

Cabinet

Date: Wednesday, 12 July 2023

Time: 17:30

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

Committee members:

For further information please contact:

Councillors:

Committee officer: Alex Hand
t: (01603) 989398
e: alexhand@norwich.gov.uk

Stonard (chair)
Jones (vice chair)
Giles
Hampton
Kendrick
Oliver

Democratic services
City Hall
Norwich
NR2 1NH

www.norwich.gov.uk

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Agenda

Page nos

1 Apologies

To receive apologies for absence.

2 Declarations of interest

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

3 Public questions/petitions

To receive questions / petitions from the public which have been submitted in accordance with the council's constitution.

4 Questions to cabinet members

(A copy of the questions and replies will be available on the council's website prior to the meeting)

5 Minutes

5 - 10

To approve the accuracy of the minutes of the meeting held on 14 June 2023.

6 Q4 2022-23 Assurance Report

11 - 46

Purpose - To report progress against the delivery of the corporate plan priorities and key performance indicators and to provide and update on corporate risks for quarter 4 of 2022-23.

7 Vehicle anti- social behaviour Public Space Protection Order

47 - 66

Purpose - To seek approval to make a Public Space Protection Order for the management of vehicle related anti-social behaviour associated with car meets in public spaces within the Norwich City district boundary.

8 Whole House Improvements to void properties

67 - 74

Purpose - To consider the award of Whole House Improvements for up to 40 properties.

9 Award of Stock Condition Survey Contract

75 - 82

Purpose - To consider the award of the contract for stock condition surveys of housing properties.

10 An update on financial planning and the Medium Term Financial Strategy assumption (report to follow)

11 Exclusion of the public

Consideration of exclusion of the public.

EXEMPT ITEMS:

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

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

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

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***12 Q4 2022-23 assurance report - exempt appendix**

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

***13 An update on financial planning and the Medium Term Financial Strategy assumption - exempt appendix (report to follow)**

Date of publication: **Tuesday, 04 July 2023**



Cabinet

17:35 to 18:20

14 June 2023

Present: Councillors Stonard (chair), Jones (vice chair), Giles, Hampton, Kenrick and Oliver.

Also present: Councillor Galvin, Green group leader

1. Declarations of interest

There were no declarations of interest.

2. Public questions/ petitions

There were no public questions or petitions.

3. Minutes

RESOLVED to agree the accuracy of the minutes of the meeting held on 8 March 2023.

4. Greater Norwich Local Plan: Proposed examination submission on the requirement for Gypsy and Traveller pitches and allocation of sites for Gypsy and Traveller pitches

Councillor Stonard, leader of the council and cabinet member for inclusive and sustainable development introduced the item and referred to the additional paper amending the report which had been circulated. He advised that the plan had to be agreed over the Greater Norwich Area and the amendments had been agreed by the other constituting bodies being Broadland and South Norfolk District Councils. The plan met the requirements for the allocation of Gypsy and Traveller pitches and did not discriminate against those in the community who were no longer able to travel.

The Executive director of development and city services advised that most amendments demonstrated how comments from the consultation had been incorporated or were minor technical changes. The only substantive amendment was to recommendation 5 with the word 'additional' to be added before the word 'focussed'. He advised that the amended report had been considered at Sustainable Development Panel at its meeting on 13 June 2023 and recommended for approval to cabinet.

If members agreed the recommendations then the next stage would be to submit the plan to the Planning Inspectorate. At this stage those that were aggrieved with the approach would have an opportunity to challenge the validity of the process with the inspectors.

RESOLVED to agree:

To submit to the Independent Inspectors of the Greater Norwich Local Plan that:

- 1) the Greater Norwich Local Plan should include a minimum requirement of 52 Gypsy and Traveller pitches to meet the full ethnic need for Gypsy and Traveller accommodation from 2022 to 2038.
- 2) in order to ensure the minimum requirement for Gypsy and Traveller pitches between 2022 and 2032 is met, that the Greater Norwich Local Plan should allocate 45 Gypsy and Traveller pitches comprising:
 - a) 35 deliverable pitches from 2022 to 2027 through the allocation of the sites in Stratton Strawless, Carleton Rode, Foulsham, Wymondham and Cawston
 - and,
 - b) 10 developable pitches from 2028 to 2032 at Ketteringham Depot
- 3) the analysis of historic windfall demonstrates that at least a further 12 windfall pitches can reasonably be expected to meet unmet needs to 2038; and
- 4) the proposed main and additional modifications to the plan set out in appendix 1 which provide the policy changes to enable recommendations 1 and 2 should be considered through the plan's examination;
and;
- 5) Delegate authority to the Executive director of development and city services in consultation with the Leader to agree further modifications as may be necessary, which may include proposals to allocate one or more of the additional focused consultation sites, to ensure the Greater Norwich Local Plan is found sound through its examination.

5. Scrutiny Committee Recommendations

Councillor Kendrick, cabinet member for resources introduced the report.

Councillor Hampton, cabinet member for climate change, addressed the recommendations regarding green financing within the report. She expressed that the scrutiny meeting on green financing had been very interesting with an engaging presentation from the Green Finance Institute (GFI). She emphasised that this was an area that the council wanted to progress but noted that it was resource intensive. She proposed that the recommendations be referred to the Climate and Environment Emergency Executive Panel (CEEPP) for consideration as part of the council's Environmental Action Plan.

Council Galvin referred to the work scrutiny committee had undertaken on the welcoming asylum seekers and refugees to Norwich item. She noted that there was

an aspiration for the city council to become a Council of Sanctuary as well as Norwich being a City of Sanctuary and asked how this work was progressing.

Councillor Giles, cabinet member for communities and social inclusion advised that this had moved into his portfolio and he would be following up on this work.

Councillor Stonard, leader of the council and cabinet member for inclusive and sustainable development was pleased to acknowledge there was consensus across the council that Norwich wanted to be a welcoming city and that the city had a proud history of being welcoming.

RESOLVED to:

- 1) refer the scrutiny committee's recommendations on green financing to the Climate and Environment Emergency Executive Panel (CEEEP) for consideration as part of the council's environmental action plan; and
- 2) note the work regarding welcoming refugees and asylum seekers to Norwich.

6. Provisional Budget Outturn 2022/23

Councillor Kendrick, cabinet member for resources presented the report. He noted that the report showed the provisional outturn position for 2022-23 as reflected in the draft Statement of Accounts published on 31 May 2023. However, the final position was subject to audit examination which would take place later in the year.

Councillor Giles, cabinet member for communities and social inclusion, highlighted a number of successes within his portfolio as detailed in the report. The Norwich Fringe Project had achieved a higher net income than predicted by managing sites in other authority areas and generating income. Similarly, income for allotments was above that predicted and a number of capital projects had been delivered within parks and open spaces.

Councillor Galvin noted that was a higher level of income than predicted achieved from off street parking. She highlighted that the city council had made a case to the county council as part of Transport for Norwich (TfN) Strategy to move away from car use to public and active travel and had committed to reducing space for off street parking. She asked for confirmation that this was still the direction of travel and asked when the strategy would be in place.

Councillor Stonard, leader of the council and cabinet member for inclusive and sustainable development said that the increase was in part due to the ability to take cashless payments for parking. He confirmed that the city council would be working with the new administration at the county council. He emphasised that the city council had a bold ambition for transport but that there had been a change of members on the TfN board and these conversations would have to be revisited afresh.

The Executive director of development and city services noted that parking fees had increased within the last financial year and this was reflected in the increased income. The charges were increased in line with the TfN objectives in that they

sought to discourage long stay visitors from travelling by private car. He emphasised that it took time to change patterns of behaviours such as moving away from car use.

The Executive director of development and city services advised that there was a cap on the number of parking spaces the city council held within the city and that the figure was currently beneath the cap. He noted that if developments such as those at Anglia Square went forward, the number of parking spaces would be decreased further. He highlighted that the housing development pipeline was considering a number of developments on surface car parks as allocated within the Local Plan.

RESOLVED:

- 1) To note the provisional financial outturn for 2022/23 for the General Fund, HRA and the council's overall capital programme;
- 2) To note the consequential General Fund and HRA balances;
- 3) To note the transfers to earmarked reserves;
- 4) To note budget virements approved during quarter 4;
- 5) To approve an adjustment to the 2023/24 General Fund capital programme to enable external funding received in 2022/23 to be utilised for projects; and
- 6) To delegate to the chief finance officer, in consultation with the cabinet member for resources, the approval of carry-forwards of unspent 2022/23 capital budgets into the 2023/24 capital programme.

7. An update on Health, Safety and Compliance in Council Homes and Buildings

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

Councillor Jones, deputy leader and cabinet member for housing and community safety, presented the report. She noted that it was reassuring to see the progress which had been made, in particular she highlighted that where targets were behind, extra resource had been brought in to counter the issue. There had been tight oversight over the programme and it was moving towards completion.

Councillor Galvin noted that within the report it was highlighted as a risk that there was a great reliance on interim expertise and that it would be challenging to fill these roles permanently. This was acknowledged within the project's risk register and mitigated for in the medium term but asked how would this be addressed in the long term.

The Interim head of asset management concurred there was a risk and advised that upskilling of existing staff had been ongoing over the last 12 months. There was a plan to go out to recruit to posts permanently in place but there was a national shortage of trained compliance staff.

The Chief executive officer advised that the roles would be going out to be recruited to over the next few months, and would emphasis what a great place to work Norwich was. There was also an option to extend interim roles if required.

RESOLVED to note the update on Health, Safety and Compliance in Council Homes and Buildings.

8. Award of contract for Idox services to support digitalisation of the Planning and Regulatory Service

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

Councillor Jones, deputy leader and cabinet member for housing and community safety, presented the report. She expressed that it was exciting to be bringing up to date the system which supported regulatory services as these were the services which impacted upon the safety of residents. It was vital to have the infrastructure in place to improve the customer experience, support the development of the team and maximise the use of staff time.

Councillor Galvin asked if sustainability factors were considered as part of the tendering process. The head of planning and regulatory services advised the contract was tendered using a procurement process and would send information to Councillor Galvin on sustainability factors.

RESOLVED to agree to enter a contract with Idox for the software enhancements and additions as set out in the report.

9. Wide Area Network Contract

Councillor Kendrick, cabinet member for resources introduced the report.

The Head of customers, IT and digital advised that the Wide Area Network (WAN) contract was fundamental infrastructure essential. The contract had been provided by Capita for the last eight years and there had been no downtime over the last two years. Therefore, it was recommended to enter into a new contract with Capita.

Councillor Galvin asked if sustainability factors were considered as part of the tendering process. The head of legal and procurement replied that the contract was awarded as part of a framework agreement and different frameworks gave different emphasis to sustainability and social value but it was an important element of awarding the contract.

RESOLVED to agree to enter a contract with Capita IT Services Ltd (Capita) to supply the WAN services.

10. Managing assets (non-housing)

Councillor Kendrick, cabinet member for resources presented the report. The report recommended the disposal of two assets, The Brook Hotel and 67 Ridder Haggard. With no member indicating they wished to discuss the exempt appendix it was:

RESOLVED to approve the disposal of the assets outlined in the report.

***11. Managing assets (non-housing) – exempt appendix**

This item was noted under item 10 above.

CHAIR



Committee Name: Cabinet

Committee Date: 12/07/2023

Report Title: Q4 2022/23 Assurance Report

Portfolio: Councillor Stonard, Leader of the council

Report from: Executive director of community services

Wards: All Wards

OPEN PUBLIC ITEM

Purpose

To report progress against the delivery of the corporate plan priorities and key performance indicators and to provide an update on corporate risks for quarter 4 of 2022/23.

Recommendations:

It is recommended that cabinet review progress on the key performance indicators for this quarter and the corporate risk register.

Policy Framework

The Council has five corporate aims, which are:

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

This report meets the Norwich City Council is in good shape to serve the city corporate aim.

Report Details

1. The corporate plan 2022-26 established five corporate aims:
 - People live independently and well in a diverse and safe city
 - Norwich is a sustainable and healthy city
 - Norwich has the infrastructure and housing it needs to be a successful city
 - The city has an inclusive economy in which residents have equal opportunity to flourish
 - Norwich City Council is in good shape to serve the city.
2. The performance framework aims to measure progress against these aims through key performance indicators (KPIs) which monitor delivery of activities and services which contribute to these objectives.
3. Performance reporting for indicators in this report is based around a traffic light concept where green is on or above target, amber provides an early warning for possible intervention and red suggests intervention is necessary. White indicates that we are currently not reporting on a KPI, and the reason will be indicated in the main report.
4. This report sets out progress against the KPIs that track delivery of the corporate plan priorities. This is the fourth quarterly performance report for year one of the Corporate Plan 2022-2026. It also provides an overview of the key corporate risks.
5. The report appendices give further information across corporate performance, and risk. Relevant annexes have been provided and are referred to throughout the report.
6. The quarterly assurance reports would usually include the quarterly financial performance updates. At its meeting on 14 June 2023, Cabinet considered the revenue outturn for 2022/23. This report should be seen in the context of the revenue outturn report; however the financial performance information has not been repeated here.

Consultation

7. No consultation was required in creating this report.

Implications

Financial and Resources

8. Any decision to reduce or increase resources or alternatively, increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan 2022-26 and Budget.

Legal

9. In considering its financial and non-financial performance, the Cabinet is supporting the Council to fulfil its duties under s.151 of the Local Government Act 1972 to ensure there are arrangements in place for the proper administration of its financial affairs, and under

s.3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Statutory Considerations

Consideration	Details of any implications and proposed measures to address:
Equality and Diversity	This report does not have direct implications for equality and diversity; it reports on progress made in delivering agreed services and programmes, the equality implications of which will have been considered as part of service planning or other decision-making processes.
Health, Social and Economic Impact	This report does not have direct health, social or economic implications; it provides an update on progress made in delivering agreed services and programmes, the implications of which will have been considered elsewhere.
Crime and Disorder	This report does not have direct implications for crime and disorder; it provides an update on progress made in delivering agreed services and programmes, the implications of which will have been considered elsewhere.
Children and Adults Safeguarding	This report does not have direct safeguarding implications; it provides an update on progress made in delivering agreed services and programmes, the implications of which will have been considered elsewhere.
Environmental Impact	This report does not have direct environmental implications; it provides an update on progress made in delivering agreed services and programmes, the implications of which will have been considered elsewhere.

Risk Management

Risk	Consequence	Controls Required
Specific risk management activities and detailed consideration of the corporate risk register is included within the relevant section of this report.	Failure to manage risks appropriately could have financial reputational or other consequences	Risk owners are required to implement controls to mitigate risks and update these regularly.

Other Options Considered

10. No alternative options.

Background papers:

11. The report refers to additional documents throughout, supplying these as annexes within the relevant sections.

Appendices: Combined Assurance Report, Q4 2022/23

Contact Officers:

Helen Chamberlin, Head of Strategy, Engagement and Culture
01603 989269
helenchamberlin@norwich.gov.uk

Neville Murton, interim Head of Finance, Audit and Risk
Nevillemurton@norwich.gov.uk

Assurance Quarterly Report

Q4 2022/23

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1. Executive summary

1.1. Performance

At a corporate level, this quarter shows 13 green, four amber, seven red and one white indicator. The white indicator relates to KPI 17 *Area of underused council land brought back into productive use (m2)*. This is currently being monitored for a baseline. Two annual KPIs were not reported in this quarter.

Notable trends at the directorate level include:

Community Services continues to outperform in:

- *IT system availability as a percent of time available in core hours*
- *number of homeless households living in temporary accommodation*
- *the percentage of households owed a homelessness prevention duty*
- *the percentage of customers responding as satisfied with the customer contact team service.*

Areas under target include:

- The *average re-let time of council homes in calendar days (excluding major works)* remains under target. Commentary indicates that contractor's capacity is increasing which will result in a reduction to empty units throughout the year.
- The *number of private sector insulation measures completed* this quarter is 34. This figure is reflective of when the installation of insulation has been completed. Commentary indicates that more than 120 assessments have been completed and/or payments received by us prior to installation, with the actual insulation due to be fitted over the next two reporting periods. The nature of the funding landscape for this area of work produces 'peaky' quarterly KPI outcomes but we will see an overall increase annually. We only report on private sector insulations in which the Council is directly involved with.
- Improvements to KPI 11, the *% of people responding as feeling safe in a local area survey*, are being explored to improve response rates. Commentary indicates that during the last reporting period, only 93 (4%) of responses were received, resulting in statistically insignificant data. In March 2023, the Safer Norwich Strategy 2023-26 was adopted, and work is now underway to form a Safer Norwich Partnership which will seek to address the reasons why people feel unsafe in their neighbourhoods.

Corporate and Commercial Services continue to outperform in the *number of days taken to process new Housing Benefit applications*.

Council tax and Business rates collection have seen an improvement in performance, both moving from amber to green. Commentary indicates that performance in these areas has been aided by the cessation of a number of short-term grant schemes which has

freed up resources to focus on business-as-usual work along with a gradual return to recovering debts using a number of different methods of recovery.

Development and City Services continue to outperform in:

- *the number of planning decisions upheld after appeal*
- *the number of food premises rated 0, 1 or 2 moving to a compliant rating of 3, 4 or 5*
- *Council income from investment property portfolio.*

The percentage of household waste sent for reuse, recycling and composting remains amber. This is consistent with the previous reporting period.

Performance overall for **Freedom of Information requests responded to on time** for Q4 has decreased to 91.40%, compared with 92.36% for Q3.

Community Services, and Development and City Services have seen slight improvements:

- Community Services 97.5% (Compared with 95% for Q3)
- Corporate and Commercial Services 92.6% (compared with 96% for Q3)
- Development and City Services 89.1% (compared with 88.4% for Q3)

Performance overall for **complaints requests responded to on time** for Q4 has improved overall to 66%, compared with 58% in Q3

- Community Services: 90% (compared with 82% for Q3)
- Corporate and Commercial Services: 90% (compared with 88% for Q3)
- Development and City Services: 61% (compared with 54% for Q3)

In line with the Corporate Plan for 2022-26, the current KPIs are now reported across five corporate aims. A table of all KPIs can be found appended to this report, and how they relate to each corporate aim can be found in the Technical Appendix of the Corporate Plan. Figures 1 and 1.1 below show the mix of KPIs and their current performance status by directorate and by corporate aim, respectively.

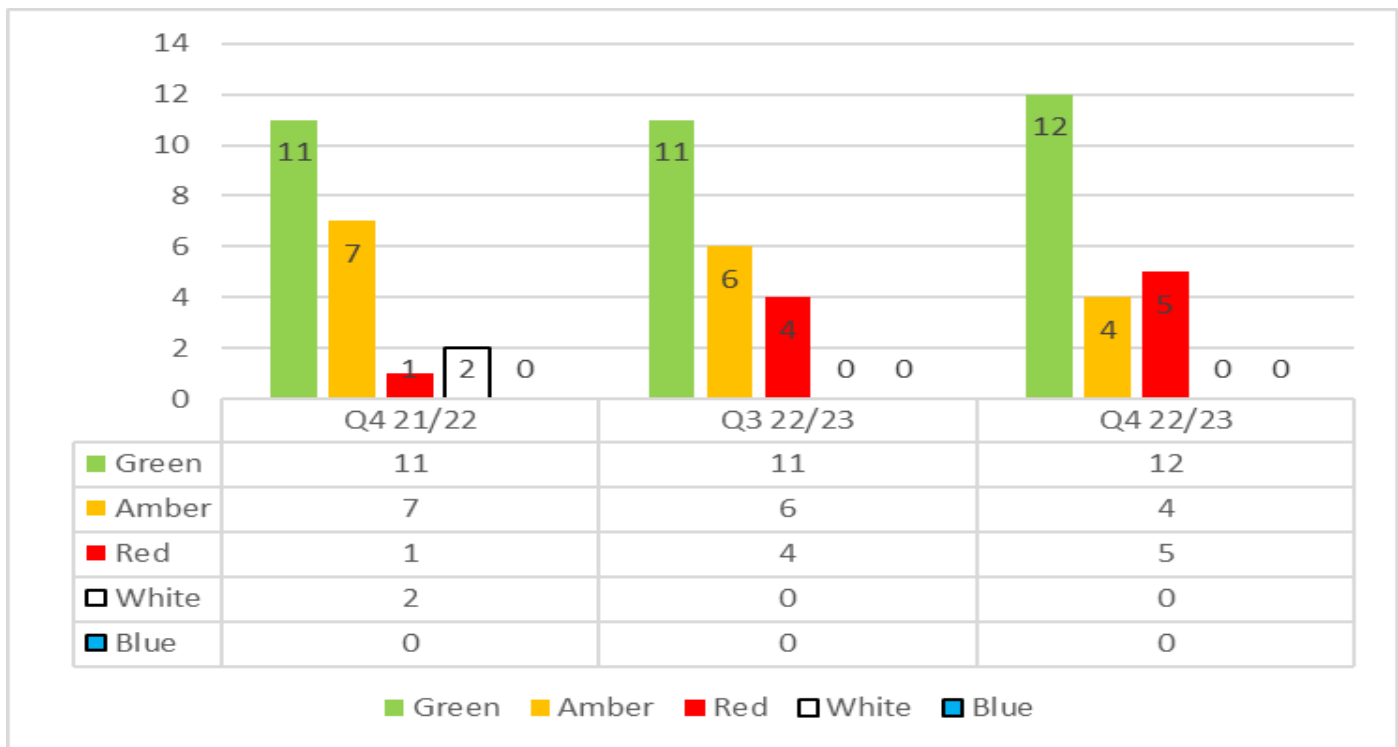
Figure 1: Q4 KPI performance by directorate

Directorate	Red	Amber	Green	Monitoring data	Not completed	No data this quarter	Total
Cross Cutting	1	0	1	0	0	0	2
Community Services	4	2	4	0	0	0	10
Corporate and Commercial Services	0	0	4	0	0	0	4
Development & City Services	2	2	4	1	0	0	9
Total	7	4	13	1	0	0	25

Figure 1.1: Q4 KPI performance by corporate priority

Corporate aim	Red	Amber	Green	Monitoring data	Not completed	No data this quarter	Total
An inclusive economy in which residents have equal opportunity to flourish	0	0	1	1	0	0	2
Norwich City Council is in good shape to serve the city	2	0	7	0	0	0	9
Norwich has the infrastructure and housing it needs to be a successful city	3	3	1	0	0	0	7
Norwich is a sustainable and healthy city	1	1	0	0	0	0	2
People live independently and well in a diverse, and safe city	1	0	4	0	0	0	5
Total	7	4	13	1	0	0	25

Performance overall has decreased compared with Q4 2021/22. There has been some positive movement on the previous quarter for 2022/23 with an additional indicator moving into green, as shown in the table below:



**For comparison purposes, only quarterly indicators are included. White indicators are those where we were monitoring data before setting a target. Blue indicators are those where no data was recorded for the quarter.*

2.1 Risk

Heads of Service and other risk owners were asked to update their directorate and corporate registers in a timely manner. The current Corporate Risk Register summary is shown in the table below.

There are a number of risks which have been RAG rated as red indicating that specific consideration is needed to reduce the impact of the identified risk. These risks will continue to form part of directorate risk reviews.



		Q4 2022/23				
Risk (inc reference)	Directorate	Is risk exempt from publication?	Residual risk score	Target risk score	Current direction	Date of Last Review
CORP01 Council Funding Medium - Long Term	Exec Dir - Corporate & Commercial Services	N	12	8	Static	12/05/2023
CORP03 Health & safety in the workplace	Exec Dir - Development & City Services	N	12	8	Improving	01/06/2023
CORP06 Failure to respond to a critical, business continuity or emergency planning event	Chief Executive	N	12	6	Static	01/06/2023
CORP07 Cyber security	Exec Dir - Community Services	N	15	15	Static	17/04/2023
CORP08 Data Protection compliance	Exec Dir - Community Services	N	12	8	Static	17/04/2023
CORP09 Failure to fulfil statutory or legislative responsibilities - safeguarding	Exec Dir - Community Services	N	15	12	Static	31/05/2023
CORP12 Contract management - governance	HoS - Legal & Procurement	N	9	6	Static	06/04/2023



CORP13 The Council's approach to waste and recycling becomes financially, environmentally and contractually unsustainable	Exec Dir - Development & City Services	N	8	4	Static	28/04/2023
CORP14 Health and safety and compliance in council homes and buildings	Exec Dir - Community Services	N	20	4	Static	30/05/2023
CORP15 Failure to be able to draw down £15m of Housing Infrastructure Fund (HIF) money previously secured from Homes England (HE) and under contract to assist with the delivery of Anglia Square leading to failure for successful redevelopment of this key city centre site	Exec Dir - Development & City Services	N	16	8	Worsening	01/06/2023
CORP16 Implementation of the Election Act	Chief Executive	N	9	4	Improving	06/04/2023
CORP17 Failure to deliver acceptable levels of performance in regulatory services	Exec Dir - Development & City Services	N	12	8	Improving	01/06/2023
CORP18 Failure to address Natural England advice on Nutrient Neutrality (NN)	Exec Dir - Development & City Services	N	15	10	Improving	01/06/2023
CORP19 Housing regulation	Exec Dir - Community Services	N	12	9	Improving	31/05/2023



CORP20 Cost of living (COL) crisis has a negative impact on the city and the council	Exec Dir - Community Services	N	20	12	Static	18/05/2023
CORP21 Equality impacts due to climate change	Exec Dir - Community Services	N	16	12	Static	18/05/2023
CORP23 Impact of economic downturn on key council suppliers	Exec Dir - Corporate & Commercial Services	N	16	8	Static	06/04/2023

Appendix A. Cross cutting KPIs

At a corporate level, there are two KPIs where performance is affected across all three directorates. These are:

- % of Freedom of Information (FOI) requests responded to within statutory timescales (reporting as green)
- % of corporate complaints responded to within stated timescales (reporting as red)

The below gives a view of Cross Cutting KPI performance across the past year:

Indicator	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
▼ % of FOI requests responded to within statutory timescales	91.19	79.52	80.12	92.36	91.40
% of corporate complaints responded to within stated timescales	56.30	54.95	62.06	58.00	66.00

This quarter saw 163 FOI requests. This is comparable to the previous quarter (157) and the same quarter last year (159).

Our on-time FOI response performance is 91.4% which is above our KPI target.

The time to respond to complaints target was reduced from 15 to 10 days, effective from 1 October 2022. This has impacted on performance which remains below target however there is a positive direction of travel indicated as the new response time embeds. Weekly reports are being supplied and any delays are being actively investigated and actioned.

Appendix B. Community Services

B.1. Performance

B.1.1. Summary of performance

Community Services has 11 KPIs, 10 of which report quarterly and one annually in quarter two. For this quarter, the directorate reports four red, two amber and four green indicators.

The red indicators this quarter are:

- *‘Total number of private sector insulation measures completed’*. There have been 34 confirmed insulation measures completed via the Sustainable Warmth Competition funding (33) and the Solar Together Scheme (1). As part of the Sustainable Warmth Competition funding, there has also been over 50 assessments which should translate into installations within the next two reporting periods. There have also been 70 people pay for solar panels via the Solar Together scheme that have yet to receive installation; these will also fall within the next two reporting periods. With these combined, it’s likely that the April-June 2023 period will be significantly above the target figure. The nature of the funding landscape for this KPI produces ‘peaky’ quarterly KPI outcomes but with increasing annual outcomes. It’s also worth noting that this figure does not account for private sector insulations that the Council is not involved in. Similarly, this KPI and target was established to monitor the success of ECO3 funding, which has since ceased, and so is due to be reviewed and amended.
- *‘Average re-let time of council homes in calendar days (excluding major works)’*. As previously reported, the legacy of 147 void properties inherited from 2021/22 has resulted in significant void relet times. The capacity across the council to complete more units is increasing and this will result in further reductions in empty units with the aim to achieve a pre-pandemic level of around 0.5% of stock void as standard work in progress during the year.
- *‘% of customer contact that takes place through digital channels’*. At the beginning of 2022/23 the target and intervention rates were increased. A telephone automation pilot was launched in March 2023. The pilot automates some calls around council tax and benefits and we will assess its effectiveness over the reporting period, if successful this should help increase our percentage of contact through digital channels.
- *‘The % of people responding as feeling safe in a local area survey’*. The response rate to the survey for this quarter was 4% and therefore is not statistically significant. Improvements to this measure are being explored to improve response rates. In March 2023, the Safer Norwich Strategy 2023-26 was adopted, and work is now underway to form a Safer Norwich Partnership which will seek to address the reasons why people feel unsafe in their neighbourhoods.

The below gives a view of Community Services performance against its KPIs across the past year:

Indicator	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
Total number of private sector insulation measures completed	70.00	50.00	50.00	0.00	34.00
Number of homeless households living in temporary accommodation	41.00	47.00	52.00	48.00	46.00
IT System availability expressed as a percent of time available during core hours	99.86	99.94	99.85	99.94	99.95
Average re-let time of council homes in calendar days (excluding major works)	55.00	35.00	49.00	95.00	101.00
% of people responding as feeling safe in local area survey	59.00	65.00	55.00	63.00	52.00
% of households owed a homelessness prevention duty (in accordance with the Homelessness Reduction Act) where the duty was ended due to suitable accommodation being secured for them	80.00	74.00	68.00	87.00	88.00
% of customer's responding as satisfied with customer contact team service	78.35	70.43	68.04	83.71	84.75
% of customer contact that takes place through digital channels	42.75	54.29	45.71	42.05	42.98
% of council housing rent collected (excluding arrears brought forward)	99.35	95.87	96.20	98.25	98.77
% of council homes with a valid gas safety certificate	99.82	99.87	99.82	99.92	99.99

The directorate's performance on FOI requests was 97.5% (up 2.6 percentage points since last quarter and up 7.8 percentage points on same quarter of previous year).

Community Services' performance in responding to corporate complaints within timescales reports at 90%.

B.1.2. Successes and challenges

Successes

Automation of phone enquires: A pilot has been successfully implemented to automate some of our phone calls for council tax and benefits. The new service is being managed and monitored over a six-month pilot period to assess the effectiveness of the service delivery and impact on the contact team. If the service proves to be effective, then a business case will request the service be made permanent with the potential to expand automation of phone calls to other service areas.

Homelessness Prevention: The homelessness prevention team continues to deliver a highly effective service, despite the ongoing challenge of limited affordable housing options and the cost of living crisis. They prevented 88% of clients who presented to us as facing homelessness within 56 days, from becoming homeless, which is a huge achievement. Recent service improvements include the introduction of new processes to ensure more efficient case management, the introduction of a rent guarantee scheme and the use of specialist officers to assist ex-offenders and private sector tenants, helping us to provide positive outcomes for our customers.

Action Plan for Culture: Developed with input from key stakeholders as part of the Norwich Creative City Compact in early 2023 and launched in June 2023. The action plan commits the city council to a series of deliverables and actions that will support

the development of a Cultural Strategy for Norwich in 2025 and is aligned to the Norwich 2040 Vision. The document has both short-term and long-term aims and articulates the key areas of focus which other stakeholders can mobilise to contribute to the ecosystem of arts, culture and creativity in Norwich in 2023 and 2024. The Action Plan is intended as a platform for wider engagement and also to support the strengthening of relationships between Norwich and key national funders and investors.

Budget consultation: In recent months we have developed our online engagement platform 'Get Talking Norwich'. This platform was used to consult with Norwich residents on our Budget proposals for 2023/24. The consultation ran from 15 December 2022 to 20 January 2023. Analysis shows that use of 'Get Talking Norwich' has helped us to reach more people from a broader demographic, with a response rate double that of the previous year (2,654 for this year versus 1,307 responses last year). We have heard also from communities with a range of backgrounds, identities and cultural affiliations through some specific conversations - holding these themed based community conversations has been well received and helps to ensure the voices of community members in Norwich are better reflected.

We are prioritising plans to strengthen community and tenant engagement further to deliver on our commitment to put residents at the 'heart of everything we do' and the success of and lessons learned from these changes to the budget consultation gives us a good basis to continue improvement.

Challenges

Recruitment challenges to technical IT positions: Following the IT service restructure, a number of new positions have been advertised with some technical positions still vacant after three recruitment campaigns. Temporary resources are being used to backfill the vacancies whilst we continue to recruit.

Capital Projects: Over the past year the Environmental Strategy Team has been delivering two central government funded capital projects to retrofit social and privately-owned homes via the Social Housing Decarbonisation Fund (SHDF) and the Sustainable Warmth Competition (SWC). Both of these projects are well underway with numerous dwellings receiving a mix of retrofit measures, ultimately reducing residents' carbon emissions and their energy bills. However, these projects have not been without their challenges. Firstly, due to the funds' relatively specific eligibility criteria, finding residents who qualified initially proved to be difficult. An increased focus on publicity and outreach ultimately meant though that the quota was reached, with the schemes soon becoming oversubscribed. However, when attempting to contact residents for this outreach, GDPR restrictions also created challenges; because residents' names could not be used on posted letters, many thought these were scam and discarded of them. Likewise, Eon – who are managing the two projects – have met several challenges linked to the material and labour shortages facing the construction industry as a whole. While these have not threatened the projects' viability, it has meant that labour has had to be sourced from outside of

Norfolk for some installations, and the difficulty in sourcing material has added a longer wait time. Nonetheless, both projects are 'ahead' of others nationally, and have not suffered from material shortages to the same extent that other projects elsewhere currently are.

Void turnaround: Average turnaround times continue to be impacted by long term voids which were let during Q4. It is expected that these will also impact on performance of Q1 2023/24. Whilst this area of work is an ongoing challenge, the total number of units has fallen to 1.26% since the highest point on 3 October 2022 which was 1.8%. This represents a £135k improvement due to HRA rent loss. Performance and activity monitoring via the Voids Dashboard and NEC have also facilitated better voids forecast, and improved programming across operational services. Norwich City Services Ltd are adapting their resources during Q1 to meet demand in this sector, with Gasway commissioned for larger major voids work during this year.

B.1.3 Case Study

UK Shared Prosperity Fund set up: The council was informed by Department for Levelling Up Housing and Communities (DLUHC) at the start of 2022/23 that it had been allocated approximately £1.6m from 2022/23 to 2024/25 from the UK Shared Prosperity Fund (UKSPF).

To be granted the money we had to produce an investment plan for DLUHC to approve which following internal consultation and stakeholder engagement was submitted in August 2022. Year one of the allocation was 2022/23 and DLUHC had indicated that local authorities should start spending at risk. Given the sums involved and uncertainty it was felt unwise to spend at risk. The investment plan was designed so that grant funding for community conversation officers could be used to underwrite the year one costs with agreement from those funders that this could be carried forward to be spent as match funding in year two if we were to be successful with UKSPF.

A decision from DLUHC did not arrive until December 2022, over two months later than had been indicated and we needed to quickly mobilise in order to deliver against our year one targets. We prioritised recruitment of a programme manager, supported by a quick response from HR, and had someone in post on secondment by mid-January. Finance pulled together to set up cost centres for both the capital and revenue streams as well as made the necessary transfers to these new cost centres.

Once in post, our programme manager, quickly brought internal project partners together from economic development and citywide services to begin year one delivery and plan for year two. The programme manager also established the reporting mechanisms which would feed into the DLUHC report and ably supported by the transformation team put in place the internal project management structures to ensure good governance.

The mobilisation couldn't have been done at this pace without a positive, flexible and constructive approach across the organisation.

Appendix C: Corporate and Commercial Services

C.1 Performance

C.1.1 Summary of performance

Corporate and Commercial Services has four KPIs, all of which report quarterly. For Q4, the directorate reported four green indicators. The table below gives a view of Corporate and Commercial Services performance against its KPIs across the past year:

Indicator	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
Council Tax Collection – the amount of in year council tax plus arrears from old years collected (target set according to budget requirement)	99.60	98.67	100.64	99.67	100.26
Council on track to remain within General Fund budget (£)	-2,364,000.00	-626,000.00	-1,397,000.00	-1,764,000.00	-1,796,000.00
Business Rates Collection – the amount of in year business rates plus arrears from old years collected (target set according to budget requirement)	101.48	105.42	100.06	99.53	101.83
Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement	14.00	16.00	19.00	18.00	18.00

The directorate's performance on FOI requests was 92.6% (down 3.6 percentage points since last quarter, down 1 percentage point on same quarter of previous year).

Corporate and Commercial Services' performance in responding to corporate complaints within timescales reports at 90%.

C.1.2. Successes and challenges

Successes

Council Tax Support Fund (CTSF): At very short notice and at the busiest time of year the council was asked to deliver a number of support schemes to help residents, one being the CTSF. The Government has provided a grant of £347,698 towards this fund. The Revenues and Benefits team pulled together to devise a scheme that allows us to support residents up to £125 in receipt of partial Council Tax Reduction, thus helping around 3,000 residents to pay their council tax bill.

Housing Benefit Award Accuracy- Full case reviews: With all the additional pressure of work placed on the team, we were struggling to ensure we completed the required number of Full Case reviews on Housing benefit claimants. At of 31 December 2022, we had achieved less than 50% of the required number of reviews. However, the team rallied together and achieved a 101.4% review rate by 31 March 2023.

Treasury Management Performance: Due to proactive management of the Council's cashflow and not fixing into long term deals, the Treasury Management team were able to optimise investment return in a rising interest environment, generating £3.8M in investment income in 2022/23. At the same time, the Council was in a position to let two large loans mature without refinancing them, causing its debt to reduce by £51m from £262.7m to £211.7m, saving £1.4m in interest payments. All of this hard

work and prudent fiscal management of resources, led to the ambitious net interest savings target of £4m in 2023/24.

Challenges

Early Closure of Accounts: During COVID the government delayed, for financial years up to and including 2021/22, the publication date for the annual Statement of Account by two months. For 2022/23 and thereafter the government reverted to a publication date of 31 May 2023 following the relevant financial year, despite there being significant concerns over the supposed benefits of an earlier publication. Most statement of accounts, including those for Norwich and its grouped entities, have become more complex, audit standards have risen, and staff turnover in key roles has been significant; despite these issues the finance service delivered the draft accounts to the statutory deadlines and to its usual high standards - this represented a significant challenge to achieve. Post year-end, Finance will review lessons learned to identify how it can smooth the resource peak at year end by shifting workflows and to understand which processes could be automated and streamlined.

Elections Act and Communications: The Elections Act made significant changes to the operation of elections in the UK, most notably the introduction of Voter ID. However, the accompanying regulations setting out what forms of ID were only agreed at the end of December, with the Electoral Commission's national awareness campaign and the Government Voter Authority Scheme launched in January 2023. Until these launches, it was challenging for the Council to be able to plan its own awareness campaign. Nonetheless, significant steps were taken including raising awareness via social media channels, issuing information in the Citizen magazine and council tax bills and holding sessions for election agents and candidates and community groups. Information collated during the local election in May demonstrated that our efforts minimised the amount of voters attending polling stations without ID.

Enterprise Resource and Planning system: The council agreed to implement a new Enterprise Resource and Planning system (ERP) in April 2022. An ERP brings together many of the council's corporate systems such as its finance system, payments and income collection systems and its HR system; the project will move the council from the separate E5 financials and iTrent HR systems to the Unit 4 ERP product. The cabinet report set out that this process could take between 18 and 24 months to fully implement and an ambitious implementation plan was agreed with our partner. Some elements of the system have been successfully implemented – the council now recruits its staff using the Hireserve portal which has brought about improvements to those processes. However, despite adopting and sticking to the implementation partners model system approach, there have been some challenges with finalising the agreed build and moving into the testing and training stages; this means that we are running behind the original programme plan. Regular meetings are taking place with our implementation partner to mitigate the issues and we are looking forward to bringing the system live later this year.

C.1.3 Case Study

Budget Process: In 2022/23, Norwich City Council decided to redesign its budget setting process, which while it had been effectively managed by Finance, was considered to have had limited organisational involvement with regards to wider organisational improvements.

The Council wanted a process that was more strategic, inclusive and better aligned to the Corporate Plan. The process would also link into the Future Shape Norwich (FSN) programme with assurance provided by the newly formed Design Authority, thereby strengthening the links with the Council's wider aspirations. The Design Authority, which includes representation from across all of the strategic and support services, would provide a rigorous challenge to business cases, while greater oversight of project delivery would be supported through the FSN performance management framework.

In July 2022 the Council estimated it had a challenging £6.2m saving target. This was assessed by rolling forward the budget, adjusting for known savings, growth and pressures. It was at that point, that changes took place to the budget making process.

The new process began with a forensic base budget review across the council to ensure there was a sound evidential basis for decision-making and that simple savings could be easily identified. An experienced senior business partner was seconded to the transformation team. Their role was to ensure that the change programme had robust financial challenge and that the new financial planning process would be based on evidence-based business models.

Business cases were required for long term, high value projects and programmes of work. Projects were prioritised based on the potential impact on the budget over the course of the Medium Term Financial Strategy period. The main areas of focus were identified as environmental and regulatory service transformation, improved asset usage and regeneration projects. Over the summer, initial proposals for budget savings and income generation were collated. Where assurance was required around delivery of these savings, business cases were developed. All business cases were reviewed by the Design Authority including those associated with capital investment.

The Design Authority took a holistic approach with a clear focus on technical feasibility and operational viability. Heads of service led individual business case developments with support from the Transformation team, including expertise from Finance, Procurement, Legal, IT and HR. The Design Authority aimed to represent all internal service areas affected by the change plans to ensure effective decision-making. Additionally, all services which had a role in the delivery of savings were consulted so that resources could be planned and they were aware of the requirements. However, the Design Authority did recommend which budget proposals would be included, based on viability, deliverability and benefits realised.

Detailed validation exercises were undertaken on all budget proposals for 2023/24 to ensure a robust budget. The budget process ultimately was set to deliver £5.5m of savings and additional income which was then incorporated into the 2023/34 budget,

with a further £6.7m identified savings to address the medium-term financial position over the subsequent 3 years. This process was endorsed by the recent Peer Review exercise as being more ambitious and focused than previous years, enabling the council to set the budget without the use of reserves.

Further positive improvements have also been implemented, all large change projects go through agreed project reporting and closure processes. The use of SharePoint supports collaborative and transparent inter-departmental working. Standardised business case templates developed iteratively have streamlined and strengthened decision-making processes and there is recognition that governance structures and processes need to be updated elsewhere in the same way; specifically for capital investment proposals.

Subsequently, the new assurance process has moved onto future years, as it looks to assure the detailed budget savings for all future years of the MTFS. Norwich intends to move away from an annual budget process towards a more sustainable multi-year approach supporting long-term decision making and moving away from the previous short term (annual) reactive approach.

Moreover, the potential for a true zero-based budgeting process, radical service redesigns based on resident needs are now a possibility as the Council looks to embed and 'normalise' these processes throughout the Council.

Appendix D: Development and City Services

D.1. Performance

D.1.1. Summary of performance

Development and City Services is responsible for 10 KPIs, five of which report quarterly and five of which are annual indicators. For Q4, the five quarterly indicators continued to show good performance, with three being above target and the remaining two near to their target. Four annual indicators report this quarter; two red, one green and one white which is being monitored for a baseline.

The red indicators reported in this quarter were both annual indicators:

- *'Number of private rented sector homes made safe'*. The Private Sector Housing team have continued to address backlogs in House of Multiple Occupation inspections and work on significant enforcement work, particularly against two properties of multiple units. The enforcement work has necessarily diverted officer time but is of paramount importance to ensuring significant housing in the city is safe for residents. This has resulted in the overall number of properties being made safe being recorded as 26 against a target of 50. It had been expected that the target would be comfortably exceeded in 2023/24 and the reason this was not the case was largely due to delays in remedial measures at St Peter's House. These were the responsibility of the private sector landlord rather than the Council. These works are now expected to be complete in Q1 of 2023/24 so it is anticipated that the target will be exceeded in the next year. Future performance should also be assisted by a recent restructure of the team following which the Council is currently recruiting to remaining vacancies which should be filled by the autumn 2023. The team continues to work proactively and to the best of their ability whilst managing competing demands and a complex case load.
- *'Number of affordable homes, built, purchased or enabled by the council'*: 26 new affordable homes with a further 13 Gypsy and Traveller Pitches have been completed. In total 39 new affordable homes have been delivered against a target of 50. The properties delivered consisted of five properties built by the council, 13 enabled through gifting council land (of which four also received grant funding from Right to Buy receipts) and a further eight with just a grant of Right to Buy receipts. The council also provided the land for the Gypsy and Traveller site. This indicator fluctuates significantly and is heavily dependent on the Council's own housebuilding activity. Through the development underway at Three Score, it is expected that the target will be exceeded in 2023/24.

The table below gives a view of Development and City performance against its KPIs across the past year:

Indicator	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
Value of external funding leveraged to support council development and place-shaping priorities (£)	16,999,750.00				6,550,985.00
Number of private rented sector homes made safe	5.00				26.00
Number of new homes (both council and private) completed			316.00		
Number of affordable homes built, purchased or enabled by the council	23.00				39.00
Number (of total) (%) of food premises rated 0,1 or 2 (non-broadly compliant), moving to a compliant rating of 3, 4 or 5 against the Food Hygiene Rating System following intervention by food safety officers	95.00	91.00	94.00	94.50	93.00
Council income from investment property portfolio expressed as % of target income	95.00	87.00	92.00	95.00	97.00
Area of underused council land brought into productive use (m2)	0.00				0.00
% of planning decisions upheld after appeal (where council has won)	80.00	100.00	91.00	88.00	88.00
% of planning applications determined within statutory time limits	88.00	86.00	87.00	87.00	87.00
% household waste sent for reuse, recycling, composting (reporting on previous quarter)	39.10	39.10	38.80	38.10	37.00

Planning applications determined within timescales and household waste indicators continue to report as amber, however both are above their intervention targets.

The directorate's performance on FOI requests was 89.1% (up 0.7 percentage points since last quarter, up 2.6 percentage points on same quarter of previous year).

Development and City Services' performance in responding to corporate complaints within timescales reports at 61%.

D.1.2. Successes and challenges

Successes

Nutrient Enrichment: On the 16 March 2022 Natural England issued new guidance to several local planning authorities concerning nutrient enrichment and the role local authorities must play in preventing further adverse impacts to protected wetland habitats. Between March 2022 and now officers have been working with all other affected Norfolk authorities and Royal Haskoning were commissioned to assist with developing a mitigation strategy for Norfolk. In addition to this, the City Council also looked to work up a scheme for the installation/retrofitting of more water-efficient fittings in bathrooms and kitchens in Council owned residential properties.

The Council's retrofitting scheme to partially mitigate nutrient neutrality was agreed by Cabinet on 14 December 2022 at which time a list of priority sites to receive such mitigation were identified. Following Cabinet's approval of the scheme, officers prepared the required Appropriate Assessment required by the Habitats regulations and submitted this to Natural England for approval. Natural England signed off the Appropriate Assessment on 23 March 2023.

This is a significant success as it allows for development on identified priority sites in the Cabinet Report to be progressed. However, nutrient requirements remain a significant challenge to delivering the levels of housing required to meet Norwich's needs. A total of 56 planning applications are still held up awaiting determination, equating to 1790 homes (excluding purpose-built student accommodation, HMOs, care homes and hotels). These applications are not reflected in the performance data that relates to KPI 15 '*% of planning applications determined within statutory time limits*'. The longer Nutrient Neutrality is not addressed fully, the more the development industry is suffering. Work on a joint venture was endorsed in principle by Cabinet in March and progress on this is continuing.

Development Strategy Team: In Q4 of 2022/23 the development strategy team were successful in securing £2.4m of external funding, including £2m from the Norfolk County devolution deal to part fund the acquisition of 24 new homes from NRL, £0.3m from the DLUHC local authority housing fund to provide accommodation for 15 Ukrainian and Afghan families and £0.1m in Homes England capacity funding to provide technical studies and design work for the Mile Cross and Three Score developments.

In addition, the team has worked in partnership with local registered Providers of affordable housing to see the delivery of 21 new affordable homes across four sites. This includes seven new homes delivered by Broadland Housing to support rough sleepers on the former Ketts Tavern pub car park. The council supported these schemes with land and / or grants of retained RTB receipts. Finally, working in partnership with Broadland HA, Q4 has seen the completion of 13 new Gypsy and Traveller pitches at Swanton Road and successful planning approvals for a further three pitches and the remodeling of the existing site from 21 pitches to 15 in order to meet modern standards.

Ketts Hill:



Swanton Road Gypsy & Traveller Site:



Mile Cross Depot: Quarter 4 of 2022/23 saw work start in earnest on the redevelopment of site of the former depot site in Mile Cross. The site was appropriated from the General Fund to the HRA to enable an affordable housing led development following a cabinet decision in June 2020. Work on the project has been led by the Council's Housing Delivery Team with support from additional expert advice in order to progress what is a technically difficult site.

This led to the award of a £2.8m contract for land remediation to Anglia Demolition Ltd following the Cabinet decision in December 2022. The site circumstances of the former depot are extremely complex due to contamination, material previously dumped, underground services, soil conditions and even invasive species.

Work on the site is now well underway and is progressing gradually from the Mile Cross Road end of the site towards Sloughbottom Park. Material is being extracted, crushed, graded and re-laid in readiness for future development. The team, working with technical advisers and the contractors have been able to reuse the vast majority of the material on the site. Much of this appears to be from local homes hurriedly cleared historically, most likely bomb-damaged properties cleared during or shortly after World War two. The fascinating social history of the area is being recorded as they progress.

The land remediation work is due to continue over the summer alongside the working up of the detailed plans for the homes that will be delivered on the site. This aspect of the work has been delayed by the issues with nutrient neutrality but planning applications for phase one of the development are expected to be submitted in Q1 2023/24.

The standard of land remediation should deliver significant savings when it comes to construction of the homes as it will substantially de-risk the build process thus enabling the Council to get better value and more certainty of costs through the next of the project.



Challenges

Delays to Hay Hill: The £2.8m towns fund project to revitalise Hay Hill has been delayed. Previously it had been proposed to relocate the sculptures “Homage to Thomas Browne” by Anne and Patrick Poirier (the brain and eye etc) to a site near Elm Hill but concerns raised through consultation led the Council to reconsider its approach. Instead of determining the location in advance of commencing work on Hay Hill the statues have been removed for cleaning and storage and further consultation will follow later in the year to determine the best location for them.

This led to a delay in the start of works to Hay Hill from February to mid April. The works are now well underway and are expected to be completed by February 2024. The project remains on track to be completed within Towns Fund budget.



Private rented housing sector – damp and mould: The Private Sector Housing team continues to face multiple challenges. Government requests for detail on damp and mould cases has diverted officers and delayed business as usual work. Two significant enforcement cases are being undertaken, The second is seeing cross organisation working between the Council, CNC Building Control, NPLaw and Norfolk Fire and Rescue Service.



Annex 1: Performance and KPIs

Community services KPIs

Indicator	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
Total number of private sector insulation measures completed	70.00	50.00	50.00	0.00	34.00
Number of homeless households living in temporary accommodation	41.00	47.00	52.00	48.00	46.00
IT System availability expressed as a percent of time available during core hours	99.86	99.94	99.85	99.94	99.95
Average re-let time of council homes in calendar days (excluding major works)	55.00	35.00	49.00	95.00	101.00
% of people responding as feeling safe in local area survey	59.00	65.00	55.00	63.00	52.00
% of households owed a homelessness prevention duty (in accordance with the Homelessness Reduction Act) where the duty was ended due to suitable accommodation being secured for them	80.00	74.00	68.00	87.00	88.00
% of customer's responding as satisfied with customer contact team service	78.35	70.43	68.04	83.71	84.75
% of customer contact that takes place through digital channels	42.75	54.29	45.71	42.05	42.98
% of council housing rent collected (excluding arrears brought forward)	99.35	95.87	96.20	98.25	98.77
% of council homes with a valid gas safety certificate	99.82	99.87	99.82	99.92	99.99

'The % of customer contact that takes place through digital channels'. The target and intervention were increased from 45% and 40% to 53% and 45% at the start of 2022/23.

'The % of people responding as feeling safe in a local area survey'. The response rate to the survey for this quarter was 4% and therefore is not statistically significant. Improvements to this measure are being explored to improve response rates.



Corporate and commercial services KPIs

Indicator	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
Council Tax Collection – the amount of in year council tax plus arrears from old years collected (target set according to budget requirement)	99.60	98.67	100.64	99.67	100.26
Council on track to remain within General Fund budget (£)	-2,364,000.00	-626,000.00	-1,397,000.00	-1,764,000.00	-1,796,000.00
Business Rates Collection – the amount of in year business rates plus arrears from old years collected (target set according to budget requirement)	101.48	105.42	100.06	99.53	101.83
Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement	14.00	16.00	19.00	18.00	18.00

Development and city services KPIs

Indicator	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
Value of external funding leveraged to support council development and place-shaping priorities (£)	16,999,750.00				6,550,985.00
Number of private rented sector homes made safe	5.00				26.00
Number of new homes (both council and private) completed			316.00		
Number of affordable homes built, purchased or enabled by the council	23.00				39.00
Number (of total) (%) of food premises rated 0,1 or 2 (non-broadly compliant), moving to a compliant rating of 3, 4 or 5 against the Food Hygiene Rating System following intervention by food safety officers	95.00	91.00	94.00	94.50	93.00
Council income from investment property portfolio expressed as % of target income	95.00	87.00	92.00	95.00	97.00
Area of underused council land brought into productive use (m2)	0.00				0.00
% of planning decisions upheld after appeal (where council has won)	80.00	100.00	91.00	88.00	88.00
% of planning applications determined within statutory time limits	88.00	86.00	87.00	87.00	87.00
% household waste sent for reuse, recycling, composting (reporting on previous quarter)	39.10	39.10	38.80	38.10	37.00



All KPI details

KPI No.	Indicator	Methodology	Target	Intervention	Frequency
KP1 01	Average number of days taken to process new Housing Benefit Claims from point of receipt to notification of entitlement	Data generated from Northgate system	21 days	23.10 days	Quarterly
KPI 02	Council Tax collection – the amount of in year council tax plus arrears from previous years collected (target set according to budget requirement).	The annual target is the Council Tax requirement set in the budget. The annual target is profiled across the year based on what we would expect to have collected by the end of each month. Each quarter, variance to the quarterly target is reported. Data is generated from the Northgate System	100%	99%	Quarterly
KPI 03	Business Rates collection – the amount of in year business rates plus arrears from previous years collected (target set according to budget requirement)	The annual target is the National Non Domestic Rata forecast rating income. The annual target is profiled across the year based on what we would expect to have collected by the end of each month. Each quarter, variance to the quarterly target is reported. Data is generated from the Northgate System	100%	99%	Quarterly
KPI 04	Council on track to remain within General Fund budget (£)	Forecasts from all budget managers input into Collaborative Planning tool	£0.00	£500,000.00	Quarterly



KPI 05	% of council housing rent collected (excluding arrears brought forward)	(A / B)*100 . Where A = the actual rent and service charges collected year-to-date on current & former General Needs (GN) & Housing for Older People (HfOP) (excluding garages) and where B = the actual rent and service charges due year-to-date for all tenanted GN & HfOP properties (excluding garages). Worked example - By the end of September £470,000 of rent and service charges had been received by the organisation from current & former tenants. The year-to-date actual rent and service charges due is £500,000. Rent collected as a percentage of rent owed = (£470,000 / £500,000)*100 = 94.0%	99.80%	98.80%	Quarterly
KPI 06	Average re-let time of council homes in calendar days (excluding major works)	Calculated by dividing the total number of days standard re-let properties were vacant in the period, by the number of standard re-lets in the period	21 days	25 days	Quarterly
KPI 07	% of council homes with a valid gas safety certificate	The denominator is the number of rented dwellings in ownership that have a connected gas supply. Calculation = Number of council homes with a valid gas safety certificate / Number of council homes requiring a gas safety certificate * 100	100%	99.80%	Quarterly



KPI 08	Number of homeless households living in temporary accommodation	This measure of temporary accommodation is a snapshot at the end of the period. It is not a cumulative total of all households living in temporary accommodation across the period. Any households living in temporary accommodation in another local authority district are included where this has been provided by Norwich City Council	62	68	Quarterly
KPI 09	% of households owed a homelessness prevention duty (in accordance with the Homelessness Reduction Act) where the duty was ended due to suitable accommodation being secured for them	<p>This KPI measures the proportion of households owed a prevention duty whose duty ended due to suitable accommodation being secured for at least six months. This can involve assisting them to stay in their current accommodation, or helping them to find a new place to live.</p> <p>Calculation = $(N / D) * 100$</p> <p>N = Number of households secured accommodation for at least six months (where a prevention duty ended in the period)</p> <p>D = Number of households whose prevention duty ended in the period</p>	66	60	Quarterly
KPI 10	% of household waste sent for reuse, recycling, composting (reporting on previous quarter)	Using DEFRA methodology from <u>WasteDataFlow</u>	40%	36%	Quarterly



KPI 11	% of people responding as feeling safe in a local area survey	% of people responding as feeling safe to a local area survey issued by text	60%	54%	Quarterly
KPI 12	Number (of total) (%) of food premises rated 0,1 or 2 (not broadly compliant), moving to a compliant rating of 3, 4 or 5 against the Food Rating Hygiene System following intervention by food safety officers	Calculation run in Environmental Health systems	80	72	Quarterly
KPI 13	Number of private rented sector homes made safe	Report run in Uniform	100	90	Annual (Q4)
KPI 14	% of planning decisions upheld after appeal (where the council has won)	Trailing Twelve Month Data calculated after the end of each quarter based on planning appeal decisions	66%	59.4%	Quarterly
KPI 15	% of planning applications determined within statutory time limits	% of planning applications of development types Q1-Q21 (these being central government definitions) determined within statutory time periods or within an agreed extension of time	90%	51%	Quarterly
KPI 16	Council income from investment property portfolio expressed as a % of target income	Rental income collected (including agreed deferrals) as a % of budgeted income	95%	85.5%	Quarterly
KPI 17	Area of underused council land brought into productive use (m2)	Measure the m2 of any sites allocated in the Site Allocations plan that are within council ownership and are brought into the use specified in the allocation policy within that	0%	0%	Annual (Q4)



		monitoring year (excludes designated open space)			
KPI 18	Number of affordable homes built, purchased or enabled by the council	Collection of information from Registered Providers and in-house development	50	45	Annual (Q4)
KPI 19	Number of new homes (both council & private) completed	Sum of dwellings completed in financial year. the number of dwellings counted for this indicator refers only to standard dwellings that are counted against the Joint core strategy (JCS) target. Student and communal institutional accommodation are not counted against the JCS but are reported in the monitoring report for the Development Management Policies Local Plan	477	429	Annual (Q2)
KPI 20	Value of external funding leveraged to support council development and place shaping priorities (£).	Sum of £ leveraged	£250,000.00	£225,000.00	Annual (Q4)



KPI 21	% reduction of CO2 emissions from Local Authority operations	The Council's carbon reduction metric relates to the % of carbon dioxide emitted, in tonnes, compared to the previous year. Carbon emissions included in the scope of measurement and reporting include Scope 1, 2 and a subset of Scope 3 emissions (as defined by the International Greenhouse Gas protocol and according to the National Indicator 185). These include heating and fleet fuel for operational buildings* and vehicles, electricity for operational buildings and vehicles, business travel and contractor's emissions for significant contracts including waste and other city services. * Operational buildings include City Hall, Riverside Leisure Centre, The Halls, car parks and sheltered housing schemes.	3%	2.7%	Annual (Q2)
KPI 22	Total number of private sector insulation measures completes	Sum of measures	50	45	Quarterly
KPI 23	% of customers responding as satisfied with customer contact team service	% responding as satisfied with service via a text survey	76%	70%	Quarterly
KPI 24	% of customer contact that takes place through digital channels	Sum of webforms divided into total telephone and face to face contacts	53% from 2022/23 (previously 45%)	45% from 2022/23 (previously 40%)	Quarterly



KPI 25	% of FOI requests responded to within statutory timescales	% of FOI requests answered within 20 working days	90%	81%	Quarterly
KPI 26	% of corporate complaints responded to within stated timescales	% of complaints answered within 10 days	70%	62%	Quarterly
KPI 27	IT system availability expressed as a percent of time available during core hours	System availability data captured from various applications	99%	90%	Quarterly



Committee name: Cabinet

Committee date: 12/07/2023

Report title: **Vehicle anti- social behaviour Public Space Protection Order**

Portfolio: Councillor Jones, Deputy leader and cabinet member for housing and community safety

Report from: Interim executive director of housing and community safety

Wards: All wards

OPEN PUBLIC ITEM

KEY DECISION

Purpose

This report is seeking approval to make a Public Space Protection Order for the management of vehicle-related anti-social behaviour associated with car meets in public spaces within the Norwich City district boundary.

Recommendation:

It is recommended that:

- 1) Cabinet agree to the making of the Public Space Protection Order for the management of vehicle-related anti-social behaviour associated with car meets in public spaces within the Norwich City district boundary for a period of three years
- 2) the Public Space Protection Order, once made, be advertised in local media and on the Council website.

Policy framework

The council has five corporate priorities, which are:

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

This report meets the People live independently and well in a diverse and safe city corporate priority.

This report addresses the 'Take action against domestic abuse, hate crime and antisocial behaviour and regulate activity so our communities are places where residents feel safe' action in the Corporate Plan

This report helps to meet the Anti-social Behaviour adopted policy and the Safer Norwich Strategy 2023-26 of the Council

Public Space Protection Order legislative framework

1. The Anti-Social Behaviour, Crime and Policing Act 2014¹ provides local authorities with powers to make Public Space Protection Orders (PSPOs) to address and curtail activities having a detrimental effect on the quality of life of those in the community or any likely activity that would have such an effect.
2. A PSPO effectively prohibits specified things from being done or requires certain things to be done in an area covered by it, whilst ensuring that law-abiding members of the public can use and enjoy that area.
3. A PSPO may be made if the council is satisfied on reasonable grounds that three conditions are met:
 - (i) Activities carried on in a public place within the City boundary either have had, or it is likely that they will have, a detrimental effect on the quality of life of those in the locality;
 - (ii) It is likely that the detrimental effect will be persistent, and such as to make the activities unreasonable;
 - (iii) The effect, or likely effect, is such as to justify the restrictions imposed by the proposed PSPO.
4. The restrictions and requirements set by the council may:
 - (i) Be blanketed or targeted restrictions against certain behaviours by certain groups at certain times;
 - (ii) Restrict access to public spaces (including certain types of highway) where that route is being used to commit anti-social behaviour;
 - (iii) Be enforced by a police officer, police community support officer and council officers.
5. The only prohibitions or requirements that may be imposed are ones that are reasonable to impose in order:
 - (i) To prevent the detrimental effect referred to in 3(i) above;
 - (ii) To reduce the detrimental effect or to reduce the risk of its continuance, occurrence or recurrence.

¹ [Anti-social Behaviour, Crime and Policing Act 2014 \(legislation.gov.uk\)](https://www.legislation.gov.uk/ukpga/2014/12/section/1)

6. A breach of a PSPO is a criminal offence. Enforcement officers can issue a Fixed Penalty Notice for up to £100. A breach may then be prosecuted on failure to pay the FPN with a possible fine up to Level 3 (£1000)
7. A PSPO can be made for a period of up to three years and can be renewed any number of times. A PSPO can also be reviewed and amended or withdrawn during the period of the order.

The need and justification for the PSPO

8. Anti-social behaviour associated with congregations of motor vehicles has been a problem in certain areas of Norwich for many years, indeed decades. The problem is not particular to Norwich. It is, and has been, an issue to varying degrees in other areas of the county and across the country.
9. The various types of nuisance (see p14) caused by some of the individuals involved in congregations of vehicles impacts on residents and other users of public spaces in terms of enjoyment of their homes and the public spaces.
10. In some cases the activities pose a risk of serious harm to other road users, pedestrians and users of the public space, those who gather to watch and the drivers and passengers themselves. Whilst there have not been any serious incidents or fatalities at informal car meets/car cruising events in Norwich to date the longer the issue persists the more likely it is a serious incident will occur.
11. There are currently PSPOs in place in Great Yarmouth (seafront), Kings Lynn (urban area of the town) aimed at addressing the problem of anti-social behaviour and nuisance related to congregations of motor vehicles.
12. The problem in Norwich has been evidenced through volume of calls for service to the police over many years (see Appendix A for recent data), and in more recent times by a resident petition to Norwich City Council, feedback from Members and public meetings with residents – including Police SNAP meetings.
13. The problem has been most persistent the Britannia Road area but is also significant in several other areas including Hall Road business and retail areas, St Saviours Street car park and Eaton Park car parks.
14. The problem behaviours reported include, but are not limited to:
 - Noisy modified exhausts
 - Excessive speeding and revving of engines
 - Stunts – dangerous acceleration and deceleration
 - Wheel spins
 - Loud music played from congregating vehicles – heard in residents' homes and gardens
 - Intimidating and threatening behaviour from some participants in the congregation
 - Litter and damage at locations
 - Obstruction of the highway
15. This demonstrates the persistent detrimental impact of the problem in relation to the requirements in para 3 and the reason for pursuing the PSPO.

16. The justification is further supported by the consultation responses detailed later in p26-32.
17. Over the years Norfolk Police have attempted to manage the problem using their existing resources, tools and powers. Whilst that has some impact the persistence of the problem gives reason to draw upon the additional powers the PSPO will provide as per para 5.
18. The specific behaviours and conditions included in the proposed PSPO have been drafted in consultation with Norfolk Police at an operational level and other local authorities across the county and country which have made similar PSPOs. The proposed PSPO is attached as Appendix B.
19. In making a PSPO the Council should have regard to displacement of the activities it is seeking to curtail. In the case of the problem the proposed PSPO is seeking to address this means consideration of displacement within Norwich and beyond.
20. To address the risk of displacing the unacceptable behaviour from the current main problem locations in Norwich to other locations within Norwich the proposed PSPO will cover the entire area within the Norwich City district boundary as per Appendix C. See also p21 regarding work with neighbouring districts.

Previous reports and other options

21. Other options for addressing the issue of anti-social behaviour associated with car meets were discussed with Cabinet members in January 2023. At that stage it was agreed to proceed with the consultation with the PSPO on the understanding that if the consultation was positive then the Council would proceed to make the order.
22. All partners and interested parties acknowledge that the PSPO is one of several tools that can be brought to bear to address the issue. Norwich City Council is fully engaged with emerging County-wide activity being led by Norfolk Police in partnership with other districts. The aim of this work is to coordinate action, develop a consistent approach where beneficial and share learning.

Consultation background

23. The creation or extension of a PSPO cannot take place until the necessary consultation, publicity and notification has taken place in accordance with section 72 of the 2014 Act and Home Office statutory guidance.² This means consulting with the police, Police and Crime Commissioner, community representatives and the owners or occupiers of land within the restricted area (to the extent that it is reasonably practicable); publishing the text of the proposed PSPO; and notifying Norfolk County Council.

²

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1146322/2023_Update_ASB_Statutory_Guidance_-_FINAL_1_.pdf

24. Statutory guidance highlights that, as the effect of PSPOs is to restrict the behaviour of everybody using the public place, the close or direct involvement of elected members will help to ensure openness and accountability. The guidance states this will be achieved where the decision is put to the Cabinet or full Council.
25. In addition, when considering making a PSPO, the council must consider any equality issues pursuant to its duty under section 149 of the Equality Act 2010. In line with this, an initial Equalities Impact Assessment (EqIA) was undertaken. A full EqIA was not required for the proposed PSPO as no potential adverse impacts in relation to any protected characteristic or vulnerable or disadvantaged groups were identified.

Consultation process and outcome

26. Norwich City Council undertook the recommended public consultation using the Get Talking (GTN) Norwich digital platform. The consultation ran from 8 February 2023 to 24 March 2023. The consultation was publicised on the Norwich City Council website, by press release (garnering an article in the Evening News) and via social media. Norwich City Council members were alerted to the consultation via e-Councillor bulletin.
27. The consultation consisted of a single open question for comments on the proposed PSPO with some basic accompanying information about the aims of the PSPO. A link to the LGA guidance on PSPOs was also provided along with the proposed PSPO. A map illustrating the city boundary – the extent of the proposed PSPO - was also included.
28. Respondents were also invited to mark on an interactive map any locations they have experienced vehicle nuisance associated with car meets.
29. The consultation received 154 responses to the main survey question and 55 responses to identifying problem locations on the map.
30. The locations highlighted in the mapping responses correspond to those most frequently raised by the police:
- Hall Road (White Lodge business area and Neatmarket)
 - Britannia Road
 - St Saviours St car park
 - Eaton Park
31. The GTN platform categorises the survey responses as Neutral, Mixed, Negative or Positive. These were then manually reviewed. The 154 responses were categorised as follows:

Positive	91	Any responses explicitly supporting the proposal
Neutral	30	General acknowledgement and agreement that the issue is a problem without explicitly stating support for the proposal

Mixed	18	Comments tended to be where there was some doubt about the practicality of implementing the PSPO.
Negative	15	Any response which explicitly opposed the proposal in any way

32. As can be seen a significant majority of respondents support the proposed PSPO.

33. The main theme to concerns raised were:

- Concern about the broad nature of the terms of the PSPO regarding congregations of vehicles.
- Suggestions that the Council and/or Police find a more suitable location for people to congregate.
- Uncertainty regarding the ability or willingness of Police and the Council to enforce the PSPO.

34. In response to those concerns it should be noted that:

- The PSPO is not intended to curb legitimate gatherings of people or vehicles – only where there is unreasonable anti-social behaviour occurring.
- There are numerous legitimate gatherings for car and motorcycle enthusiasts – formal and informal. The behaviours the PSPO aims to address are not legitimate or reasonable, or safe in many cases, and cannot be condoned or facilitated anywhere by Norwich City Council or the Police.
- The Council and Police have drawn up an enforcement agreement to clarify the focus of the enforcement and ensure the PSPO is used alongside existing tools and powers – see Appendix D.

35. The Chief Constable of Norfolk and the Police and Crime Commissioner were consulted with both confirming their support for the proposed PSPO.

36. Norfolk County Council were informed of the proposed PSPO. Norfolk County Council Highways service confirmed their support for the PSPO.

37. Norfolk Fire and Rescue Service, Norfolk Neighbourhood Watch and BRAKE- the road safety charity were also consulted. All were in support of the proposal.

Enforcement and management

38. As per the agreement reached with Norfolk Police breaches of the PSPO will primarily be witnessed and evidenced by the police.

39. In summary, the escalation and enforcement model is;

- Engage and educate - warning letter.
- Further breach – evidence and statements to Norwich City Council.
- Norwich City Council – Community Safety team to decide upon serving a Fixed Penalty Notice and any subsequent prosecution.

40. Once made, the Order will be publicised on the Council website, in the local

press and by social media. Signage will be placed at the main locations identified to date.

41. It is suggested that the use of the PSPO powers and the impact be informally reviewed by Norwich City Council and Norfolk Police after 12 months of implementation. Dependent on that informal review a formal review may be beneficial.

Implications

Financial and resources

42. The financial cost of managing the PSPO and any enforcement action including prosecution for breaches will be covered from the existing Safer Neighbourhood Initiative budget.
43. The staff resource required to manage the PSPO implementation and enforcement will be met within existing Community Safety team resources.

Legal

44. Section 17 of the Crime and Disorder Act 1998 requires local authorities to consider the crime and disorder implications of all their activities and functions and do all that they reasonably can to reduce these problems. The proposed PSPO contributes to that requirement.
45. NPLaw have advised on the principles and content of the proposed PSPO and subsequent management of the PSPO once made.

Statutory considerations

Consideration	Details of any implications and proposed measures to address:
Equality and diversity	N/A
Health, social and economic impact	Limited - but positive in respect of an increase in resident's being able to enjoy their homes and gardens and public spaces
Crime and disorder	See para.44 above. The Proposed PSPO supports the Norfolk County Community Safety Partnership - Safer Norfolk Plan 2021-24 priority of reducing anti-social behaviour. The proposed PSPO also supports the Reducing Neighbourhood Crime and ASB priority in the Safer Norwich Strategy 2023-26.
Children and adults safeguarding	No direct impact on safeguarding in terms of policies or duties
Environmental impact	Neutral

Risk management

Risk	Consequence	Controls required
<p>Operational risk – the witnessing of breaches is primarily not within Norwich City Council is control - reliant on Norfolk Police</p> <p>Financial risk - court costs for prosecution</p> <p>Political/reputational risk – most significant reputational risk is NOT implementing the PSPO</p>	<p>The PSPO is not used as frequently as intended due to resource demands or is used in a manner not intended.</p> <p>Difficult to assess how often NCC may have to prosecute. Whether any costs are awarded to the council in a successful prosecution, and the amount of any award, are at the discretion of the court and will take into account the defendant's means. It is unlikely that the full costs of taking a prosecution will be awarded to the council.</p>	<p>Enforcement agreement in place between Norwich City Council and Norfolk Police (LOW RISK)</p> <p>Budget set aside to enable multiple prosecutions if need be – to emphasise the message that breaches will be prosecuted. [MED RISK]</p>

Other options considered

46. The proposed PSPO is an addition to existing tools and powers rather than a discrete alternative option. Options for physical crime/anti-social behaviour prevention measures at specific locations will continue to be considered by Norwich City Council and relevant partners.

Reasons for the decision/recommendation

47. Attempts to curb the anti-social behaviour associated with car meets in Norwich to date have been limited. Without additional action the problem is likely to persist. The proposed PSPO will strengthen the partnership response to this problem.
48. Norwich City Council are recommended to make the Car meets/vehicle nuisance anti-social behaviour Public Space Protection Order to strengthen the response to the identified problems.

Appendices:

Appendix A - Report of calls to service for police

Appendix B - Proposed Vehicle-related anti-social behaviour PSPO

Appendix C – Map of proposed PSPO area

Appendix D – Enforcement agreement- NCC and Police

Contact officer: Safer Neighbourhoods Coordinator

Name: Tim Bacon

Telephone number: 01603 989194

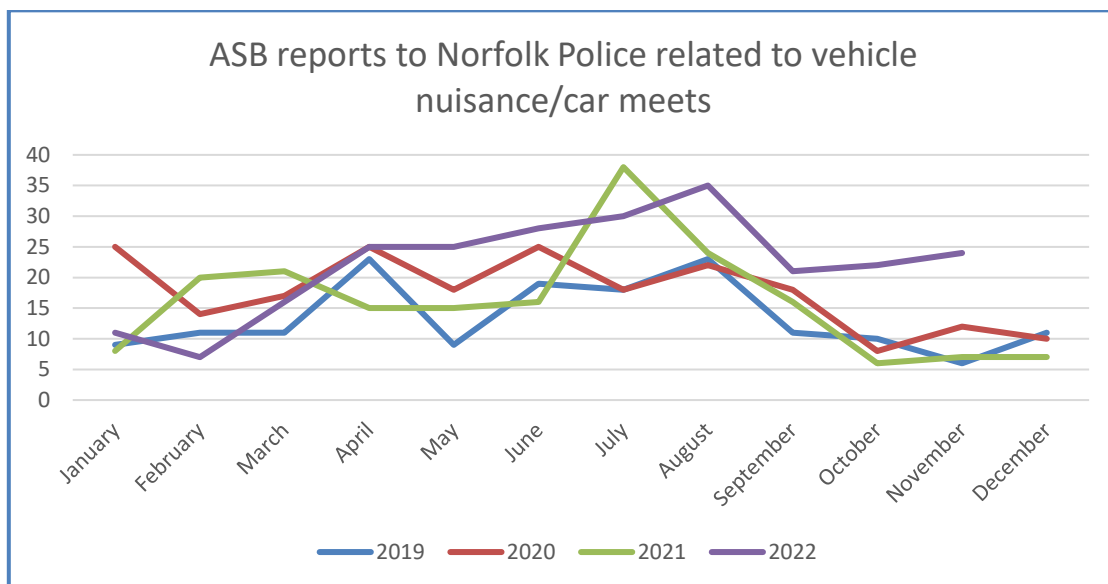
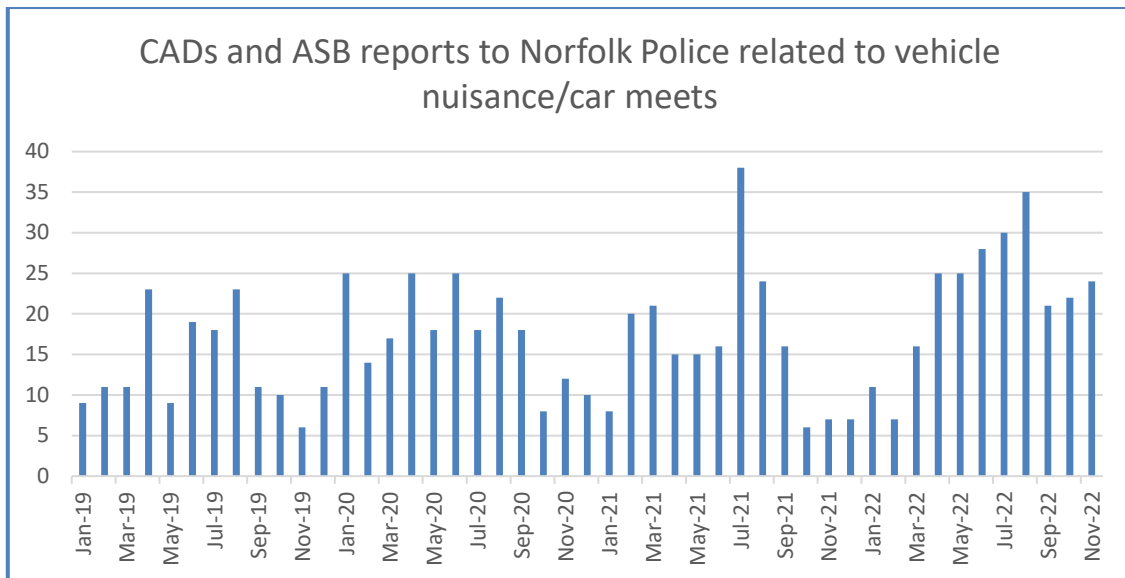
Email address: timbacon@norwich.gov.uk



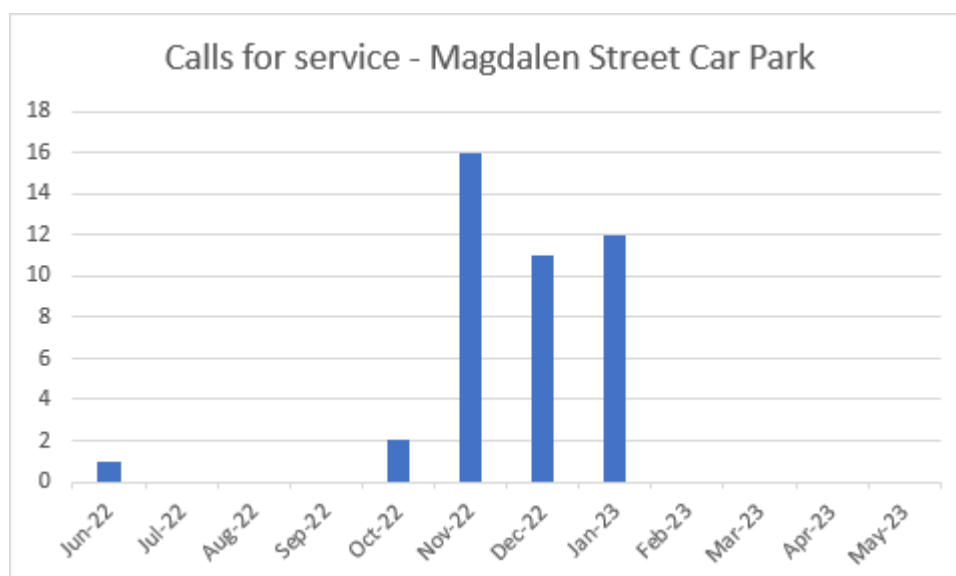
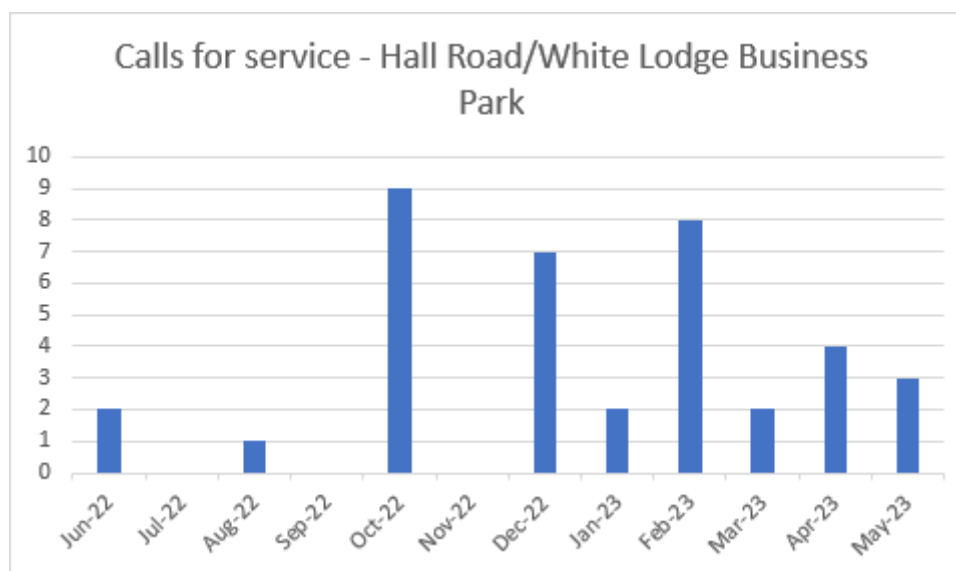
If you would like this agenda in an alternative format, such as a larger or smaller font, audio or Braille, or in a different language, please contact the committee officer above.

Appendix A – calls for service to police

Reports of vehicle nuisance and ASB related to car meets - Norwich 2019-2022



Higher volume locations in Norwich 2022-23



The figures used were provided by Norwich North Safer Neighbourhood Team and Norwich Operational Partnership Team.

The reports include vehicle-related offences or behaviours and other ASB occurring in relation to gatherings of vehicles. There is no single definition or recording category so numbers are to some extent an estimate of the extent of the problem.

Work currently underway with Norfolk Police to development a comprehensive county-wide approach to tackling this issue will include understanding what additional/better data the police may be able to provide in future.

Appendix B

NORWICH CITY COUNCIL

PUBLIC SPACES PROTECTION ORDER No. 1 OF 2023

VEHICLE RELATED ANTI-SOCIAL BEHAVIOUR

1. This Order may be cited as the Norwich City Council Public Spaces Protection Order No.1 of 2023.
2. The Norwich City Council (hereafter referred to as “the Council”) makes this Order under its powers contained in section 59 of the Anti-social Behaviour, Crime and Policing Act 2014 (hereafter referred to as “the Act”), being satisfied on reasonable grounds that the activities set out in paragraph 5 of this Order which are taking place or which are likely to take place in the locations described in paragraph 4 of this Order have had or are likely to have a detrimental effect on the quality of life of those in the locality. The Council is also satisfied that the effect, or likely effect, of the activities is, or is likely to be, of a persistent or continuing nature and that these activities are unreasonable, justify the restrictions imposed by this Order and that it is in all the circumstances expedient to make this Order for the purpose of reducing vehicle related anti-social behaviour in a public place.
3. This Order comes into force at midnight on _____ for a period of up to three years thereafter, unless extended by further order under the Council’s statutory powers.
4. This Order applies to all public places within the Council’s administrative boundary which boundary is shown outlined in red on the plan attached to this Order and which satisfy the definition of public place set out in this paragraph (such public places being jointly “the restricted area” over which this Order has effect). A public place is any place to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of express or implied permission. Public places include but are not limited to the following examples: car parks (including those provided for customers of a business), sports fields and playing fields and their

attached facilities, parks and recreation grounds, public highways including footway and verge, footpaths and bridleways, public open space land and communal open space owned by the Council or other landowner.

5. Subject to paragraph 6 below, no person shall carry out or assist or encourage any other person to carry out any of the actions specified in 5(a) to (k) below at any time in any part of the restricted area:

5(a) Driving a motor vehicle at an excessive speed causing or being likely to cause a nuisance and/or a danger to persons in the locality of that part of the restricted area.

5(b) When driving a motor vehicle, causing repeated sudden and rapid acceleration and deceleration of the motor vehicle causing or being likely to cause a nuisance and/or a danger to persons in the locality of that part of the restricted area.

5(c) Racing with other motor vehicles, causing or being likely to cause a nuisance and/or a danger to persons in the locality of that part of the restricted area.

5(d) Performing stunts using a motor vehicle causing or being likely to cause a nuisance and/or a danger to persons in the locality of that part of the restricted area. "Performing stunts" includes but is not limited to doughnutting, drifting, handbrake turns, and wheel spins. Definitions of doughnutting, hand brake turns, drifting and wheel spins are set out in the Schedule to this Order.

5(e) Sounding motor vehicle horns (otherwise than in accordance with the Highway Code) in a manner causing or being likely to cause a nuisance to persons in the locality of that part of the restricted area.

5(f) Playing amplified music in or near or powered from a motor vehicle at an excessive volume, causing or being likely to cause a nuisance to persons in the locality of that part of the restricted area.

5(g) Causing rapid deceleration of a motor vehicle accompanied by the skidding of the motor vehicle, causing or being likely to cause a nuisance and / or a danger to persons in the locality of that part of the restricted area.

5(h) Excessively revving the engine of a motor vehicle, causing or being likely to cause a nuisance to persons in the locality of that part of the restricted area.

5(i) Congregating in a group of at least three persons in or around two or more stationary motor vehicles, causing or being likely to cause a nuisance to persons in the locality of that part of the restricted area.

5(j) Carrying out any action not specified in paragraphs 5(a) to 5(i) above which involves the use of a stationary or moving motor vehicle and which causes or is likely to cause a nuisance to persons in the locality of that part of the restricted area.

5(k) During an activity specified in paragraphs 5(a) to 5(j) of this Order using loud and/or threatening and/or abusive language causing or being likely to cause a nuisance to persons in the locality of that part of the restricted area.

6. An activity or behaviour which is authorised by the owner of that part of the restricted area where the activity or behaviour is taking place is not a breach of this Order.

7. Section 67 of the Act states that it is an offence for a person without reasonable excuse:

- (a) To do anything that the person is prohibited from doing by a public spaces protection order or,
- (b) To fail to comply with a requirement to which the person is subject under a public spaces protection order.

A person guilty of an offence under section 67 of the Act is liable on summary conviction to a fine not exceeding level 3 on the standard scale.

A person does not commit an offence under section 67 of the Act by failing to comply with a prohibition or requirement that the local authority did not have power to include in the public spaces protection order.

A fixed penalty notice can be issued for a breach of this Order which if it remains unpaid could lead to prosecution for the offence for which the fixed penalty notice was issued.

Challenging the validity of orders

Any interested person may apply to the High Court to question the validity of this Order and an interested person means an individual who lives in the restricted area or who regularly works in or visits that area. Any such interested person may apply to the High Court within six weeks from the date on which this Order was made on the grounds that the Council did not have the power to make the Order or to include particular prohibitions or requirements imposed by the Order or that a requirement under Chapter 2 of the Act was not complied with in relation to this Order.

SCHEDULE

Definitions: in this Order the following terms have the meaning given below.

“motor vehicle” means a mechanically propelled vehicle, intended or adapted for use on roads. This includes but is not limited to motorcars and motorcycles.

Doughnutting – means driving around a small area in a repetitive manner.

Hand brake turns - means using the handbrake to turn the vehicle.

Drifting – means use of the accelerator when going into a bend causing the tail end of the motor vehicle to slide.

Wheel spins means (1) use of the accelerator when the motor vehicle is stationary and before releasing the handbrake or brake, causing the wheels of the motor vehicle to spin and noise and/or smoke to be produced, and (2) accelerating at a speed which causes the wheels of the motor vehicle to spin in a manner a competent driver would expect not to happen in the normal course of driving

Wheelies – means a trick or manoeuvre whereby a motorcycle or other motor vehicle is ridden for a short distance with the front wheel or wheels raised off the ground.

(Plan showing the boundary of the NCC district to be placed here, prior to the seal. Plan to be marked as “Plan attached to Norwich City Council Public Spaces Protection Order No.1 of 2023”)

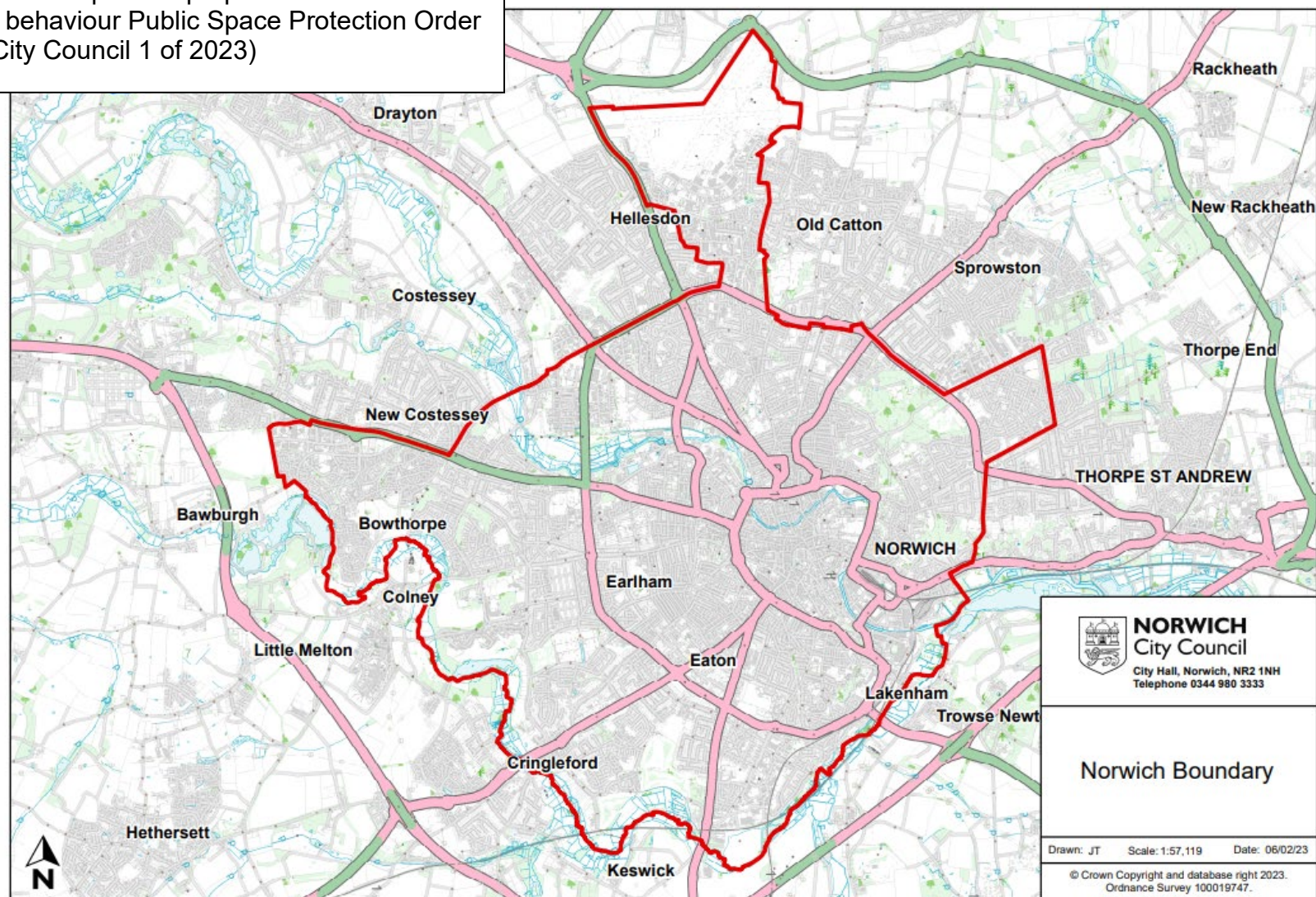
The Corporate Seal of the City Council of Norwich was hereunto affixed in the presence of

.....

Authorised Officer

Version 28.11.22 v2

Appendix C – map of the proposed vehicle-related anti-social behaviour Public Space Protection Order (Norwich City Council 1 of 2023)



Appendix D

Enforcement agreement – Norwich City Council and Norfolk Police

1. Witnessing and evidencing breaches

1.1 This document summarises the understanding between Norwich City Council and Norfolk Constabulary with regards to the implementation and enforcement of the Public Space Protection Order to address anti-social behaviour related to car meets (and cruises?) across the city.

1.2 Specifically, this covers the role of the police in witnessing and evidencing breaches of the PSPO.

2. Context

2.1 The PSPO will provide an additional power to assist in addressing the problem of anti-social behaviour associated with congregations of vehicles ('car meets') across the Norwich City Council area.

2.2 The powers within the PSPO will be utilised in conjunction with, or after, existing tools and powers have been used e.g. breaches of traffic law and public order offences.

2.3 Addressing the issue of anti-social behaviour associated with car meets (and cruises?) is one of many priorities for police in Norwich.

2.4 Therefore, the use of the PSPO powers will be primarily in the context of a reactive approach in response to calls from the public reporting nuisance associated with the congregation of vehicles. The principle being to respond to calls for service.

2.5 If data and intelligence indicate a more proactive approach may be beneficial at times then the Police and City Council will consider practical opportunities for some targeted activity.

3. Enforcement - witnessing breaches and providing evidence

3.1 Norfolk Police will adopt an educational approach to enforcement of the PSPO by issuing initial warnings to those in breach of the PSPO.

3.2 The warnings will consist of either:

An educational leaflet, distributed at the incident/time of the offence?, explaining why some of the behaviours associated with car meets is unacceptable and will be tackled This will be issued on behalf of the police and Norwich City Council including both organisations' logo.

or

A joint letter from Norfolk Constabulary and Norwich City Council

3.3 Norfolk Constabulary will maintain a register of warnings issued including details of the person in control of the vehicle at the time of the offence, details of the registered keeper of the vehicle and a summary of the offence?

3.4 Upon a further incident/offence involving vehicles and/or persons involved in a previous incident/offence police will provide Norwich City Council with evidence of the subsequent breach of the PSPO.

3.5 The evidence will include the following:

- i) MG11 witness statement including:
 - details of the specific behaviours and activities constituting the breach of the PSPO details of the person in control of the vehicle

and/or

- details of the registered keeper of the vehicle in question
- and/or
- details of any person present witnessed breaching the PSPO

ii) Body worn camera footage

iii) Details of any previous warnings

3.6 Police will submit the evidence to Norwich City Council within 14 days of the offence to enable time for Norwich City Council to consider issuing an FPN within a reasonable timeframe.

3.7 Norwich City Council will advise the police whether an FPN will be issued or not. If an FPN is not to be issued then Norwich City Council will provide feedback to Norfolk Police to explain why to help develop our shared understanding and expectations for future incidents.

3.8 The decision to prosecute a breach following failure to pay a FPN will rest with Norwich City Council.



Committee name: Cabinet

Committee date: 12/07/2023

Report title: Whole House Improvements to void properties.

Portfolio: Councillor Jones, Cabinet member for safe, strong, and inclusive neighbourhoods

Report from: Executive director of community services

Wards: All Wards

OPEN PUBLIC ITEM

KEY DECISION

Purpose

To consider the award of the following Whole House Improvements to up to 40 properties.

Recommendation:

It is recommended that the award of the contract for whole house improvements works to Void properties are awarded to Gasway Services Limited at a total cost of **£625,000**, subject to satisfactory performance and quality being met for the period of one year from 01 September 2023 to 31 August 2024.

Policy framework

The council has five corporate priorities, which are:

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

This report addresses the following corporate priorities.

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

The Council's Housing Strategy *'Fit for the Future'* A Council Housing Strategy for Norwich sets priorities for the Council's homes and estates for the period 2020 to 2026. It identifies four primary goals, these are:

- Delivering new homes
- Maintaining and improving condition of existing housing
- Improving the use and management of our existing housing stock
- Improving our neighbourhoods

The Council's Strategic Asset Management Framework 2022 sets out six policy themes including 'compliant and financially resilient management of assets.'

Report details

Background and requirements

1. The award of this contract is required to enable the council to deliver the ongoing service provision of bringing complex large-scale voids up to lettable standard.
2. This is a recurring requirement. However, the new contract will be an interim arrangement for one year to enable the procurement of new contracts that will be influenced by the ongoing stock condition surveys and the impending restructure of the Property Service team. This provides the opportunity for a full re-assessment of our approach to procuring to support the HRA programmes in future years.
3. The scope of the contract includes the provision for:
 - Kitchen and bathroom upgrades
 - Electrical re-wiring
 - Heating upgrades.
 - New front doors and replacement internal doors
 - Window replacements and upgrades
 - Replastering of walls and ceilings
 - Damp works
 - General repairs
 - Garden clearances

Procurement

4. Approval is sought to award the contract utilising a suitable existing framework with Eastern Procurement Limited (EPL). For information, overall performance of the current contracts provided by Gasway Services Limited has so far been satisfactory.
5. The frameworks provide options to direct award to the most suitable supplier/s and appointing a supplier/s directly using the scores already attained on a framework is a viable way to determine suitability to a particular contract. The proposed contractor already has a history of successful delivery for NCC and this is felt that helps to mitigate risk.
6. To be successful in being accepted onto a framework, contractors are evaluated on a price and quality scoring system and are ranked accordingly.

Within framework guidelines, EPL members are permitted to select the most appropriate contractor that best meets the individual contract requirements. Gasway Services Limited have been evaluated on the basis above to and have been deemed to provide the most advantageous solution.

7. Financial checks have been carried out by EPL upon award of each of the frameworks as suppliers are required to meet a strict criterion in order to be accepted. Additional checks are also carried on an annual basis by EPL and quarterly by the procurement service at Norwich City Council.
8. Gasway Services Limited have confirmed they have capacity to carry out the required works under the contract.
9. The procurement exercises have been undertaken in accordance with the council's contract procedures. They have been conducted fairly, transparently, in a regularised way that conforms to relevant legal requirements.
10. We anticipate, subject to cabinet approval, for EPL to issue the official award to the successful suppliers after the Scrutiny call-in period.
11. Gasway will be advised that the contract is pending continuing satisfactory supplier performance.

Consultation

12. Leasehold Consultations have already been carried out at the time the frameworks were set up by EPL, however the works within this contract will not impact on leaseholders.

Implications

Financial and resources

13. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan 2022-26 and budget.
14. The proposed programme of works forms both part of ongoing compliance work, reactive maintenance and upgrade works and will be funded from the HRA as part of the 2023/24 HRA revenue budget and 2023-28 HRA capital programme approved by Council on 21st February 2023.
15. The maximum value of the contract awarded will be £625K over the next 12 months to August 2024, which is included within the HRA Business plan approved by Cabinet in December 2022.
16. The contracts will be subject to ongoing review to ensure satisfactory performance and delivery of the contract by the suppliers throughout the year.

Legal

17. EPL have confirmed that the framework for the contract is deemed as Works.
18. The contract will be subject to the JCT Measured Term Contract 2016 for each

of the framework and will be "Executed under Deed".

19. The JCT contract allows for a 13-week "no fault" break clause. Clause 16 of the JCT states that the "period of notice for the Employer is 13 weeks" and the "period of notice for the Contractor is 26 weeks". This contract can be sent to nplaw for comment and review prior to completion as needed.

20. The council's Information Sharing Protocol will apply to this contract.

21. The award of each contract will be published in Contracts Finder.

Statutory considerations

Consideration	Details of any implications and proposed measures to address:
Equality and diversity	The programme of works are not perceived to affect people because of their protected characteristics. The contract management and resident engagement processes will be used as a mechanism to learn and respond to any arising equality or diversity implications.
Health, social and economic impact	Preventing significant harm and long-term ill health associated with potential component failures and damp associated failures
Crime and disorder	The council has a duty to undertake these works. The works are also critical in the providing remedial measures to prevent crime (including the installation of secure doors and windows and other security measures)
Children and adults safeguarding	The properties within this workstream are empty, however competent surveyor will undertake all of the surveys. The consultants will take all reasonable steps to safeguard children and vulnerable adults and share relevant information and concerns with the council.
Environmental impact	There are no environmental implications arising from this report

Risk management

Risk	Consequence	Control Required
Deterioration of Property Condition	Failure to carry out whole house improvement void works may result in the deterioration of property condition over time. This can lead to increased maintenance costs, reduced tenant satisfaction, and potential health and safety risks.	Implement where required a comprehensive programme for whole house improvement void works, including repairs, refurbishments, and upgrades. Conduct these works promptly and efficiently to prevent further deterioration and ensure the properties are in good condition.
Decreased Tenant Satisfaction	Neglecting whole house improvement void works can result in lower tenant satisfaction. Tenants may experience living in substandard conditions, with outdated facilities, inefficient energy systems, or poor aesthetic appeal. This can lead to increased complaints, tenant turnover, and potential reputational damage for NCC	Prioritise whole house improvement void works where required to improve tenant satisfaction. Engage with tenants to understand their needs and preferences and incorporate them into the improvement plans. Communicate the works schedule clearly to manage tenant expectations and minimise disruptions.
Energy Inefficiency	Not carrying out whole house improvement void works may result in properties with outdated or inefficient energy systems, leading to higher energy consumption and increased energy costs for tenants. This can contribute to fuel poverty and have negative environmental impacts.	Include energy efficiency upgrades as part of the whole house improvement void works. where required. Install energy-efficient systems where possible upgrade insulation, heating systems, to reduce energy consumption and improve sustainability.

Non-compliance with Regulations	Neglecting whole house improvement void works can result in non-compliance with housing regulations and standards. This may include requirements related to health and safety, energy efficiency, accessibility, and building regulations. Non-compliance can lead to penalties, negative reputational damage, and potential loss of funding	Stay informed about relevant housing regulations, standards, and guidelines. Ensure that whole house improvement void works align with these requirements and implement necessary measures to achieve compliance.
Asset Devaluation	Failure to carry out whole house improvement void works can lead to the devaluation of NCC's assets. Properties in poor condition or with outdated features may have lower market value	Develop a comprehensive asset management strategy that includes regular whole house improvement void works. Conduct property valuations and market analysis to identify improvement opportunities that can enhance the value of the assets.
Missed Opportunities for Modernisation	Neglecting whole house improvement void works can result in missed opportunities to modernise properties and meet evolving housing standards and trends. This includes upgrades related to sustainability, technology integration, accessibility, and design aesthetics. Failing to modernise properties can make them less desirable and competitive in the housing market.	Proactively identify modernisation opportunities during whole house improvement void works. Incorporate sustainable features, accessibility enhancements, and contemporary design elements to align with current tenant demands and future-proof the properties.

Increased Operational Costs	Not carrying out whole house improvement void works can lead to higher operational costs for NCC. This includes increased maintenance expenses, higher tenant turnover rates, and potential legal costs associated with non-compliance issues. These increased costs can strain NCC's financial resources and hinder effective budgeting and resource allocation.	Allocate sufficient resources for whole house improvement void works in the annual budget. Develop a proactive maintenance plan to address property issues before they escalate, reducing reactive maintenance costs. Prioritise whole house improvement void works to minimise tenant turnover and associated costs.
Limited Tenant Well-being	Neglecting whole house improvement void works can have a negative impact on tenant well-being. Properties in poor condition can affect occupants' physical and mental health, comfort, and overall quality of life. This can result in lower tenant satisfaction,	Complete the programme of WHI to voids where required to ensure housing is fit for purpose. Develop a regular inspections regime such as stock condition surveys to ensure a proactive approach to maintenance moving forward that delivers effective maintenance programmes,

Other options considered.

Do nothing:

This would cost the council thousands of pounds in lost rental income and if the Whole Home Improvement Void property upgrades are not carried out, additional rental losses will be suffered. The reputation of the council as a landlord is subject to severe scrutiny from residents and members and will appear that we are not investing in our stock and neighbourhoods to ensure that people live well and have great neighbourhoods in line with the Corporate Plan.

In house provision:

Norwich City Council does not currently have any existing in-house resources.

Joint venture/Norwich City Services Limited delivery:

NCSL do not have the resources to undertake this new workstream.

Identify a single supplier to award the contract to without competition:

This route would be contrary to Contract Procedures as the value is approximately **£625,000.00**.

Establish competitively tendered contract with one supplier:

Run a competitive procurement exercise looking for a single supplier to meet the council's requirements. Timescales do allow for this option, but the requirement

can be procured with existing frameworks that are active and available.

Reasons for the decision/recommendation

22. To ensure the timely award of a contract enabling the delivery, whole house improvements to complex and large-scale voids to ensure properties meet both compliant requirements and are fit for purpose.

Background papers: None

Appendices: None

Contact officer: Interim Head of Asset Management & Compliance

Name: Brian Burton

Telephone number:

Email address: brianburton@norwich.gov.uk



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Committee name: Cabinet

Committee date: 12/07/2023

Report title: Award of Stock Condition Survey Contract

Portfolio: Councillor Jones, Cabinet member for safe, strong, and inclusive neighbourhoods

Report from: Executive director of community services

Wards: All Wards

OPEN PUBLIC ITEM

KEY DECISION

Purpose

To consider the award of the contract for stock condition surveys of housing properties:

Recommendation:

It is recommended that Cabinet approve:

1. The award of the contract for stock condition surveys of housing properties to Fairthorn Farrell Timms LLP at a total cost of £599,250.00 for the period of one-year from 29 September 2023.
2. The proposed virement of 2023/24 HRA revenue budget to fund the proposed works, as set out within the financial implications of this report.

Policy framework

The council has five corporate priorities, which are:

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- Delivering new homes
- Maintaining and improving condition of existing housing
- Improving the use and management of our existing housing stock
- Improving our neighborhoods

The Council's Strategic Asset Management Framework 2022 sets out six policy themes including 'compliant and financially resilient management of assets.'

Report details

Background and requirements

1. Norwich City Council manages the maintenance and repair of its social housing property portfolio. To maintain the property stock in good condition, it is necessary to carry out detailed internal and external stock condition surveys.
2. The surveys assist the council in assessing the age and condition of each building element, which in turn helps to plan improvements that might be due in the future. The information collected helps to ensure all homes are safe and maintained to the decent standard and are fundamental for us creating a stock investment programme for the next 10 years.
3. The surveys also include Fire Re-Instatement Valuations that determine the cost of building repairs or reinstatement costs following a fire. These will be used to assess the right insurance coverage, decide how to maintain, and protect properties and help the council to make the most appropriate choices on how to allocate resources and keep residents safe.
4. These services are essential to ensure the Norwich Standard for housing is upheld so that tenants can live in safe, well-maintained homes that are fit for purpose, and comply with current social landlord legislation.
5. The scope of the contracts includes the provision for:
 - Surveys of the general structure of the properties (both internal and external) and any communal areas
 - External Inspections - the roof, rainwater goods, walls, windows, doors, fences, hardstanding areas and access paths
 - Internal Inspections- kitchen, bathroom, heating system, electrics, and insulation.
 - Identification of damp or mould issues
 - Fire Re-Instatement Valuations

6. An existing contract is currently in place to carry out stock condition surveys which is due to expire on 28 September 2023. The original contract was to carry out circa 25% surveys of stock, however a decision was made to increase these surveys to 100% to allow gain improved information of the components that make up NCC's stock and to allow for more effective future financial forecasting. A new contract arrangement covering with the same scope is required for the period of one further year which will be sufficient time to conclude a 100% stock condition survey programme so no extension or new contract arrangement will be required after 28 September 2024.

Procurement

7. A suitable framework was identified via the National Framework Partnership (NFP). NFP operates on behalf of a charity (public sector body Hyde Housing Association Limited) and actively promotes frameworks within the public sector, to achieve tangible savings in conjunction with meeting current legislative requirements.
8. Suppliers were evaluated on 30% price and 70% quality.
9. The framework provides two options to award a contract: direct award and a further competition process. Appointing a supplier directly using the scores already attained on the framework is deemed a viable way to determine the suitability of a supplier on this occasion.
10. The incumbent supplier, Fairthorn Farrell Timms LLP is the first placed supplier on the framework with a price score of 50% and quality score of 33.75% making a total score of 83.75%. This contractor has carried out the initial tranche of stock condition surveys and property services have been satisfied with their approach and delivery.
11. We anticipate, subject to cabinet approval, for NFP to issue the official award to the successful suppliers after the Scrutiny call-in period.
12. The suppliers will be advised that the contract is pending continuing satisfactory supplier performance.

Consultation

13. Leasehold Consultations is not required has the leasehold charging threshold will not be exceeded.

Implications

Financial and resources

14. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan 2022-26 and budget.
15. The value of the new contract from 29 September 2023 for the period of one-year to 28 September 2024 is a fixed price of £599,250. This is broken into the following two workstreams:

Surveys	£ 562,000
Fire reinstatement valuations	£ 37,250
Total	£ 599,250

16. The proposed programme of surveys forms part of ongoing identification of compliance work, reactive maintenance, and upgrade works, with expenditure profiled over two financial years as follows:

2023/24	2024/25	Total
£ 450,000	£ 149,250	£ 599,250

17. In order to provide the necessary budget in 2023/24, the following virement is proposed, with the 2024/25 budget requirement to be included within the 2023/24 budget report in February 2024.:

HRA Repairs Budget	Current Budget £000	Proposed Virement £000	Proposed Budget £000
HRA major & minor repairs	2,631	(450)	2,181
Professional advice/fees	0	450	450
Total	2,631	0	2,631

18. The contracts will be subject to ongoing review to ensure satisfactory performance and delivery of the contract by the suppliers throughout the year.

Legal

19. NFP have confirmed that all of the frameworks for each contract are deemed as Services.
20. The form of contract will be a "Form of Purchase Order "call off contract produced by NFP and will be "Executed under Deed".
21. The council's Information Sharing Protocol will apply to this contract.
22. The award of the contract will be published in Find a Tender as the value is over the PCR 2015 threshold for "services".

Statutory considerations

Consideration	Details of any implications and proposed measures to address:
Equality and diversity	The planned programme of surveys is not perceived to affect people because of their protected characteristics. The contract management and resident engagement processes will be used as a mechanism to learn and respond to any arising equality or diversity implications.

Consideration	Details of any implications and proposed measures to address:
Health, social and economic impact	Preventing significant harm and long-term ill health associated with potential component failures and damp associated failures.
Crime and disorder	The council has a duty to undertake these survey and remedial works. The works are also critical in the planning of measures to prevent ASB (including the installation of door entry systems and other security measures).
Children and adults safeguarding	All the surveys will be undertaken by competent surveyors. The consultants will take all reasonable steps to safeguard children and vulnerable adults and share relevant information and concerns with the council.
Environmental impact	There are no environmental implications arising from this report.

Risk management

Risk	Consequence	Controls required
Inaccurate Asset Valuation	Inaccurate assessments could impact financial planning, investment decisions, and reporting.	Stock condition surveys should be conducted to provide up-to-date information on the condition and value of assets.
Increased Maintenance Costs	Without stock condition surveys, NCC may miss critical maintenance and /or regulatory needs, leading to increased costs. This can result in higher reactive maintenance expenses and potential asset degradation.	Implement a planned maintenance program based on the stock condition survey's findings. As this is a contract for one year the increase in budget is within contractual parameters
Health and Safety Risks	Not conducting stock condition surveys may lead to unidentified health and safety risks within the housing stock.	Conduct stock condition surveys that assess health and safety aspects. Implement appropriate control measures to address any identified risks promptly, such as remediation or implementation of safety procedures.
Decreased Tenant Satisfaction	Lack of stock condition surveys may result in delayed or inadequate repairs and maintenance, negatively impacting tenant satisfaction.	Conduct regular satisfaction surveys and use the feedback to improve service delivery and prioritise repairs based on tenant needs.
Non-compliance with regulations	Failure to conduct stock condition surveys can result in non-compliance with regulatory requirements and standards specific to social housing. This may lead to penalties, legal disputes, and potential loss of funding or accreditation.	Conduct stock condition surveys aligned with regulatory requirements will assist NCC taking necessary actions to ensure compliance with applicable rules.

Other options considered.

- **Do nothing:** If the surveys are not carried out, any property defects could cause extreme health and safety risks to our residents which could result in illness or even death. The reputation of the council as a landlord is subject to severe scrutiny from residents and members and will appear that we are not investing in our stock and neighbourhoods to ensure that people live well and have great neighbourhoods in line with the Corporate Plan.
- **In house provision:** Norwich City Council does not currently have any existing in-house resources.
- **Joint venture/Norwich City Services delivery:** There are no opportunities for a Joint venture to deliver this contract nor for NCSL to deliver this for the council.
- **Identify a single supplier to award the contract to without competition:** This route would be contrary to Contract Procedures as the value is approximately **£599,250**.
- **Establish competitively tendered contract with one supplier:** Run a competitive procurement exercise looking for a single supplier to meet the council's requirements. Timescales did allow for this option, but this requirement can be procured with an existing active framework with pre-approved suppliers.

Background papers: None

Appendices: None

Contact officer: Interim Director of Asset Management

Name: Brian Burton

Telephone number:

Email address: brianburton@norwich.gov.uk



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