatically

assumed that they need to be licensed as the statutory requirements for different types of premises vary (as per the Guidance)

It should be noted that there is a specific exemption from SIA registration for those persons directly employed by the operator of a bingo club or casino. Therefore, only third party contract staff are required to be SIA registered for such premises

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## 10. Adult Gaming Centres

- 10.1 This Licensing Authority will specifically have regard to the need to protect children and vulnerable persons, such as persons with dementia, from harm or being exploited by gambling and will expect the applicant to satisfy the authority that there will be sufficient measures to, for example, ensure that under 18 year olds do not participate in adult-only gaming activities at the premises.

This Licensing Authority may consider measures to meet the licensing objectives such as:

- Proof of age schemes
- CCTV
- Supervision of entrances / machine areas
- Physical separation of areas
- Location of entry
- Notices / signage
- Specific opening hours
- Self-exclusion schemes
- Provision of information leaflets / helpline numbers for organisations such as GamCare.

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

## 11. (Licensed) Family Entertainment Centres

- 11.1 This Licensing Authority will specifically have regard to the need to protect children and vulnerable persons, such as persons with dementia, from harm or being exploited by gambling and will expect the applicant to satisfy the authority, for example, that there will be sufficient measures to ensure that under 18 year olds do not have access to the adult only gaming machine areas.

This Licensing Authority will expect applicants to offer their own measures to meet the licensing objectives however appropriate measures / licence conditions may cover issues such as:

- CCTV
- Supervision of entrances / machine areas
- Physical separation of areas
- Location of entry
- Notices / signage
- Specific opening hours
- Self-barring schemes
- Provision of information leaflets / helpline numbers for organisations such as GamCare.
- Measures / training for staff on how to deal with suspected truant school children on the premises

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

- 11.2 This Licensing Authority will refer to the Commission's website to view any conditions that apply to Operator Licences covering the way in which the area containing the category C machines should be delineated. This Licensing Authority will also make itself aware of any



mandatory or default conditions on these Premises Licences, when they have been published.

## 12. Casinos

- 12.1 Norwich city council recognises that current primary legislation (Statutory Instrument 2008 No. 1327) prevents the authority issuing a premises licence for a casino. However the following resolution has been made, should the legislation be altered to allow such a possibility.

There are currently no casinos operating within Norwich. Following debate at Licensing Committee on 30 January 2020 and further ratification at full Council on 15/03/2020 a resolution was passed not to issue casino licences within the City of Norwich as provided for in Section 166 Gambling Act 2005. This resolution may be reviewed as necessary, and at least every three years in line with the adoption of the Gambling Statement of Principles. There is no right of appeal against this resolution. Potential licence applicants should note that as a 'no-casino' resolution has been passed by this Council, no applications for casino premises licence will be considered. Any applications received will be returned with a notification that a 'no casino' resolution is in place.

## 13. Bingo premises

- 13.1 This Licensing Authority notes that the Commission's Guidance states

*" 18.5 Licensing authorities need to satisfy themselves that bingo can be played in any bingo premises for which they issue a premises licence. An operator may choose to vary their licence to exclude a previously licensed area of that premises, and then apply for a new*

*premises licence, or multiple new premises licences, with the aim of creating separate premises in that area. Essentially providing multiple licensed premises within a single building or site. Before issuing additional bingo premises licences, licensing authorities need to consider whether bingo can be played at each of those new premises.”*

- 13.2 This authority also notes that from 13 July 2011 a holder of a bingo premises licence may make available for use a number of category B gaming machines not exceeding 20% of the total number of gaming machines which are available for use on the premises. A licence variation must be applied for if operators wish to take advantage of the change to the legislation.
- 13.3 Children and young people are allowed into bingo premises; however they are not permitted to participate in the bingo and if category B or C machines are made available for use these must be separated from areas where children and young people are allowed. Social Responsibility (SR) code 3.2.5(3) states that *‘licensees must ensure that their policies and procedures take account of the structure and layout of their gambling premises’ in order to prevent underage gambling*”. In considering applications for bingo premises licences this authority will take account of these points.
- 13.4 **Bingo in clubs and alcohol licensed premises** - Bingo is a class of equal chance gaming permitted on alcohol-licensed premises, and in clubs and miners welfare institutes, under the allowances for exempt gaming in Part 12 of the Act. There are regulations setting controls on this form of gaming, to ensure that it remains low stakes and prizes activity. Where the level of bingo played in these premises reaches a certain threshold, it will no longer be authorised by these rules and a bingo operating licence will have to be obtained from the Commission for future bingo games. The aim of these provisions is to prevent bingo becoming a predominant commercial activity on such non-gambling premises.

The threshold is that if bingo played during any seven-day period exceeds £2,000 (either money taken or prizes awarded), all further games of bingo played on those premises in the next 12 months will require an operating licence to be legal. The Commission has developed a statutory code of practice (The Code of Practice for gaming in clubs and premises with an alcohol licence) which is available on its website.

13.5 This Licensing Authority may consider measures to meet the licensing objectives such as:

- Proof of age schemes
- CCTV
- Supervision of entrances / machine areas
- Physical separation of areas
- Location of entry
- Notices / signage
- Specific opening hours
- Self-exclusion schemes
- Provision of information leaflets / helpline numbers for organisations such as GamCare.

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

## 14. Betting premises

14.1 The Act contains a single class of licence for betting premises although within this, there are different types of premises which require licensing.

The Act also permits betting intermediaries to operate from premises. Section 13 of the Act defines a betting intermediary as a person who provides a service designed to facilitate the making or acceptance of bets between others. Although betting intermediaries usually offer their services via remote communication, such as the internet, a betting intermediary can apply for a betting premises licence to offer intermediary services upon the premises, such as a premises based trading room.

- 14.2 Licensing authorities are responsible for issuing and monitoring premises licences for all betting premises. The issuing of premises licences is discussed in Part 7 of the Commission Guidance.

A betting operating licence authorises the holder to 'provide facilities for betting' and a betting premises licence authorises premises to be used for the 'provision of facilities for betting'. Thus, the primary gambling activity of the premises should be betting with gaming machines as an ancillary offer on the premises.

- 14.3 Gaming machines** - Section 172(8) provides that the holder of a betting premises licence may make available for use up to four gaming machines of category B, C or D. Regulations state that category B machines at betting premises are restricted to sub-category B2, B3 and B4 machines. (Appendix 3 below summarises current machine entitlements)

- 14.4 Self Service Betting Terminals (SSBTs)** - Section 235(2)(c) provides that a machine is not a gaming machine if it is designed or adapted for use to bet on future real events. Some betting premises may make available machines that accept bets on live events, such as horse racing, as a substitute for placing a bet over the counter. These SSBTs are not gaming machines and therefore neither count towards the maximum permitted number of gaming machines, nor have to comply with any stake or prize limits. SSBTs merely automate the process that

can be conducted in person and the Act exempts them from regulation as a gaming machine.

However, where a machine is made available to take bets on virtual races (that is, results and / or images generated by computer to resemble races or other events) that machine is a gaming machine and counts towards the maximum permitted number of gaming machines, and must meet the relevant category limitations for the premises.

This Licensing Authority notes it is the Commission's view that the use of SSBTs is a form of remote communication and that a remote licence will be required if SSBTs are used to facilitate the making or accepting of bets by others.

This authority also notes that section 181 of the Act contains an express power for licensing authorities to restrict the number of SSBTs, their nature and the circumstances in which they are made available by attaching a licence condition to a betting premises licence (or to a casino premises licence where betting is permitted in the casino).

14.5 This Licensing Authority may consider measures to meet the licensing objectives such as:

- Proof of age schemes
- CCTV
- Supervision of entrances / machine areas
- Physical separation of areas
- Location of entry
- Notices / signage
- Specific opening hours
- Self-exclusion schemes

- Provision of information leaflets / helpline numbers for organisations such as GamCare.

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

## 15. Tracks

15.1 This Licensing Authority is aware that tracks (as defined in section 353 of the Act) may be subject to one or more than one premises licence, provided each licence relates to a specified area of the track. In accordance with the Commission's Guidance, this Licensing Authority will especially consider the impact upon the third licensing objective (i.e. the protection of children and vulnerable persons from being harmed or exploited by gambling) and the need to ensure that entrances to each type of premises are distinct and that children are excluded from gambling areas where they are not permitted to enter.

15.2 This Licensing Authority will therefore expect the premises licence applicant to demonstrate suitable measures to ensure that children do not have access to adult only gaming facilities. It is noted that children and young persons will be permitted to enter track areas where facilities for betting are provided on days when dog-racing and/or horse racing takes place, but that they are still prevented from entering areas where gaming machines (other than category D machines) are provided.

This Licensing Authority may consider measures to meet the licensing objectives such as:

- Proof of age schemes
- CCTV
- Supervision of entrances / machine areas

- Physical separation of areas
- Location of entry
- Notices / signage
- Specific opening hours
- Self-exclusion schemes
- Provision of information leaflets / helpline numbers for organisations such as GamCare

This list is not mandatory, nor exhaustive, and is merely indicative of example measures.

15.3 **Gaming machines** - Where the applicant holds a pool betting operating licence and is going to use the entitlement to four gaming machines, the machines (other than category D machines) should be located in areas from which children are excluded

15.4 **Betting machines** - This Licensing Authority will, in accordance with the Commission's Guidance, take into account the size of the premises, and the ability of staff to monitor the use of the machines by children and young persons (it is an offence for those under 18 to bet) or by vulnerable people, when considering the number/nature/circumstances of betting machines an operator wants to offer.

15.5 **Condition on rules being displayed** - The Commission has advised in its Guidance that:

“...Licensing Authorities should attach a condition to track premises licences requiring the track operator to ensure that the rules are prominently displayed in or near the betting areas, or that other measures are taken to ensure that they are made available to the public. For example, the rules could be printed in the race-card or made available in leaflet form from the track office.”

- 15.5 **Applications and plans** - The Act (s51) requires applicants to submit plans of the premises with their application, in order to ensure that the licensing authority has the necessary information to make an informed judgement about whether the premises are fit for gambling. The plan will also be used for the licensing authority to plan future premises inspection activity.

Plans for tracks do not need to be in a particular scale, but should be drawn to scale and should be sufficiently detailed to include the information required by regulations. This authority appreciates that it is sometimes difficult to define the precise location of betting areas on tracks. The precise location of where betting facilities are provided is not required to be shown on track plans, both by virtue of the fact that betting is permitted anywhere on the premises and because of the difficulties associated with pinpointing exact locations for some types of track.

This Licensing authority will need to satisfy themselves that the plan submitted provides sufficient information to enable them to assess the application.

## 16. Travelling Fairs

- 16.1 Travelling fairs may provide an unlimited number of Category D gaming machines provided that facilities for gambling amount to no more than an ancillary amusement at the fair. They do not require a permit to provide these gaming machines but must comply with legal requirements about how the machine operates. Current stakes and prizes can be found in the Commission guidance.

Higher stake category B and C fruit machines, like those typically played in arcades and pubs, are not permitted. Fairground operators



must source their machines from a Commission licensed supplier and employees working with gaming machines must be at least 18 years old.

This Licensing Authority is responsible for deciding whether, where category D machines and / or equal chance prize gaming without a permit is to be made available for use at travelling fairs, the statutory requirement that the facilities for gambling amount to no more than an ancillary amusement at the fair is met.

16.2 This Licensing Authority will also consider whether the applicant falls within the statutory definition of a travelling fair.

16.3 It has been noted that the 27-day statutory maximum for the land being used as a fair, is per calendar year, and that it applies to the piece of land on which the fairs are held, regardless of whether it is the same or different travelling fairs occupying the land. This Licensing Authority will work with its neighbouring authorities to ensure that land which crosses our boundaries is monitored so that the statutory limits are not exceeded.

## 17. Provisional Statements

17.1 Section 204 of the Act provides for a person to make an application to the Licensing Authority for a provisional statement in respect of premises that he or she:

- expects to be constructed;
- expects to be altered; or
- expects to acquire a right to occupy.

17.2 Once the premises are constructed, altered or acquired the holder of a provisional statement can apply to the Licensing Authority for the

necessary Premises Licence. Section 205 of the Act sets out how the Authority should consider this application.

- 17.3 However, as stated at paragraph 9.6 the Authority recognises it is perfectly legitimate for an application to be made for a premises licence even though the premises are not finished. A Provisional Statement may be applied for if the applicant cannot provide adequate information for a full Licence application to be considered and determined.
- 17.4 In terms of representations about Premises Licence applications, following the grant of a provisional statement, no further representations from relevant authorities or interested parties can be taken into account unless they concern matters which could not have been addressed at the provisional statement stage, or they reflect a change in the applicant's circumstances. In addition, the authority may refuse the Premises Licence (or grant it on terms different to those attached to the provisional statement) only by reference to matters:
- (a) which could not have been raised by objectors at the provisional licence stage; or
  - (b) which is in the authority's opinion reflect a change in the operator's circumstances.
- 17.5 The authority has noted the Commission's Guidance that "A licensing authority should not take into account irrelevant matters.... One example of an irrelevant matter would be the likelihood of the applicant obtaining planning permission or building regulations approval for the proposal."

## 18. Reviews

18.1 Requests for a review of a premises licence can be made by interested parties or responsible authorities. However, it is for the Licensing Authority to decide whether the review is to be carried out. This will be on the basis of whether the request for the review is relevant to the matters listed below, as well as consideration as to whether the request is frivolous, vexatious, will certainly not cause the Licensing Authority to consider whether to alter/revoke/suspend the licence, or whether it is substantially the same as previous representations or requests for review:

- in accordance with any relevant code of practice issued by the Commission;
- in accordance with any relevant guidance issued by the Commission;
- reasonably consistent with the licensing objectives; and
- in accordance with the authority's statement of licensing policy.

18.2 The licensing authority can also initiate a review of a licence on the basis of any reason which it thinks is appropriate.

## Part C: Permits/Temporary & Occasional Use Notice

### 19. Unlicensed Family Entertainment Centre (FEC) gaming machine permits

#### (Statement of Principles on Permits – Gambling Act 2005 Schedule 10 paragraph 7)

19.1 Where a premises does not hold a premises licence but wishes to provide gaming machines, it may apply to the licensing authority for this permit. It should be noted that the applicant must show that the premises will be wholly or mainly used for making gaming machines available for use (Section 238).

19.2 The Act states that a Licensing Authority may prepare a statement of principles that it proposes to consider in determining the suitability of an applicant for a permit and in preparing this statement, and/or considering applications, it need not (but may) have regard to the licensing objectives and shall have regard to any relevant guidance issued by the Commission. The Commission's Guidance also states:

*“In its policy statement, a licensing authority may include a statement of principles that it proposes to apply when exercising its functions in considering applications for permits. In particular it may want to set out the matters that it will take into account in determining the suitability of the applicant. Given that the premises is likely to appeal particularly to children and young persons, licensing authorities may wish to give weight to matters relating to protection of children from being harmed or exploited by gambling and to ensure that staff supervision adequately reflects the level of risk to this group.”*

19.3 This authority notes that the Commission Guidance also states:

“...An application for a permit may be granted only if the licensing authority is satisfied that the premises will be used as an unlicensed FEC, and if the chief officer of police has been consulted on the application....Licensing authorities might wish to consider asking applications to demonstrate:

- a full understanding of the maximum stakes and prizes of the gambling that is permissible in unlicensed FECs;
- that the applicant has no relevant convictions (those that are set out in Schedule 7 of the Act; and
- that staff are trained to have a full understanding of the maximum stakes and prizes.”

19.4 It is noted that this licensing authority cannot attach conditions to this type of permit.

19.5 **Statement of Principles** - This Licensing Authority will expect the applicant to show that there are policies and procedures in place to protect children from harm. Harm in this context is not limited to harm from gambling but includes wider child protection considerations. The efficiency of such policies and procedures will each be considered on their merits, however, they may include appropriate measures / training for staff as regards suspected truant school children on the premises, measures / training covering how staff would deal with unsupervised very young children being on the premises, or children causing perceived problems on / around the premises. This Licensing Authority will also expect, in accordance with the Commission Guidance, that applicants demonstrate a full understanding of the maximum stakes and prizes of the gambling that is permissible in unlicensed FECs; that the applicant has no relevant convictions (those that are set out in Schedule 7 of the Act); and that staff are trained to have a full understanding of the maximum stakes and prizes.

19.6 This Licensing Authority will require the following to be submitted in addition to the application form and fee:

- (1) Proof of the applicant's identity and age;
- (2) Proof of the applicant's right to occupy the premises for which the permit is sought;
- (3) (Where the applicant is an individual) a 'basic' Criminal Records disclosure dated no earlier than one calendar month on the day the application is received by the Licensing Authority. Holders of operating licences issued by the Commission are exempt from this requirement.
- (4) An insurance certificate (or certified copy) confirming the availability of public liability insurance covering the proposed activity.
- (5) A plan scale 1:100 of the premises showing:
  - a. The boundary of the premises including any internal and external walls, entrances, exits, doorways and windows, and indicating the points of access available to the public.
  - b. The location of any fixed or temporary structures.
  - c. The location of any counters, booths, offices or other locations from which staff may monitor the activities of persons on the premises.
  - d. The location of any public toilets within the boundary of the premises.
  - e. The location of CCTV cameras.
  - f. The location of any ATM or other cash/change machines.
  - g. The proposed location of the Category 'D' machines.
  - h. Details of non-category 'D' machines (e.g. skill with prizes machines).

## 20. (Alcohol) Licensed Premises Gaming Machine Permits - (Gambling Act 2005 Schedule 13 paragraph 4(1))

20.1 There is provision in the Act for premises licensed to sell alcohol for consumption on the premises, to automatically have 2 gaming machines, of categories C and/or D. The premises merely need to notify the Licensing Authority. This licensing authority is aware it can remove the automatic authorisation in respect of any particular premises if it is satisfied that:

- provision of the machines is not reasonably consistent with the pursuit of the licensing objectives;
- gaming has taken place on the premises that breaches a condition of section 282 of the Act (i.e. that written notice has been provided to the licensing authority, that a fee has been provided and that any relevant code of practice issued by the Commission about the location and operation of the machine has been complied with);
- the premises are mainly used for gaming; or
- an offence under the Gambling Act has been committed on the premises.

20.2 If a premises wishes to have more than 2 machines, then it needs to apply for a permit and the licensing authority must consider that application based upon the licensing objectives, any guidance issued by the Commission under Section 25 of the Act, and “*such matters as they think relevant.*” This Licensing Authority considers that “such matters” will be decided on a case by case basis but generally there will be regard to the need to protect children and vulnerable persons from harmed or being exploited by gambling and will expect the applicant to satisfy the authority that there will be sufficient measures

to ensure that under 18 year olds do not have access to the adult only gaming machines.

Measures which will satisfy the authority that there will be no access may include the adult machines being in sight of the bar, or in the sight of staff who will monitor that the machines are not being used by those under 18. Notices and signage may also be of help. As regards the protection of vulnerable persons, applicants may wish to consider the provision of information leaflets / helpline numbers for organisations such as GamCare.

- 20.3 It is recognised that some alcohol licensed premises may apply for a premises licence for their non-alcohol licensed areas. Any such application would most likely need to be applied for, and dealt with as an Adult Gaming Centre premises licence.
- 20.4 This licensing authority can decide to grant the application with a smaller number of machines and/or a different category of machines than that applied for. Conditions (other than these) cannot be attached to a permit.
- 20.5 It should also be noted that the holder of a permit must comply with any Code of Practice issued by the Commission about the location and operation of the machine.

## 21. Prize Gaming Permits - (Statement of Principles on Permits – Gambling Act 2005 Schedule 14 paragraph 8 (3))

- 21.1 The Act states that a licensing authority may “prepare a statement of principles that they propose to apply in exercising their functions under this Schedule” which “may, in particular, specify matters that the licensing authority propose to consider in determining the suitability of the applicant for a permit”.



21.2 This Licensing Authority has prepared a Statement of Principles which is that the applicant should set out the types of gaming that he or she is intending to offer and that the applicant should be able to demonstrate:

- that they understand the limits to stakes and prizes that are set out in Regulations;
- that the gaming offered is within the law.
- clear policies that outline the steps to be taken to protect children from harm.

21.3 In making its decision on an application for this permit the Licensing Authority does not need to have regard to the licensing objectives but must have regard to any Commission Guidance.

21.4 It should be noted that there are conditions in the Act by which the permit holder must comply, but that the Licensing Authority cannot attach conditions.

The conditions in the Act are:

- the limits on participation fees, as set out in regulations, must be complied with;
- all chances to participate in the gaming must be allocated on the premises on which the gaming is taking place and on one day; the game must be played and completed on the day the chances are allocated; and the result of the game must be made public in the premises on the day that it is played;
- the prize for which the game is played must not exceed the amount set out in regulations (if a money prize), or the prescribed value (if non-monetary prize); and
- participation in the gaming must not entitle the player to take part in any other gambling.

## 22. Club Gaming and Club Machines Permits

- 22.1 Members Clubs and Miners' welfare institutes (but not Commercial Clubs) may apply for a Club Gaming Permit or a Clubs Gaming machines permit. The Club Gaming Permit will enable the premises to provide gaming machines (3 machines of categories B, C or D), equal chance gaming and games of chance as set-out in regulations.

Members clubs and miner's welfare institutes – and also Commercial Clubs – may apply for a Club Machine Permit. A Club Gaming machine permit will enable the premises to provide gaming machines (3 machines of categories B, C or D). N.B. Commercial Clubs may not site category B3A gaming machines offering lottery games in their club.

- 22.2 This Licensing Authority notes that the Commission's Guidance states:

*"25.44 The Local Authority has to satisfy itself that the club meets the requirements of the Act to obtain a club gaming permit."* In doing so it will take into account a number of matters as outlined in the Commission Guidance. These include the constitution of the club, the frequency of gaming and ensuring that there are more than 25 members.

The club must be conducted 'wholly or mainly' for purposes other than gaming, unless the gaming is permitted by separate regulations. The Secretary of State has made regulations and these cover bridge and whist clubs.

- 22.3 The Commission Guidance also notes that licensing authorities may only refuse an application on the grounds that:

- (a) (i) for a club gaming permit the applicant is not a members' club or miners' welfare institute

- (ii) for a club machine permit the applicant is not a members' club or miners' welfare institute or commercial club
- (b) the applicant's premises are used wholly or mainly by children and/or young persons;
- (c) an offence under the Act or a breach of a permit has been committed by the applicant while providing gaming facilities;
- (d) a permit held by the applicant has been cancelled in the previous ten years; or
- (e) an objection has been lodged by the Commission or the police.

22.4 There is also a 'fast-track' procedure available under the Act for premises which hold a Club Premises Certificate under the Licensing Act 2003. As the Commission's Guidance states: "Under the fast-track procedure there is no opportunity for objections to be made by the Commission or the police, and the grounds upon which an authority can refuse a permit are reduced." and "The grounds on which an application under the process may be refused are:

- (a) that the club is established primarily for gaming, other than gaming prescribed under schedule 12;
- (b) that in addition to the prescribed gaming, the applicant provides facilities for other gaming; or
- (c) that a club gaming permit or club machine permit issued to the applicant in the last ten years has been cancelled."

22.5 There are statutory conditions on club gaming permits that no child uses a category B or C machine on the premises and that the holder complies with any relevant provision of a code of practice about the location and operation of gaming machines.

## 23. Temporary Use Notices

23.1 Temporary use notices (TUNs) allow the use of premises for gambling where there is no premises licence but where a gambling operator

wishes to use the premises temporarily for providing facilities for gambling. Premises that might be suitable for a TUN, according to the Commission, would include hotels, conference centres and sporting venues.

The licensing authority can only grant a TUN to a person or company holding a relevant operating licence, i.e. a non-remote casino operating licence.

- 23.2 The Secretary of State has the power to determine what form of gambling can be authorised by TUN, and the relevant regulations - The Gambling Act 2005 (Temporary Use Notices) Regulations 2007 - state that temporary use notices can only be used to permit the provision of facilities or equal chance gaming, where the gaming is intended to produce a single winner, which in practice means poker tournaments.
- 23.3 There are a number of statutory limits as regards TUNs. Commission Guidance is noted that "the meaning of 'premises' in part 8 of the Act is discussed in Part 7 of this guidance. As with "premises", the definition of "a set of premises" will be a question of fact in the particular circumstances of each notice that is given. In the Act "premises" is defined as including "any place". In considering whether a place falls within the definition of "a set of premises", licensing authorities will need to look at, amongst other things, the ownership/occupation and control of the premises.
- 23.4 This licensing authority expects to object to notices where it appears that their effect would be to permit regular gambling in a place that could be described as one set of premises, as recommended in the Commission's Guidance.

## 24. Occasional Use Notices

- 24.1 Section 39 of the Act provides that where there is betting on a track on eight days or fewer in a calendar year, betting may be permitted by an occasional use notice (OUN) without the need for a full premises licence.

The Licensing Authority has very little discretion as regards these notices aside from ensuring that the statutory limit of 8 days in a calendar year is not exceeded. This Licensing Authority will though consider the definition of a 'track' and whether the applicant is permitted to avail him/herself of the notice.

## 25. Small Society Lotteries

- 25.1 Non-commercial gaming is permitted if it takes place at a non-commercial event, either as an incidental or principal activity at the event. Events are non-commercial if no part of the proceeds is for private profit or gain. The proceeds of such events may benefit one or more individuals if the activity is organised:

- by, or on behalf of, a charity or for charitable purposes
- to enable participation in, or support of, sporting, athletic or cultural activities.

Charities and community groups should contact the Licensing Authority for further advice.

- 25.2 This Licensing Authority will register and administer smaller (non-commercial) society lotteries and applicants for lottery licences must apply to the Licensing Authority in the area where their principal office is located.

- 25.3 The society in question must be 'non-commercial' and the total value of tickets to be put on sale per single lottery must be £20,000 or less, or the aggregate value of tickets to be put on sale for all their lotteries

in a calendar year must not exceed £250,000. If the operator plans to exceed either of these values then they may need to be licensed with the Commission to operate large lotteries instead.

- 25.4 For initial applications and where there is a change of promoter, this licensing authority reserves the right to require the promoter of the lottery to produce a 'basic' criminal records disclosure. For new applications, the licensing authority shall require the promoter of the lottery to produce a 'basic' Criminal Records disclosure dated no earlier than one calendar month on the day the application is received by the Authority.
- 25.5 This Licensing Authority may refuse an application for registration if in their opinion:
- The applicant is not a non-commercial society;
  - A person who will or may be connected with the promotion of the lottery has been convicted of a relevant offence; or
  - Information provided in or with the application for registration is false or misleading.
- 25.6 Where this Licensing Authority intends to refuse registration by a Society, it will give the Society an opportunity to make representations and will inform the Society of the reasons why it is minded to refuse registration and supply evidence on which it has reached that preliminary conclusion. In any event, the Authority will make clear its procedures on how it handles representations.
- 25.7 This Licensing Authority may revoke the registered status of a lottery if it thinks that they would have had to, or would be entitled to; refuse an application for registration if it were being made at that time. However, no revocations will take place unless the Society has been given the opportunity to make representations. The Authority will inform the society of the reasons why it is minded to revoke the registration and will provide an outline of the evidence on which it has reached that preliminary conclusion.

25.8 This Licensing Authority will adopt a risk based approach towards enforcement responsibilities for small society lotteries. This authority considers that the following list, although not exclusive, could affect the risk status of the operator:

- submission of late returns (returns must be submitted no later than three months after the date on which the lottery draw was held)
- submission of incomplete or incorrect returns
- breaches of the limits for small society lotteries

Draft v.11 post Licensing Ctte 05/03/2020

## Part D - Exempt Gaming

- 26.1 Exempt gaming is equal chance gaming generally permissible in any club or alcohol-licensed premises. Gaming should be ancillary to the purposes of the premises. This provision is automatically available to all such premises, but is subject to statutory stakes and prize limits determined by the Secretary of State.
- 26.2 Equal chance gaming is gaming that does not involve staking against a bank and the chances of winning are equally favourable to all participants. It includes games such as backgammon, mah-jong, rummy, kalooki, dominoes, cribbage, bingo and poker.
- 26.3 The Secretary of State has set both daily and weekly prize limits for exempt gaming. Different, higher stakes and prizes are allowed for exempt gaming in clubs than in alcohol-licensed premises. Current limits are summarised in appendix 3 below.



## Part E - Committee, Officer Delegation and Contacts

### 27 Committee decisions and scheme of delegation

- 27.1 This Licensing Authority is involved in a wide range of licensing decisions and functions and has established a Licensing Committee to administer them.
- 27.2 Licensing Sub-Committees made up of three Councillors from the main Licensing Committee will sit to hear applications where relevant representations have been received from interested parties and responsible authorities. Ward Councillors will not sit on a Sub-Committee involving an application within their ward.
- 27.3 Where a Councillor who is a member of the Licensing Committee is making or has made representations regarding a licence on behalf of an interested party, in the interests of good governance they will disqualify themselves from any involvement in the decision making process affecting the licence in question.
- 27.4 The Authority's authorised Licensing Officers will deal with all other licensing applications where either no relevant representations have been received, or where representations have been received and it is agreed by the parties that a hearing is not necessary.
- 27.5 Decisions as to whether representations are irrelevant, frivolous or vexatious will be made by the Authority's authorised Licensing Officers, who will make the decisions on whether representations or applications for licence reviews should be referred to the Licensing Committee or Sub-Committee. Where representations are rejected,

the person making that representation will be given written reason as to why that is the case. There is no right of appeal against a determination that representations are not admissible.

- 27.6 The table shown at Appendix 2 sets out the agreed delegation of decisions and functions to Licensing Committee, Sub-Committee and Officers. (It is derived from the details specified in section 154 of the Act and the Norwich City Council Constitution)
- 27.7 This form of delegation is without prejudice to Officers referring an application to a Sub-Committee or Full Committee if considered appropriate in the circumstances of any particular case.
- 27.8 In taking licensing decisions the Authority will be mindful of the public sector equality duty under the Equality Act 2010. Decisions will be taken with due regard to the need to:
- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by or under the Equality Act 2010.
  - Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - Foster good relations between people who share a protected characteristic and those who do not.

## 28. Contacts

- 28.1 Further information about the Gambling Act 2005, this Statement of Licensing Policy or the application process can be obtained from:-

The Licensing Team Norwich City Council City Hall, St Peter's Street, Norwich NR2 1NH	Phone: 01603 212761 / 212760. Email: <a href="mailto:licensing@norwich.gov.uk">licensing@norwich.gov.uk</a> Website: <a href="http://www.norwich.gov.uk/info/20014/licensing">www.norwich.gov.uk/info/20014/licensing</a>
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Information is also available from:-

The Gambling Commission 4th floor, Victoria Square House, Victoria Square, Birmingham, B2 4BP	Phone: 0121 230 6666 Fax: 0121 230 6720 Email: <a href="mailto:info@gamblingcommission.gov.uk">info@gamblingcommission.gov.uk</a> Website: <a href="http://www.gamblingcommission.gov.uk">www.gamblingcommission.gov.uk</a>
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## Appendix 1

### Responsible Authority Contact Details

#### **The Gambling Commission**

4th floor Victoria Square House  
Victoria Square  
Birmingham B2 4BP

Phone: 0121 230 6666

Email: [info@gamblingcommission.gov.uk](mailto:info@gamblingcommission.gov.uk)

<http://www.gamblingcommission.gov.uk>

#### **The Chief Officer of Police**

Chief Constable  
C/O Licensing Section  
Central Area Headquarters  
Norfolk Constabulary  
Norwich Police Station  
Bethel Street  
Norwich NR2 1NN

#### **The Fire Authority**

Fire Safety Department  
Norfolk Fire Service  
Norwich Fire Station  
Bethel Street  
Norwich NR2 1NW

Phone: 01603 621461

f: 01603 229034

#### **Health and Safety**

Health and Safety Team  
Norwich City Council  
City Hall  
St Peter's Street  
Norwich NR2 1NH

Phone: 01603 212321

Gambling Act 2005

Statement of Principles

2019 version

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### **HM Revenue and Customs**

National Registration Unit Betting & Gaming  
Portcullis House  
21 India Street  
Glasgow  
G2 4PZ

Phone: 03000 516023

Email: [NRUBetting&Gaming@HMRC.gsi.gov.uk](mailto:NRUBetting&Gaming@HMRC.gsi.gov.uk)

### **Planning Authority**

Head of Planning  
Norwich City Council  
City Hall  
St Peter's Street  
Norwich NR2 1NH

Phone: 01603 212530

### **Child Protection**

Norfolk Safeguarding Children Board  
Room 60 Lower Ground Floor  
County Hall  
Martineau Lane  
Norwich NR1 2UG

Phone: 01603 223409

<http://www.nscb.norfolk.gov.uk/Contacts.asp>

## Appendix 2

### Table of delegations

Matter to be dealt with	Full Council	Committee or Sub-committee	Officers
Final approval of three year licensing policy	All cases		
Policy not to permit casinos	All cases		
Fee setting (when appropriate)		As appropriate	All cases
Application for premises licences		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Application for a variation to a licence		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Application for a transfer of a licence		Where representations have been received from the Commission	Where no representations received from the Commission

.....

Matter to be dealt with	Full Council	Sub-committee	Officers
Application for a provisional statement		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Review of a premises licence		All cases	
Application for club gaming /club machine permits		Where representations have been received and not withdrawn	Where no representations received/ representations have been withdrawn
Cancellation of club gaming/ club machine permits		All cases	
Applications for other permits			All cases
Cancellation of licensed premises gaming machine permits			All cases
Consideration of temporary use notice			All cases
Decision to give a counter notice to a temporary use notice		All cases	

## Appendix 3

### Summary of Gambling Entitlements (as at 1.4.2018)

#### Summary of machine provisions by premises

Premises type	Machine category
Pre-2005 Act casino	Maximum of 20 machines categories B to D (except B3A machines), or any number of C or D machines instead
Betting premises and tracks occupied by pool betting	Maximum of 4 machines categories B2 to D (except B3A machines)
Bingo premises <sup>1</sup>	Maximum of 20% of the total number of gaming machines which are available for use on the premises categories B3 or B4  No limit on category C or D machines
Adult gaming centre <sup>2</sup>	Maximum of 20% of the total number of gaming machines which are available for use on the premises categories B3 or B4  No limit on category C or D machines
Licensed family entertainment centre <sup>3</sup>	No limit on category C or D machines
Family entertainment centre (with permit) <sup>3</sup>	No limit on category D machines
Clubs or miners' welfare institute (with permits) <sup>4</sup>	Maximum of 3 machines in categories B3A or B4 to D
Qualifying alcohol-licensed premises	1 or 2 machines of category C or D automatic upon notification
Qualifying alcohol-licensed premises (with licensed premises gaming machine permit)	Number of category C-D machines as specified on permit
Travelling fair	No limit on category D machines



.....

<sup>1</sup> **Bingo premises licence** are entitled to make available for use a number of category B gaming machines not exceeding 20% of the total number of gaming machines on the premises. Where a premises licence was granted before 13 July 2011, they are entitled to make available eight category B gaming machines, or 20% of the total number of gaming machines, whichever is the greater. [The Gambling Act 2005 (Gaming Machines in Bingo Premises) Order 2009]. Category B machines at bingo premises are restricted to sub-category B3 and B4 machines, but not B3A machines.

<sup>2</sup> **Adult gaming centres** are entitled to make available for use a number of category B gaming machines not exceeding 20% of the total number of gaming machines which are available for use on the premises and any number of category C or D machines. Where a premises licence was granted before 13 July 2011, they are entitled to make available four category B gaming machines, or 20% of the total number of gaming machines, whichever is the greater. Category B machines at adult gaming centres are restricted to sub-category B3 and B4 machines, but not B3A machines.

<sup>3</sup> Only premises that are wholly or mainly used for making gaming machines available may hold an unlicensed FEC gaming machine permit or an FEC premises licence. Category C machines may only be sited within licensed FECs and where an FEC permit is in force. They must be in a separate area to ensure the segregation and supervision of machines that may only be played by adults. There is no power for the licensing authority to set a limit on the number of machines under the FEC permit.

<sup>4</sup> **Members' clubs and miners' welfare institutes with a club gaming permit or with a club machine permit**, are entitled to site a total of three machines in categories B3A to D but only one B3A machine can be sited as part of this entitlement.

<sup>5</sup> **Commercial clubs with club machine or gaming permits** are entitled to a total of three machines in categories B4 to D.

### Summary of gaming machine categories and entitlements

Category of machine	Maximum stake (from Jan 2014)	Maximum prize (from Jan 2014)
<b>A</b>	Unlimited – No category A gaming machines are currently permitted	
<b>B1</b>	£5	£10,000*
<b>B2</b>	£100	£500
<b>B3A</b>	£2	£500
<b>B3</b>	£2	£500
<b>B4</b>	£2	£400
<b>C</b>	£1	£100
<b>D – non-money prize</b>	30p	£8
<b>D – non-money prize (crane grab machines only)</b>	£1	£50
<b>D – money prize</b>	10p	£5
<b>D – combined money and non-money prize</b>	10p	£8 (of which no more than £5 may be a money prize)
<b>D – combined money and non-money prize (coin pusher or penny falls machines only)</b>	20p	£20 (of which no more than £10 may be a money prize)

\* With option of max £20,000 linked progressive jackpot on premises basis only

Stakes and prizes for gaming machines are likely to change from time to time. For up to date details consult the Gambling Commission website:

<http://www.gamblingcommission.gov.uk/for-gambling-businesses/Compliance/Sector-specific-compliance/Arcades-and-machines/Gaming-machine-categories/Gaming-machine-categories.aspx>

## Summary of gaming entitlements for clubs and alcohol licensed premises

	Members' club or MW institute with club gaming permit	Clubs established to provide facilities for gaming of a prescribed kind (currently bridge or whist clubs)	Members' club or commercial club with club machine permit	Members' club, commercial club or MW institute without a club gaming permit or club machine permit	Pubs and other alcohol-licensed premises
<b>Equal chance gaming</b>	Yes	Bridge and/or Whist only	Yes	Yes	Yes
<b>Limits on stakes</b>	No limit	No limit	<b>Poker</b> £1000 / week £250 / day £10 / person per game  <b>Other gaming</b> No limit	<b>Poker</b> £1000 / week £250 / day £10 / person per game  <b>Other gaming</b> No limit	<b>Poker</b> £100 / premises per day  <b>Other gaming</b> £5 / person per game  <b>Cribbage &amp; dominoes</b> No limit
<b>Limits on prizes</b>	No limit	No limit	<b>Poker</b> £250 / game <b>Other gaming</b> No limit	<b>Poker</b> £250 / game <b>Other gaming</b> No limit	<b>Poker</b> £100 / game <b>Other gaming</b> No limit
<b>Max participation fees – per person per day</b>	<b>Bridge /whist*</b> £20 <b>Other gaming</b> £3	£18 (without club gaming permit) £20 (with club gaming permit)	<b>Bridge/ Whist*</b> £18 <b>Other gaming</b> £3 commercial club £1 members' club	<b>Bridge/ Whist*</b> £18 <b>Other gaming</b> £1	None permitted

	Members' club or MW institute with club gaming permit	Clubs established to provide facilities for gaming of a prescribed kind (currently bridge or whist clubs)	Members' club or commercial club with club machine permit	Members' club, commercial club or MW institute without a club gaming permit or club machine permit	Pubs and other alcohol-licensed premises
<b>Bankers/unequal chance gaming</b>	Pontoon <i>Chemin de fer</i>	None permitted	None permitted	None permitted	None permitted
<b>Limits on bingo **</b>	Maximum of £2,000 / week in stakes or prizes.	No bingo permitted	Maximum of £2,000 / week in stakes or prizes.	Maximum of £2,000 / week in stakes or prizes.	Maximum of £2,000 / week in stakes or prizes.

\* On a day when no other facilities for gaming are provided.

\*\* If more than the maximum, then an operating licence will be required.

**Report to** Council  
23 June 2020  
**Report of** Director of people and neighbourhoods  
**Subject** Statement of Licensing Policy for Sex Establishments

---

**Item**

9

### **Purpose**

That council considers the recommendation from licensing committee to adopt the Statement of Licensing Policy for Sex Establishments, under the Local Government (Miscellaneous Provisions) Act 1982 attached at Appendix A as the council's formal policy.

### **Recommendation**

That council adopts the Statement of Licensing Policy for Sex Establishments attached at Appendix A as the council's formal policy.

### **Corporate and service priorities**

The report helps to meet the corporate priorities of inclusive economy and people living well.

### **Financial implications**

None.

**Ward/s:** All Wards

**Cabinet member:** Councillor Maguire - Safe and sustainable city environment

### **Contact officers**

Tony Shearman, Public protection manager

01603 212278

### **Background documents**

None

## Report

1. The council has adopted the relevant part of the Local Government (Miscellaneous Provisions) Act 1982 (LGMPA 82) to enable it to licence sex establishments; which are defined as:
  - Sexual Entertainment Venues
  - Sex Cinemas
  - Sex Shops
2. There is no specific requirement under the legislation for a local authority to adopt a policy, however it is considered appropriate to do so to enable the council to:
  - Set out its approach for the benefit of operators
  - Guide and reassure the public and other public authorities
  - Ensure transparency
  - Ensure consistency
  - Guide and focus members of the Licensing committee
3. The LGMPA 82 (as amended by the Police and Crime Act 2009) allows a licensing authority to set out within its policy numbers of sex establishments that it considers appropriate for a particular locality or localities, if it feels it appropriate to do so.
4. However, it is important to note that any numbers specified in a policy cannot be considered absolutely binding, and that each application must be considered on its own merits.
5. The council's current policy, adopted in 2014, does not include any such control on numbers of licensed premises.
6. An updated draft policy, which included defining relevant localities and appropriate numbers of licensed premises, was considered by the Licensing committee 18 December 2018, and authorised for public consultation. This public consultation took place between January and March 2019.
7. There were 26 respondents to the online consultation survey, none of which were from responsible authorities.
8. The results of the consultation were considered by the licensing committee on 6 June 2019, and an amended draft policy was further considered by licensing committee on 30 January 2020 and recommended for adoption by council.
9. A copy of the draft policy as recommended to council by the licensing committee 30 January 2020 is attached at Appendix A.

## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Council
<b>Committee date:</b>	23 June 2020
<b>Director / Head of service</b>	Bob Cronk
<b>Report subject:</b>	Licensing Policy for Sex Establishments
<b>Date assessed:</b>	15 June 2020

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The policy and standard licence conditions included contribute to ensuring that adult only activity remains as such, and ensures minimum impact of the relevant premises on the surrounding locality and person within it.
<u>S17 crime and disorder act 1998</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The policy and standard licence conditions included seek to ensure that premises are operated in a safe and crime free manner
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Policy and standard licence conditions included seek to ensure protection of the predominantly female workforce from discrimination and harassment.
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The policy and standard conditions included ensure that the external impact of the premises has a minimal impact on the relevant locality
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments

	Impact			
<b>Risk management</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The legislation surrounding this field of licensing does not specifically require that a licensing authority publishes a policy, however in doing so it allows any potential negative effects of relevant licensed premises to be minimised, and allows a fair and open system of administering applications, allowing less room for legal challenge of decisions.

Recommendations from impact assessment	
<b>Positive</b>	
The adoption of the policy and the included standard licence conditions allows careful control of the relevant activity to ensure that potential harms and challenges are minimised	
<b>Negative</b>	
<b>Neutral</b>	
<b>Issues</b>	



**NORWICH**  
City Council

**Local Government (Miscellaneous Provisions) Act 1982**

# **Statement of Licensing Policy**

**for**

## **SEX ESTABLISHMENTS**

**Incorporating Guidance and  
Standard Conditions**

Approved by Licensing Committee 30 January 2020  
Adopted by Full Council??

# Statement of Licensing Policy for Sex Establishments

## Contents

1	Introduction	3
2	Policy development and consultation details	4
3	Types of Sex Establishment and definitions	4
4	Location of Licensed Premises	5
5	Application Process	6
6	Consultation procedures and Commenting on licence applications	7
7	Determination of applications	9
8	Conditions	11
9	Refusal of licences	11
10	Revocation of licence	12
11	Cancellation of licences	12
12	Right to appeal a decision	12
13	Compliance Monitoring and enforcement	13
14	Exchange of Information	13
15	Policy Evaluation and review	13
Glossary, Definitions and Bibliography		15
Appendix		
A	Notice of Application for The Grant / Renewal / Transfer of a Sex Establishment Licence	19
B	Standard Sex Establishment Licence Conditions Restrictions and Terms applicable to Sex Shops and Sex Cinemas	20
C	Standard Sex Establishment Licence Conditions Restrictions and Terms applicable to Mail-Order Premises	25
D	Standard Sex Establishment Licence Conditions Restrictions and Terms applicable to Sexual Entertainment Venue Premises	29

## 1. Introduction

This policy has been drafted following new legislative provisions introduced by the Policing and Crime Act 2009 (and adopted by the City Council) that allow the council to regulate lap dancing and similar venues, and provides a framework for regulation of all existing and future sex establishments in the City.

Norwich City Council has adopted schedule 3 to the Local Government (Miscellaneous Provisions) Act 1982 (as amended by section 27 of the Policing and Crime Act 2009) so that it can regulate *sex establishments* in the City.

In this policy

- the Local Government (Miscellaneous Provisions) Act 1982 as amended is referred to as *The Act* unless otherwise stated.
- Norwich City Council as Licensing Authority for Sex Establishments is referred to as *the Authority*.

A Glossary of definitions and terms is provided at the end of the Policy for reference.

The policy is intended to set out clear and concise guidance, procedure and principles for the benefit of the Authority, the community, applicants and other relevant organisations.

Due to the requirement that each application must be considered on its own merits, although the Licensing Committee must have regard to this policy as part of their decision making process they are not rigidly bound by it. Should the Licensing Committee choose to depart from this policy, clear and concise reasons for doing so will be provided.

The policy also contains standard conditions which will be applied to the different types of sex establishment which forms part of any licence granted.

This policy relates to any premises wishing to operate as a Sex Shop, Sex Cinema or Sexual Entertainment Venue in Norwich.

Not all premises involved in such businesses will automatically require a Sex Establishment licence. Where there is an exemption within the legislation this has been set out in this policy document.

Notwithstanding matters contained within this policy document, consideration will be given to the provisions of the Human Rights Act 1998 when considering applications for Sex Establishment licences.

The Authority does not take a moral stance through the adoption of this policy. We recognise that Parliament has made it lawful to operate a sex establishment, and that such businesses are a legitimate part of the retail and leisure industries. It is our role as a licensing authority to regulate such premises in accordance with the law.

## 2. Policy development and consultation details

## Statement of Licensing Policy for Sex Establishments

In developing this policy the Authority has had regard to the legal requirements of the Act and the Policing and Crime Act 2009 and its duties under:

- section 17 of the Crime and Disorder Act 1998 to take all reasonable steps to reduce crime and disorder within the City;
- the Regulators' Compliance Code (set out under the Legislative and Regulatory Reform Act 2006) not to impede economic progress by the regulations we set out and to particularly consider the impact of regulations on small businesses; and
- the Provision of Services Regulations 2009 to ensure requirements are:
  - (i) non-discriminatory
  - (ii) justified by an overriding reason relating to the public interest
  - (iii) proportionate to that public interest objective
  - (iv) clear and unambiguous
  - (v) objective
  - (vi) made public in advance, and
  - (vii) transparent and accessible.

The Authority consulted on this policy between 16 January and 13 March 2019. It was approved by the Licensing Committee on the 30 January 2020 and adopted by Full Council on ????

### 3. Types of Sex Establishment and definitions

There are 3 types of sex establishments (as defined in the Act):

- Sex Shops
- Sex Cinemas
- Sexual Entertainment Venues.

These terms are defined in Schedule 3 of the Act (and summarised in the Glossary below). It includes any premises, vehicle, vessel or stall used as a sex establishment but does not apply to the sale, supply or demonstration of articles which are manufactured for use primarily for the purposes of birth control or primarily relate to birth control.

In deciding whether entertainment is "relevant entertainment" in respect of a Sexual Entertainment Venue the Authority will judge each case on its merits, but will generally apply to:

- lap dancing
- pole dancing
- table dancing
- strip shows
- peep shows
- live sex shows

The Authority recognises that not all premises which provide Adult entertainment facilities automatically require a Sex Establishment licence.

This is due to certain provisions and exemptions within the legislation as detailed below.

## Statement of Licensing Policy for Sex Establishments

Applications can be made to waive the requirement for a sex establishment licence. However, the Authority does not consider it would be appropriate to permit waivers from the requirements to hold a sex establishment licence except in extreme circumstances which will be considered by the Authority's Licensing Committee (for example, to allow a temporary re-location of a business following damage to licensed premises).

The Act provides an exemption allowing premises without a Sex Establishment Licence to provide *relevant entertainment* on an infrequent basis of no more than eleven occasions within a 12-month period, providing there is at least one month between each period of entertainment which itself does not last for more than 24 hours. However such premises will require to hold an appropriate authorisation under the Licensing Act 2003. In considering and granting such authorisations, which relate to nudity, striptease and similar, the Authority will have regard to the Authority's Statement of Licensing Policy and also the principles contained in this policy document

### 4. Location of Licensed Premises

The Authority acknowledges that a concentration of licensed premises in a particular area can result in a potential fear of crime, anti-social behaviour, noise pollution and other disturbance to residents. In such cases the amenity of local residents can be placed under severe pressure.

In considering the characteristics of a locality the Authority will take account of the density and proximity of:

- schools, nurseries, crèches, youth hostels and other similar educational or recreational facilities attended by children,
- parks and children's play areas,
- residential and sheltered accommodation,
- religious and community buildings,
- alcohol or entertainment licensed premises,
- other retail units (and their uses).

As provided for under the provisions of the Act, the Authority can refuse applications for new or renewed licences where the number of sex establishments in the relevant locality at the time the application is made is equal to or exceeds the number which we consider appropriate for that locality. This number can be 'nil'.

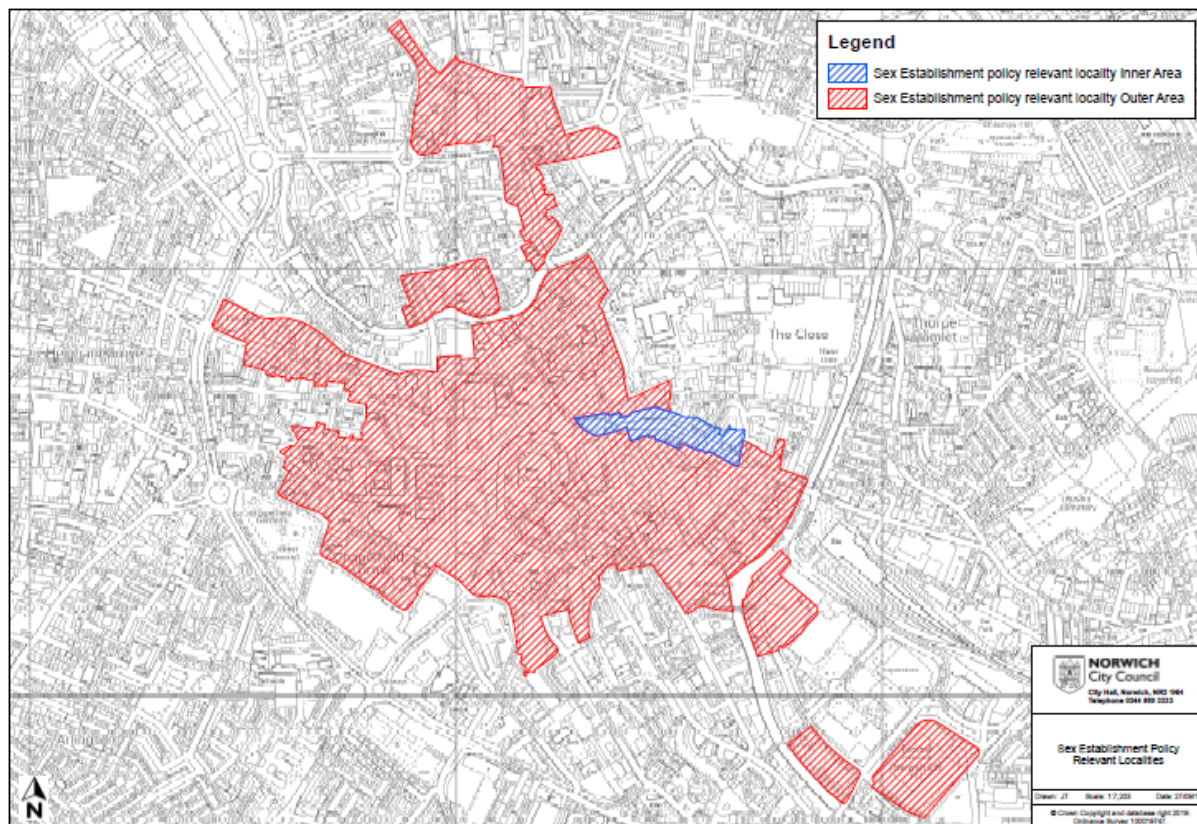
In recognising that different parts of the City have different characteristics the Authority has decided that certain areas as follows are or are not an appropriate location for a sex establishment or for more than a limited number of sex establishments but will nevertheless consider each application upon its individual merits. The Authority considers the maximum numbers should be:

Locality	number
Sex establishment relevant locality - inner area	2
Sex establishment relevant locality - outer area	2
All city council areas outside those defined above	nil



## Statement of Licensing Policy for Sex Establishments

The Authority expects that applications for licences for permanent commercial premises should be from businesses with planning consent for the property concerned.



Map showing the inner and outer relevant locality areas

### 5. Application Process

Applicants should be aware that planning is a separate jurisdiction to licensing. Potential licence applicants should ensure that appropriate planning permission is in place prior to submission of an application for a licence.

Premises may require to hold a Licence under the Act as a Sex Establishment and also a separate licence under the Licensing Act 2003 (for the sale of alcohol and late night refreshment)

An application for the grant, renewal, transfer or variation of a Sex Establishment licence must be made in writing to the Authority in accordance with the requirements shown in Annex A to this policy together with the application fee,

Applications can be made in the following ways:

- By post/personal service to:  
The Licensing Team, Norwich City Council, City Hall, St Peter's Street,  
Norwich NR2 1NH
- Via Email: [licensing@norwich.gov.uk](mailto:licensing@norwich.gov.uk)



## Statement of Licensing Policy for Sex Establishments

- Online:  
[https://www.norwich.gov.uk/directory\\_record/1186/sex\\_shops\\_and\\_cinemas/category/108/sex\\_shops\\_and\\_cinemas](https://www.norwich.gov.uk/directory_record/1186/sex_shops_and_cinemas/category/108/sex_shops_and_cinemas)

The application must be copied by the applicant to the Police within 7 days after the date the application was made, except when received by the council electronically.

Applicants must provide their name, address and (where the applicant is an individual) their age, plus the premises address and the proposed licensed name of the premises.

Applicants must, at the time of submission of a new grant or variation application, provide a scheme showing the exterior design for consideration by the Authority before the premises are opened for business in order to ensure that exterior design of the premises shall be such that the interior of the premises is not visible to passers-by.

In addition, applicants must, at the time of submission of a new grant or variation application, provide a plan showing the interior layout of the premises for consideration by the Authority. In the case of Sexual Entertainment Venues such plan must outline the area where relevant entertainment will take place.

Applicants for Sexual Entertainment Venues must also submit a copy of their "House Rules". Such House Rules must contain the required conduct of performers which shall include matters containing conditions of licence, i.e. no touching, no meeting customers outside of the licensed premises for any purpose, no sex acts, no giving or taking phone numbers (including exchange of business cards). Such House Rules will form part of the licence (if granted) and may be subject to amendment by the Authority prior to approval.

Applicants must make provision for all performers to sign documentation to confirm their knowledge of and acceptance to adhere to the House Rules. Such documentation must be retained for the duration of the performers' employment and for a further 6 months from the date they last worked at the premises, whether they are employed directly or freelance.

Representatives of the Authority may, as part of the application process, visit the locality of the premises to establish whether there are any characteristics of the locality which may require consideration by the Licensing Committee.

Applicants must also give public notice of the application by publishing an advertisement in a local newspaper which circulates in the area of the Authority to which the application has been submitted. This must be published within 7 days of making the application.

If the application relates to a premises then there is an additional requirement for notice of the application to be displayed for 21 days on or near the premises where it can be conveniently read by the public. The notice, the form of which is prescribed by the Authority, must contain certain information. The Authority's prescribed notice is contained within this policy document as Appendix A.

Please note that with regard to applications tacit authorisation does not apply to new grant applications for sex establishment licences. This means applicants must wait for the Authority to determine their application before they can operate a sex establishment.

The appropriate fees for applications are set by the Authority and can be found on the Council's website. Application fees must be paid in full at the time of submission of the application.

If an application is for the renewal of a sex establishment licence, the premises can continue to operate past the licence expiry date; provided that the renewal application has been submitted to the Authority before the licence expires

The holder of a licence may apply to the Authority to vary the terms, conditions or restrictions on or subject to which the licence is held.

## **6. Consultation procedures and Commenting on licence applications**

The police are a statutory consultee for all applications.

Residents and businesses may also make objections during the consultation process.

Objectors should limit their objection to matters which are relevant to the statutory grounds for refusal as set out in the Act. The grounds relevant to the majority of objectors are as follows:

- that the grant or renewal of the licence would be inappropriate, having regard to the character of the relevant locality or to the use to which any premises in the vicinity are put; or to the layout, character or condition of the premises, vehicle or vessel or stall in respect of which the application is made.

Any objections received by the Authority which do not relate to the grounds set out in the Act will be deemed invalid and must be rejected by the licensing team. Where objections are rejected, the objector will be given written reasons.

In addition to individuals, objectors can include residents'/tenants' associations, community associations and trade associations. Councillors and MPs may also raise objections. Councillors may represent interested parties, providing they do not also sit on the Licensing Committee.

The Authority will not consider objections that relate to moral grounds (as these are outside the scope of the Act). Where objections are rejected, the objector will be given written reasons.

Valid objections will be considered by the Licensing Committee at the hearing to consider the application and applicants will be given an opportunity to present their application to members.

## Statement of Licensing Policy for Sex Establishments

The Authority has a procedure to be followed during licensing hearings. Persons who have made a valid and relevant representation in respect of an application will be able to address the Committee when the application is being considered and may also ask questions of the applicant. A time limit per speaker may be set. Where a number of persons have requested to speak the Chair of the Committee may require a spokesperson to be elected.

Objections must be made in writing (email is acceptable) and should include the following:

- the name and address of the person or organisation making the objection
- the premises to which the objection relates
- the proximity of the premises to the person making the objection; a sketch map or plan may be helpful to show this
- the reasons for making the objections, which are clearly set out in relation to the grounds for refusal (as stated above).

Any Petitions received must clearly state the name and address of the premises application being objected to. The full objection that people are signing to say they agree with must be at the top of the petition. The objection must be in line with the requirements of the legislation (as detailed above). The names and addresses of those signing the petition should be provided and should be legible, together with a signature.

The Authority must be confident that those signing the petition were aware what they were signing for; so in the interest of clarity for those signing best practice would be to have the objection at the top of each page, especially where several people are involved in collecting signatures. The Committee will decide on the merits of the case what weight it will give to objections raised through petitions.

It should be noted that submissions to the Licensing Authority may also be in support of an application. These should also contain the same information as stated above.

The names and addresses of objectors will not be disclosed to applicants, or published in public reports, in accordance with Paragraph 10 (17) of Schedule 3 to the Act.

Details of applications and objections which are referred to the Licensing Committee for determination will be published in reports that are made publicly available in accordance with the Local Government Act 1972 and the Freedom of Information Act 2000. Certain items or information will therefore have to be excluded from the public domain as permitted by the Local Government Act 1972.

### **7. Determination of applications**

When considering applications, the Authority will have regard to:

- the Act
- any supporting regulations
- guidance issued by the Home Office
- this Statement of Licensing Policy

## Statement of Licensing Policy for Sex Establishments

- any objections made
- the Human Rights Act 1998
- the Equality Act 2010
- any other relevant legislation or guidance

This does not, however, undermine the rights of any person to apply for a licence and have the application considered on its individual merits, nor does it override the right of any person to make objections on any application where they are permitted to do so under the Act.

When determining applications, the Authority will take account of any comments or representations made by:

- Norfolk Constabulary;
- Norwich City Council Environmental Protection Service
- The authority enforcing health & safety at the premises
- Norwich City Council Planning Services
- Norfolk Fire Service
- Norfolk Safeguarding Children Board
- Any other relevant authority

The Authority reserves the right to consult any other body that it considers appropriate.

In taking licensing decisions the Authority will be mindful of the public sector equality duty under the Equality Act 2010. Decisions will be taken with due regard to the need to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by or under the Equality Act 2010.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

Paragraph 12 (1)(a-e) of Schedule 3 of the Act prohibits the Authority from granting a licence:

- (a) to a person under the age of 18; or
- (b) to a person who is for the time being disqualified from holding a licence following revocation of such a licence; or
- (c) to a person, other than a body corporate, who is not resident in an EEA state or was not so resident throughout the period of 6 months immediately preceding the date when the application was made; or
- (d) to a body corporate which is not incorporated in an EEA state;
- (e) to a person who had, within a period of 12 months immediately preceding the date when the application was made, been refused the grant or renewal of a licence for the premises, vehicle, vessel or stall in respect of which the application is made, unless the refusal has been reversed on appeal.

## Statement of Licensing Policy for Sex Establishments

Applications which fall into this category will be deemed invalid applications. Please note there is no right of appeal against failure to grant a licence on these grounds.

Subject to the following paragraph, if the application is valid and no objections have been received and there are no other statutory grounds for refusal, the application will be granted by way of delegated authority.

In cases where objections have been received; or if there are concerns regarding the characteristics of the locality; or any other discretionary ground of refusal exists, including that if the application were granted then any maximum number of premises in a relevant locality would be exceeded (as detailed in section 4 of this policy), then the application will be referred to the Licensing Committee for a hearing and determination of the application.

The Authority may, if they think fit, transfer a licence to any other person upon application by that person.

Each application will be decided upon its own merits. The Licensing Authority will not apply a rigid rule to its decision making.

The Authority will give clear reasons for its decisions.

The Authority will, unless there are exceptional reasons otherwise, grant licences for the maximum duration of one year to provide certainty to those operating businesses. The licence will remain in force for one year, or such shorter period specified in the licence, unless previously cancelled or revoked.

When issuing a Sex Establishment Licence the Authority is permitted to issue it on such terms and conditions and subject to restrictions as specified at the time the licence is issued. In addition to this the Licensing Authority has the power to make standard conditions applicable to all licences for sex establishments. The Authority may grant to any applicant or renew any licence for the use of any premises as a sex establishment on such terms and conditions as may be specified.

### 8. Conditions

The Authority will attach *standard conditions* (as specified in Appendices B-D. to this Policy document) to all sex establishment licences.

Additional conditions may be added in the following circumstances:

- When offered by the applicant as part of the application;
- Voluntary following recommendations made by any relevant Authority, Police etc.;
- By the Licensing Committee following receipt of an objection and a hearing.

Applicants who wish to be exempt from the requirements of any of the *standard conditions* should state, with full reasons why they should be so exempted, when making an application.

It is an offence to breach the conditions and the penalty for this is a fine not exceeding £20,000.

## 9. Refusal of licences

Except where the Authority are prohibited from granting, renewing, varying or transferring a licence, the Authority will not refuse a licence without first:

- Notifying the applicant or holder of the licence in writing of the reasons;
- Giving the applicant (or holder) of the licence the opportunity of appearing and making representations before a Licensing Committee.

As stated above, in accordance with Paragraph 12(1) of Schedule 3 to the Act the Authority **must refuse** to grant or transfer a licence in certain mandatory cases and these will be deemed invalid applications.

In accordance with Paragraph 12(2) of Schedule 3 to the Act the Authority **may refuse**:

- an application for grant or renewal of a licence on one or more of the grounds shown below;
- an application for transfer of a licence on either or both of the grounds shown at a and b below.

The grounds for refusal are:

- a. That the applicant is unsuitable by reason of having been convicted of an offence or for any other reason;
- b. That if the licence were to be granted, renewed or transferred the business to which it relates would be managed by or carried on for the benefit of a person, other than the applicant, who would be refused the grant, renewal or transfer of such a licence if he made the application him/herself;
- c. That the number of sex establishments, or of sex establishments of a particular kind, in the relevant locality at the time the application is determined, is equal to or exceeds the number which the Authority considers is appropriate for that locality;
- d. That the grant or renewal of the licence would be inappropriate having regard to:
  - The character of the relevant locality;
  - The use to which any premises in the vicinity are put; or
  - The layout, character or condition of the premises, vehicle, vessel or stall in respect of which the application is made.

## 10. Revocation of licence

The Authority is given jurisdiction to revoke a sex establishment licence by virtue of Schedule 3 paragraph 17(1) of the Act.

- on any of the mandatory grounds which are detailed in section 7 above
- or either of the grounds in respect of (a) or (b) detailed at section 9 above, namely that the licence holder is unsuitable or that the manager or beneficiary of the licence is unsuitable.



## Statement of Licensing Policy for Sex Establishments

The Authority will not revoke a licence without first giving the holder of the licence the opportunity of appearing and making representations before a Licensing Committee. They may call a hearing, without requiring a third party to request such a hearing, and give the licence holder an opportunity to appear before them.

Should the Authority revoke a Sex Establishment licence then full reasons for the revocation will be provided to the licence holder within 7 days of the decision.

Revocation of a Sex Establishment licence would disqualify the licence holder from holding or obtaining another Sex Establishment licence in the Authority's area for a period of 12 months. However, this does not prevent the licence holder from holding a licence in another Licensing Authority's area.

### **11. Cancellation of licences**

The licence-holder may surrender the licence at any time and may request the Authority in writing to cancel the licence.

In accordance with Paragraph 15 of Schedule 3 to the Act, in the event of the death of a licence-holder, the licence will be deemed to have been granted to his personal representatives and will remain in force for 3 months from the date of death, unless previously revoked. The representatives must comply with the conditions of the licence and should not be someone who would not normally be granted a licence in their own right

Where the Authority is satisfied that it is necessary for the purpose of winding up the estate of the deceased licence-holder, and that no other circumstances make it undesirable, it may extend or further extend the period in which the licence remains in force.

### **12. Right to appeal a decision**

If an application is refused, or licence revoked, following a hearing, then the applicant or licence holder will be informed of the decision and whether there is any right of appeal. Appeals must be made to the local magistrates' court within 21 days, starting from the date the applicant or licence holder is notified of the Authority's decision. It should be noted that a fee may be payable to the magistrates to lodge such an appeal. Applicants or licence holders can appeal against the refusal of a grant, renewal, variation or transfer application, or against the decision to revoke a licence. They can also appeal against conditions or restrictions imposed. Please note there is no appeal against the Authority's decision if the application was refused on the grounds that:

- the number of sex establishments, or of sex establishments of a particular kind, in the relevant locality at the time the application is determined is equal to or exceeds the number which the authority consider is appropriate for that locality; or
- that the grant or renewal of the licence would be inappropriate, having regard to the character of the relevant locality; or to the use to which any premises in

the vicinity are put; or to the layout, character or condition of the premises, vehicle, vessel or stall in respect of which the application is made.

The Magistrates' court will determine the appeal application. Applicants who do not agree with the decision made by the magistrates' court, can appeal to the local Crown court. The decision made by the Crown court will be final. The Authority must comply with a decision made by the Magistrates or Crown court.

### **13. Compliance Monitoring and enforcement**

The Authority will adopt an intelligence led and risk based approach to its monitoring and inspection regime. In general this will involve carrying out inspections of premises normally once a year unless exceptional circumstances require otherwise. The Authority also reserves the right to conduct random spot checks from time to time as it sees fit.

It is further recognised that Sexual Entertainment Venues are also regulated by other legislation due to the nature of those operations, and therefore may require more frequent inspection. However, it is anticipated that, wherever possible, consolidated enforcement inspections will be undertaken.

The Authority's approach to enforcement is set out in enforcement policies which are available on request.

Breach of conditions or legislative requirements may result in formal action being taken by the Authority which can include revocation of, or a decision not to renew, a licence. The Authority may also prosecute in respect of serious offences.

### **14. Exchange of Information**

The Authority may from time to time exercise its powers under section 115 of the Crime and Disorder Act 1998 to exchange data and information with the police and other partners to fulfil its statutory objective of reducing crime in the area.

### **15. Policy Evaluation and review**

The policy will be regularly reviewed and monitored by the Authority's officers to ensure that it reflects current legislation, is effective, up to date and achieving a responsible regulatory framework for Norwich.

This will be achieved by monitoring the outcome of hearings, appeals through the Magistrates courts, developments in legislation, by having regard to stated cases, local needs and economic impacts.

This Policy will be reviewed on a 5-yearly basis. Any proposed amendments to the Policy will be fully consulted upon, prior to re-adoption by the Authority.



## GLOSSARY, DEFINITIONS and BIBLIOGRAPHY

### Sex Shop

“(1) Any premises, vehicle, vessel or stall used for a business which consists to a significant degree of selling, hiring, exchanging, lending, displaying or demonstrating –

- (a) sex articles; or
- (b) other things intended for use in connection with, or for the purpose of stimulating or encouraging –
  - (i) sexual activity; or
  - (ii) acts of force or restraint which are associated with sexual activity.

(2) No premises shall be treated as a sex shop by reason only of their use for the exhibition of moving pictures by whatever means produced.”

### Sex articles:

“(3) (a) anything made for use in connection with, or for the purpose of stimulating or encouraging –

- (i) sexual activity; or
  - (ii) acts of force or restraint which are associated with sexual activity; and
- (b) anything to which sub-paragraph (4) below applies.

(4) This sub-paragraph applies –

(a) to any article containing or embodying matter to be read or looked at or anything intended to be used, either alone or as one of a set, for the reproduction or manufacture of any such article; and

(b) to any recording vision or sound, which –

- (i) is concerned primarily with the portrayal of, or primarily deals with or relates to, or is intended to stimulate or encourage, sexual activity or acts of force or restraint which are associated with sexual activity; or
- (ii) is concerned primarily with the portrayal of, or primarily deals with or relates to, genital organs, or urinary or excretory functions.”

### Sex Cinema

“(1) Any premises, vehicle, vessel or stall used to a significant degree for the exhibition of moving pictures, by whatever means produced, which –

(a) are concerned primarily with the portrayal of, or primarily deal with or relate to, or are intended to stimulate or encourage –

- (i) sexual activity; or
- (ii) acts of force or restraint which are associated with sexual activity; or

## Statement of Licensing Policy for Sex Establishments

(b) are concerned primarily with the portrayal of, or primarily deal with or relate to, genital organs or urinary or excretory functions, but does not include a dwelling-house to which the public is not admitted.

(2) No premises shall be treated as a sex cinema by reason only -

- (a) if they are licensed under Section 1 of the Cinemas Act 1985, of their use or purpose for which a licence under that section is required; or
- (b) of their use for an exhibition to which Section 6 of that Act (certain non-commercial exhibitions) applies given by an exempted organisation within the meaning of Section 6(6) of that Act.

### Sexual Entertainment Venue

“2A (1) In this Schedule “sexual entertainment venue” means any premises at which relevant entertainment is provided before a live audience for the financial gain of the organiser or the entertainer.

(2) In this paragraph “relevant entertainment” means—

- (a) any live performance; or
- (b) any live display of nudity;

which is of such a nature that, ignoring financial gain, it must reasonably be assumed to be provided solely or principally for the purpose of sexually stimulating any member of the audience (whether by verbal or other means).

(3) The following are not sexual entertainment venues for the purposes of this Schedule—

(a) sex cinemas and sex shops;

(b) premises at which the provision of relevant entertainment as mentioned in sub-paragraph (1) is such that, at the time in question and including any relevant entertainment which is being so provided at that time—

- (i) there have not been more than eleven occasions on which relevant entertainment has been so provided which fall (wholly or partly) within the period of 12 months ending with that time;
- (ii) no such occasion has lasted for more than 24 hours; and
- (iii) no such occasion has begun within the period of one month beginning with the end of any previous occasion on which relevant entertainment has been so provided (whether or not that previous occasion falls within the 12 month period mentioned in sub-paragraph (i));

(c) premises specified or described in an order made by the relevant national authority.

(4) – (12) omitted as they refer to other matters

## Statement of Licensing Policy for Sex Establishments

(13) For the purposes of this Schedule references to the use of any premises as a sexual entertainment venue are to be read as references to their use by the organiser.

(14) In this paragraph—

**“audience”** includes an audience of one;

**“display of nudity”** means—

- (a) in the case of a woman, exposure of her nipples, pubic area, genitals or anus; and
- (b) in the case of a man, exposure of his pubic area, genitals or anus;

**“the organiser”**, in relation to the provision of relevant entertainment at premises, means any person who is responsible for the organisation or management of—

- (a) the relevant entertainment; or
- (b) the premises;

**“premises”** includes any vessel, vehicle or stall but does not include any private dwelling to which the public is not admitted; and for the purposes of sub-paragraphs (1) and (2) it does not matter whether the financial gain arises directly or indirectly from the performance or display of nudity.”

### Significant Degree & Sex Articles

Licences for sex shops are required where 18R rated films are being sold, or where there is a “significant degree” of “sex articles”. It should be noted that in respect of Mail Order premises the Video Recordings Act 1984 states at section 7 (b) & (c) that no video recording that may only be viewed by persons aged 18 or over is to be supplied other than in a licensed sex shop. Case law precludes the sale of 18R rated films by Mail Order premises which holds a Sex Shop licence because the supply of the film to a person aged 18 or over cannot be confirmed; such supply would fail to ensure that the age controls are properly enforced.

The phrase “sex articles” is defined in the Act, but the phrase “a significant degree” is not. When considering whether or not a business is selling a significant degree of sex articles and needs a licence, the Authority will consider:

- (1) the ratio of sex articles to other aspects of the business
- (2) the absolute quantity of sales
- (3) the character of the remainder of the business
- (4) the nature of the displays in the business
- (5) turnover
- (6) other factors which appear to be materially relevant.

### Relevant entertainment

Licences for sexual entertainment venues are required for “any premises at which relevant entertainment is provided before a live audience for the financial gain of the organiser or the entertainer”.

“Relevant entertainment” is defined in schedule 3 of the Act (as amended by section 27 of the Policing and Crime Act 2009) as “any live performance or live display of nudity which is of such a nature that, ignoring financial gain, it must reasonably be assumed to be provided solely or principally for the purpose of sexually stimulating any member of an audience (whether by verbal or other means).” An audience can consist of just one person, e.g. in a private booth.

## **Nudity**

Section 27 of The Policing and Crime Act 2009 defines the “display of nudity” as:-

- (a) in the case of a woman, exposure of her nipples, pubic area, genitals or anus; and
- (b) in the case of a man, exposure of his pubic area, genitals or anus.

## **Form of Notice – Indecent Displays (Control) Act 1981 section 1(4)(e):**

The Authority’s Standard Conditions require that a warning notice be displayed in accordance with the above legislation. The legislation states:

- (a) The warning notice must contain the following words, and no others-

### **“WARNING**

Persons passing beyond this notice will find material on display which they may consider indecent. No admittance to persons under 18 years of age.”

- (b) The word “WARNING” must appear as a heading.
- (c) No pictures or other matter shall appear on the notice.
- (d) The notice must be so situated that no one could reasonably gain access to the shop or part of the shop in question without being aware of the notice and it must be easily legible by any person gaining such access.

## **Bibliography and further guidance**

- Copies of Acts of Parliament and regulations can be viewed at [www.legislation.gov.uk](http://www.legislation.gov.uk)
- Home Office guidance issued in March 2010 entitled “Sexual Entertainment Venues – Guidance for England and Wales.”  
[http://www.licensingresource.co.uk/sites/all/files/sex/sev\\_guidance.pdf](http://www.licensingresource.co.uk/sites/all/files/sex/sev_guidance.pdf)
- Home Office guidance issued under section 182 of the Licensing Act 2003 in April 2018  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/705588/Revised\\_guidance\\_issued\\_under\\_section\\_182\\_of\\_the\\_Licensing\\_Act\\_2003\\_April\\_2018\\_.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/705588/Revised_guidance_issued_under_section_182_of_the_Licensing_Act_2003_April_2018_.pdf)

## APPENDIX A

### NOTICE OF APPLICATION FOR THE GRANT / RENEWAL / TRANSFER\* OF A SEX ESTABLISHMENT LICENCE

I/we

hereby give notice that I/we have applied to Norwich City Council under the provisions of the Local Government (Miscellaneous Provisions) Act 1982 as amended for a licence to use the premises referred to below as a Sex Shop / Sex Cinema / Sexual Entertainment Venue\* as detailed below.

Proposed Licensed  
Name.....

Address of  
premises.....

Proposed hours of opening/operation

Any person wishing to make representations about the application should make them in writing to the [PLEASE INSERT ADDRESS OF THE OFFICE OF THE COUNCIL THAT IS DEALING WITH THE APPLICATION] within 28 days of the date of the application which was [INSERT DATE].

**Signed**.....**Date**.....

Notes:

1. Enter full details of the application on this form, including the name of the premises being requested as "the licensed name" and proposed opening hours, or hours of operation in the case of Mail Order Premises.

2. Affix a copy of the completed Notice on the premises to which the application relates, in a prominent position that may be easily read by the public on the day of making application.

You must ensure that this Notice remains in position for 21 days.

3. The content of this Notice, as completed, must be published in a local newspaper within 7 days of making the application.

\* Delete as applicable

## **APPENDIX B**

### **LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS) ACT 1982**

#### **STANDARD SEX ESTABLISHMENT LICENCE CONDITIONS RESTRICTIONS AND TERMS APPLICABLE TO SEX SHOPS AND SEX CINEMAS**

##### **Introduction**

1. In these Conditions “The Council” shall mean Norwich City Council and all enquiries concerning this licence shall be directed to the Licensing Team, Citywide Services, Norwich City Council, City Hall, St Peters Street Norwich NR2 1NH.

2. These conditions are imposed by the Council, pursuant to its powers under paragraph 13 (1) of Schedule 3 to the above Act, as terms, conditions and restrictions on a subject to which a licence is, in general, to be granted, renewed or transferred by the Council save, and insofar as, they do not conflict with the provisions of the Act itself.

3. These conditions are only applicable to “Sex Shop and Sex Cinema” premises.

##### **Management of the Premises**

4. The Licensee, or a responsible person over the age of 18 having been nominated by him and approved in writing by the Council for the purpose of managing the sex establishment (“the manager”), shall have personal responsibility for and be present on the Premises at all times when the Premises are open to the public.

5. Where the Licensee is a body corporate or an incorporated body, any change of director, company secretary or other person responsible for the management of the body shall be notified in writing to the Council within 14 days of such change and such written details as the licensing authority may require in respect of the change of personnel shall be furnished within 14 days of a request in writing from the Council.

6. A copy of the licence and any special conditions attached shall, at all times, be displayed in a conspicuous position on the Premises so as to be available for inspection by the police, the fire authority, and authorised officers of the Council.

7. The name of the person responsible for the management of the Premises, whether the Licensee or the manager, shall be displayed in a conspicuous position within the Premises throughout the period during which he is responsible for the conduct of the Premises.

8. The Licensee shall retain control over all areas of the Premises and shall not let, licence or surrender possession of any area. The Council must be immediately

## Statement of Licensing Policy for Sex Establishments

notified in the event that any area of the Premises is affected by the termination of a lease or other event affecting the Licensee's control of the Premises.

9. The Licensee shall ensure that the public is not admitted to any part of the Premises that has not been licensed, other than toilet facilities where provided for customers.

10. Neither the Licensee nor any employee or agent shall personally solicit custom for the sex establishment outside or in the locality of the premises.

11. The Licensee shall ensure that during the hours that the Premises are open for business every employee wears a badge of a type approved by the Council indicating their name and that they are an employee.

12. The Licensee shall maintain a daily register in which shall be recorded the name and address of any person who is to be responsible for managing the Sex Establishment in the Licensee's absence and the names and addresses of those employed in the Sex Establishment. The Register is to be completed each day within thirty minutes of the Sex Establishment being opened for business and is to be available for inspection by the police and by authorised officers of the Council.

13. The Licensee shall take all reasonable precautions for the safety of the public, employees and other persons working in the premises.

14. No person under the age of 18 shall be admitted to the Premises.

15. The Licensee shall adopt a procedure to check the age of customers entering the shop who appear to be younger than 25 in order to ensure that they are not under the age of 18.

16. All persons working in the premises shall be aged not less than 18 years. The Licensee must maintain adequate records of the names, addresses and dates of birth of persons working in the premises including adequate identity checks.

17. The Licensee shall ensure that a closed-circuit television system is installed internally and externally to the satisfaction of the Norfolk Constabulary. Appropriate notices must be displayed in accordance with the Data Protection Act 1998, advising that CCTV is in operation. In addition the Licensee must ensure that the requirement under that Act regarding registration with the Data Protection Commissioner is complied with.

18. The Licensee shall provide upon request copies of any documents reasonably required by an authorised officer of the Council in relation to compliance with this Licence.

### Opening of the Premises

19. The Premises shall not, without the written consent of the Council, be opened and used for the purposes for which the licence is granted except during the following hours:



## Statement of Licensing Policy for Sex Establishments

Monday – Saturday 9:30 am – 6:00 pm

20. The Premises shall not, without the written consent of the Council, be opened and used for the purposes for which the licence is granted on Sundays, Christmas Day or Good Friday.

### Operation of the Premises

21. Approval from the Council is required for changes from:

- a sex shop (including a mail-order shop) to either a sex cinema or sexual entertainment venue
- sex cinema to either a sex shop or sexual entertainment venue
- a sexual entertainment venue to either a sex cinema or a sex shop.

This will require consideration of an appropriate application.

22. No sex articles or other items intended for use in connection with, or for the purpose of stimulating or encouraging sexual activity or acts of force or restraint which are associated with sexual activity shall be used, displayed, sold, hired, exchanged, loaned or demonstrated in a sex cinema or a sexual entertainment venue.

23. The primary use of a sex shop must be for the purpose of the sale of goods by retail.

### External Appearance

24. A notice stating that no person under the age of 18 shall be admitted to the premises must be displayed on the outside of the Premises. The notice must also include a statement that proof of age may be requested.

25. The exterior design of the premises shall be such that the interior of the premises is not visible to passers-by.

26. The windows and openings of the Premises shall be of a material or covered with a material, which will ensure the interior of the Premises is not visible to passers-by.

27. No items should be stored on the premises so that they can be viewed from any external window or door.

28. The windows, doors, fascia board, walls and all external parts of the premises including the roof shall not contain any form of writing, sign or display save for:

- (i) The licensed name of the premises may be displayed, unless the Council determines that the name is of a profane or sexual nature or gives other cause for concern.
- (ii) The form of warning notice required to be displayed by virtue of the provisions of Section 1(6) of the Indecent Displays (Control) Act 1981.



## Statement of Licensing Policy for Sex Establishments

- (iii) A notice stating the opening hours of the establishment.
- (iv) The wording "PRIVATE SHOP" or "ADULT SHOP" but no other indication as to the nature of the business carried on at the licensed premises.

### 29. The lettering used in respect of such permitted items:-

In the case of the permitted items at paragraph 24 'i', 'ii' and 'iv' the lettering used shall not exceed 15 cm (approximately 6" inches) in height for each letter.

- 30. (a) No other words or signs, or any displays or advertisements, shall be displayed on the outside of the Premises or in the vicinity of the Premises, or otherwise approved by the Council in writing;
- (b) No external loudspeakers may be installed.

### State, Condition and Layout of the Premises

31. Notwithstanding the Licensee's duties under the Health and Safety at Work etc Act 1974 and related legislation and his obligations under any lease or other agreement for the use of the Premises, he/she shall maintain the Premises in good repair and condition.

32. External doors shall be closed at all times other than when persons are entering or leaving the Premises. The external doors shall be fitted with a device to ensure their automatic closure and such devices shall be maintained in good working order.

33. The Premises shall be fitted with an inner entrance door or screen so that no part of the interior of the Premises or any of the contents of the premises shall be visible when persons are entering or leaving the Premises. Such inner entrance door or screen shall be fitted with a device to provide for their automatic closure and such devices shall be maintained in good working order.

34. No access shall be permitted through the Premises to any other Premises adjoining or adjacent except in the case of emergency.

35. Lighting shall be in operation continuously during the whole of the time that the Sex Establishment is open to the public.

36. Alterations or additions, either internal or external, shall not be made to the Premises without prior written consent from the Council. A variation application will be required in order for consent to be considered.

37. No previewing of films, video recordings or other similar material shall be allowed to be shown in the premises. *(N.B. This condition only relates to Sex Shops.)*

38. No fastenings of any description shall be fitted upon any booth or cubicle within the Sex Establishment nor shall more than one person (including any employee be present in any such booth or cubicle at any time). Appropriate fastenings are permitted on toilet doors.

## Statement of Licensing Policy for Sex Establishments

### Goods Available in Sex Establishments

39. All Sex Articles as defined in Schedule 3 to the Local Government (Miscellaneous Provisions) Act 1982 and other things displayed for sale, hire, exchange or loan within the shop shall be clearly marked to show to persons who are inside the Sex Shop the respective prices being charged.

40. All printed matter, DVD, video and other formats capable of storing readable/viewable material offered for sale, hire, exchange or loan shall be openly displayed and available for inspection prior to purchase and a notice to this effect is to be prominently displayed inside the Sex Establishment. (This regulation does not require that films or video films be exhibited (played) to customers).

41. No film, DVD, or video recording (or computer game, or other formats capable of storing readable/viewable material) shall be exhibited, sold or supplied unless it has been passed by the British Board of Film Classification and bears a certificate to the effect.

42. In accordance with section 7 (b) & (c) of the Video Recordings Act 1984 and case law no 18R rated films may be sold or supplied by Mail Order.

### Information for Customers

43. The Licensee shall make available in the Sex Establishment free counselling and advice literature on matters related to sexual health and issues as may be published by the Family Planning Association, the NHS and or other similar organisations. Such literature should be displayed in a prominent position, preferably adjacent to all points of sale in the Sex Establishment.

### Licensed Name

44. (a) The Council at the time of granting the licence in respect of the premises shall appoint a name referred to as "The Licensed Name" by which it is intended that the premises shall be known and the licence holder shall ensure that the premises are known solely by that name and by no other, save as provided for by paragraph (b) below. Such name shall have been provided on the application form.

(b) An application in respect of a change of licence name shall be made to the Council in writing not less than 28 days prior to the proposed change and the Council shall have an absolute and unfettered discretion to allow or refuse such change.

## **APPENDIX C**

### **LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS) ACT 1982**

#### **STANDARD SEX ESTABLISHMENT LICENCE CONDITIONS RESTRICTIONS AND TERMS APPLICABLE TO MAIL-ORDER PREMISES**

##### **INTRODUCTION**

1. In these Conditions “The Council” shall mean the Norwich City Council and all enquiries concerning this licence shall be directed to the Licensing Team, Citywide Services, Norwich City Council, City Hall, St Peters Street Norwich NR2 1NH.

2. These conditions are imposed by the Council, pursuant to its powers under paragraph 13 (1) of Schedule 3 to the above Act, as terms, conditions and restrictions on a subject to which a licence is, in general, to be granted, renewed or transferred by the Council save, and insofar as, they do not conflict with the provisions of the Act itself.

3. These conditions are only applicable to a “Mail-Order Sex Shop” premises.

##### **Management of the Premises**

4. The Licensee, or a responsible person over the age of 18 having been nominated by him and approved in writing by the Council for the purpose of managing the sex establishment (“the manager”), shall have personal responsibility for and be present on the Premises at all times when the Premises are open to the public.

5. Where the Licensee is a body corporate or an incorporated body, any change of director, company secretary or other person responsible for the management of the body shall be notified in writing to the Council within 14 days of such change. Such written details as the licensing authority may require in respect of the change of personnel shall be furnished within 14 days of a request in writing from the Council.

6. A copy of the licence and any special conditions attached shall, at all times, be displayed in a conspicuous position on the Premises so as to be available for inspection by the police, the fire authority, and authorised officers of the Council.

7. The name of the person responsible for the management of the Premises, whether the Licensee or the manager, shall be displayed in a conspicuous position within the Premises throughout the period during which he is responsible for the conduct of the Premises.

8. The Licensee shall retain control over all areas of the Premises and shall not let, licence or surrender possession of any area. The Council must be immediately

## Statement of Licensing Policy for Sex Establishments

notified in the event that any area of the Premises is affected by the termination of a lease or other event affecting the Licensee's control of the Premises.

9. The Licensee shall ensure that the public is not admitted to any part of the Premises. No person under the age of 18 years will be admitted to the premises at any time, for whatever reason or purpose.

10. All persons working in the premises shall be aged not less than 18 years. The Licensee must maintain adequate records of the names, addresses and dates of birth of persons working in the premises including adequate identity checks.

11. Neither the Licensee nor any employee or agent shall personally solicit custom for the sex establishment outside or in the locality of the Premises.

12. The Licensee shall maintain a daily register in which shall be recorded the name and address of any person who is to be responsible for managing the Sex Establishment in the Licensee's absence and the names and addresses of those employed in the Sex Establishment. The Register is to be completed each day within thirty minutes of the Sex Establishment being opened for business and is to be available for inspection by the police and by authorised officers of the Council.

13 The Licensee shall take all reasonable precautions for the safety of employees.

14. The Licensee shall provide upon request copies of any documents reasonably required by an authorised officer of the Council in relation to compliance with this Licence.

### Operation of the Premises

15. Approval from the Council is required for changes from:

- a sex shop (including a mail-order shop) to either a sex cinema or sexual entertainment venue
- sex cinema to either a sex shop or sexual entertainment venue
- a sexual entertainment venue to either a sex cinema or a sex shop.

This will require consideration of an appropriate application.

16. No sex articles or other items intended for use in connection with, or for the purpose of stimulating or encouraging sexual activity or acts of force or restraint which are associated with sexual activity shall be used, displayed, sold, hired, exchanged, loaned or demonstrated in a Mail order sex shop premises.

17. The sex establishment shall be used exclusively for 'mail-order' purposes only, selling sex articles and other articles that do not fall within the definition of sex articles in Schedule 3, paragraph 4(3) of the Local Government (Miscellaneous Provisions) Act 1982.

18. All advertisements, catalogues, sales documents used in connection with the business intended or likely to be seen by customers will clearly and prominently state

## Statement of Licensing Policy for Sex Establishments

"MAIL ORDER ONLY". All deliveries/despatches of parcels shall be in plain wrapping not identifying what is inside.

### External Appearance

19. No external nameplate, advertisement board or any other written or pictorial or graphic display connected with the business shall be observable from outside the building, or from other units within the building or from the common parts of the building.

20. The exterior design of the premises shall be such that the interior of the premises is not visible to passers-by.

21. The windows and openings of the Premises shall be of a material or covered with a material, which will ensure the interior of the Premises is not visible to passers-by.

22. No items should be stored on the premises so that they can be viewed from any external window or door.

### State, Condition and Layout of the Premises

23. Notwithstanding the Licensee's duties under the Health and Safety at Work etc Act 1974 and related legislation and his obligations under any lease or other agreement for the use of the Premises, he/she shall maintain the Premises in good repair and condition.

24. External doors shall be closed at all times other than when persons are entering or leaving the Premises. The external doors shall be fitted with a device to ensure their automatic closure and such devices shall be maintained in good working order.

25. No access shall be permitted through the Premises to any other Premises adjoining or adjacent except in the case of emergency.

26. Alterations or additions, either internal or external, shall not be made to the Premises without prior written consent from the Council. A variation application will be required in order for consent to be considered.

### Goods Available in Sex Establishments

27. No film, DVD, or video recording (or computer game, or other formats capable of storing readable/viewable material) shall be exhibited, sold or supplied unless it has been passed by the British Board of Film Classification and bears a certificate to the effect.

28. In accordance with section 7 (b) & (c) of the Video Recordings Act 1984 and case law no 18R rated films may be sold or supplied by Mail Order premises (even one which holds a Sex Shop licence).

### Licensed Name

## Statement of Licensing Policy for Sex Establishments

29. (a) The Council at the time of granting the licence in respect of the premises shall appoint a name referred to as “The Licensed Name” by which it is intended that the premises shall be known and the licence holder shall ensure that the premises are known solely by that name and by no other, save as provided for by paragraph (b) below. Such name shall have been provided on the application form. Paragraph 16 of these conditions applies.
- (b) An application in respect of a change of licence name shall be made to the Council in writing not less than 28 days prior to the proposed change and the Council shall have an absolute and unfettered discretion to allow or refuse such change.

Draft 30.01.2020

## **APPENDIX D**

### **LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS) ACT 1982**

#### **STANDARD SEX ESTABLISHMENT LICENCE CONDITIONS RESTRICTIONS AND TERMS APPLICABLE TO SEXUAL ENTERTAINMENT VENUE PREMISES**

##### **INTRODUCTION**

1. In these Conditions “The Council” shall mean the Norwich City Council and all enquiries concerning this licence shall be directed to the Licensing Team, Citywide Services, Norwich City Council, City Hall, St Peters Street Norwich NR2 1NH.
2. These conditions are imposed by the Council, pursuant to its powers under paragraph 13 (1) of Schedule 3 to the above Act, as terms, conditions and restrictions on a subject to which a licence is, in general, to be granted, renewed or transferred by the Council save, and insofar as, they do not conflict with the provisions of the Act itself.
3. These conditions are only applicable to a “Sexual Entertainment Venue” premises.

##### **Management of the Premises**

4. The Licensee, or a responsible person over the age of 18 having been nominated by him and approved in writing by the Council for the purpose of managing the sex establishment (“the manager”), shall have personal responsibility for and be present on the Premises at all times when the Premises are open to the public.
5. Where the Licensee is a body corporate or an incorporated body, any change of director, company secretary or other person responsible for the management of the body shall be notified in writing to the Council within 14 days of such change and such written details as the licensing authority may require in respect of the change of personnel shall be furnished within 14 days of a request in writing from the Council.
6. A copy of the licence and any special conditions attached shall, at all times, be displayed in a conspicuous position on the Premises so as to be available for inspection by the police, the fire authority, and authorised officers of the Council.
7. The name of the person responsible for the management of the Premises, whether the Licensee or the manager, shall be displayed in a conspicuous position within the Premises throughout the period during which he is responsible for the conduct of the Premises.
8. The Licensee shall retain control over all areas of the Premises and shall not let, licence or surrender possession of any area. The Council must be immediately notified in the event that any area of the Premises is affected by the termination of a lease or other event affecting the Licensee’s control of the Premises.



## Statement of Licensing Policy for Sex Establishments

9. The Licensee shall ensure that the public is not admitted to any part of the Premises that has not been licensed, other than toilet facilities where provided for customers.
10. Neither the Licensee nor any employee or agent shall personally solicit custom for the sex establishment outside or in the locality of the Premises.
11. The Licensee shall maintain a daily register in which shall be recorded the name and address of any person who is to be responsible for managing the Sex Establishment in the Licensee's absence and the names and addresses of those employed in the Sex Establishment. The Register is to be completed each day within thirty minutes of the Sex Establishment being opened for business and is to be available for inspection by the police and by authorised officers of the Council.
12. The Licensee shall take all reasonable precautions for the safety of the public, employees and other persons working in the premises.
13. The Licensee must ensure that a suitable and sufficient number of trained staff are employed to supervise the interior of the Premises ("floor supervisors") to ensure that conditions of licence are complied with, in particular the no touching conditions, and to ensure the safety of performers.
14. The Licensee shall ensure welfare training is provided to a designated person responsible for the welfare of the dancers, to include safeguarding, health and safety and wellbeing.
15. No person under the age of 18 shall be admitted to the Premises.
16. The Licensee shall adopt a procedure to check the age of customers entering the premises who appear to be younger than 25 in order to ensure that they are not under the age of 18.
17. All persons working in the premises, including Performers, shall be aged not less than 18 years. The Licensee must maintain adequate records of the names, addresses and dates of birth of performers including adequate identity checks.
18. The Licensee must submit a set of "House Rules" to the Licensing Authority as part of the application process; these rules will form part of the licence, and must be complied with. Furthermore they must ensure that all performers are fully conversant with and sign an agreement to adhere to such House Rules.
19. In the event that an authorisation under the Licensing Act 2003 does not require the provision of a CCTV system, then the Licensee shall ensure a closed-circuit television system is installed internally and externally to the satisfaction of the Norfolk Constabulary. Appropriate notices must be displayed in accordance with the Data Protection Act 1998, advising that CCTV is in operation. In addition the Licensee must ensure that the requirement under that Act regarding registration with the Data Protection Commissioner is complied with.
20. CCTV recordings will be made available for viewing by authorised



## Statement of Licensing Policy for Sex Establishments

Officers of the licensing authority or the police. Copies of such recordings must be kept for a period of 31 days and be provided upon request.

21. CCTV must be capable of monitoring the whole of the premises, in particular any private booths or rooms to ensure the safety and security of performers and other persons within the premises. The CCTV system must be monitored at all times that the premises are in operation.

22. The Licensee shall ensure that neither they nor any person promoting or providing entertainment on the Premises (nor any person acting on behalf of any such person) shall display advertisements promoting the entertainment or the Premises in any unlawful manner.

23. Where the Council have given notice in writing to the Licensee objecting to an advertisement on the grounds that, if displayed, it would offend against good taste or decency or be likely to encourage or incite to crime or to lead to disorder or to be offensive to public feeling, that advertisement shall not be displayed.

24. The Council may specify, in writing, the number of members of the public that shall be present on the Premises at any time whilst relevant entertainment takes place, on the grounds of public safety, public nuisance or crime and disorder. The Licensee shall ensure that the number specified is not exceeded at any time.

25. The Licensee shall provide upon request copies of any documents reasonably required by an authorised officer of the Council in relation to compliance with this Licence.

26. The Licensee shall provide adequate non-public changing rooms for performers.

### Opening of the Premises

27. Relevant entertainment may only be provided during the hours permitted by an authorisation under the Licensing Act 2003 unless a specific condition on the Sex Establishment Licence permits otherwise.

### Operation of the Premises

28. Approval from the Council is required for changes from:

- a sex shop (including a mail-order shop) to either a sex cinema or sexual entertainment venue
- sex cinema to either a sex shop or sexual entertainment venue
- a sexual entertainment venue to either a sex cinema or a sex shop.

This will require consideration of an appropriate application.

29. No sex articles or other items intended for use in connection with, or for the purpose of stimulating or encouraging sexual activity or acts of force or restraint which are associated with sexual activity shall be used, displayed, sold, hired,

## Statement of Licensing Policy for Sex Establishments

exchanged, loaned or demonstrated in a sexual entertainment venue or a sex cinema.

### External Appearance

30. A notice stating that no person under the age of 18 shall be admitted to the premises must be displayed on the outside of the Premises. The notice must also include a statement that proof of age may be requested.

31. The exterior design of the premises shall be such that the interior of the premises is not visible to passers-by.

32. The windows and openings of the Premises shall be of a material or covered with a material, which will ensure the interior of the Premises is not visible to passers-by. At no time shall performers or persons working in the premises be visible from outside of the Premises, with the exclusion of Door Supervisors.

33. The Licensee shall not permit the display outside of the Premises of photographs or other images which indicate or suggest that relevant entertainment takes place on the Premises.

34. External advertising of relevant entertainment shall not include any of the following:

- a) any depiction of full nudity
- b) any depiction of partial nudity (including the display of breasts, buttocks or genitalia)
- c) any depiction of overtly sexual or violent images or any other images which may give rise to concerns in respect of public decency or protection of children or vulnerable persons from harm.

35. The windows, doors, fascia board, walls and all external parts of the premises including the roof shall not contain any form of writing, sign or display save for:

- (i) The licensed name of the premises may be displayed, unless the Council determines that the name is of a profane or sexual nature or gives other cause for concern.
- (ii) The form of warning notice required to be displayed by virtue of the provisions of Section 1(6) of the Indecent Displays (Control) Act 1981.
- (iii) A notice stating the opening hours of the establishment.

36. The lettering used in respect of such permitted items:-

In the case of the permitted items at paragraph 34 'i', 'ii' and 'iii' the lettering used shall not exceed 15 cm (approximately 6" inches) in height for each letter.

37. (a) No other words or signs, or any displays or advertisements, shall be displayed on the outside of the Premises or in the vicinity of the Premises unless approved by the Council in writing;

## Statement of Licensing Policy for Sex Establishments

- (b) No external loudspeakers may be installed.

### State, Condition and Layout of the Premises

38. Notwithstanding the Licensee's duties under the Health and Safety at Work etc Act 1974 and related legislation and his obligations under any lease or other agreement for the use of the Premises, he/she shall maintain the Premises in good repair and condition.

39. External doors shall be closed at all times other than when persons are entering or leaving the Premises or unless there is an internal lobby with doors preventing the inside of the premises being viewed externally. The external doors shall be fitted with a device to ensure their automatic closure and such devices shall be maintained in good working order.

40. The Premises shall be fitted with an inner entrance door or screen so that no part of the interior of the Premises or any of the contents of the premises shall be visible when persons are entering or leaving the Premises. Such inner entrance door or screen shall be fitted with a device to provide for their automatic closure and such devices shall be maintained in good working order.

41. No access shall be permitted through the Premises to any other Premises adjoining or adjacent except in the case of emergency.

42. Lighting shall be in operation continuously during the whole of the time that the Sex Establishment is open to the public.

43. Alterations or additions, either internal or external, or any proposed amendments to licence conditions shall not be made to the premises without prior written consent from the Council. An application will be required in order for consent to be considered, which will be considered by the council's Licensing Committee.

44. All booths, cubicles or VIP areas used for private dances must be visible to supervision and must not have closing doors, curtains or coverings of any description.

45. All booths, cubicles and VIP areas used for private dances must be directly supervised by either an SIA registered door supervisor, or a member of staff who has direct contact with SIA registered door supervisors working on the premises at all times the booths/cubicles/VIP areas are in use. Direct supervision does not include remote supervision by CCTV.

### Provision of Relevant Entertainment

46. Live music or the playing of recorded music, which is integral to the provision of relevant entertainment, will be subject to the same conditions contained in any authorisation under the Licensing Act 2003 in respect of live or recorded music. The only exception to this is where a specific condition on the licence requires otherwise.

## Statement of Licensing Policy for Sex Establishments

47. Performers shall only perform in specified designated areas, to seated customers or in such other areas of the licensed Premises as may be agreed in writing with the Council.

48. The Licensee is to implement a policy to ensure the safety of the Performers when they leave the Premises after a period of work.

49. Performers must remain clothed in public areas and all other areas except while performing in areas specified by the Council as being where relevant entertainment may be provided.

50. At the conclusion of performances all articles of clothing removed during that performance must be put back on. This does not prevent performers going to their non-public changing area to change their attire.

51. Performers may not accept any telephone number, email address, address or contact information from any customer.

52. Performers may not give any telephone number, email address, address, contact information or business card to any customer or in any way solicit themselves.

53. Performers must not perform a nude table dance unless in a supervised area.

54. Performers are never to be in the company of a customer except in an area open to the public within the Premises (this excludes the toilets as performers must not use the public toilets whilst open to the public).

55. The Licensee must ensure that during the performance of a table or lap dance:

- (1) Customers must be seated in an upright position against the back of the booth or seat with their hands by their sides before a dancer can start a table dance;
- (2) Customers must remain seated during the entire performance of the dance;
- (3) For the purpose of restraint only, Performers may only touch a customer above the customer's chest (excluding the head) with their hands only;
- (4) Performers must not sit on or straddle the customer;
- (5) Performers must not place their feet on the seats.

56. The Licensee must ensure that during performances of relevant entertainment:

- (1) Performers may not perform any act that clearly simulates any sexual act;
- (2) Performers must never intentionally touch the genitals, anus or breasts of another dancer or to knowingly permit another dancer to intentionally touch their genitals, anus or breasts;
- (3) Performers may not intentionally touch a customer any time during the performance unless absolutely accidentally or due to a third party;
- (4) Performers may not use inappropriate, suggestive or sexually graphic language at any time;

## Statement of Licensing Policy for Sex Establishments

(5) Performers must not engage in communications that could be deemed as acts of prostitution or solicitation, even if the Performer has no intention of carrying out the act;

(6) Performers must only perform nude or semi-nude dancing (of any description) within areas specified by the Council.

57. The Licensee must ensure that during performances of relevant entertainment:

(1) Customers may not dance at any time except in areas specifically designated by the Council as being separate from areas for sexual entertainment.

(2) Customers must remain appropriately clothed at all times.

58. At all times there must be no physical contact between customers and employees, or other persons working within the premises, in any part of the premises save for the following:-

- The payment of an entry fee by customers to authorised members of staff.
- The payment of a fee for relevant entertainment.
- The purchasing of drinks by customers from authorised members of staff.
- The placing of bank notes by the customer in a garter worn by females or an armband worn by males.
- SIA door staff in the execution of their duties.

59. Relevant entertainment will only take place in specified designated areas within the premises, as identified on the plan attached to the licence.

60. Notices outlining condition 57 will be clearly displayed at each entrance to the premises and in the specified designated areas. Notices must state that no touching relates to customers touching performers and other persons working within the premises and vice versa.

61. Performers will stop immediately and move away from any customer who is offensive or attempts to touch them, and shall report such behaviour and any other inappropriate behaviour or breach of house rules to the management. If after receiving a warning a customer continues to behave inappropriately, the customer must be requested to leave the premises and should be escorted from the premises by appropriately authorised staff only (i.e. SIA registered door supervisors).

### Licensed Name

62. (a) The Council at the time of granting the licence in respect of the premises shall appoint a name referred to as "The Licensed Name" by which it is intended that the premises shall be known and the licence holder shall ensure that the premises are known solely by that name and by no other, save as provided for by paragraph (b) below. Such name shall have been provided on the application form.

(b) An application in respect of a change of licence name shall be made to the Council in writing not less than 28 days prior to the proposed change and the

## Statement of Licensing Policy for Sex Establishments

Council shall have an absolute and unfettered discretion to allow or refuse such change.

Draft 30.01.2020

**Report to** Council  
23 June 2020  
**Report of** Director of resources  
**Subject** Constitution Review

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**Item**

**10**

### **Purpose**

To adopt changes to the constitution as recommended by cabinet.

### **Recommendation**

To adopt the following changes to the constitution:

- (1) note the table of changes made by the director of resources under article 15 attached at appendix A; and,
- (2) adopt the following changes to the constitution:
  - a) the inclusion of a gifts and hospitality appendix to the member's code of conduct as set out at appendix B to the report.
  - b) the inclusion of the following on authority to prosecute:

Add the following sentence to the end of Article 14 at paragraph 14.4.1:

Where legal proceedings are for the prosecution of an offence, the director with the field of responsibility as detailed in Appendix 8 of this constitution or any person authorised by them will sign any documents necessary for those proceedings.

Add the following sub paragraph to paragraph 1 of Appendix 8:

- (vii) the instigation of legal proceedings for prosecution of offences for the functions for which they are responsible.

### **Corporate and service priorities**

The report helps to meet the corporate priority a healthy organisation

### **Financial implications**

There are no direct financial implications arising from this report

**Ward/s:** All Wards

**Cabinet member:** Councillor Kendrick - Resources

**Contact officers**

Anton Bull, director of resources	01603 212326
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Stuart Guthrie, democratic and elections manager	01603 212055
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Lucy Palmer, democratic team leader	01603 212416
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**Background documents**

None



# **Report**

## **Background**

1. The council's constitution is regularly updated with factual changes using the powers delegated to the director of resources in consultation with the chief executive, under Article 15 of the constitution.
2. Any other changes to the constitution must be approved by full council.
3. Updated national guidance on the member's code of conduct will be issued in the summer of 2020 and it is suggested that this model code be discussed at a meeting of the constitution working party.
4. A change to the structure of the constitution was agreed in principle at the last meeting but as there will be some additional changes, particularly to the member's code of conduct, the amended structure will be implemented at a later date.
5. On 11 February 2020, the constitution working party met and noted the factual changes made by the director of resources under Article 15 of the constitution as set out in appendix A of this report and endorsed the recommended changes to the constitution as set out below. On 10 June 2020, the cabinet resolved to endorse the constitution working party's recommendations.

## **Factual changes**

6. The director of resources has made the following factual changes under article 15 to the constitution which members are asked to note as follows:
  - a) the title of the director of regeneration and development has changed to the director of place; and
  - b) the updated management structure to reflect recent appointments and changes.
7. A table of these recent changes made by the director of resources under article 15 is attached at appendix A along with the updated management structure. New versions of the documents are available online and will be circulated to group rooms.

## **Proposed changes to the constitution**

### **Appendix 13 – Gifts and Hospitality**

8. Currently, there is no guidance on gifts and hospitality for members in the council's constitution. The Monitoring Officer has drafted some guidance to be included and this can be found at appendix B to this report.
9. This guidance has been considered by the council's standards committee on 4 February 2020. These changes have been incorporated into the attached appendix B.

## **Authority to prosecute**

10. The constitution is currently silent on the authority to prosecute.

11. Article 14 (Finance, Contracts and Legal Matters) and specifically 14.4.1 states:

“Where any document is necessary to any legal procedure or proceedings on behalf of the Council, it will be signed by the director of resources or other person authorised by them, unless any enactment otherwise authorises or requires, or the council has given requisite authority to some other person.”

12. Appendix 8 delegates various matters to the chief executive and corporate leadership team. However, authority to prosecute is not specifically mentioned in Appendix 8.

13. Currently, the working assumption is that for proceedings to be instituted, the director of resources must sign this off in accordance with Article 14. However, this does not appear to be consistent with the delegations within Appendix 8. Therefore, it is suggested that the authority to prosecute is made explicit within Article 14 and Appendix 8 as follows.

14. Add the following sentence to the end of Article 14.4.1:

Where legal proceedings are for the prosecution of an offence, the director with the field of responsibility as detailed in Appendix 8 of this constitution or any person authorised by them will sign any documents necessary for those proceedings.

15. Add the following sub paragraph to paragraph 1 of Appendix 8:

(vii) the instigation of legal proceedings for prosecution of offences for the functions for which they are responsible.



## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Council
<b>Committee date:</b>	10 June 2020
<b>Director / Head of service</b>	Director of resources
<b>Report subject:</b>	Constitution review
<b>Date assessed:</b>	19 May 2020

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

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

Recommendations from impact assessment	
Positive	
Negative	
Neutral	
Issues	





**Summary of Amendments to the Constitution – Issued January 2020**

Document	Amendment	Reason for change	Document reference		Powers under Article 15
			Document amended	Amended Document	
<b>Article 5</b>	Replace rule 5.1.2 to reflect that all councillors can be nominated to serve as Lord Mayor	Approved at council, 26 November 2019	Article 5 <i>Lord Mayor, Deputy Mayor and Sheriff</i> Jan 11 v4	Article 5 <i>Lord Mayor, Deputy Mayor and Sheriff</i> Jan 20 v5	Council decision
<b>Appendix 1</b>	Insertion of new rules 64 and 65 relating to the receipt of amendments to motions and subsequent changes to rule numbering and references to paragraphs.	Approved at council, 26 November 2019	Appendix 1 <i>Council and Committee Procedure Rules</i> Oct 19 v18	Appendix 1 <i>Council and Committee Procedure Rules</i> Jan v19	Council decision
<b>Appendix 8</b>	Amendment of job title from “director of regeneration and development” to “director of place”	To reflect change in job title	Appendix 8 <i>Scheme of Delegation to Officers</i> Oct 19 v16	Appendix 8 <i>Scheme of Delegation to Officers</i> Jan 20 v17	Article 15
<b>Appendix 9A</b>	Amendment of job title from “director of regeneration and development” to “director of place”	To reflect change in job title	Appendix 9A <i>Statutory and Proper Officer Appointments</i> Oct 19 v11	Appendix 9A <i>Statutory and Proper Officer Appointments</i> Jan 20 v12	Article 15

## Summary of Amendments to the Constitution – Issued January 2020

Document	Amendment	Reason for change	Document reference		Powers under Article 15
			Document amended	Amended Document	
<b>Appendix 11</b>	Insertion of planning applications committee procedure rules and delegations into the constitution	Approved at council, 26 November 2019	N/A	Appendix 11 <i>Planning Applications Committee Procedure Rules Jan20 v1</i>	Council decision
<b>Appendix 17</b>	Update to management structure chart to reflect recent appointments/ changes	Update	Management Structure V15 Nov18 & V16 Nov 19 (not issued as)	Management Structure Jan20 V18	Article 15

## **GIFTS AND HOSPITALITY – A CODE OF CONDUCT FOR MEMBERS**

### **1. Introduction**

- 1.1 The acceptance of gifts and hospitality by Councillors is not merely an administrative issue. It reflects directly upon the perception of Councillors and of the City Council as acting in the public interest or as acting for the personal advantage or friends and for what personal benefit Councillors can get out of their position.
- 1.2 A Member must within 28 days of receiving any gift or hospitality over the value of £25 in their capacity as a City Councillor, provide written notification to the Monitoring Officer of the existence and nature of that gift or hospitality. Failure to comply with this requirement is a breach of the Code reportable to the Standards Committee.
- 1.3 In addition, the Bribery Act 2010 provides an offence of bribing another person or being bribed. This could apply to the holder of a public office where the intention is to bring about an improper performance of a relevant function or an activity by another person or to reward such improper performance. Conviction could result in a fine or imprisonment.
- 1.4 If you are uncertain whether you are being offered a gift or hospitality as a councillor or in your private capacity then raise this with the Monitoring Officer.
- 1.5 Against this background, the purpose of this Code is to set out -
  - (a) the principles which a Councillor should apply whenever they have to decide whether it would be proper to accept any gift or hospitality;
  - (b) a procedure for obtaining consent to accept a gift or hospitality, when a Councillor considers that it would be proper to accept it;
  - (c) a procedure for declaring any gift or hospitality which a Councillor receives and for accounting for any gift to the authority.

This Code does not apply to the acceptance of any facilities or hospitality which may be provided by the City Council itself.

In addition, the Code only applies to offers of gifts or hospitality made to a Councillor in their role as such. However, in this respect, there may be circumstances where a Councillor needs to be cautious as to the basis on which an offer is made.

### **2. General Principles**

In deciding whether it is proper to accept any gift or hospitality, the following principles should be applied. Even if the gift or hospitality comes within one of the general consents set out below, it should not be accepted if to do so would be in breach of one or more of these principles:

**(a) Never accept a gift or hospitality as an inducement or reward for anything done as a Councillor.**

A Councillor must act in the public interest and must not be swayed in the discharge of their duties by the offer, prospect of an offer, or the non-offer of any inducement or reward for discharging those duties in a particular manner.

As already explained the acceptance of such an offer amounts to a criminal offence.

Councillors must act in the public interest, serving the authority and the whole community, rather than acting in the interests of any particular individual or section of the community. It is a breach of the Code improperly to confer any advantage or disadvantage on any person, including oneself.

**(b) A gift or hospitality should only be accepted if there is a commensurate benefit to the authority.**

The only proper reason for accepting any gift or hospitality is that there is a commensurate benefit for the authority which would not have been available but for the acceptance of that gift or hospitality.

Acceptance of hospitality can confer an advantage on the authority, such as an opportunity to progress the business of the authority expeditiously through a working lunch, or to canvass the interests of the authority and its area at a meeting. Acceptance of a gift is much less likely to confer such an advantage. But unless the benefit to the authority is clear and is commensurate with the value of the gift or hospitality, the presumption must be that the gift or hospitality is purely for Councillor's personal benefit.

Councillors must not improperly confer any advantage on anyone, including themselves. Acceptance as a Councillor of a gift or hospitality for their own benefit or advantage, rather than for the benefit to the authority, would be a breach of the Council's Code of Conduct.

**(c) Never accept a gift or hospitality if acceptance might be open to misinterpretation.**

The appearance of impropriety can be just as damaging to the authority and to a Councillor as actual impropriety. The Council's ability to govern rests upon its reputation for acting fairly and in the public interest. Councillors must therefore consider whether the acceptance of the gift or hospitality is capable of being interpreted as a sign that they or the authority favours any particular person, company or section of the community or as placing themselves under any improper obligation to any person or organisation. If there is any possibility that it might be so interpreted, a Councillor must either refuse the gift or hospitality or take appropriate steps to ensure that such a misunderstanding cannot arise.

Certain occasions are particularly sensitive and require the avoidance of any opportunity for such misunderstanding. These include: -

- (i) occasions when the authority is going through a competitive procurement process, in respect of any indication of favour for a particular tenderer;

- (ii) determinations of planning applications or planning policy, in respect of any person or organisation which stands to gain or lose from the determination;
- (iii) funding decisions, when the authority is determining a grant application by any person or organisation.

**(d) Never accept a gift or hospitality if that places a Councillor under an improper obligation.**

It is important to recognise that some commercial organisations and private individuals see the provision of gifts and hospitality as a means of buying influence. If a Councillor accepts a gift or hospitality improperly, it is possible that they may seek to use this fact to persuade the Councillor to determine an issue in their favour. Equally, if others note that a Councillor has been prepared to accept a gift or hospitality improperly, they may feel that they will no longer be able to secure impartial consideration from the Council.

**(e) Never solicit a gift or hospitality.**

Councillors must never solicit or invite an offer of a gift or hospitality in connection with their position as a Councillor unless the acceptance of that gift or hospitality would be permitted under this Code. Councillors should also take care to avoid giving any indication that they might be open to such an improper offer.

### 3. Consent Regimes

**(a) General consent provisions**

For clarity, the authority has agreed that Councillors may accept gifts and hospitality in the following circumstances: -

- (i) civic hospitality provided by another public authority;
- (ii) modest refreshment in connection with any meeting in the ordinary course of their work, such as tea, coffee, soft drinks and biscuits;
- (iii) tickets for sporting, cultural and entertainment events which are sponsored by the authority;
- (iv) small gifts of low intrinsic value of £25 or less, branded with the name of the company or organisation making the gift, such as pens, pencils, mouse pads, calendars and diaries. However, care should be taken not to display any such branded items when this might be taken as an indication of favour to a particular supplier or contractor, for example in the course of a procurement exercise;
- (v) a modest alcoholic or soft drink on the occasion of an accidental social meeting, such as a pint of beer from an employee of a contractor or party with whom a Councillor has done business on behalf of the Council if that person is met accidentally in a public house, café or bar. In such cases, reasonable efforts should be made to return the offer where this is practicable;

- (vi) a modest working lunch or dinner not exceeding £25 a head in the course of a meeting in the offices of a party with whom the Council has an existing business connection where this is required in order to facilitate the conduct of that business. Councillors should not make such arrangements themselves, but request officers to settle the detailed arrangements, and officers are under instruction, when arranging any such meeting, to make it clear to the other party that such a lunch must not exceed a value of £25 a head;
- (vii) modest souvenir gifts with a value of £25 or less from another public authority given on the occasion of a visit by or to the authority;
- (viii) hospitality received in the course of an external visit or meeting which has been duly authorised by the authority. Councillors should not make such arrangements themselves, but request officers to settle the detailed arrangements, and officers are under instruction to make it clear that any such hospitality for Councillors and officers is to be no more than commensurate with the nature of the visit;
- (ix) other unsolicited gifts, where it is impracticable to return them to the person or organisation making the gift, provided that the Councillor deals with the gift strictly in accordance with the following procedure: The Councillor must, as soon as practicable after the receipt of the gift, pass it to the Lord Mayors office together with a written statement identifying the information set out in Paragraph 3(b) below. The Lord Mayors office will then write to the person or organisation making the gift thanking them on your behalf for the gift and informing them that the Councillor has donated the gift to the Lord Mayors charity, on whose behalf it will be raffled or otherwise disposed of in due course, the proceeds being devoted to a charitable cause chosen by the Lord Mayor.

#### **(b) Special consent provisions**

Councillors who wish to accept any gift or hospitality which is in accordance with the General Principles set out in Paragraph 2, but is not within any of the general consents set out in Paragraph 3(a), may only do so if they have previously obtained specific consent in accordance with the following procedure:

A written application must be made to the Monitoring Officer, setting out:

- (i) the nature and an estimate of the market value of the gift or hospitality;
- (ii) who the invitation or offer has been made by or on behalf of;
- (iii) the connection which the Councillor has with the person or organisation making the offer or invitation, such as any work which the Councillor has undertaken for the authority in which they have been involved;

- (iv) any work, permission, concession or facility which the Councillor is aware that the person or organisation making the offer or invitation may seek from the authority;
- (v) any special circumstances which lead the Councillor to believe that acceptance of the gift or hospitality will not be improper.

The gift or hospitality must not be accepted until consent has been given by or on behalf of the Standards Committee.

The Monitoring Officer will enter details of any approval in a register which will be available for public inspection on the occasion of the public inspection of the authority's accounts for the relevant year. But note that this does not relieve the Councillor of the obligation to register the receipt of gift or hospitality in accordance with Paragraph 4 below.

#### 4. Reporting

Where a Councillor accepts any gift or hospitality which is estimated to have a market value or cost of provision of more than £25, the Councillor must, as soon as possible after receipt of the gift or hospitality, make a declaration in writing to the Monitoring Officer, setting out the information set out in Paragraph 3(b) above. The Monitoring Officer will retain a copy of any such declaration in a register which will be available for public inspection until the approval of the authority's accounts for the year in question.

Even if the value of the gift or hospitality is £25 or less, if the recipient is concerned that its acceptance might be misinterpreted, and particularly where it comes from a contractor or tenderer, they may make a voluntary declaration in the same manner to ensure that there is nothing secret or underhand about the gift or hospitality.

#### 5. Gifts to the Authority

Gifts to the authority may take the form of the provision of land, goods or services, either to keep or to test with a view to future acquisition, an offer to carry out works or sponsorship of a function which is organised or supported by the authority. A Councillor should not solicit any such gift on behalf of the authority except where the authority has formally identified the opportunity for participation by an external party and how that participation is to be secured, for example in relation to sponsorship of public musical and theatrical performances developers' contributions under Section 106 Agreements. A Councillor who receives such an offer on behalf of the authority, must first consider whether it is appropriate for the authority to accept the offer (in terms of whether the acceptance of the gift might be seen as putting the authority under any improper obligation, whether there is a real benefit to the authority which would outweigh any dis-benefits). A Councillor who does not have delegated authority to accept the gift, should report the offer directly to the Monitoring Officer who, together with a recommendation as to whether the gift should be accepted. The Monitoring Officer will then write back to the person or organisation making the offer, to record the acceptance or non-acceptance of the gift, record the gift for audit purposes and ensure that the gift is properly applied for the benefit of the authority. A Councillor who has concerns about the motives of the person or organisation making the offer, or whether it would be proper for the authority to accept the gift, you should consult the Monitoring Officer directly.

## 6. Refused Offers

As a result of this protocol, there will be a number of circumstances when offers of gifts and hospitality must be refused. In addition, there will be circumstances where a Member wishes to refuse an offer even though the protocol allows its acceptance. Whilst it is not considered necessary in every case that such offers are recorded there will be circumstances when it is in the public interest that they should be. These are: -

- (a) when the offer appears to be an inducement or reward for something expected from the Councillor (see paragraph 2(a));
- (b) offers from commercial organisations or private individuals over £25 in value.

In these circumstances, details should be passed to the Monitoring Officer within 28 days of the offer being made.

## 7. Definitions

- (a) "Councillor" includes outside appointments to Committees.
- (b) "Gift or hospitality" includes:
  - (i) the free gift of any goods or services;
  - (ii) the opportunity to acquire any goods or services at a discount or on terms which are more advantageous than those which are available to the general public;
  - (iii) the opportunity to obtain any goods or services which are not available to the general public;
  - (iv) the offer of food, drink, accommodation or entertainment, or the opportunity to attend any cultural, sporting or entertainment event.
- (c) References to the "value" or "cost" of any gift or hospitality are references to the higher of:
  - (i) the estimate of the cost to the person or organisation of providing the gift or consideration;
  - (ii) the open market price which a member of the public would have to pay for the gift or hospitality, if it were made available commercially to the public, less the cash sum of any contribution which the Councillor would be required to make towards that price to the person or organisation providing or offering the gift or hospitality.



**Report to** Council  
23 June 2020  
**Report of** Director of resources  
**Subject** Appointment of representatives to outside bodies 2020-21

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**Item**

**11**

## **Purpose**

To consider appointments to outside bodies

## **Recommendation**

To:

- (1) make appointments to outside bodies for 2020-21 as set out in appendix A to this report,
- (2) delegate to the director of resources, in consultation with the leaders of the political groups, to agree nominations to any vacancies arising during the year;
- (3) agree an amendment to the Norfolk Police and Crime Panel Arrangements, which would allow the Panel to re-appoint a co-opted independent member without open recruitment; and
- (4) agree that Air Commodore Kevin Pellatt continues in the role of co-opted independent member of the Norfolk Police and Crime Panel, beyond his appointed term of office, should the Panel be unable to meet (and consider his re-appointment) before the end of June 2020.

## **Corporate and service priorities**

The report helps to meet the corporate priority: People living well

## **Financial implications**

There are no direct financial implications of the report.

**Ward/s:** All Wards

**Cabinet member:** Councillor Kendrick - Resources

## **Contact officers**

Anton Bull – director of resources 01603 212908

Stuart Guthrie – democratic and elections manager 01603 212055

## **Background documents**

None

## Report

1. There is a large number of outside bodies to which the council appoints representatives.
2. A list of nominations for 2020-21 is appended to this report (appendix A).

### Norfolk Police and Crime Panel

3. In addition to the nominations set out at appendix A, council is asked to agree an amendment to the Norfolk Police and Crime Panel Arrangements, which would allow the Panel to re-appoint a co-opted independent member without open recruitment.
4. Under the current exceptional circumstances due to the Coronavirus Pandemic, the Norfolk Leaders have considered a report from the Chair of the Norfolk Police and Crime Panel (PCP) requesting to change the Panel arrangements. Such changes would allow the panel to re-appoint a co-opted independent member without open recruitment.
5. This would allow Air Commodore Kevin Pellatt to continue in the role of co-opted independent member beyond the appointed term of office should the panel be unable to meet before the end of June 2020.
6. In principle, this request was agreed by all Norfolk Leaders but they would each seek their Council's agreement to the points set out at the front of this report.

### Background

7. The Police Reform and Social Responsibility Act 2011 (the Act) requires each police area in England, other than the metropolitan police district, to have a Police and Crime Panel (PCP) established and maintained. PCPs scrutinise the Police and Crime Commissioners (PCC) who themselves will hold the Chief Constable of their force to account for the full range of their responsibilities.
8. The Act requires the functions and procedural rules for the operation of the PCP to be set out in 'Panel Arrangements' and 'Rules of Procedure'. The Panel Arrangements (and any changes) must be agreed collectively by the local authorities but the Rules of Procedure are for the PCP to approve once it has been established.
9. It is the Panel Arrangements which must make provision about the co-option of, and holding of office by, the independent members.
10. Currently, this document defines a specific term of office (4 years). In addition, it says that there shall be no restriction on the overall time period that an independent member may serve on the PCP. The expectation, and previous practice, has been that an independent member seeking re-appointment could re-apply through the relevant open recruitment process.

11. Norfolk PCP has two co-opted independent members. They are each appointed for 4 years, but the appointments are staggered to maximise consistency of membership, skills and experience.
12. The term of office of Air Commodore Kevin Pellatt, currently the Panel's Vice-Chairman, is due to come to end in July 2020.
13. The Panel was due to consider a draft advertisement, application pack, timetable and appoint a selection panel at its 24 March 2020 meeting, with a view to carrying out an open recruitment exercise in the usual way during the spring. The recommended candidate's appointment was due to be endorsed at the Panel's meeting on 30 June 2020.
14. Owing to pressures on public services as a result of coronavirus - COVID-19, the Panel's 24 March 2020 meeting was cancelled.
15. Given the fast moving and uncertain situation relating to coronavirus, the Panel's Chairman (County Councillor William Richmond) is keen to ensure the Panel maintains the much-valued skills and experience of current members and to prevent a vacancy from arising. In order to do so, he has asked Norfolk Leaders to seek their Council's support for an amendment to the Panel Arrangements, which would allow the Panel to re-appoint a co-opted independent member without open recruitment.
16. All Norfolk Leaders agreed to seek their Council's approval to amend the Panel Arrangements.
17. It should be noted that the Panel Arrangements also require the appointment of elected members to the PCP to be made by each local authority at its annual general meeting. The Council's AGM has been cancelled, however, the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, allow that such appointments continue until the next AGM.

### **Proposed action**

18. Add the following new paragraphs to the Panel Arrangements:
  - a) A co-opted independent member may be re-appointed for a further period, without open recruitment, if the majority of Panel Members agree. This could only be done once, for a maximum period of four years, having considered whether the re-appointment would allow the Panel to meet its Balanced Appointment Objective.
  - b) At the end of the re-appointment period, should an individual still wish to continue in the role, they would need to re-apply through open recruitment.
19. It should be noted that the Panel Arrangements require independent member appointments to be endorsed annually, at the Panel's AGM. In addition, they include provision for removal of Independent Members (paragraph 11).

## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Council
<b>Committee date:</b>	23 June 2020
<b>Director / Head of service</b>	Director of resources
<b>Report subject:</b>	Appointment of representatives to outside bodies
<b>Date assessed:</b>	27 May 2020

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

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

Recommendations from impact assessment	
Positive	
Negative	
Neutral	
Issues	



## REPRESENTATION ON OUTSIDE BODIES 2020-21

### Advice and guidance

For each outside body a relevant senior officer/ head of service has been identified who is available to the councillor(s) to provide advice and guidance if required. Depending on the nature of the enquiry they may take further advice such as from the council's chief executive, monitoring officer or section 151 officer.

### Outside bodies

Organisation	Representation	Relevant senior officer
Active Norfolk	Cllr McCartney-Gray	Martine Holden
Broads Authority	Cllr Harris	Judith Davison
Cooperative Councils Innovation Network - Values and Principles Board.	Cllr Jones (B)	Anton Bull
District Councils Network Assembly	Cllr Waters	Stephen Evans
The Forum Trust Limited	Cllr Harris	Nikki Rotsos
Legislator 1656 Limited	Andy Watt	Hannah Simpson
Legislator 1657 Limited	Andy Watt	Hannah Simpson
Lilian Armitage Charity (4 year term of office)	David Fullman (2022) Cllr Sally Button (2022) Cllr Harris (2022)	Lee Robson
Norfolk (Countywide) Community Safety Partnership Scrutiny Sub Panel	Cllr Ryan Cllr Giles (sub)	Bob Cronk
Norfolk Health Scrutiny Committee	Cllr Sarmezey Cllr Fulton-McAlister (M) (sub)	Adam Clark
Norwich Access Group	Cllr Brociek-Coulton	Ben Webster
Norwich Airport Consultative Committee	Cllr Button	Mark Brown
Norwich Airport Joint Advisory Committee	Cllr Button TBC	Mark Brown

<b>Organisation</b>	<b>Representation</b>	<b>Relevant senior officer</b>
Norwich Consolidated Charities (4 year term of office)	Cllr Jones 2020 Chris Herries 2020 Cllr Maxwell 2020 Cllr Davis 2021 Jeanne Southgate 2021 Rachel Trevor 2022	Bob Cronk
The Norwich Historic Churches Trust Limited	David Fullman Cllr Huntley Chris Herries Cllr Oliver	Andy Watt
Norwich Preservation Trust Limited	Cllr Maguire Cllr Stonard David Raby Cllr Lubbock	Graham Nelson
Older People's Forum	Cllr Davis	Bob Cronk
Theatre Royal (Norwich) Trust Limited	David Fullman	Nikki Rotsos

### **Appointments by the Cabinet to specific groups**

<b>Organisation</b>	<b>Representation</b>	<b>Relevant senior officer</b>
Association of Retained Council Housing	Cllr Harris	Lee Robson
CNC Building Control Services Board	Cllr Stonard	Graham Nelson
Eastern Procurement Limited	Anton Bull	
Greater Norwich Development Partnership	Cllr Waters Cllr Stonard Cllr Maguire	Graham Nelson
Greater Norwich Growth Board	Cllr Waters	Graham Nelson
IESE Limited	Cllr Harris	Anton Bull
Joint Norfolk Waste Partnership	Cllr Maguire	Chris Eardley
LG Pensions Committee	Cllr Waters	Hannah Simpson
Local Government Association (Norfolk Branch)	Cllr Waters	Stephen Evans
Local Government	Cllr Waters	Stephen Evans

<b>Organisation</b>	<b>Representation</b>	<b>Relevant senior officer</b>
Association – General Assembly		
Local Government Information Unit	Cllr Harris	CLT/Adam Clark
National Centre for Writing	Cllr Waters	Nikki Rotsos
New Anglia Limited Enterprise Partnership Limited	Cllr Waters Cllr Stonard (dep)	Graham Nelson
Norfolk Environmental Waste Services (NEWS)	Cllr Maguire	Chris Eardley
Norfolk Health and Wellbeing Board	Cllr Davis	Adam Clark
Norfolk Police and Crime Panel	Cllr Maguire Cllr Kendrick (dep)	Bob Cronk
Norwich Business Improvement District Limited	Cllr Waters	Nikki Rotsos
Norwich City New Co Limited	Cllr Stonard (Chair) Cllr Kendrick Anton Bull	
Norwich City Services Limited	Anton Bull (temporary appointment pending the appointment of the full board)	Stephen Evans
Norwich NORSE (Building) Limited	Cllr Harris Bob Cronk	Lee Robson
Norwich NORSE (Environmental) Limited	Cllr Maguire Bob Cronk	Chris Eardley
Norwich Regeneration Limited	Cllr Stonard (chair) Cllr Kendrick Anton Bull Non-executive director 1 - TBC Non-executive director 2 - TBC	
nplaw Board	Cllr Kendrick Anton Bull	Anton Bull
NPS Norwich Limited	Cllr Kendrick Bob Cronk	Andy Watt
Parking Partnership	Cllr Stonard	Andy Watt

Organisation	Representation	Relevant senior officer
Strategic Board of the Norwich and HCA Strategic Partnership	Cllr Waters Cllr Kendrick Cllr Stonard	Graham Nelson
Three Score Open Space Management Limited	Cllr Kendrick Lee Robson	
UK Healthy Cities	Cllr Packer	Ruth Newton
War Memorials Trust	Philippa Dannatt Ernie Green Cllr Manning Cllr Sands (M)  <i>(4 of 7 trustees are council appointments and 3 appointed by trustees)</i>	Anton Bull

**Report to** Council  
23 June 2020  
**Report of** Director of resources  
**Subject** Schedule of Committee Meetings

**Item**

**12**

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**Purpose**

To consider a schedule of meetings for council, cabinet, audit and scrutiny committee meetings.

**Recommendation**

To approve a schedule of meetings for council, cabinet, audit and scrutiny committees.

**Corporate and service priorities**

The report helps to meet the corporate priority of a healthy organisation

**Financial implications**

None

**Ward/s:** All Wards

**Cabinet member:** Councillor Kendrick - Resources

**Contact officers**

Stuart Guthrie, Democratic and elections manager 01603 212055

Anton Bull, Director of resources 01603 212326

**Background documents**

None

## Report

1. The global pandemic of Covid-19 has meant that the council has had to think carefully about the schedule of committee meetings at this time.
2. The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 allows for committee meetings to be held remotely and at a time and date decided by the council. In the absence of an Annual General Meeting in May 2020, the director of resources has used delegated authority in Appendix 8 of the constitution (all of the functions of the council in relation to member services and the democratic process of the council) to schedule any necessary meetings required so far.
3. It is now suggested that council agrees the schedule of meetings for council, cabinet, audit and scrutiny committees, as attached as appendix A, with the caveat that this will be under constant review in light of Government advice.
4. Members are reminded that the “6 month rule” is still in place and this schedule gives all members opportunities to attend committee meetings.
5. Due to the evolving situation of the pandemic, the schedule of meetings will be reviewed in the autumn and a similar report will be taken to council on 22 September. All other non-regulatory meetings and working parties will also be reviewed. As with previous years there will be no meetings scheduled in August other than a regulatory subcommittee if needed and a planning applications committee if needed.
6. The Annual General Meeting of council due to be held in May this year was cancelled and it is anticipated that an AGM will be held later in the year.
7. Please note that the start times in the appended table relate to virtual meetings and may be changed if meetings can be held in person.

### Planning applications committee

8. The planning applications committee will meet on Thursday 9 July 2020 to determine whether to continue with the temporary scheme of delegations put in place on 23 April 2020 should remain in place. Meetings after this date will be dependent on the resolutions of the committee and will be programmed accordingly by the director of resources.

## **Audit committee**

9. The national deadlines for the submission of accounts has been changed to August with these being approved by the end of November. This means that meetings of the audit committee should be held in July and November.

## **Licensing committee, licensing subcommittee and regulatory subcommittee**

10. Three days in September have been identified to hold a series of licensing subcommittees and regulatory sub committees if needed.
11. A need was identified for a regulatory subcommittee meeting as an application was received for a new private hire driver's licence. To ensure the applicant was not adversely affected, a remote regulatory subcommittee was arranged to hear this application on Monday 8 June.
12. Where needed, licensing subcommittee meetings and regulatory subcommittee meetings will be held.

## Integrated impact assessment



**NORWICH**  
City Council

The IIA should assess **the impact of the recommendation** being made by the report  
Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

### Report author to complete

<b>Committee:</b>	Council
<b>Committee date:</b>	23 June 2020
<b>Director / Head of service</b>	Anton Bull
<b>Report subject:</b>	Committee meetings
<b>Date assessed:</b>	14 June 2020



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

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

Recommendations from impact assessment
Positive
Negative
Neutral
Issues

## APPENDIX A

Committee	Day of meeting	Time	2020								2021				
			May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Council	Tue	Proposed 18:00 start		23	21	-	22	-	24	-	26	23	16	-	
Cabinet	Wed	16:30	-	10	8	-	9	14	11	9	13	10	10	-	-
Scrutiny	Thu	16:30		10 <sup>1</sup>	16	-	17	15	19	17	21	4 <sup>i</sup>	18	-	-
Audit	Tue	16:30  July meeting at 15:00	-		14	-	-		24 <sup>2</sup>	-	12	-	9	-	-

Please note that the start times in the table above relate to virtual meetings and may be changed if meetings can be held in person.

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<sup>1</sup> Scrutiny meeting to consider Covid-19 report prior to cabinet

<sup>2</sup> Note same day as council, however meeting date nearest to publication date of audited accounts 30 November 2020

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<sup>i</sup> Budget meeting of scrutiny committee.

