

Cabinet

Date: Wednesday, 09 June 2021

Time: 16:30

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

Committee members:

Councillors:

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

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Agenda

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1 Apologies

To receive apologies for absence

2 Public questions/petitions

To receive questions / petitions from the public.
Please note that all questions and petitions must be received by the committee officer detailed on the front of the agenda by 10am on Tuesday, 1 June 2021 in accordance with the council's constitution.

3 Declarations of interest

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

4 Minutes of cabinet 14 April 2021

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Purpose - to consider the minutes of the meeting on 14 April 2021

5 Equality diversity & inclusion policy 2021-22

13 - 26

Purpose - To consider the Equality, diversity, and inclusion policy 2021 – 2022.

6 Customer experience and digital strategy 2021-24

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Purpose - To seek approval for the Customer Experience and Digital Strategy 2021-24

7 Budget Monitoring Provisional Outturn 2020-21

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Purpose - To update Cabinet on the revenue and capital outturns for the year 2020/21; the General Fund and Housing Revenue Account balances and to seek approval to delegate to officers the approval of carry-forward unspent capital budgets into the 2021/22 capital programme

8 Corporate Performance and Risk Report, Quarter Four 2020-21

91 - 148

Purpose - To report progress against the delivery of the corporate plan priorities and key performance indicators and to provide an update on corporate risk for quarter four of 2020-21.

9 5 Year air quality action plan for Norwich 149 - 192

Purpose - To enable Cabinet to consider the updated 5-year air quality action plan (AQAP) for Norwich.

10 Award of a contract for district heating at the Devonshire Street area of Norwich 193 - 198

Purpose - To consider awarding a contract for districting heating at the Devonshire Street area of Norwich.

***11 Exclusion of the public**

Consideration of exclusion of the public.

***12 Corporate Performance and Risk Report, Quarter Four 2020-21 – 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 Managing Assets (Housing and non-housing)**

- 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.

***14 Managing Assets (Housing)**

- 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.

***15 Managing Assets (Non-housing)**

- 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.

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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Date of publication: **Tuesday, 01 June 2021**



Cabinet

15:00 to 17:30

14 April 2021

Present: Councillors Waters (chair), Harris (vice chair), Jones, Kendrick, Maguire, Packer and Stonard

Apologies: Councillor Davis

1. Public Questions/Petitions

Jonathan Dunning asked the leader of the council:-

Does Cabinet still endorse the Fine City Charter, and will they continue to encourage all employers to adopt the Charter as a priority?

Councillor Waters, leader of the council replied:-

It is worth setting out some background. A meeting was held in early 2020, at the invitation of the City Council to discuss a proposal for developing a 'Fine City Employer's Charter'. The audience was a cross section of public, private, and voluntary sector bodies and included Trades Unions, business organisations, like the Chamber of Commerce, 'Norwich Living Wage'; and a number of city councillors. The meeting was chaired by a representative from ACAS.

By the end of the meeting, it was agreed that a Fine City Employers Charter was worth exploring and that a second meeting should take place. A few weeks later, COVID19 struck. As soon as possible we will convene a second meeting (hopefully with an increased number of attendees) and continue the interrupted work of developing a Fine City Employer's Charter for Norwich

Jonathan Dunning then asked the following supplementary question:-

Pending the 2nd meeting will Cabinet endorse the principles in the charter within their own company, NCSL, so they can implement the principles within the charter to the satisfaction of their own workforce?

Cllr Waters, leader of the Council replied:-

I would not want to pre-empt the work of the stakeholders in designing a Fine City Charter. Those principles have been applied in the context of what the Council has currently offered. The Day 1 offer to the company employees has been the biggest improvement in 10 years. It takes account of an aspiration set out in the Fine City Charter draft proposals such as living wage, enhancement to the workforce, but it

has to be formed by the realities of timescale and working together to achieve those objectives over a reasonable timescale, taking account of resources affected by the pandemic which has removed £7 million pounds from our budget mid year. I am confident that, working collectively and positively, many of those objectives can be achieved in a reasonable timescale.

RESOLVED to approve the accuracy of the minutes of the meeting held on 10 March 2021.

2. Dr Ian Gibson

The leader of the council paid tribute to the late Dr Ian Gibson, the former MP for Norwich North. He referred to his considerable achievements as a politician and his distinguished academic career as a scientist at the UEA where he was a professor. He was involved in important research into cancer. He was involved in the trade union movement and he transcended political boundaries. People of many political persuasions were able to connect with him and he received the accolade of Parliamentarian of the Year.

Members then observed a minute's silence in memory of Dr Gibson.

3. Declarations of interest

Cllr Harris, deputy leader and cabinet member for social housing, declared a personal interest in Item 7 below on the agenda as a member of the Broads Authority and of the authority's Planning Committee but would remain in the meeting.

Cllr Harris also declared a conflict of interest interest in Item *22 below and would withdraw from the meeting.

Cllr Kendrick, cabinet member for resources, declared a non-pecuniary interest in Item 5 below

4. Procurement and contract management strategy

Cllr Kendrick, cabinet member for resources, presented the report. He referred the importance of the strategy in procuring goods and managing assets to assist in delivering high quality services for the authority.

The Business relationship and procurement manager referred to the extensive input from members and officers which assisted with drafting the strategy.

Councillor Bogelein referred to the recommendation from the Scrutiny Committee that social value be considered in the assessment criteria for contracts, as was the case in other authorities, and asked whether the a future review of the strategy would take this into account. The cabinet member for resources said that the Council's view was that the current criteria was considered most appropriate to ensure that bids were received from reliable and efficient contractors at the current time. The business relationship and procurement manager said that social value was considered an important factor but it was difficult to quantify and work was being

done to ensure that how best it could be factored into the assessment process in future.

Cllr Wright noted that the strategy covered a 3 year period and asked whether there would be any opportunity for an interim review during that period. Annabel Scholes, executive director of corporate and commercial services, assured members that there would be an annual review of the strategy presented to members for consideration.

The Chair referred to paragraph 14 of the report which emphasised that the strategy should be understood in the context of the Council's wider corporate strategies and policies which included the Social value framework.

RESOLVED to approve the Procurement and Contract Management Strategy 2021-24 as set out in the report.

5. Norwich City Services Business Plan – KEY DECISION

The leader of the council advised members that the Business Plan had been included in the public section of the meeting in error but that this would not preclude the consideration of the report and recommendations

Councillor Maguire, cabinet member for safe and sustainable city environment, presented the report. He said that the Business Plan would be the subject of specific recommendations in a separate report to be considered as an exempt item later in the meeting.

The Chair welcomed Anne Gibson, chair of the company and Hannah Leys, managing director, to the meeting. They referred to the hard work that had taken place to bring the business plan to this stage with an implementation date of April 2021.

Cllr Bogelein asked for details of the future direction of the roadmap with regard to terms and conditions for employees. Hannah Leys said that the roadmap set out the high level milestones with regarding improving terms and conditions but that this would be carried out over a period of 1 to 5 years and subject to affordability. The involvement of trade unions would be important in future consideration of these issues. The leader of the council reiterated that this was an incremental process and that adjustments to terms and conditions had already been made as a gesture to signify the Council's intentions on progress in the future.

RESOLVED, subject to consideration of recommendations regarding NCSL Business plan later in the meeting, to –

- (1) approve the initial NCSL Business Plan for the period 2021-21, noting the company and the council through the Stakeholder Panel will collectively monitor performance;
- (2) approve that the council enters into a pooling agreement to manage any longer term pension risks, subject to agreement with the Norfolk Pension Fund on the terms of such agreement and specifically the contribution rates in the short term

6. NPS Norwich Business Plan

Cllr Harris, deputy leader and cabinet member for social housing, presented the report. She referred to the considerable work to be done in 2021-22 to ensure the continued delivery of capital and revenue priority and investment programmes for the council and the smooth transfer of staff and services back to the council. In particular, she thanked the staff of NPS (Norwich) Ltd for their ongoing cooperation during this process.

Councillor Bogelein referred to concerns expressed by a number of members concerning performance of NPS (Norwich) Ltd and complaints received about quality and timescales for completion of work. The executive director of community services said that the Council was in regular discussion about performance and processes were in place to monitor complaints on repairs and seek improvements to timescales and quality of service for residents. The deputy leader said that additional resources were being devoted to ensure these improvements were put in place.

RESOLVED, subject to consideration of exempt matters later in the meeting, to approve the NPS Norwich Business Plan as set out in the appendix to the report.

7. Revised Norfolk Strategic Planning Framework 2021

Councillor Stonard, executive member for sustainable and inclusive growth, presented his report and referred specifically to paragraph 9 of the report which set out proposed changes to the framework including a new section on climate change.

Councillor Bogelein expressed concern that the framework did not ensure the legal compliance required to mitigate climate change under the Planning and Compulsory Purchase Act 2004. The executive director of development and city services said officers from the City, Broadland and South Norfolk councils were considering the representations made on the Greater Norwich Local Plan. He suggested it would be appropriate to consider the comments made by Councillor Bogelein when the Local Plan returns to cabinet for consideration.

RESOLVED to endorse the revised Norfolk Strategic Planning Framework (NSPF) and consider the comments made by the Sustainable Development Panel.

8. Development of Three Score Please 3

Councillor Harris, deputy leader and executive member for social housing, presented the report.

The senior development officer explained that the reasons for requesting the delegation and the need to give assurances to the contractor.

Councillor Bogelein asked about the environmental standards incorporated in phase 3 and how this will compare to the energy efficiency standards in phases 1 and 2. Andrew Turnbull explained that there would be focus on the fabric of the new

buildings, enhanced insulation, mechanical heat recovery systems and renewable energy.

RESOLVED, subject to consideration of the exempt appendix, to

- (1) delegate the decision to direct award a pre-construction services agreement to RG Carter Ltd for the development of Three Score phase 3, subject to the limits set out in the exempt appendix, to the executive director of development & city services, in consultation with the executive director of corporate & commercial services, the cabinet member for social housing and the cabinet member for resources;
- (2) delegate the decision to direct award a pre-construction services agreement to RG Carter Ltd for the development of Three Score phase 3, subject to the limits set out in the exempt appendix, to the executive director of development & city services, in consultation with the executive director of corporate & commercial services, the cabinet member for social housing and the cabinet member for resources;

9. Public Space Protection Orders

Councillor Maguire, executive member for safe and sustainable city development, presented the report.

Councillor Bogelein asked why the Council had not considered extending the boundary of the PSPOs to cover the areas around Rosary Road which had been requested by ward councillors. The environmental health and protection manager confirmed that areas outside of the area covered by the PSPO can be considered if specific issues arise which would warrant a review.

In response to a question from Councillor Wright, the environmental health and protection manager, explained the enforcement measures in place regarding dog fouling.

RESOLVED to approve -

- 1) the making of both Public Spaces Protection Orders for the management of alcohol in public spaces within the city centre and the management of dog fouling within the city boundary; and
- 2) the advertising in the media that two Public Space Protection Orders have been made.

14. External Audit Service Provision

Cllr Kendrick presented the report

Annabel Scholes, executive director of corporate and commercial services, explained the principles which were taken into account in consideration of the 2 options for the future delivery of the internal audit function.

RESOLVED to endorse the decision of the executive director of corporate & commercial Services, exercised in accordance with the Executive Scheme of Officer Delegation and in consultation with the portfolio holder for resources, to delegate the provision of internal audit services to South Norfolk Council pursuant to s.9EA of the Local Government Act 2000.

14. Write-off of non-recoverable national non-domestic rate debts – KEY DECISION

Cllr Kendrick, executive member for resources, presented the report.

RESOLVED to approve the write off of £53,735.56 for NNDR debt which was irrecoverable and was covered within the bad debt provision for 2020/21

15. Award of the contract for the replacement of the district heating plant at Alnwick Court – KEY DECISION

Councillor Harris, deputy leader and executive member for social housing, presented the report

In response to members' questions, Neil Watts explained that resources had been made available for retro-fitting and work would be done on hybrid solutions for each sheltered housing scheme in future plans.

15. Award of the contract for the refurbishment of Carrow House – KEY DECISION

Councillor Stonard, executive member for sustainable and inclusive growth, presented the report

RESOLVED to delegate authority to award the contract for the refurbishment of Carrow House to the executive director of development and city services in consultation with the cabinet member for sustainable and inclusive growth providing it is within the £1.82 million budget available having allowed for all fees and a prudent allocation for contingency.

16. Procurement of postal delivery and collection services – KEY DECISION

Councillor Harris, deputy leader and cabinet member for social housing, presented the report

The director of strategy and culture explained the contract operated on a pay-as-you-go basis and although a budget had been allocated it would not be necessarily be used in full.

RESOLVED to award a three-year contract for postal collection and delivery services to Royal Mail up to the value of £813,000.

16. Award a contract for the roofing upgrades and repairs programme to Council dwellings – KEY DECISION

The deputy leader presented the report

In response to a members' question, the executive director of community services said that the council was very much aware of the need to consider retro-fitting. This will include planning and funding options which would be considered in the coming months.

17. Vote of thanks

RESOLVED to record cabinet's appreciation for the service given by:-

- (1) Councillor Maguire who was leaving Cabinet as he had been elected Lord Mayor for the next civic year.
- (2) Nikki Rotsos, director of communications and culture, and Andy Watt, head of city development services, who were retiring from the Council, both of whom had long and distinguished careers at the authority

18. Exclusion of the public

RESOLVED to exclude the public from the meeting during consideration of items 19* to *22 (below) on the grounds contained in the relevant paragraphs of Schedule 12A of the Local Government Act 1972 (as amended).

***19. Norwich City Services Business Plan – exempt appendix (Paragraph 3)**

Councillor Maguire, cabinet member for safe and sustainable city development, presented the report.

Anne Gibson, chair and Hannah Leys, managing director then answered a number of members' questions concerning the business plan.

RESOLVED to approve the NCSL business plan 2021-24 which has been proposed by the NCSL board.

***20. Development of Three Score Phase 3 – exempt appendix (Paragraph 3)**

RESOLVED to note the various awards of contract and delegated decisions for the development of Three Score phase 3 as set out in the report.

***21. Internal Audit Provision – exempt appendix (Paragraph 4)**

RESOLVED to note the exempt appendix on the future provision of internal audit.

***22 Managing assets (non-housing) (Paragraph 3)**

(Cllr Harris left the meeting at this point as she had declared a pecuniary interest in this item)

RESOLVED to approve the disposal of the property asset described in the report.

CHAIR

Committee Name: Cabinet

Committee Date: 09/06/2021

Report Title: Equality, diversity, and inclusion policy 2021 - 2022

Portfolio:	Cllr Karen Davis
Report from:	Executive director of community services
Wards:	All wards
OPEN PUBLIC ITEM	

Purpose

To consider the Equality, diversity, and inclusion policy 2021 – 2022.

Recommendation:

It is recommended that Cabinet approve the Equality, diversity, and inclusion policy 2021 – 2022.

Policy Framework

The Council has three corporate priorities, which are:

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

This report meets the People living well corporate priority.

This report addresses the following strategic actions in the Corporate Plan:

- Support people in Norwich to feel safe and welcomed
- Provide means for people to lead healthy, connected, fulfilling lives, particularly those who are most vulnerable.
- Ensure there is a range of cultural, leisure and social opportunities and activities for all.

This report helps to meet the following objectives of the COVID-19 Recovery Plan:

- Modernising the council; reimagining local services
- Supporting the most vulnerable
- Arts, culture, and heritage
- Harnessing social capital

View the [Corporate Plan 2019-22](#)

View the [COVID-19 Recovery Plan](#)

Report details

Introduction

1. Norwich City Council is committed to equality for all residents of Norwich. This is through the delivery of accessible, fair services, as an employer, contractor of services and a community leader. The council celebrates diversity, and the contribution different groups make to the vibrant city of Norwich.
2. This means that we and the services that we deliver, and contract out do not discriminate against someone because of perceived difference. It also means that we take an active role as a leader in the community and remove barriers to participation and access for all members of the community. We can do this through implementing robust policies.
3. Taking a positive approach to diversity creates a cycle of improvement in service provision. By demonstrating we value all aspects of the community we are strengthening it, as a whole.
4. This commitment is reflected in the draft policy attached to the report, which draws from the existing equality policy, the council's Covid-19 blueprint for recovery, and current initiatives being developed. The scope of the policy has been broadened to include diversity and inclusion as well as equality, taking account of the council's ambitions as an organisation, and for the city.

Objectives

5. To be fully compliant with specific duties of the Equality Act 2010 the council must:
 - a) annually publish relevant, proportionate information demonstrating its compliance with the Equality Duty
 - b) set specific, measurable equality objectives at least every four years.
6. The council has articulated its equality objectives as part of its annual equality information reports until 2018 and via regular reporting to cabinet on the progress of the reducing inequalities strategy. These go beyond the Equality Act considerations and were last agreed by cabinet in March 2020.

7. Considering Covid-19 and the unprecedented impact on the lives of the people of Norwich, a revised set of specific objectives have been developed alongside clear actions on how we will achieve them and measure success.
8. The four objectives are:
 - a) Develop a new Equality, Diversity, and Inclusion Strategy
 - b) Redesign council services and reshape teams around the needs of users, creating more joined up and accessible services which are in tune with the changing needs and behaviours of those we serve
 - c) Understand our communities, and celebrate and respect diversity
 - d) Recruit, develop and retain a diverse and representative workforce

Monitoring

9. Progress against the objectives will be reported to the corporate leadership team and cabinet in line with the council's performance reporting timetable.
10. The policy covers the next 12-month period, after which the objectives will be reviewed and amended accordingly following completion of the current internal equalities review as well as being informed by current political priorities and the revised corporate plan for 2022 – 2023.

Consultation

11. The cabinet member for social inclusion has been consulted with their being incorporated in the policy version attached to this report.
12. HR have been involved in shaping the current objectives, and their input is included in the body of the policy document.
13. We are acting on audit recommendations, so no further consultation is required in this instance.
14. Consultation with the monitoring officer will form part of the work to draft revised objectives for 2022 – 2023.
15. Wider consultation with stakeholders and residents will form part of the development of the Equality, diversity, and inclusion strategy due to be published in June 2022.

Implications

Financial and Resources

16. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan 2019-22 and Budget.
17. There are no proposals in this report that would reduce or increase resources.

Legal

18. The council has a requirement to fulfil its Public Sector Equality Duty as set out in the Equality Act 2010. The publication of the revised policy which contains specific and measurable equality objectives enables us to be compliant with the duty.

Statutory Considerations

Consideration:	Details of any implications and proposed measures to address:
Equality and Diversity	The policy provides information about how the council aims to deliver accessible, fair services, as an employer, contractor of services and a community leader; and how it discharges its duties under the Equality Act, which allows for identification of areas for improvement.
Health, Social and Economic Impact	<p>Health and wellbeing: the policy provides information about the council's commitment to equality, diversity, and inclusion for all residents of Norwich. Taking this positive approach allows for a cycle of improvement in service provision and demonstrates we value all aspects of the community.</p> <p>Financial inclusion: the policy provides a commitment to assess the needs of, and engage with, disadvantaged and vulnerable groups to ensure services do not negatively impact them.</p>
Crime and Disorder	Human Rights Act 1998: the policy forms part of the council's approach to making sure it and the services it delivers, and contracts out do not discriminate against, victimise, or harass someone because of perceived difference.
Children and Adults Safeguarding	The policy supports the council's Safeguarding policy statement: Norwich City Council considers that all children and adults, whatever their age, culture, gender, origin, sexual orientation, skills, ability and beliefs have the right to protection from abuse. We have a duty to promote the welfare of all and safeguard them from harm as far as reasonably possible.
Environmental Impact	None identified

Risk Management

Risk	Consequence	Controls Required
Legal risk	<p>Failure to have 'due regard' in relation to the Equality Act 2010 could mean:</p> <ul style="list-style-type: none">• a judicial review of decision making• incurring unnecessary costs to the council• reputational damage• unconscious discrimination against a part of the city's community• developing services that do not meet the needs of our communities.	<p>The policy allows identification of risks around liabilities under the Public Sector Equality Duty as set out in the Equality Act 2010.</p> <p>An action is being developed and will be used to monitor progress of delivery and achievement of success.</p> <p>Progress will be reported to CLT Assurance on a quarterly basis.</p>

Other Options Considered

19. Not applicable.

Reasons for the decision/recommendation

20. It is recommended that cabinet approve the Equality, diversity, and inclusion policy to ensure that we are compliant with the legal requirements of local authorities in regard to their Public sector equality duty, and that the council's commitment to this agenda and its ambitions as an organisation, and for the city, are prioritised.

Tracking Information

Governance Check	Date Considered
Chief Finance Officer (or Deputy)	Annabel Scholes, 01-06-21
Monitoring Officer (or Deputy)	Geoff Wild, 27-05-21
Relevant Executive Director	Louise Rawsthorne, 24 May 2021

Background papers:

None

Appendices:

Draft Equality, diversity, and inclusion policy 2021 - 2022

Contact Officer:

Name: Emma Smith

Telephone number: 01603 989575

Email address: emmasmith@norwich.gov.uk

Appendix: Draft equality, diversity and inclusion policy 2021 - 22

Commitment

1. Norwich City Council is committed to equality for all residents of Norwich. This is through the delivery of accessible, fair services, as an employer, contractor of services and a community leader. The council celebrates diversity, and the contribution different groups make to the vibrant city of Norwich.
2. This is about making sure we and the services that we deliver, and contract out do not discriminate against someone because of perceived difference. It also means that we take an active role as a leader in the community and remove barriers to participation and access for all members of the community. We can do this through implementing robust policies. For example:
 - taking appropriate action if unlawful discrimination is identified
 - consulting with community groups, such as disability awareness groups
 - supporting and promoting community and cultural events, for example black history month.
3. Taking a positive approach to diversity creates a cycle of improvement in service provision. By demonstrating we value all aspects of the community we are strengthening it, as a whole.

Our ambition for Norwich

4. Norwich has a long history of being a radical, innovative city. We are increasingly recognised for our strong economy, quality of life and vibrancy. But we know there are some parts of our city where there is inequality and poverty that we must continue to challenge and tackle.
5. The [Norwich 2040 City Vision](#) brings the whole city, its people, businesses and institutions working together to make the Norwich of 2040 the best place to be. It will be a fair city where people care about equality; there is a fair system; and communities are diverse. Equality, diversity and inclusion underpins the vision's work and associated partnerships

Our ambition as an organisation

6. Norwich City Council is at the heart of the city. We work creatively, flexibly and in partnership with others to create a city of which we can all be

proud. We provide good services to our residents, visitors and businesses, whilst enabling people to help themselves and ensuring that those who need extra help can access it.

7. Our ambition as a council is to become an agile, collaborative, learning organisation where:
 - a. we celebrate and respect equality, diversity and inclusion
 - b. residents are at the heart of everything we do
 - c. we understand and listen to our communities
 - d. employees take responsibility and feel empowered to succeed
 - e. we attract, develop, and retain a diverse workforce
 - f. resources are aligned to deliver our corporate priorities
 - g. we build confidence across the organisation, our partnerships and support networks
 - h. people can work and live in a safe and inclusive environment.

Covid-19

8. Covid-19 has had an unprecedented impact on the lives of the people of Norwich. Its consequences have already and will continue to reshape the city, impacting in particular those who were already experiencing deprivation across all protected characteristics.
9. It is important that the council not only focuses on how, as an organisation, it recovers and responds to challenges faced as a result of the pandemic but also the leading role it plays in the wider recovery of the city. The council published its [blueprint for recovery](#) in June 2020.

Legislation

10. The Equality Act 2010 provides the framework of protection from discrimination, victimisation, and harassment. Norwich City Council aims to meet its legal requirements under the public sector equality duty by having due regard to the need to:
 - a) eliminate discrimination and other conduct that is prohibited by the Equality Act 2010
 - b) advance equality of opportunity between people who share a protected characteristic and people who do not share it
 - c) foster good relations across all characteristics – between people who share a protected characteristic and people who do not share it
11. This document meets the requirements under the following legislation:
 - a) The Equality Act 2010, which introduced the public sector equality duty and protects people from discrimination
 - b) The Equality Act 2010 (Specific Duties) Regulations 2011, which require local authorities to publish information to demonstrate how they are complying with the public sector equality duty and to publish equality objectives

Duration

12. Equality is a theme running throughout our [Corporate Plan 2019-22](#) which supports our vision to make Norwich a fine city for all by putting people and the city first.
13. This policy covers the 12-month period of 2021/22. During this time, work will take place on developing a revised policy and objectives that will be informed by:
 - a. engagement and consultation with communities, partners and employees
 - b. a council wide equalities review
 - c. political priorities for 2021/22 and 2022/23 and a revised Corporate Plan 2022/23
 - d. covid-19 blueprint for recovery

Governance

14. Cabinet will:
 - a. ensure that the equality information and objectives as set out in this policy are published and communicated throughout the council, and that they are reviewed and updated at least once every four years
 - b. delegate responsibility for monitoring the achievement of the objectives on a quarterly basis to the corporate leadership team.
15. The council's equality, diversity and inclusion lead is the strategy manager. They will:
 - a. work with the equality representatives across the organisation and other relevant officers, to discuss any issues and how these are being addressed
 - b. promote knowledge and understanding of the equality objectives amongst officers and members
 - c. maintain a watching brief on appropriate equality and diversity legislation and case law
 - d. report back to the senior leadership team and corporate leadership team regarding any issues
 - e. monitor success in achieving the objectives and report back to the senior leadership team and the corporate leadership team
 - f. support HR in identifying any employee and member training needs
 - g. meet with the Cabinet's portfolio holder for social inclusion to discuss any issues and progress in achieving the objectives
16. All managers and team leaders are expected to have due regard to this document and to work to achieve the objectives as set out later in this document.

17. Integrated Impact Assessments are undertaken for each report submitted to Cabinet, and Equality Impact Assessments accompany major decisions made at the council.

Service provision

18. In our service provision, the council will:
- a. communicate information clearly using plain language and different formats, such as translated services, large print, or Braille where appropriate
 - b. make sure our services are accessible
 - c. assess the needs of, and engage with, disadvantaged and vulnerable groups to ensure services do not negatively impact them
 - d. monitor use of services
 - e. promote positive images to counter discrimination
 - f. respond proactively to reports of discrimination and harassment
 - g. promote good relations between community groups
 - h. monitor policies and procedures to assess their effectiveness for disadvantaged groups
 - i. monitor effectiveness of contractors in their commitment to equalities
 - j. consult internally and externally regarding our equality commitments.

Employment

19. As an employer we will:
- a. ensure that recruitment, retention, redundancy and redeployment policies and processes are fair and transparent
 - b. make reasonable adjustments so that potential barriers are removed for disabled employees
 - c. regularly review our policies and procedures to make sure they comply with legislation and good practice
 - d. publicise our commitment to equality to potential job applicants
 - e. be robust in our response to complaints of discrimination or harassment from employees
 - f. make clear our requirements of employees regarding equality and inclusivity for all
 - g. encourage applications from people with non-standard qualifications and lived experience.
20. From our employees we expect:
- a. adherence to the council's code of conduct
 - b. a workplace environment that respects individual differences and is free from discrimination or harassment
 - c. the customer to be at the heart of everything we do
 - d. individuals to treat each other with dignity and respect
 - e. inequality to be challenged
 - f. equality of opportunity to be promoted.

Objectives

Objective 1	<i>Develop a new Equality, Diversity, and Inclusion Strategy by June 2022</i>
Why	<i>To ensure that our services are accessible to all, promoting a City that is diverse, inclusive, and fair, and representative of the communities we serve.</i>
How	<ul style="list-style-type: none"> - Engage and consult with a wide range of residents across all of the different characteristics, from all of our diverse communities, partners and employees to ensure that the Strategy is as meaningful as possible for Norwich. - Improve the quality of information we collect and how we use it. - Gather robust evidence and ensure transparency - Continue to identify and review inequalities that have been exacerbated by Covid-19 for all protected characteristics and identity action to address any impact.
Who	Strategy and Enabling Teams

Objective 2	<i>Redesign council services and reshape teams around the needs of users, creating more joined up and accessible services which are in tune with the changing needs and behaviours of those we serve by January 2023.</i>
Why	To create a council which is sustainable, diverse and inclusive with an organisational structure and culture which is fit for the future.
How	Through the Future Shape Norwich programme
Who	Strategy and transformation team

Objective 3	<i>Understand our communities and celebrate and respect diversity.</i>
Why	To enable us to support people and our communities to understand each other and their differences such that they can live, work and study in a healthy, inclusive and safe environment.
How	<ul style="list-style-type: none"> - Continue to work with stakeholders to promote social cohesion - Work more collaboratively with partners to embed early intervention and prevention, across the system - Develop a Citizen Participation Blueprint which looks at how the council can work with communities across the city to enable them to have their voices heard, influence decisions, be involved in finding solutions to challenges and issues that affect them and actively help to frame future plans. - Further develop the existing Reducing Inequalities Target Areas initiative by creating a revised programme and plan for delivery with clearly defined outcomes.
Who	Strategy and Enabling teams

Objective 4	<i>Recruit, develop and retain a diverse and representative workforce</i>
Why	<ul style="list-style-type: none"> - To ensure that managers and team leaders have the confidence to support and engage the diversity of customers and residents in the City - To provide equality of opportunity and improve employee voice on equality issues

	<ul style="list-style-type: none"> - To have a greater representation of employees with protected characteristics across the council's workforce in line with the profile of the city's residents (based on Census 2011 and revised data following Census 2021).
How	<ul style="list-style-type: none"> - Develop and improve employee skills by providing Leading Equality and Diversity Training which is designed specifically for managers and team leaders. - Develop an action plan to address our workforce profile. - Introduce Employee Networks to champion equalities, build relationships and ensure colleagues are engaged and supported.
Who	HR Team

Monitoring arrangements

10. The monitoring arrangements for the council's equality policy are:
- a. the strategy team will update the equality information we publish every year
 - b. this document will be reviewed by the strategy team at least every four years.

Appendix: Types of discrimination, protected characteristics, and protection from discrimination.

Types of discrimination	Prohibited conduct
Direct discrimination	Being treated less favourably than someone else due to a perceived difference.
Indirect discrimination	The way something is done means you are treated less favourably than someone else due to a perceived difference.
Discrimination arising from a disability	Where the discrimination is as a result of the disability
Perception discrimination	Being treated less favourably than someone else because of a perceived difference, regardless of whether it is true.
Discrimination by association	Being treated less favourably than others because of your association with someone with a protected characteristic (which protects carers).
Victimisation	Being treated unjustly or unfairly when making a complaint or taking out a grievance or helping someone else to make a complaint in relation to a protected characteristic.
Harassment	Unwanted conduct relating to a protected characteristic.

Protected characteristics	
Age	A person belonging to a particular age (for example 32-year-olds) or range of ages (for example 18- to 30-year-olds).
Disability	A person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect

	on that person's ability to carry out normal day-to-day activities.
Gender reassignment	The process of transitioning from one gender to another.
Marriage and civil partnership	<p>Marriage is a union between a man and a woman or between a same-sex couple. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples (except where permitted by the Equality Act).</p> <p>The Equality Act only protects you from discrimination at work because you are married or in a civil partnership.</p> <p>In some specified circumstances an employer can refuse to employ you because you are married or in a civil partnership if the work is for the purposes of an organised religion, for example as a Catholic priest.</p>
Pregnancy and maternity	Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.
Race (ethnicity)	Refers to the protected characteristic of race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.
Religion or belief	Religion refers to any religion, including a lack of religion. Belief refers to any religious or philosophical belief and includes a lack of belief. Generally, a belief should affect your life choices or the way you live for it to be included in the definition.
Sex (gender)	In the Equality Act, sex can mean either male or female, or a group of people like men or boys, or women or girls. There are some circumstances when being treated differently due to sex is lawful, for example, where being a particular sex is essential for a job, or an organisation is taking positive action.
Sexual orientation	Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

Situations in which a person is protected from discrimination

Under the Equality Act a person is protected from discrimination:

- when you are in the workplace
- when you use public services like healthcare (for example, visiting your doctor or local hospital) or education (for example, at your school or college)
- when you use businesses and other organisations that provide services and goods (like shops, restaurants, and cinemas)
- when you use transport
- when you join a club or association (for example, your local tennis club)
- when you have contact with public bodies like your local council or government departments.

Committee Name: Cabinet

Committee Date: 09/06/2021

Report Title: Customer experience and digital strategy 2021-24

Portfolio:	Councillor Gail Harris / Councillor Paul Kendrick
Report from:	Executive director of community services
Wards:	All Wards
OPEN PUBLIC ITEM	

Purpose

To seek approval for the Customer Experience and Digital Strategy 2021-24.

Recommendation:

It is recommended that Cabinet approves the Customer Experience and Digital Strategy 2021-24 subject to additional wider consultation on the principles, with final sign off delegated to Exec Director in consultation with cabinet member following consideration of any changes needed in response to consultation.

Policy Framework

The Council has three corporate priorities, which are:

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

This report contributes to all corporate priorities

This report addresses the need to streamline and modernise systems which is a strategic action in the Corporate Plan

This report helps towards meeting the needs of the environmental strategy adopted policy of the Council

This report helps to modernise the council and reimagine local services which is an objective of the COVID-19 Recovery Plan.

Report Details

Background

1. The council does not have a customer experience or digital strategy and there is a need to provide the organisation with a vision and plan of how we will work together to deliver digital services. **Appendix A**
2. The data shows that the number of customers contacting us face to face and by phone is reducing. Since the introduction of web forms in 2014 digital contact is increasing and there is an expectation from our customers that we should provide easy to access online services.
3. Most services are available online and data shows that many customers are accessing them however, we have inconsistent and varying levels of digital maturity across the organisation. There is also a high level of avoidable contact of which the majority is unnecessary clarification, followed by progress chasing. This has the potential to be reduced if customers have access to their information and receive progress updates on their enquiries.
4. There is great opportunity to develop our services, so they provide better experiences for customers and increase take up. Research (customer digital index 2020) suggests that within the East of England 92% of people are online and 84% have essential skills for life which is above the UK average of 78%.

Customer experience and digital strategy

5. The purpose of this document is to inform how the teams across the council are going to collaborate to deliver effective experiences for our customers. The organisation will harness technology and digital opportunities to make services easier to access and make sure that they are accessible for those who are not digitally enabled.
6. Within this context of this strategy customers are defined as anyone who lives, works in, or visits the district of Norwich city council - internal staff and councillors.
7. This strategy will support our change programme which is Future Shape Norwich (FSN) and the Covid recovery plan that has committed the council to learning lessons from how services adapted during the initial phase of Covid, and to consider how they could be delivered differently to enable the council to become more resilient, modern and flexible.
8. The council has less funding available to meet demand for services, needs to transform and reduce costs. Digital services that are end to end and easy to access, providing quality information to deliver positive outcomes, are a key enabler in meeting the requirements to deliver continuous service improvements with less funds.
9. The benefits will deliver more efficient services and will enable the workforce to be less reliant on operating services from one location.

10. Customers will have access to digital support through the council's digital support service and this includes access to digital hubs across the city and lending of equipment.
11. Customers will continue to be provided with a phone and appointment service. By improving our digital services and increasing take up it will enable us to focus resources on proving quality services for those who do not have access to digital or who have complex and varying needs.
12. The strategy aim is to improve services, so the customer experience is more positive and focuses on the following three themes –
 - a) smarter services
 - b) digital workforce
 - c) better data sharing
13. This is an organisational strategy that has been created using a range of insight and data as well as feedback gathered from workshops and customer user experience, this includes –
 - a) staff and councillor workshops
 - b) staff and councillor survey feedback
 - c) customer survey feedback analysis
 - d) performance data including avoidable contact, quality monitoring, channel shift and complaints etc...
 - e) customer user experience feedback & website analysis
 - f) external expertise – digital solutions architect and benchmarking

The additional consultation is in progress and if any changes are required these will be made to the final draft.

14. Digital technology will help the environmental agenda that is a key enabler in supporting low carbon activity. Providing customer information digitally reduces the need for printing and postage and a digital workforce that has the right tools to enable flexible and virtual working helps towards reducing our carbon footprint.

Conclusion and next steps

15. Once the strategy has been agreed it will be shared across the organisation.
16. A detailed technical road map is being developed with external expertise which will provide more detailed plans for systems and technology which will sit beneath the strategy.

17. Individual projects that support this strategy will be incorporated into the IT road map which is published on the homepage of citynet (the council's internal website) to ensure staff have visibility of IT projects that supports the councils change programme.
18. The monitoring of progress will be managed and shared at the monthly Customer, IT and digital board (CID) as a regular agenda item. This board is chaired by the executive director of community services and represented by heads of service.
19. The monitoring of channel shift is measured regularly and is a key performance measure (KPI) for corporate performance reporting.

Consultation

Consultation has been carried out to inform the strategy and this has included staff and councillor workshops (including portfolio holders) and customer and staff survey feedback.

Customer user experience testing, and analysis of our online services has provided a comprehensive report that sets out the details of how changes to our website will improve the customer experience and reduce the effort of accessing services.

Implications

Financial and Resources

Delivering the strategy and intended outcomes will require significant future revenue and capital investment. Funding for specific proposals will be subject to a separate approval process for inclusion the council's capital and revenue budgets at the appropriate time. Investment will be based on a business cases assessment and detailed review of system and resource requirements.

There are no specific proposals in this report that would reduce or increase resources. Delivery of specific solutions will include an assessment of what is required.

Legal

There are no specific proposals in this report that have legal implications. Delivery of specific solutions will include an assessment of any legal implications.

Statutory Considerations

Consideration:	Details of any implications and proposed measures to address:

Equality and Diversity	Positive - digital improvements and accessible access to services 24/7 has positive outcomes for customers.
Health, Social and Economic Impact	Positive - improving access to online services and enabling more customers to self-serve. Continue to provide customers with non-digital access to council services. Flexible working has a positive impact for the workforce.
Crime and Disorder	Neutral impact
Children and Adults Safeguarding	Neutral impact
Environmental Impact	Positive - providing customer information digitally reduces the need for printing and postage and a digital workforce that has the right tools for a flexible and virtual working helps reduce our carbon footprint.

Risk Management

Risk	Consequence	Controls Required
Not delivering improvements to customer self-serve	Failing to meet customer expectations to deliver modern streamlined services. Fail to provide efficiencies, and costs to provide services will not be reduced. More complex and costly to engage with partners.	Ensure design and testing is aligned to the customer needs. Consistent methodology for delivering self service solutions.
Ability to effectively review and update council systems	The council will continue to rely on existing manual processes and multiple expensive legacy systems with more challenging maintenance and security needs.	Review existing processes and systems. Objective and comprehensive review.
Failing to provide a solution for maintaining customer data across multiple systems	Greater challenge of meeting data protection compliance because of maintaining multiple data sets of customer information manually.	Rigorous and thorough testing of processes that update customer information. Working closely with data leads throughout.
IT not proving adequate systems to		Close working with change management

enable change and improvements	IT as an enabling service would not be capable of fully supporting the councils change programme.	(strategy engagement & culture team) Consistent methodology for project management
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Other Options Considered

1. Do nothing
2. Deliver solutions as and when requested and when resources allow.

Reasons for the decision/recommendation

3. Delivering solutions as part of an overall strategy is the best way of ensuring that well designed and accessible services are available for customers and the council.

Tracking Information

Governance Check	Date Considered
Chief Finance Officer (or Deputy)	27-5-21
Monitoring Officer (or Deputy)	27-5-21
Relevant Executive Director	18 May 2021 

Background papers: None

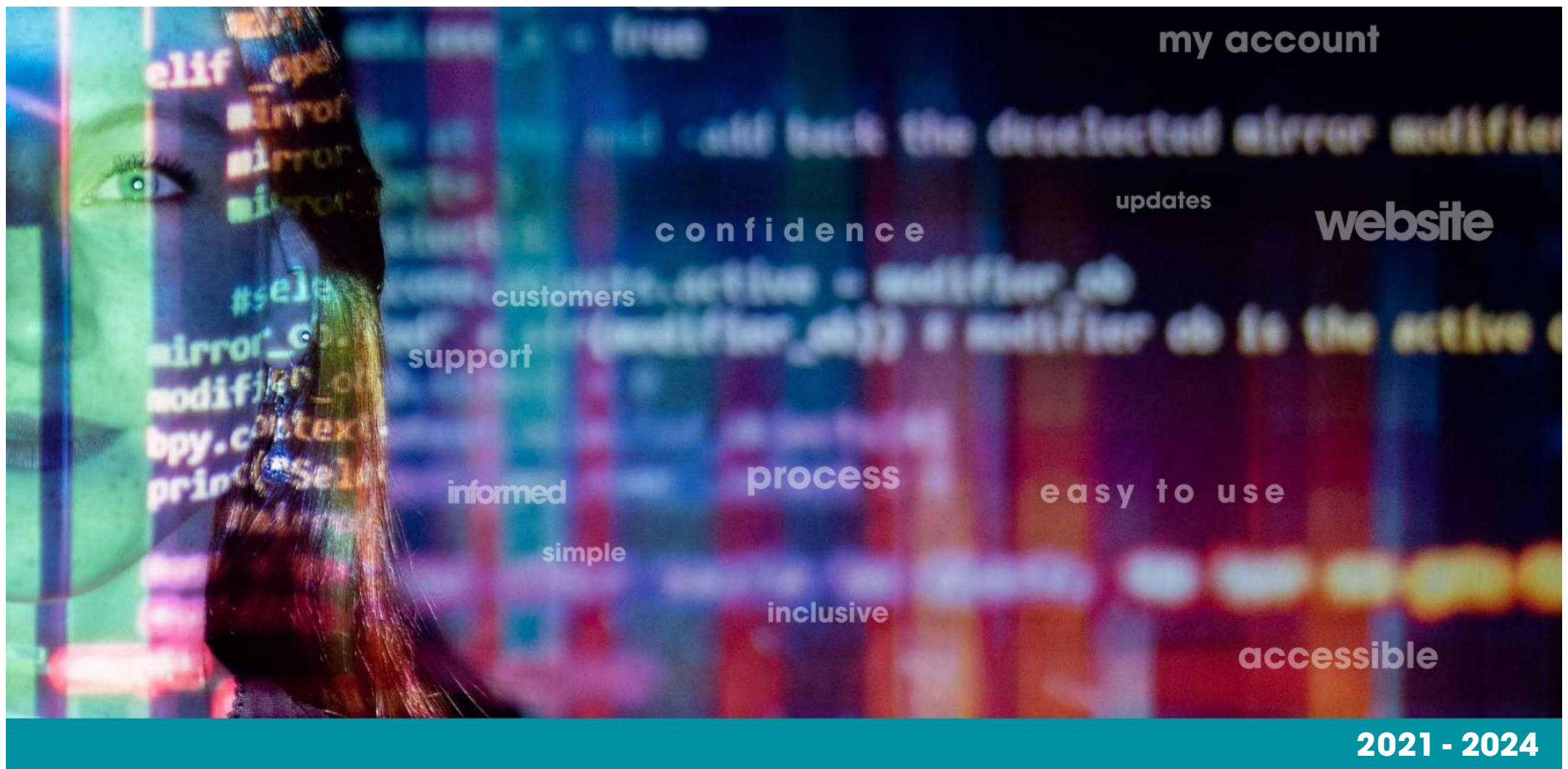
Appendices: Customer experience and digital strategy 2021/24

Contact Officer:

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2021 - 2024

Customer experience and digital strategy

for Norwich City Council

Foreword

In the last 10 years the number of people wanting to communicate, interact and transact through digital channels has steadily increased. Modern organisations see digital change in a positive light, not only to make them more customer focused, environmentally friendly and immediate but also to enable agile and flexible working for their employees.

In the last few years, the council's use of digital channels has grown, the people of Norwich have adapted and taken full advantage of the services we have already made digital including parking permits and reporting service issues. We have seen residents willing to adopt a new form of customer experience - self-serve. They have embraced on their terms, when and how they want to interact with us.

Covid-19 has quickened the pace of change. Who could have imagined 18 months ago that the way in which many people work and where they work from would change so dramatically? That so many people would shop online and that for many people using cash would be a thing of the past.

This, coupled with the way in which the council, voluntary organisations and local communities stepped up to the plate to help those who did not have the ability, experience, or resources to operate in a virtual world has changed things forever.

In publishing our first combined customer experience and digital strategy we will have a framework for how the whole council can work together with its residents to reshape how we deliver services and how people request and use them.

This strategy is not about one size fits all, it is about adapting to customer needs, not confining how people interact with us but finding the most effective way. This is about helping those who can self-serve but being mindful that some residents will still need our help and assistance.



Councillor Gail Harris
Deputy leader and social housing

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The context

This strategy will support our internal change programme which is Future Shape Norwich (FSN) and the Covid recovery plan. These have committed the council to learning lessons from how services adapted during the initial phase of Covid, and to consider how they could be delivered differently to enable the council to become more resilient, modern and flexible.

The benefits will deliver more efficient services for the organisation and will enable the workforce to be less reliant on operating services from one location.

The strategy will be reviewed each year and updated if required.

It will underpin the delivery of the council's key priorities:

- inclusive economy
- people living well
- great neighbourhoods, housing, and environment
- healthy organisation.

It will inform how the teams across the council are going to collaborate to deliver effective experiences for our customers. The council will harness technology and digital opportunities to make services easier to access and make sure that they are accessible for those who are not digitally enabled.

We will provide modern solutions and systems to maximise the potential for the workforce to help us focus on:

- protecting those with complex and varying needs
- supporting and empowering communities to do more for themselves.

Our definition of customer?

Within the context of this strategy customers are defined as anyone who lives, works or visits the city council area internal staff and councillors.



Shaping the strategy - consultation and engagement

This strategy has been created using a range of insight and data as well as feedback gathered from workshops and customer user experience.

This includes:

Summary input

- feedback from community participation
- workshops with organisation and councillors
- performance data
- specialist knowledge
- external expertise – digital solutions architect
- best practice examples.

Customer insight input

- customer journey maps and user experience
- avoidable contact reports
- surveys – staff and customer
- complaints, councillor, and MP enquiries
- website analysis
- customer user experience feedback
- channel shift data
- quality monitoring.



Environmental impact

Digital technology will help the environmental agenda and is a key enabler in supporting low carbon activity. Providing customer information digitally reduces the need for printing and postage and a digital workforce that has the right tools to enable flexible and virtual working helps towards reducing our carbon footprint.

Our Vision

To make Norwich City Council a digital first organisation, enabling and empowering people, where possible, to engage with us online.

We will transform the relationship between customers and the council – putting more power in the hands of communities and being more responsive to their needs.

We will support and serve using digital tools that are easy to access and reliable, continuing to provide quality services for those who are not digitally enabled or those with complex needs.

How we will do this

Through this strategy we will help to improve our services, so the customer experience is more positive.

We will deliver:

- 1. Smarter services**
- 2. A digital workforce**
- 3. Better data sharing**

Through increased channel shift – we will create and develop our digital services so that customers will use them by default.

Enabled workforce



Enabled customers



Enabled communities



CX: stands for customer experience

When our customers use our services, we understand that they have different expectations and many factors can result in having either a good or bad experience. By understanding where the problems lie across the end-to-end journey, we can improve those customer experiences. Improving our digital services and increasing take up will enable us to focus resources on providing quality services

to support those that have complex cases and are most in need.

Research (customer digital index 2020) suggests that **92%** (UK average 92%) of people in the East of England are online and **84%** (UK average 78%) have essential digital skills for life.

We provide services to customers who are:

Digitally enabled

- online by default offering them easy to use online information and services.

Digitally supported

- could and would if supported or encouraged
- we offer them motivation to use our online information and services, we encourage them online at every contact, our staff signpost them to digital access and support, and when appropriate offer help to grow digital skills and confidence.

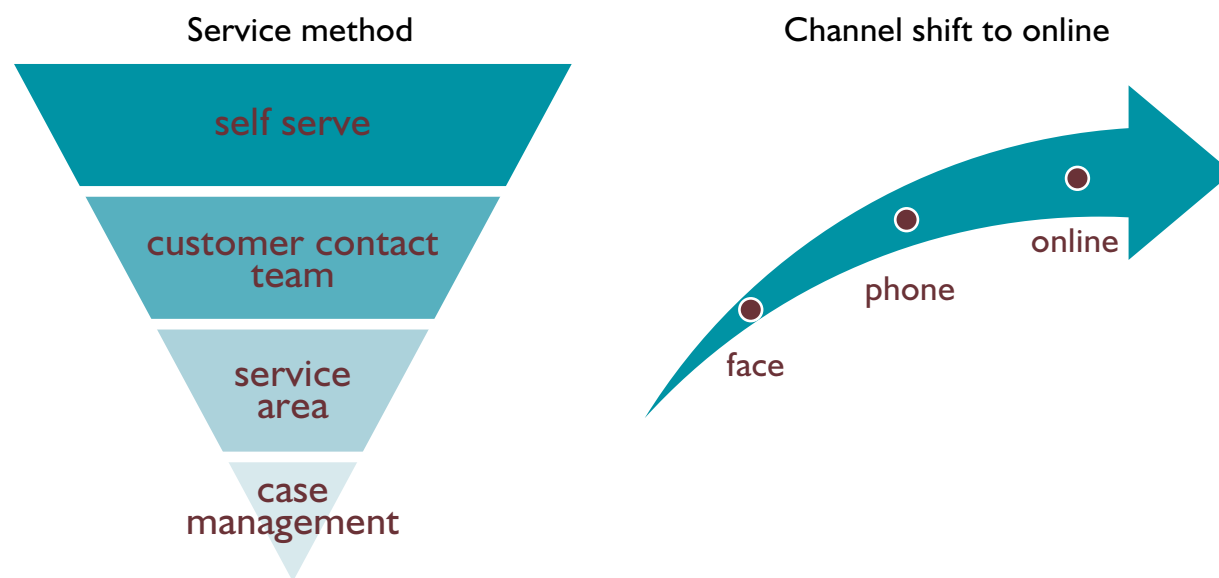
Tools for the digitally supported:

- frontline staff trained in digital coaching skills
- digital skills support through the inclusion project from trained volunteers, with a range of support offers available in the community
- free digital access at our buildings and a network of community buildings across the city where people can go online for free by using our digital hubs
- access to equipment to use at home through the digital stuff hub programme
- local partnership groups who can offer specialist support for residents.

Unable to access digital services

- unable to use digital
- we provide the appropriate offline services to fit their need over the telephone or by appointment.

How customers will access services

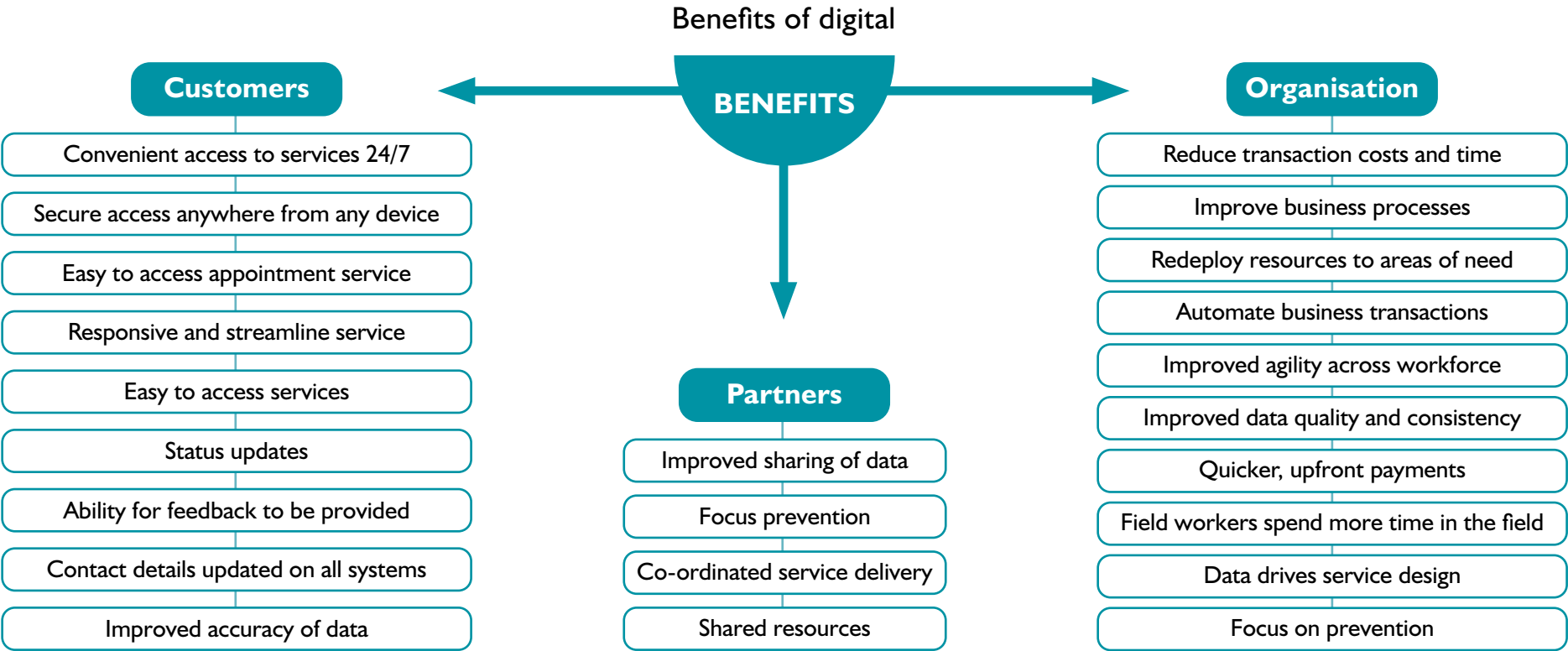


Digital: stands for the electronic end to end delivery of information

This includes customer information across different systems and devices like web or mobile. Information is presented in a way that is easy to use and understand and typically involves transactional services such as submitting forms for processing and receiving benefits.

The majority of services are available online and data shows that many customers are accessing them; however, we have inconsistent and varying levels of digital maturity across the organisation. For example, our parking service offers an end-to-end digital service with virtual permits and has over 60% take up, however several services offer nothing online. There is also a high level of

avoidable contact, of which the majority is unnecessary clarification followed by progress chasing. This has the potential to be reduced if customers have access to their information and receive progress updates on their enquiries. Therefore, there is great opportunity to develop our services, so they provide better experiences for customers and increase take up. Opportunities for digital see **Appendix**.



Governance

Customer, IT and digital (CID) board

The board includes representatives from across the organisation and provides the governance for projects and new initiatives to ensure a collective digital first approach. Opening briefs are presented to the board who make decisions on progress and prioritisation. Change will be delivered incrementally, continuously assessing against this strategy and outcomes.

Customer, IT and digital road map – our plan

The road map schedules and prioritises agreed projects for development of systems and technology that enable services to digitally transform. This is regularly monitored and reported back to the CID board. Once projects are complete, the maintenance becomes business as usual.

We will be guided by the government digital design principles (outlined by government digital service GDS)

1. Put the customer first.
2. Become a digital first organisation.
3. Design to operate without human intervention.
4. Move from reactive to preventative.
5. Work with others as one service.
6. Easy to access services/right first time.
7. Ensure efficiency and effectiveness.
8. Flexibility and constant review.
9. Do it once, do it right.
10. Design for inclusion.



Smarter services

The council has less funding available to meet demand for services and needs to transform. Digital services that are end to end and easy to access, providing quality information to deliver positive outcomes, are key enablers to meeting the requirements to deliver continuous service improvements with less funds.

To achieve this, we will:

- continue to invest in a modern infrastructure and decommission old legacy systems
- utilise cloud-based solutions where applicable
- integrate services and systems by investing in web services and API (application programming interface)
- consolidate accurate and consistent customer information using a digital platform (master data management)
- develop digital services that provides customers with updates
- deliver improvements to the website using feedback to enhance content and ensure it is user friendly and easy to locate information and services
- ensure website accessibility standards are exceeded to ensure diversity of usage
- investigate the potential benefits of implementing a virtual assistant for the website to help customers access information and services
- provide e-billing and e-notifications for all relevant services
- explore collaborative opportunities to develop digital services through our local digital declaration membership
- review and update customer service standards.



Digital workforce

Digitally capable people with solutions and equipment that enable the organisation to be flexible, resilient, and digital first. Encouraging equality, diversity and inclusion in the workplace by equipping staff with the digital tools, skills and knowledge necessary to fulfil their potential.

To achieve this, we will:

- review and challenge business processes to embrace digital innovation, not simply copy and create onerous solutions to address current business practice
- put user experience and customer focus at the heart of all of our services and design them to be fully digital
- monitor and improve digital services using feedback from customer user experience
- promote a culture in which all business change should be considered through a digital lens
- communicate digital solutions across the organisation and promote for external customer take up
- move to an environment where technology is an enabler for a flexible workforce
- ensure tools and services are consistently available on corporate devices that support flexible working
- develop a collaborative environment that enables our staff and partners to work together seamlessly regardless of their role or working patterns
- publish the IT roadmap that supports service transformation so that the workforce has clear visibility of projects, priorities and status
- provide customers with digital support in their local communities.



Data sharing

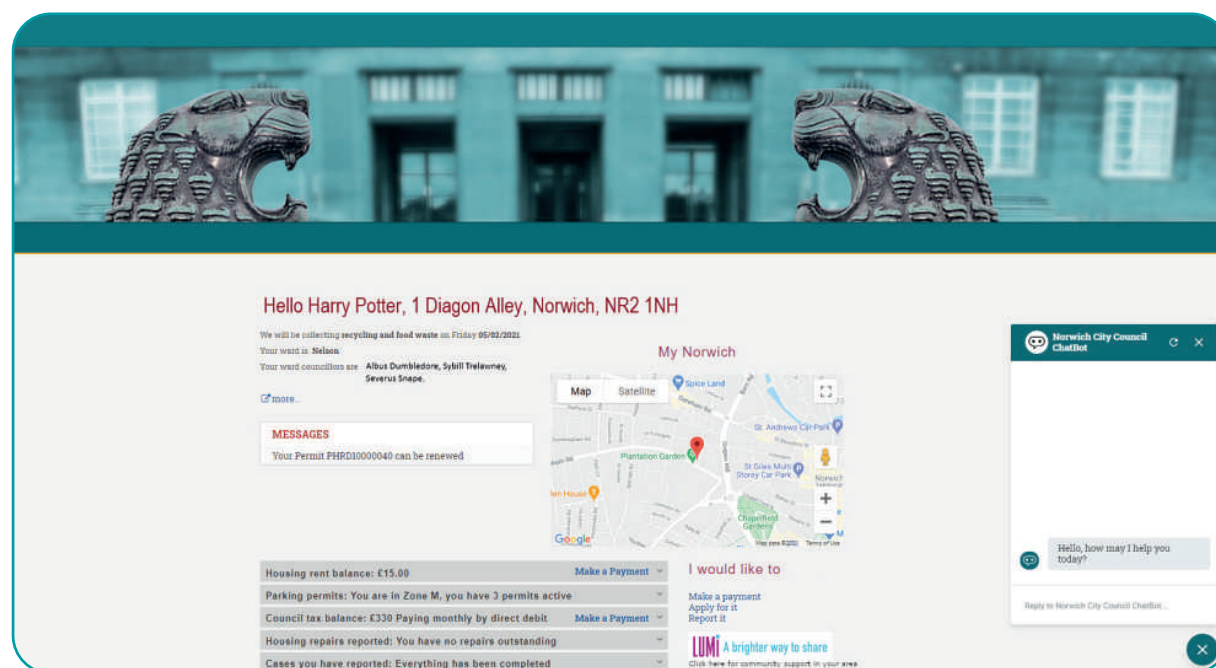
Data and customer information is core; it provides us with knowledge and it needs to be secure and easily accessible. Our ambition is to provide customers with one front door to their information and services to reduce the need for multiple interactions and improve their customer experience.

To achieve this, we will:

- develop a consistent and integrated single view of the customer
- enable customers to view their information and request services via their online account
- use our customer insight to make informed decisions that shape the design and direction of our services

- use the tell-us-once methodology to deliver multiple services, reducing duplication of workloads and minimising data errors
- ensure all data is secure, accessible, and available so that customers and council staff can make informed decisions
- use data to be proactive with customers, sharing information across services and automatically updating them on progress
- share data securely with our partners
- use data to support proactive business actions and to enhance strategic planning.

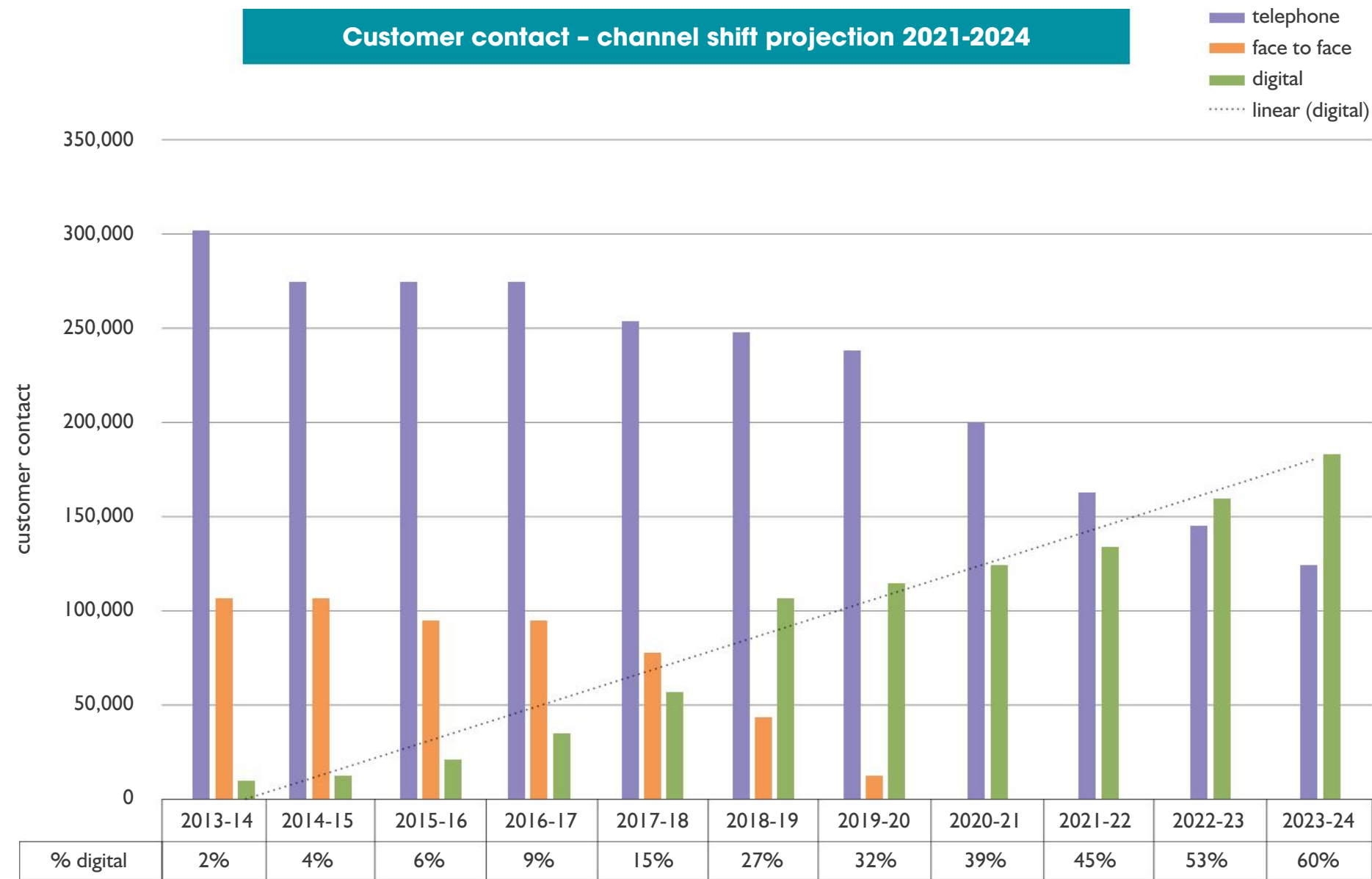
Customer account example of content – this shows a visual of how a customer’s council information and services can be made available



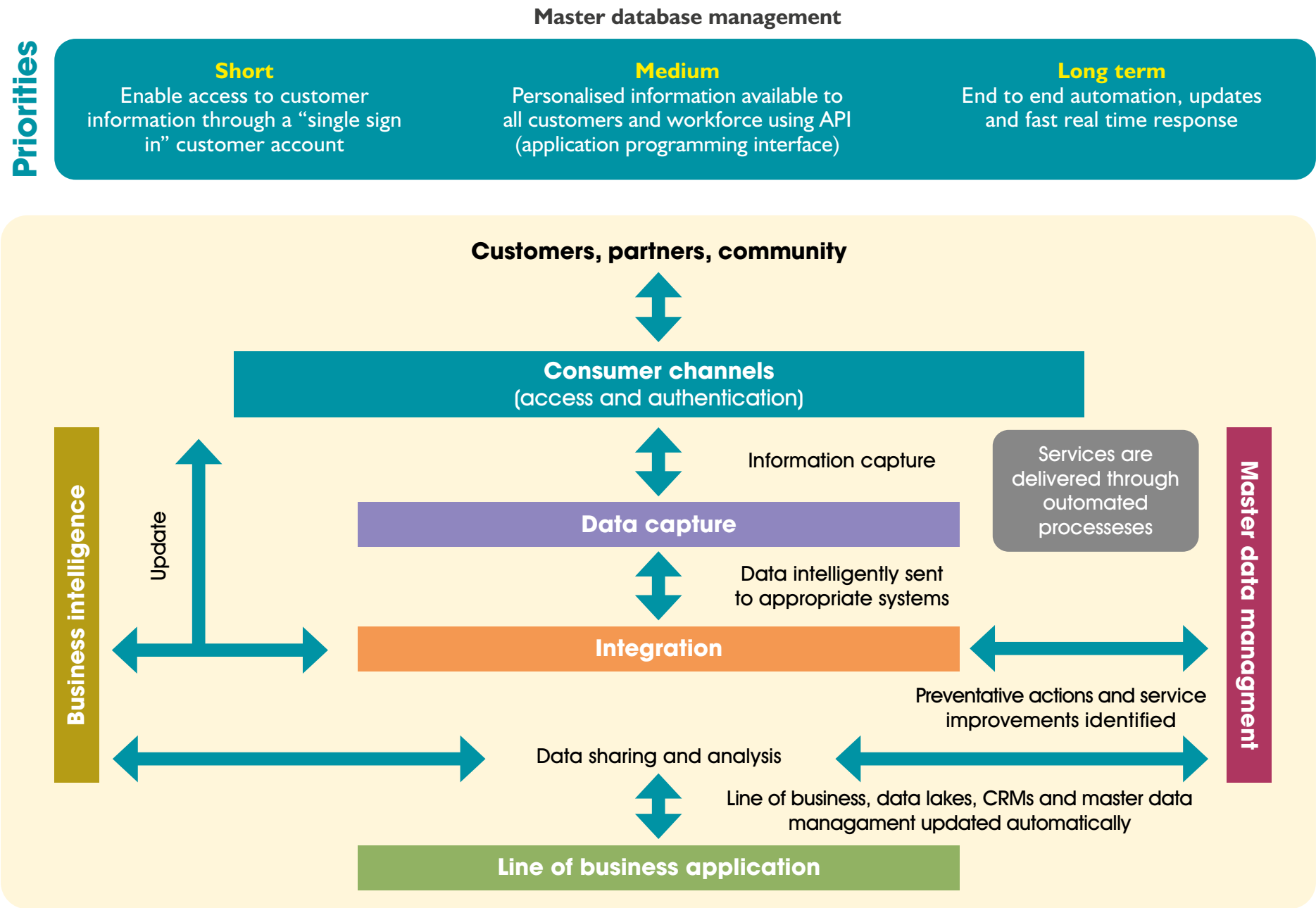
Increased channel shift

We need to continue to develop our digital services so that they are consistent, responsive and easy to use so that customers will use them by default. This requires an organisational approach to change that needs to be embedded across the entire authority to realise digital transformation. The following graph shows our channel shift journey and a potential projection up to 2024 if we apply this approach and harness the opportunities outlined in this strategy.

Channel shift projection



A digital response to council priorities



Now

Customers:

- cannot easily find information and services online resort to calling, writing or visiting to try to resolve their enquiry
- do not get updates on their enquiries and service requests and end up contacting for clarification and for progress updates (avoidable contact)
- usually have to contact multiple departments to achieve a single outcome, like changing their address, because the systems do not 'speak' to one another
- can access Digital Hub points in the community and receive support in most parts of the city, but this coverage is not universal in geography or timings.

Organisation:

- does not have adequate flexible working solutions
- no access to live data when working remotely and information must be updated into systems back in the office
- unable to view all customers' data without interrogating all systems for information
- management of debt is in silo which does not enable the organisation or customer to effectively manage.

Future

Customers:

- can access services online at any time that suits them
- can access their information through their online account and receive status updates on progress of enquiries
- can look up, inform or request services which will automatically deal with their enquiry, updating their details without further intervention
- can access a range of Digital Hub points in their local area at a variety of venues and at different times, and with specialist support available.

Organisation:

- will be provided with flexible working solutions so they are well connected wherever they work
- have access to be able to complete transactions onsite, enabling them to use their time more effectively
- will develop a master data system that enables services to be proactive and provides opportunities for the delivery of joined-up services
- will have the ability to manage customers through a single view of their information.



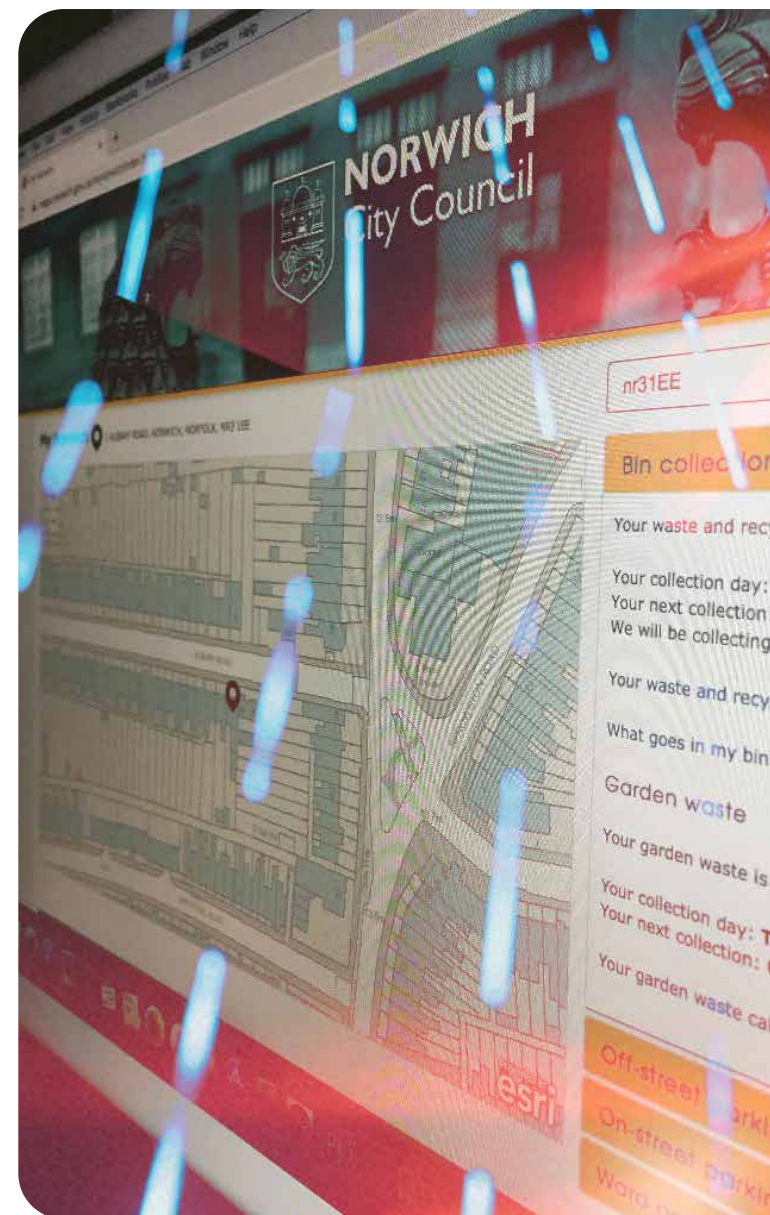
Resourcing the delivery

Existing resources within the Customer, IT and digital service and the transformation team along with service area leads and skills who will form part of the delivery team.

Additional resources and investment may be required depending on the organisational capacity and the investment needed. These requests will require a business case that will be considered through the CID board and alongside the existing “Future Shape Norwich” programme.

Monitoring and reporting progress

- managing programme of projects using the road map reviewed at the CID board
- take up of digital online services and reduction in telephone and face to face contact
- usage of our website and improved accessibility compliance.
- increased take up of customer accounts and e-billing
- reduced stationery and postage costs
- decreased avoidable contact
- increased satisfaction and improved customer user experience of services
- monitoring of staff and member feedback from CID annual survey and action plans to address and track improvements
- monitor and evaluate learner satisfaction with the digital inclusion project
- calculating the total cost of ownership as part of digital change and realising the benefits and efficiencies
- monitoring of data security including data breaches.

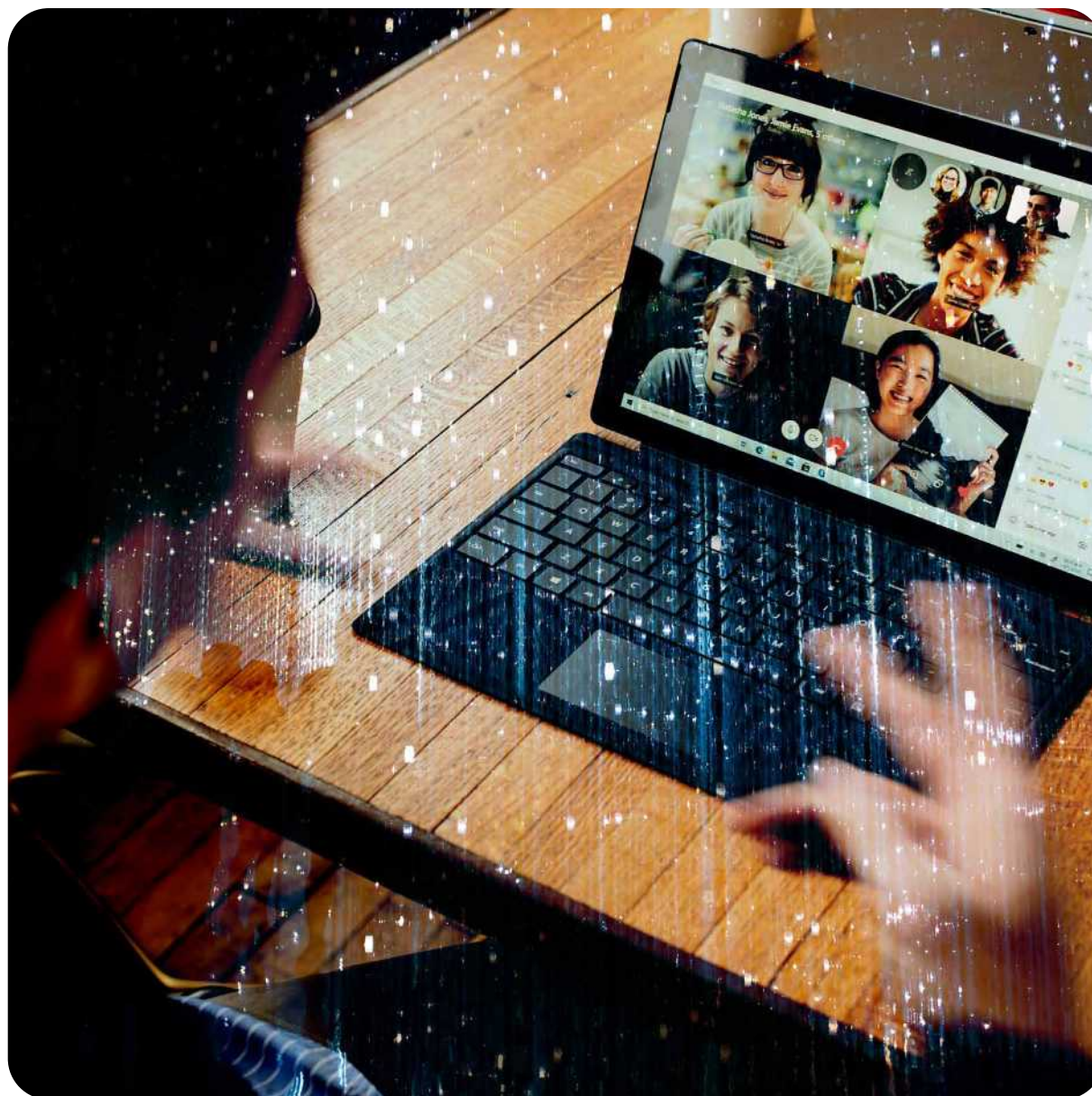


APPENDIX

Opportunities for digital

Channel shift trends – the data shows that the volume of customers contacting us face to face has declined significantly, telephone contact is decreasing and there has been a significant increase for digital take up since the introduction of web forms for services on our website.

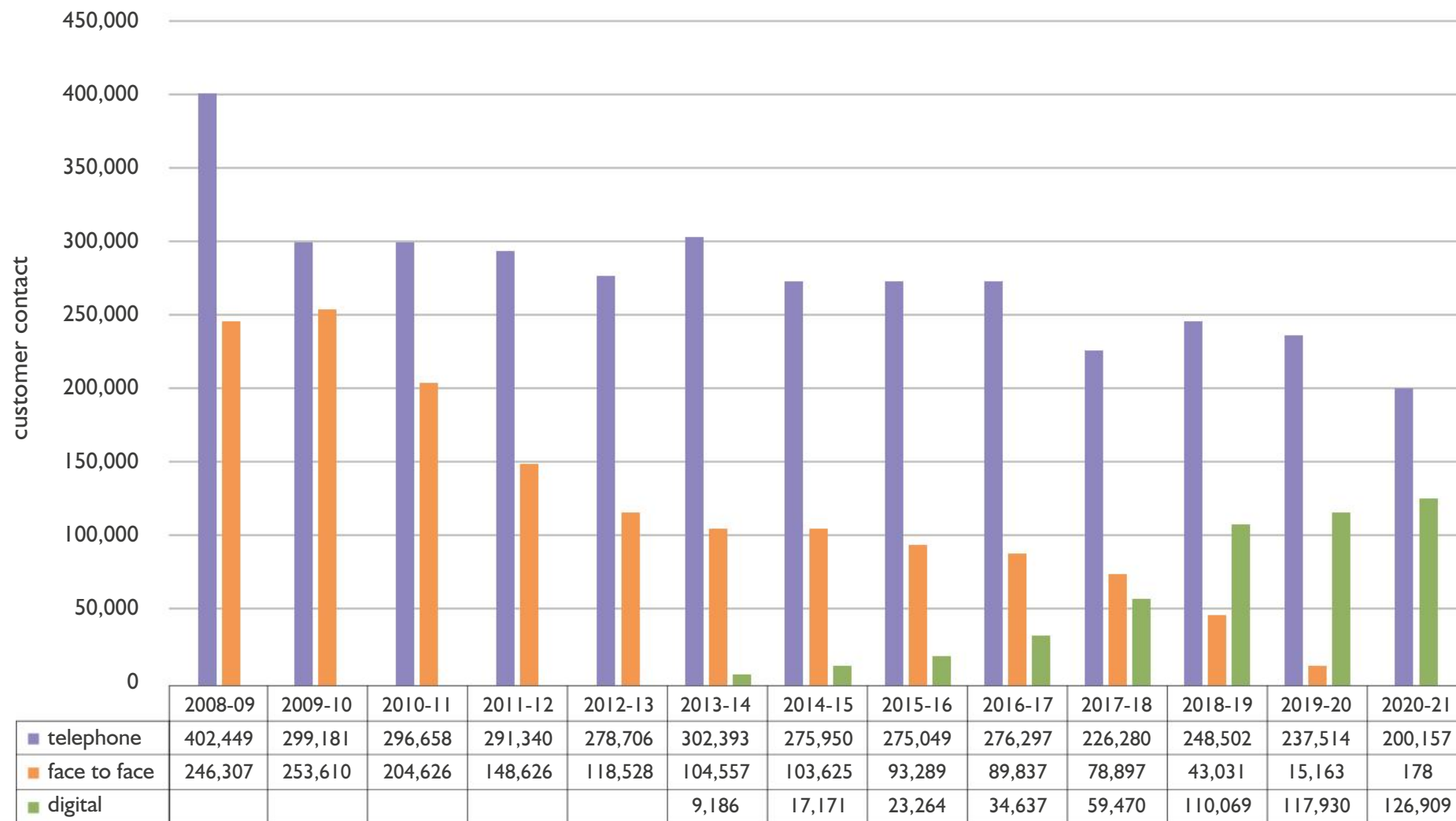
Phone and digital comparison – few service areas deliver digital services. We still have plenty of opportunities to deliver digital across the organisation.



APPENDIX

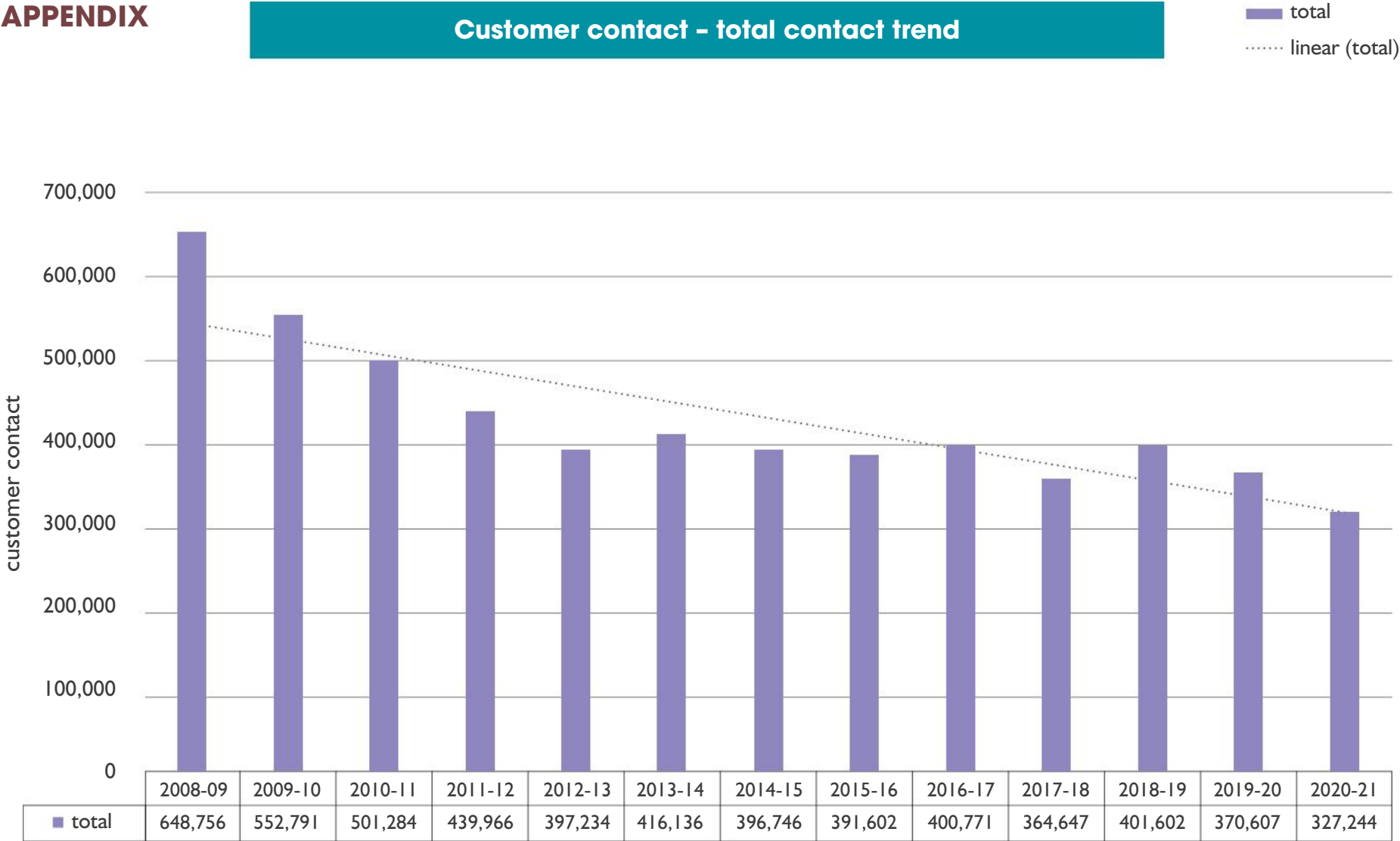
Customer contact channel shift – annual trends

■ telephone
■ face to face
■ digital



APPENDIX

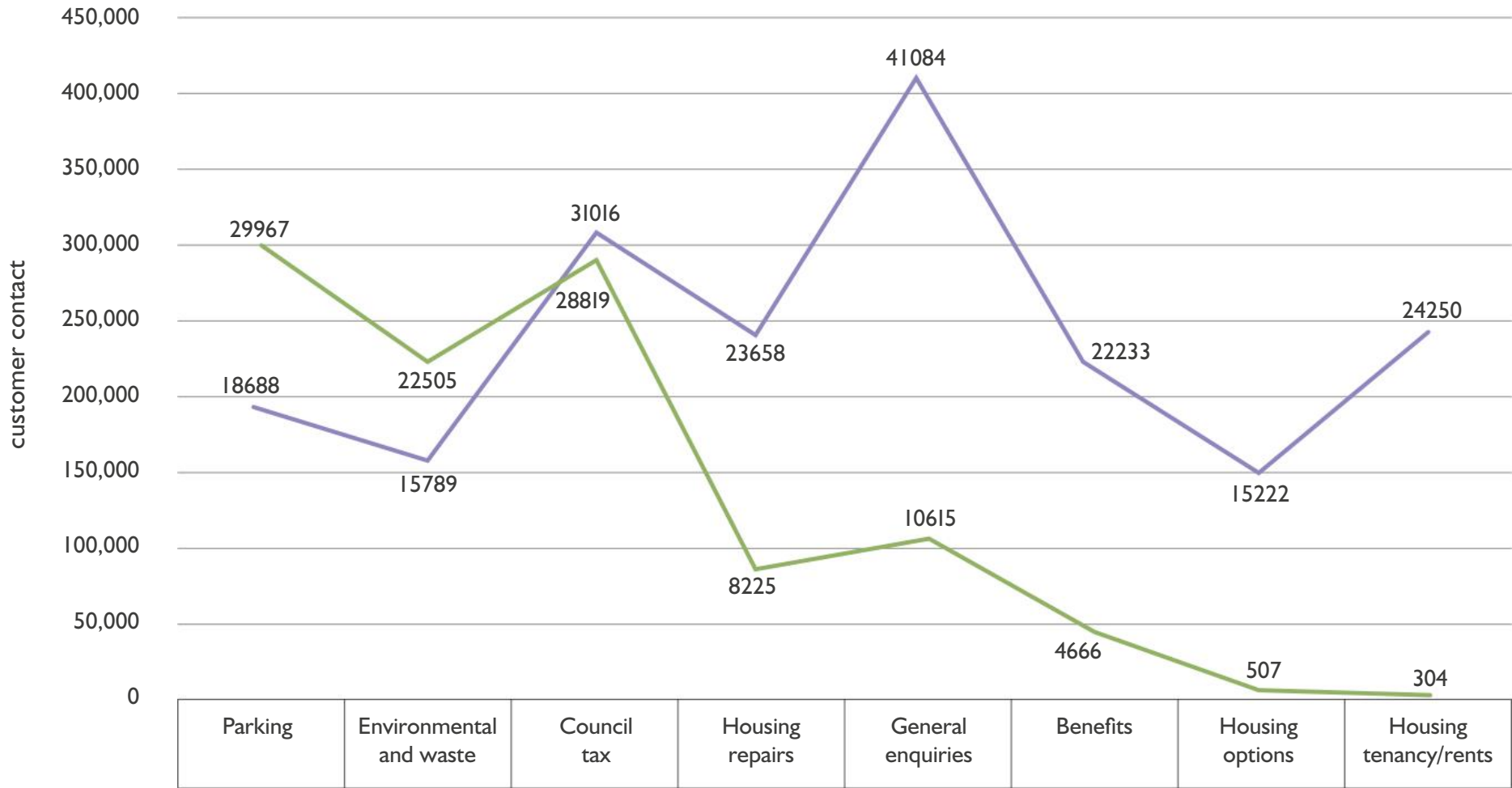
Customer contact – total contact trend



APPENDIX

Phone and digital comparison 2020

telephone
digital





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Committee Name: Cabinet

Committee Date: 09/06/2021

Report Title: Budget Monitoring Provisional Outturn 2020/21

Portfolio:	Resources
Report from:	Executive director of corporate and commercial services
Wards:	All wards
OPEN PUBLIC ITEM	

Purpose

To update Cabinet on the revenue and capital outturns for the year 2020/21; the General Fund and Housing Revenue Account balances and to seek approval to delegate to officers the approval of carry-forward unspent capital budgets into the 2021/22 capital programme.

Recommendation:

- 1) To note the financial outturn for 2020/21 for the General Fund, HRA and capital programme;
- 2) To note the consequential balance of the General Fund and Housing Revenue Account balances
- 3) To note the transfers to earmarked reserves and the subsequent impact on balances;
- 4) To delegate to the chief finance officer, in consultation with the director of development and city service, director of community services and the cabinet member for resources, the approval of carry-forwards of unspent 2020/21 capital budgets still required, to the 2021/22 capital programme.

Policy Framework

The Council has three corporate priorities, which are:

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

This report meets the Healthy Organisation corporate priority

This report helps to meet the securing the council's finances objective of the COVID-19 Recovery Plan

Financial Summary Provisional Outturn (Figures in 000s)

General Fund	Budget	Forecast	Variance
Expenditure	143,295	171,184	27,889
Income	(54,931)	(47,881)	7,050
Grants and subsidies	(88,365)	(124,916)	(36,551)
Total	0	(1,613)	(1,613)

Housing Revenue Account	Budget	Forecast	Variance
Expenditure	68,580	63,384	(5,196)
Income	(68,580)	(68,192)	389
Total	0	(4,808)	(4,808)

- In managing the finances for 2020/21 the Council has taken positive short term action to secure the sustainability of the council's finances whilst managing the significant financial impacts of Covid-19. Proactive mitigations were put in place over the summer to recover the projected deficit and through managers continuing these actions the Council has managed to control spending to support the positive investments approved in the budget.
- The General Fund revenue provisional outturn is an underspend of £1.613m. This position incorporates one-off savings identified earlier in the year, including lower than budgeted external borrowing costs, which have been used to offset reduced income across a range of council areas including car park fees and commercial rents. Also included is additional government funding from the Covid-19 government grant and income reimbursement scheme.
- The medium term financial challenge to the council remains uncertain with many new grants only awarded for 1 year, whilst the impact from Covid-19 will be seen for years to come. As part of the 2021/22 Budget it was agreed that the underspend is used to fund two new earmarked reserves: one to manage future budget risks and the other to fund support costs for the transformation change programme. These reserves will be key in managing the financial risk and uncertainty over the short term as the covid recovery continues and wider government support to the economy and taxpayers is reduced.
- The HRA is forecast to underspend by £4.808m mainly due to underspends caused by delays in non-essential repair work, due to Covid-19 related restrictions and retendering of some contracts. Additional reductions in recharge costs, sheltered housing costs and depreciation.

Capital Programme	Budget	Forecast	Variance
General Fund	39,311	5,854	(33,456)
Housing Revenue Account	51,270	18,517	(32,754)

- The General Fund capital programme is forecast to underspend by £33.456m. The forecast reflects the halt on budgeted investment property purchases (£25m) along with delays in a number of projects as a result of Covid-19.
- The Housing Revenue Account capital programme is forecast to underspend by £32.754m, largely due to Covid-19 related disruption to planned work on HRA stock and re-profiling of expenditure on new build projects into the next financial year.

Report

General Fund Revenue Budget

1. The provisional general fund outturn for 2020/21 is a £1.613m underspend. This equates to 1.13% of the gross expenditure budget. The key variances are shown in Table 1 below:

Table 1

Area	Variance (£000)	Comments
Corporate financing	(2,672)	Covid-19 funding designed to support local authorities in dealing with challenges arising from Covid-19.
Financial arrangements	(2,278)	Lower than budgeted net borrowing costs due to internal, rather than external, borrowing
Car parking	3,093	Reduction in car parking income compared to budget – this loss has been partially compensated through the government's sales, fees and charges reimbursement scheme.
Investment properties	1,215	Forecast net reduction in rental income from current tenanted investment properties (£0.53m) No income from new commercial property acquisitions in 2020/21 (£0.69m)
Housing Benefit	773	Lower than anticipated housing benefit subsidy recovery rates & lower overpayments identified
Riverside Leisure Centre	332	Cost of support payments to Riverside Leisure Centre (£0.475m) partially offset by a Sport England grant. Reduction in Riverside Leisure Centre management fee income (£0.078m).
Business Rates Levy	(398)	No business rates pool levy payment based on collection fund outturn
Planning Fee income	497	Reduction in planning fee income compared to budget - this loss has been partially compensated through the government's sales, fees and charges reimbursement scheme.
Market rental income	233	Reduction in net rental income from the market mainly due to in year rent reductions agreed.
Advertising income	245	Reduction in income in respect of bus shelter advertising
Sports & Culture Income	289	Reduction in income from The Halls, tourist information centre and Norman Centre. This loss has been partially compensated through the government's sales, fees and charges reimbursement scheme.
Licensing	173	Forecast reduction in budgeted income relating to licenses – taxis & liquor
Sales, fees and charges grant	(3,423)	Estimated income from Government's sales, fees and charges income compensation scheme.
Waste Management	200	Additional Covid-19 costs for recycling relating to increased labour, disposal and PPE costs
Events	(292)	Net underspend relating to cancellation of key events i.e. Lord Mayor's Procession
Other variances	400	
	(1,613)	

2. The general fund forecast underspend has increased by £0.310m since Q3. The main reasons for these changes are shown in Table 2 below:

Table 2

Area	Movement from Q3 (£000)	Comments
Business Rates Levy	(398)	No business rates pool levy payment based on collection fund outturn
Riverside Leisure	(65)	Sport England grant to partially offset support payments
Housing Benefit	(260)	Improved position on housing benefit subsidy recovery (overall overspend)
Repairs	(209)	Increase in underspend on responsive and planned maintenance
Commercial Property reserve	417	Reinstating planned contribution to commercial property earmarked reserve
Bus shelter income	139	Reduction in bus shelter advertising income
Repairs reserve	387	Transfer of overall repairs underspend to earmarked reserve to meet future asset investment requirements.
Private sector leasing	(130)	Improved net rental income position on private sector leasing scheme
Other movements	(191)	
Total	(310)	

Covid-19 Impacts

3. The Covid-19 pandemic has had a significant impact on the 2020/21 general fund budget; this is due to a combination of increased costs (e.g. housing the homeless, investment in IT to allow staff to work from home, food costs for vulnerable people, higher recycling costs) and lost income (e.g. from car parks, commercial rents, planning fees, licensing, event bookings).
4. In response to the financial challenges of the Covid-19 pandemic, the Council took a number of proactive short term saving decisions to partially offset the additional costs and loss of income. The most significant saving was in borrowing costs with a net saving in 2020/21 of £2.28m. Costs were also reduced through the cancellation of council-run events and the deferring planned maintenance work into future years.
5. The council was also awarded four tranches of government Covid-19 Emergency funding which totalled £2.78m to assist in dealing with the crisis. This funding has been vital in offsetting the additional Covid-19 related costs the council has incurred in areas such as IT support for homeworking, rough sleeping, support for the council's leisure provider, additional contractual costs, and staff overtime arising from the delivery of the Covid-19 response.
6. The council has also received a number of other additional grants to offset the impacts of Covid-19. The most significant of these has been from the Sales, Fees and Charges Compensation Scheme. The scheme involved a 5% deductible rate, whereby councils absorb losses up to 5% of their planned sales, fees and charges income, with the government compensating councils for 75p in every pound of relevant loss thereafter. Income from commercial revenues, including rental amounts were not considered relevant losses and did not fall within the scope of the scheme.
7. The provisional total claims to be made under the income compensation scheme are £3.4m for the General Fund and £0.7m on behalf of Norfolk County Council to cover lost income in relation to the parking agreement. The key income streams covered by the grant are car parking fees, planning fees and sales losses from council venues such as St Andrews Hall and the Norman Centre. The final claim needs to be submitted by the end of May. The rate and level to which these income streams recover in 2021/22 will be important for the delivery of the current year budget and will be closely monitored as part of the budget monitoring process.

8. Details of additional grant funding received is shown in Table 4. Where the grant terms permit, unutilised funding will be set aside into an earmarked reserve to continue to deliver the related activities in 2021/22. Further breakdown is provided in Table 5.
9. The receipt of this funding, alongside the positive short-term saving decisions taken by the council, has led to an overall general fund underspend and means no general reserves are needed to balance the outturn position in 2020/21. This is in line with the Council's Medium Term Financial Strategy which was approved by Council in February 2021.
10. In December 2020 Cabinet agreed to continue to deliver the in-year savings with any improved financial position kept aside to manage the future risks. As part of the 2021/22 Budget papers, it was agreed that part of the underspend is used to fund two new earmarked reserves: one to manage future budget risks and the other to fund support costs for the transformation change programme.
11. The forecast budget variances by directorate are shown in the tables below:

Table 3: Total General Fund by directorate

Current budget (£'000s)	Service Area	Provisional outturn (£'000s)	Variance (£'000s)
(15,067)	Corporate Finance	(18,746)	(3,678)
658	Corporate Management	1,670	1,012
(14,410)	Total Corporate	(17,076)	(2,666)
4,407	Business Services	3,965	(443)
333	Democratic Services	339	5
0	Human Resources	0	0
0	Procurement & Service Improvement	0	0
4,741	Total Resources	4,303	(437)
0	Chief Executive	0	0
225	Strategy & Programme Management	207	(18)
225	Total Chief Executive	207	(18)
1,900	Communications & Culture	2,193	293
(94)	Customer Contact	(93)	0
0	IT Services	15	15
1,806	Total Customers, Comms & Culture	2,115	309
10,546	Citywide Services	9,743	(803)
1,560	Neighbourhood Housing	1,067	(494)
779	Neighbourhood Services	744	(35)
12,885	Total Neighbourhoods	11,554	(1,332)
(7,368)	City Development	(4,214)	3,154
0	Environmental Strategy	0	0
0	Executive Head of Regeneration &	0	0
1,479	Planning	1,221	(259)
642	Property Services	278	(364)
(5,247)	Total Place	(2,716)	2,531
0	Total General Fund	(1,613)	(1,613)

Further detail is set out in **Appendices 1 & 2**.

Grant Income

12. £10.085m of unbudgeted revenue grants have been received in 2020/21:

Table 4

Grant	Value (£000s)	Details
New burdens grant for administration of BEIS grants	170	Government grant designed to assist with additional costs associated with the distribution of BEIS grants
Local Authority Discretionary grant fund new burdens payment	77	Government grant designed to assist with additional costs associated with the distribution of BEIS discretionary grants
Covid-19 emergency funding	2,778	Covid-19 funding designed to support local authorities in dealing with challenges arising from Covid-19. Includes the fourth tranche of £960k announced in October.
Rough sleeper initiative grant	435	Additional funding announced after the deadline for inclusion in the 2020/21 budgets
HB unbudgeted New Burdens	52	Additional new burdens grant relating to administering housing benefit
Tourism support grant	494	To be spent on supporting the tourism industry deal with the challenges brought about by Covid-19. This will fund some revenue activity and some capital projects
Next Steps Accommodation	217	To be used to fund emergency accommodation
Norfolk Local Outbreak Control Plan funding	100	Funding for environmental health officers to deal with Covid-19 related issues (£60k) and to provide support to high risk individuals & communities (£40k).
Compliance & Enforcement	86	Funding to support local authority compliance and enforcement activity, including Covid-19 secure marshals or equivalents
Norfolk Strategic Fund	427	To support projects involving the Good Economy Commission, Norwich market and the development of East Norwich. Spend to be incurred in 2021/22.
Contain Outbreak Management Fund	802	Funding to local authorities in England to help reduce the spread of coronavirus and support local public health.
Clinically Extremely Vulnerable	42	Funding to provide support to those clinically extremely vulnerable people who need it.
Track & Trace Admin Costs	99	Funding to support the administration of Track & Trace Payments
Sales, Fees and Charges	4,144	Estimated eligible grant from the government's income compensation scheme. Includes losses on parking fee income, planning fee income and sports and cultural charges.
National Leisure Recovery Fund	162	Funding to support eligible public sector leisure centres to reopen to the public.
	10,085	

13. A number of the grants had not been fully utilised by 31 March and service areas have requested these amounts be transferred into the revenue grants unapplied earmarked reserve for future use in line with the terms of the grants. Details of the proposed amounts to be transferred are shown in Table 5.

Table 5

Grant	Proposed earmarked reserve transfer ('000s)
Funding for West End Gardens	44
PRS Access Fund – landlords' incentives	20
Syrian Refugee Programme	206
Covid recovery funding for Riverside	88

Grant	Proposed earmarked reserve transfer ('000s)
Detox/dry house provision Pathways	50
Rough Sleeping Initiative (Pathways)	84
Next Steps Accommodation	35
Contain Outbreak Management funding	659
New burdens grant for administration of BEIS grants	170
Business rates and housing benefit new burdens funding	99
	1,455

14. Additional grants totalling £76.435m have been received where the council has acted as the distributor of funding (Table 6). In these cases any unspent amounts will be repayable to central government in 2021/22, these have will be shown as creditors in the statement of accounts.

Table 6

Grant	Value (£000s)	Details
BEIS support grant payment	40,640	Small business and retail & hospitality grants to be paid out – the full amount of the grant was not distributed, £2.155m was returned to central government in January 21.
Covid-19 business support grant payments (various schemes)	16,512	Local Restrictions Support Grants.
	4,060	Additional Restrictions Grant
	10,620	Closed Business Lockdown Payment
	83	Christmas Support Payment for wet-led pubs
BEIS discretionary grant	2,032	The council has developed a scheme to determine how this fund should be distributed. The full amount of the grant was not distributed, £0.441m was returned to central government in January 21.
BID support grant	44	Grant received by the council and dispersed to the Business Improvement Districts in order to assist with Covid-19 related issues
Covid-19 hardship fund	2,037	The council has developed a scheme to determine how this fund should be distributed to those currently part of the council tax reduction scheme
Track & Trace Support	206	Test and Trace Support payments
Track & Trace Support Discretionary Payments	201	Test and Trace Discretionary Support payments
	76,435	

Housing Revenue Account Budget

Covid-19 Impacts

15. Overall net expenditure on the HRA is forecast to be £4.808m underspent. The Covid-19 pandemic has had a significant impact on the 2020/21 housing revenue account budget; this has resulted in an underspend on repairs work due to reduced works, caused by Covid-19 restrictions. There has been an increase to the level of bad debt provision to cover rent and service charge arrears, although the impact of this on the budget has not been as significant as originally expected, reflecting the benefit from wider factors such as the continuation of the furlough scheme. The forecast budget variances by are shown below in Table 7. Further detail is set out in Appendices 3 & 4.

Table 7: Housing Revenue Account

Current budget (£000s)		Provisional outturn (£000s)	Variance (£000s)
13,899	Repairs & Maintenance	10,982	(2,918)
5,858	Rents, Rates, & Other Property Costs	5,172	(686)
13,224	General Management	12,258	(966)
4,949	Special Services	4,162	(786)
23,264	Depreciation & Impairment	22,946	(318)
202	Provision for Bad Debts	431	229
(57,545)	Dwelling Rents	(57,550)	(6)
(2,098)	Garage & Other Property Rents	(2,169)	(71)
(7,888)	Service Charges - General	(7,455)	433
(82)	Miscellaneous Income	7	89
6,631	Adjustments & Financing Items	6,717	86
(204)	Amenities shared by whole community	(211)	(7)
(210)	Interest Received	(97)	113
0	Total Housing Revenue Account	(4,808)	(4,808)

16. The HRA forecast has moved from a £0.413m overspend at Q3 to £4.808m underspend in the provisional outturn – a movement of £5.221m. The main reasons for this change are shown in Table 8.

Table 8

Area	Movement from Q3 (£000s)	Comment
Revenue contribution to capital outlay	(1,454)	Reduced revenue contribution to capital to reflect the provisional outturn requirements of the new build capital programme
Repairs	(1,078)	Reduction in spend relating to general repairs and void works
Provision for bad debts	(978)	Improved assumptions over the collection of rental and service charge income; the current position is based on a 98.75% collection rate opposed to a 96% used for Q3 forecast.
Recharges from the GF	(520)	Reduction in amount charged from the GF in respect of corporate recharges. Following restructure anti-social behaviour team costs being charged directly to the HRA rather than through recharges.
Rental income	(264)	Increase in rental income from dwellings and shops compared to Q3 expectations
Depreciation	(303)	Final figure lower than originally expected after full analysis
Estates management	(250)	Tenancy management improvements - budget originally for new property improvements, however, new properties going forward will have adjustments made during the build process improvement
Sheltered housing management	(207)	Lower than expected gas and furniture expenditure in relation to sheltered housing accommodation
Other movements	(167)	
Total movement	(5,221)	

Reserves

17. The prudent minimum level of General Fund reserve has been assessed as £5.100m. The impact of the budgeted and provisional outturn on the 31 March 2020 balance brought forward is shown in Table 9 and shows the General Fund balance is expected to continue to exceed the prudent minimum balance.

Table 9

Item	£000s
Balance as at 1 April 2020	(9,464)
Budgeted contribution to reserves 2020/21	(517)
Provisional outturn as at 31 March 2021	(1,613)
Transfer to business change reserve earmarked reserve	913
Transfer to budget risk earmarked reserve	700
Provisional balance as at 31 March 2021	(9,981)

18. Table 9 assumes, in line with the approved 2021/22 Budget report, that £0.700m of the underspend will be transferred into the Budget Risk earmarked reserve and the remainder of the underspend into the Business Change earmarked reserve (£0.913m).

19. The prudent minimum level of HRA reserve has been assessed as £5.848m. The budgeted and provisional outturn impact on the 31 March 2020 balance brought forward is shown in Table 10. The Housing Revenue Account balance is expected to continue to exceed the prudent minimum balance.

Table 10

Item	£000s
Balance as at 1 April 2020	(33,968)
Budgeted contribution to reserves 2020/21	(4,570)
Provisional outturn as at 31 March 2021	(4,808)
Forecast balance as at 31 March 2021	(43,346)

20. The provisional outturn in Table 10 includes the £0.415m transfer to earmarked reserves for the HRA tenancy management system replacement project.

Earmarked Reserves

21. Table 11 sets out the provisional movements in the general fund earmarked reserves. Key movements include:

- The **Section 31 grant** reserve has been increased by £17.473m, this is the extra grant received in year to compensate the council for additional business rates reliefs awarded (see para 25) as well as the tax loss grant. These amounts are set aside and will be returned to the general fund in future years to offset the deficit arising on the collection fund.
- The **General fund repairs reserve** has been increased by £0.387m, the amount being the underspend on the repairs budget in 2020/21. This will be used to meet the future repair and maintenance liabilities on general fund properties.
- The **Norwich Regeneration Ltd reserve** has been reduced by £0.650m to fund the first of five years' Minimum Revenue Provision charges to fund the expected impairment on the council's loan to its wholly owned company.
- The **Commercial property reserve** has been increased by the budgeted £0.417m. This is in line with the policy to set aside a proportion of the rental income from commercial properties to manage future risks around void periods and repairs liabilities.

- The **Invest-to-save reserve** has been reduced in order to fund the approved change projects. The majority of the spend is the general fund's contribution to the project costs associated with the insourcing of the environmental service, property management and repairs service into the council.
- £1.475m of **unexpended revenue grants** have been set aside for future use in line with the terms of the grants.
- As agreed as part of the 2021/22 budget papers, a **Budget risk reserve** has been created with a contribution of £0.700m from the provisional outturn. This will be used to manage the financial risks associated with both the future impacts of the pandemic and the delivery of the 2021/22 budget savings identified.
- The remainder of the general fund underspend (£0.913m based on the provisional outturn) has been transferred to the new **Business change reserve**. This reserve will be used to fund costs linked to the change programme which are not delivering specific savings, for example project management and benchmarking. It will also support training and development of our workforce to ensure we have the skills required to deliver the ambitions of the Council.

Table 11: Provisional earmarked reserve balances

	Balance 01/04/2020	Transfers In	Transfers out	Balance 31/03/2021
	£'000s	£'000s	£'000s	£'000s
Insurance Reserve	1,085	200	(203)	1,082
Other Reserves	18	11	0	29
Rev Grants Unexpended Res	1,840	1,475	(80)	3,235
S31 Earmarked reserve	2,045	17,473	0	19,518
Commercial property	2,047	417	0	2,464
Norwich Regeneration	4,000	0	(650)	3,350
Elections Earmarked	113	0	0	113
Repairs Reserve	444	387	0	831
GF Invest to Save Reserve	3,010	0	(497)	2,513
East Norwich Masterplan Reserve	0	255	0	255
Budget Risk Reserve	0	700	0	700
Business Change Reserve	0	913	0	913
General Fund Earmarked Reserves	14,602	21,832	(1,430)	35,003

22. Table 12 sets out the provisional movements in the housing revenue account earmarked reserves. Key movements include:

- The **HRA Invest-to-save reserve** has been reduced in order to fund the approved change projects. The majority of the spend is the general fund's contribution to the project costs associated with the insourcing of the environmental service, property management and repairs service into the council.
- The **Tenancy & Estate Management System Project reserve** has been created (as approved by Cabinet in November 2020). £0.415m has been set aside as part of the HRA outturn to fund the project to replace the IT system for housing rents.

Table 12

	Balance 01/04/2020	Transfers In	Transfers out	Balance 31/03/2021
HRA Invest to Save Reserve	2,500	0	(728)	1,772
Tenancy & Estate Management System	0	415	0	415
HRA Earmarked Reserves	2,500	415	(728)	2,187

Collection Fund

23. The Collection Fund includes all income generated from council tax and business rates that is due in the year from council taxpayers and ratepayers. Table 13 shows the performance of the Collection fund in 2020/21.

Table 13

	Business Rates	Council Tax
	£000s	£000s
Council Tax receivable	-	(88,664)
Business rates receivable (net yield)	(33,448)	-
Council Tax Reduction Scheme	-	16,909
Transfer cost to General Fund of S13A reliefs including Hardship Fund	-	(2,158)
TOTAL INCOME	(33,449)	(73,913)
Precepts & Demands	75,862	72,117
Distribution of Estimated Surplus for Previous Years	2,063	2,283
Transitional Protection Payable	791	-
Costs of Collection	271	-
Increase/(decrease) in Bad Debt Provision	702	1,396
Increase/(decrease) in Provision for Appeals	24	-
Write Offs of uncollectable amounts	744	654
TOTAL EXPENDITURE	80,457	76,450
Collection Fund Balance b/fwd at 1 April	2,445	3,408
Surplus / (Deficit) for the year	(47,009)	(2,537)
Collection Fund Balance c/fwd at 31 March	(44,564)	871

Business Rates

24. As part of the response to the pandemic the government announced additional business rates reliefs to cover 100% of the rates due by businesses in the retail, hospitality and leisure sectors. These reliefs have reduced the income received directly from business rates payers and results overall in an in-year deficit of £47.0m. The element of the lost income relating to the additional reliefs has however been compensated for by a Section 31 grant from central government.

25. The element of the business rates deficit relating to the City Council is £17.816m and the additional S31 grant is £17.092m. Due to the required accounting treatment, there is a timing difference between when the two elements impact on the general fund (S31 grant income in 2020/21 and the deficit in 2021/22). To manage the impact of this the additional grant income received in 2020/21 has been transferred into the S31 Earmarked reserve and will be returned into the general fund in 2021/22 to offset the impact of the business rates deficit.

26. The remaining deficit will be recognised in the general fund over the next three years in line with the spreading mechanism permitted by government. The deficit in line with the forecasts included in the 2021/22 budget paper approved by Council in February 2021.

27. The council has estimated it is due £0.381m of additional Section 31 grant under the government's tax income guarantee scheme. This is calculated by comparing authorities' estimated income from the business rates retention scheme (January 2020) with their outturn

income. The resulting loss figure is multiplied by 75% to determine the compensation due to each authority. This grant will be transferred to the Business Rates Section 31 Reserve to offset the impact of the business rates deficit in future years.

28. There has been an increase in business rates arrears at March 2021 of £1.244m to a total gross arrears of £4.511m (excluding costs). This reflects the reduction in ability to pay because of the effect of Covid-19 on the income of many businesses during this difficult year. The Retail Discount and grants have helped many businesses and there is potential for further help once the details of the Non-Retail Discount are received.
29. Last year a precautionary overall coverage percentage of 75% was used for the bad debt provision (2018/19 60%) as the impact of Covid19 was unknown and there was limited information around the type/level of support packages that would be offered. Retail Discount & grant payments reduced the risk for 2020/21 debt and Non-Retail Discount may reduce other arrears, so the level of coverage has been set at 70%.

Council Tax

30. The council was awarded £2.037m of grant to provide a Council Tax Hardship Fund. The council developed a scheme to determine how this fund should be distributed to those currently part of the council tax reduction scheme. In addition to the Government directive of awarding £150 to working age customers in receipt of a partial CTR award, the council decided to award additional funds to reduce their liability for 2020/21 to zero. The same principle has been applied to pensionable age customers.
31. The overall year-end council tax surplus is £0.871m which will be taken into account in considering distribution of balances between the preceptors (city, county, and police) in the future. The City Council's share of the surplus is £0.119m.
32. The council did not qualify for any grant receipt in relation to council tax under the government's 75% tax loss scheme.
33. There has been an increase in council tax arrears this year of £2.127m to a total gross arrears of £10.184m (excluding costs). This reflects the reduction in ability to pay because of the effect of Covid-19 on the income of many customers during this difficult year. Whilst the Hardship grant helped many people on low-income last year it could not help everyone whose income was adversely affected. Recovery will continue to be challenging as many customers are now trying to catch up with these arrears as well as pay the current 2021-22 council tax charge. Effort is being made to engage with customers in line with the Corporate Debt Policy of trying to maintain payment of the current year charge as a priority whilst establishing an affordable payment for the arrears. However, this will exclude any debts identified by the Breathing Space process as relating to vulnerable customers.
34. The Bad Debt Provision has been set to acknowledge that there has been an increase in arrears but also that there is still potential for recovery albeit this is likely to be over a longer period. Whilst the increase in arrears is just over £2m the overall percentage of cover for the bad debt provision has been reduced to 77%. Last year 80% was used (2018/19 72%) as a precaution as the impact of Covid-19 was unknown & there was limited information around the type/level of support packages that would be offered.

Capital Programme

35. The provisional outturns result in an underspend of £33.456m on the general fund capital programme and an underspend of £32.754m on the HRA capital programme.
36. The main area of underspend on the general fund relates to the commercial property acquisition budget of £25.000m; all spend on new investment properties was halted in March 2020 following changes to the borrowing terms of the Public Works Loan Board. Other elements of the programme have seen delays in progress as a result of Covid-19 restrictions.

37. The underspend on the Housing Revenue Account capital programme is largely due to Covid-19 related disruption to planned work on HRA stock and re-profiling of expenditure on new build projects into the next financial year. The council continues to conduct regular analysis of the capacity to deliver the capital budgets and will be closely monitoring the progress of capital plans in 2021/22 ahead of the next budget setting cycle.

Table 14:

Capital Programme	Current Budget (£000)	Provisional Outturn (£000)	Variance (£000)
General fund	39,311	5,854	(33,456)
Housing Revenue Account	51,270	18,517	(32,754)
	90,581	24,371	(66,210)

Further detail is set out in **Appendices 5 & 6**

38. The carrying forward of capital budgets from one year to the next, allows for the continuation of schemes across the year-end without the need to seek re-approval of capital budgets through the new year's capital programme. This facility caters for schemes starting later than planned and schemes where the expenditure profile is different from that originally envisaged.

39. To allow flexibility in dealing with any such amendments, and to provide continuity of budget approval, it is recommended that the approval of carry-forward of unspent 2020/21 capital budgets still required, to the 2021/22 capital programme, be delegated to the chief finance officer in consultation with the director of development and city service, director of community services and the cabinet member for resources.

40. Such approvals would be within the usual parameters, of being limited to the amounts underspent on each budget in 2020/21, for the purpose(s) for which the existing approval was given, and would be reported to cabinet in the first budget monitoring report of 2021/22.

Consultation

41. No consultation has been undertaken.

Implications

Financial and Resources

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

43. The financial implications of the report are summarised throughout including the outturn positions on the revenue and capital budgets as well as the consequential impact on reserve levels.

Legal

44. There are no specific legal implications arising from the report.

Statutory Considerations

Consideration:	Details of any implications and proposed measures to address:
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Equality and Diversity	Neutral impact.
Health, Social and Economic Impact	Neutral impact.
Crime and Disorder	Neutral impact.
Children and Adults Safeguarding	Neutral impact.
Environmental Impact	Neutral impact.

Risk Management

Risk	Consequence	Controls Required
<p>There remain future financial risks to the council, some of which have increased in light of changes to the wider economic environment.</p> <p>The report demonstrates that the council is aware of and monitors risks to the achievement of its financial strategy.</p>	Poor financial management which does not deliver with budget or provide value for money.	<p>A number of measures have been put in place to mitigate the financial risk posed by both the wider economy and savings requirements:</p> <ul style="list-style-type: none"> The introduction of new earmarked reserves: (1) the budget risk reserve to manage the financial risks associated with both the future impacts of the pandemic and the delivery of the 2021/22 budget savings identified; (2) a business change reserve to fund costs linked to the council's transformational change programme. Existing earmarked reserves maintained to help mitigate the risk associated with commercial property acquisition and lending to Norwich Regeneration Limited. <p>The budget position will continue to be monitored closely with regular updates to Cabinet.</p>

Other Options Considered

45. There are no alternative options to be presented.

Reasons for the decision/recommendation

46. The report meets the requirement to provide clear and timely reporting on the financial position of the council.

Tracking Information

Governance Check	Date Considered
Chief Finance Officer (or Deputy)	

Monitoring Officer (or Deputy)	27-5-61
Relevant Executive Director	

Background papers: None

Appendices: 1 to 6

Contact Officer:

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General Fund Summary

Current budget		Forecast outturn	Forecast variance
(15,067)	Corporate Finance	(18,746)	(3,678)
658	Corporate Management	1,670	1,012
(14,410)	Total Corporate	(17,076)	(2,666)
4,407	Business Services	3,965	(443)
333	Democratic Services	339	5
0	Human Resources	0	0
0	Procurement & Service Improvement	0	0
4,741	Total Resources	4,303	(437)
0	Chief Executive	0	0
225	Strategy & Programme Management	207	(18)
225	Total Chief Executive	207	(18)
1,900	Communications & Culture	2,193	293
(94)	Customer Contact	(93)	0
0	IT Services	15	15
1,806	Total Customers, Comms & Culture	2,115	309
10,546	Citywide Services	9,743	(803)
1,560	Neighbourhood Housing	1,067	(494)
779	Neighbourhood Services	744	(35)
12,885	Total Neighbourhoods	11,554	(1,332)
(7,368)	City Development	(4,214)	3,154
0	Environmental Strategy	0	0
0	Executive Head of Regeneration &	0	0
1,479	Planning	1,221	(259)
642	Property Services	278	(364)
(5,247)	Total Place	(2,716)	2,531
0	Total General Fund	(1,613)	(1,613)

Current budget		Forecast outturn	Forecast variance
23,879	Employees	24,294	415
10,155	Premises	9,730	(425)
230	Transport	153	(77)
18,253	Supplies & Services	25,294	7,041
67,963	Housing Benefits & Business Rates Tariff	71,979	4,017
5,435	Capital Financing	22,400	16,965
1,300	Rev Contribs to Capital	1,000	(300)
(29,604)	Fees, charges and rental income	(22,394)	7,211
(88,365)	Government Grants	(124,916)	(36,551)
16,081	Recharge Expenditure	16,333	252
(25,326)	Recharge Income	(25,487)	(160)
0	Total General Fund	(1,613)	(1,613)

Corporate

Corporate	Budget (£000)	Forecast Outturn (£000)	Forecast Variance (£000)
Corporate Finance	(15,067)	(18,746)	(3,678)
Corporate Management	658	1,670	1,012
Corporate Total	(14,410)	(17,076)	(2,666)
Key variances:			
Savings/increased income			
Central government emergency Covid-19 grant income – a proportion of the funding was allocated directly to homelessness and rough sleeping.			(2,672)
Lower than budgeted net borrowing costs due to internal, rather than external, borrowing			(2,278)
Business rates levy - No business rates pool levy payment based on collection fund outturn			(398)
General fund contingency - spend against service areas			(324)
Reduction in revenue contribution to the capital programme due to reduction in housing improvement agency team work caused by Covid-19 enforced delays.			(300)
Budget pressures – overspends/loss of income			
Un-utilised grants to earmarked reserves			1,455
Lower than anticipated housing benefit subsidy recovery rates & lower overpayments identified			773
Vacancy factor overspend against this service with offsetting underspends shown within service areas			400
Unbudgeted contribution to the Norfolk Strategic Fund to assist with economic recovery in the region.			150
Additional spend relating to council tax hardship fund			116
Transfer to GF Repairs reserve element of the repairs budget not spent in 2020/21 to fund future maintenance liabilities			387
Other minor variances			25
Total forecast variance			(2,666)

Resources Directorate

Resources	Budget (£000)	Forecast Outturn (£000)	Forecast Variance (£000)
Business Services	4,407	3,965	(443)
Democratic Services	333	339	5
Human Resources	0	0	0
Procurement & Service Improvement	0	0	0
Resources	4,741	4,303	(437)
Key variances:			
Savings/increased income			
Unbudgeted grant funding within Revenues and Benefits			(536)
Net salary underspend within Revenues and Benefits			(107)
Other minor variances			(12)
Budget pressures – overspends/loss of income			
Project Place transition team costs – these are fully funded from the Invest-to-Save fund in line with the project budget. Variance is offset by additional Invest-to-save reserve utilisation in year			218
Total forecast variance			(437)

Chief Executive Directorate

Chief Executive	Budget (£000)	Forecast Outturn (£000)	Forecast Variance (£000)
Chief Executive	0	0	0
Strategy and Programme Management	225	207	(18)
Chief Executive Total	225	207	(18)
Key variances:			
Savings/increased income			
Minor variances			(18)
Total forecast variance			(18)

Customers, Communications and Culture Directorate

Customer, Communications and Culture	Budget (£000)	Forecast Outturn (£000)	Forecast Variance (£000)
Communications & Culture	1,900	2,193	293
Customer Contact	(94)	(93)	0
IT Services	0	15	15
Customer, Comms and Culture Total	1,806	2,115	309
Key variances:			
Savings/increased income			
Net forecast underspend relating to cancellation of key events i.e. Lord Mayor's Procession			(292)
Element of Norfolk Strategic Fund Tourism grant utilised in 20/21			(86)
Sales, fees & charges receipts from central government to cover lost income due to Covid-19			(204)
Sports England grant in relation to Riverside Leisure Centre - element to be transferred to earmarked reserves for use in 21/22			(153)
Budget pressures – overspends/loss of income			
Cost of support payment to Riverside Leisure Centre			483
Net forecast reduction in St Andrews Hall income – 7% of budgeted income achieved			145
Net forecast reduction in Norman Centre income - assumes 34% budgeted income			92
Net forecast reduction in income from Tourist Information Centre			52
Forecast reduction in Riverside Leisure Centre management fee income			72
Other minor variances			200
Total provisional variance			309
Transfer of unutilised grants to earmarked reserves (shown in Resources directorate)			88
Provisional variance after reserves transfers			397

People & Neighbourhoods Directorate

People & Neighbourhoods	Budget (£000)	Provisional Outturn (£000)	Provisional Variance (£000)
Citywide Services	10,546	9,743	(803)
Neighbourhood Housing	1,560	1,067	(494)
Neighbourhood Services	779	744	(35)
People & Neighbourhoods	12,885	11,554	(1,332)
Key variances:			
Savings/increased income			
Contain Outbreak Management Fund - to be transferred to earmarked reserve for utilisation in 21/22			(659)
Homelessness			(268)
Syrian refugee grant to be transferred to earmarked reserve for utilisation in 21/22			(206)
Housing partnerships grant funding (Detox/dry house provision and Rough Sleeping Initiative - Pathways) - to be transferred to earmarked reserve for utilisation in 21/22			(134)
Sales, fees & charges receipts from central government to cover lost income due to Covid-19			(128)
Garden waste collection income – additional forecast income due to rise in demand and charges uplift			(103)
Funding for West End Gardens - an element to be transferred to earmarked reserve for utilisation in 21/22			(48)
Next Steps rough sleeper funding - net grant income to be transferred to earmarked reserve for utilisation in 21/22			(35)
PRS Access Fund - landlords incentives - an element to be transferred to earmarked reserve for utilisation in 21/22			(32)
Other minor variances			(92)
Budget pressures – overspends/loss of income			
Forecast additional Covid-19 costs for recycling relating to increased labour, disposal and PPE costs			200
Forecast reduction in budgeted income relating to licenses – taxis & liquor			173
Total provisional variance			(1,332)
Transfer of unutilised grants to earmarked reserves (shown in Resources directorate)			1,098
Provisional variance after reserves transfers			(234)

Place Directorate

Place	Budget (£000)	Provisional Outturn (£000)	Provisional Variance (£000)
City Development	(7,368)	(4,214)	3,154
Environmental Strategy	0	0	0
Executive Head of Regeneration	0	0	0
Planning	1,479	1,221	(259)
Property Services	642	278	(364)
Place	(5,247)	(2,716)	2,531
Key variances:			
Savings/increased income			
Sales, fees & charges receipts from central government to cover lost income due to Covid-19			(3,096)
Forecast underspend on general repairs and maintenance due to revised prioritisation of works			(387)
External contributions to the development of the East Norwich Masterplan			(190)
Budget pressures – overspends/loss of income			
Total net reduction in car park income			3,805
Forecast net reduction in rental income from current tenanted investment properties			538
No income from new commercial property acquisitions in 2020/21			688
Net overspend against planning mainly due to loss of income in respect of planning fees			387
Reduction in net forecast rental income from the market mainly due to in year rent reductions agreed			288
Reduction in income in respect of bus shelter advertising			245
Restructuring costs			166
Other minor variances			87
Total forecast variance			2,531
Transfer of repairs underspend to repairs earmarked reserve (shown in Resources directorate)			387
Transfer of unutilised East Norwich Masterplan funding into an earmarked reserve to fund agreed programme of works in 2021/22			258
Provisional variance after reserves transfers			3,176

HRA summary:
Period 12 (Provisional Outturn)
Figures in £000s

Appendix 3

Current budget		Forecast outturn	Forecast variance
13,899	Repairs & Maintenance	10,982	(2,918)
5,858	Rents, Rates, & Other Property Costs	5,172	(686)
13,224	General Management	12,258	(966)
4,949	Special Services	4,162	(786)
23,264	Depreciation & Impairment	22,946	(318)
202	Provision for Bad Debts	431	229
(57,545)	Dwelling Rents	(57,550)	(6)
(2,098)	Garage & Other Property Rents	(2,169)	(71)
(7,888)	Service Charges - General	(7,455)	433
(82)	Miscellaneous Income	7	89
6,631	Adjustments & Financing Items	6,717	86
(204)	Amenities shared by whole community	(211)	(7)
(210)	Interest Received	(97)	113
0	Total Housing Revenue Account	(4,808)	(4,808)

Current budget		Forecast outturn	Forecast variance
6,012	Employees	5,853	(159)
22,173	Premises	18,578	(3,595)
95	Transport	23	(72)
2,596	Supplies and Services	2,167	(428)
2	Third Party Payments	0	(2)
8,271	Recharge Expenditure	7,886	(384)
23,264	Capital Financing	22,773	(491)
(68,496)	Receipts	(68,183)	313
0	Government Grants	(13)	(13)
(287)	Recharge Income	(427)	(140)
2,148	Revenue Contris to Capital	1,964	(184)
4,223	Transfers to / from reserves	4,570	348
0	Total Housing Revenue Account	(4,808)	(4,808)

HRA forecast variance detail

Appendix 4

Housing Revenue Account	Budget (£000)	Provisional Outturn (£000)	Provisional Variance (£000)
Repairs & Maintenance	13,899	10,982	(2,918)
Rents, Rates, & Other Property Costs	5,858	5,172	(686)
General Management	13,224	12,258	(966)
Special Services	4,949	4,162	(786)
Depreciation & Impairment	23,264	22,946	(318)
Provision for Bad Debts	202	431	229
Dwelling Rents	(57,545)	(57,550)	(6)
Garage & Other Property Rents	(2,098)	(2,169)	(71)
Service Charges - General	(7,888)	(7,455)	433
Miscellaneous Income	(82)	7	89
Adjustments & Financing Items	6,631	6,717	86
Amenities shared by whole community	(204)	(211)	(7)
Interest Received	(210)	(97)	113
HRA	0	(4,808)	(4,808)
Key variances:			
Savings/increased income			
Repairs: Underspend mainly caused by delays in non-essential repair work, due to Covid-19 related restrictions and retendering of some contracts			(2,842)
Lower than budgeted cost of recharges from the general fund			(521)
Sheltered Housing tenancy management - underspend mainly due to lower than budgeted gas costs, alarm costs funded from repairs budget and no spend on furniture/fittings			(354)
Depreciation - final figure lower than originally expected after full analysis			(303)
Budget originally for new property improvements, however new properties will have adjustments made during the build process therefore, this budget is not expected to be required			(250)
Employee savings across the service mainly due to vacancies			(223)
Reduced revenue contribution to capital to reflect the 2020/21 requirements of the new build capital programme			(184)
Unutilised contingency fund			(172)

Other minor variances	(188)
Budget pressures – overspends/loss of income	
Provision for bad debts: Based on a 98.75% recovery rate. Although the full income due has been raised, there is a requirement to calculate a provision for those debts considered to be at risk. Some of this may be recovered in future years. The figure shown relates to both rental and service charge income.	229
Total forecast variance	(4,808)

Capital Budget Monitoring Summary Year: 2020/21
Period: 12 (Provisional Outturn) *Figures in £000s*

Capital Programme Summary By Directorate	Current Budget (£000s)	Provisional Outturn (£000s)	Variance (£000s)
Comms & Culture	1,898	1,310	(587)
People & Neighbourhoods	3,583	1,323	(2,260)
Place	29,503	1,285	(28,218)
Resources	4,327	1,936	(2,391)
HRA	51,270	18,517	(32,754)
	90,581	24,371	(66,210)

Capital programme forecast variance detail

Appendix 6

Communications & Culture Directorate

GF Capital Expenditure Programme	Current Budget (£000s)	Provisional Outturn (£000s)	Provisional Variance (£000s)	Comments
AA1912 Riverside Leisure Centre - Plant	22	0	(22)	Centre's closure followed by reduced opening hours and reduced capacity due to Covid pandemic means that the plant equipment's life expectancy has been extended. Equipment will need to be replaced so underspend will be requested to be carried forward.
AA1959 St Andrew's Hall refurbishment	280	13	(267)	Seating ordered and to be installed in July 2021. Budget to be requested to be carried forward.
AA5206 IT Investment Fund	567	512	(56)	Underspend earmarked to fund new laptops and offset costs under IT transformation budget.
AF5206 IT Transformation - Digital platform	700	743	43	Overspend from new laptops offset by underspend in IT investment fund.
AA1000 Customer centre redesign	25	0	(25)	Final planned stonemason works postponed until 2021/22 due to Covid pandemic.
ZZ5021 Tourism Support Package	253	41	(212)	Expenditure on St Benedicts and Exchange Street complete. City centre declutter project to take place in summer 2021 and seating project has been combined with a County project to celebrate the city's literary status.
AA1063 Chapelfield Gardens Improvements	50	2	(48)	The water supply element has been ordered and electrical supply element is pending UKPN's/NCC Highways confirmation on the start date. Works will be completed in 2021/22 and budget will be requested to be carried forward.
Customer, Comms and Culture Total	1,897	1,310	(587)	

People & Neighbourhoods Directorate

People & Neighbourhoods Capital Programme	Current Budget (£000s)	Provisional Outturn (£000s)	Provisional Variance (£000s)	Comments
AA1009 Eaton Park path replacement	53	46	(7)	Works completed. Costs less than anticipated.
AB1009 Eaton Park changing room shower replacement	17	17	0	
AA1058 Norwich Parks tennis expansion	490	98	(392)	Lakenham Rec start on site was delayed due to contractor and supplier issues. Work is well underway. Anticipated completion date advised by NPSN June 21. Heigham Park has not started on site and will follow on when the contractor has completed Lakenham Rec. Budget to be requested to be carried forward.
AA1079 Wensum Park Stone Wall	20	19	(1)	Works completed.
AA1184 Community Centres - Upgrades	0	(1)	(1)	
AA2014 Heigham Park Tennis Pavilion	175	0	(175)	Scheme is designed and contract documents are with procurement ready for tendering. Works to be completed in 2021/22. Carry-forward of underspent budget to be requested.
AA2017 Air Quality Monitoring Equip	50	0	(50)	Requirement to replace equipment and budget approved late in 2020/21 financial year. Procurement process in progress with delivery to take place in 2021/22. Carry-forward of underspent budget to be requested.
AA5205 CCTV replacement	8	12	5	
AA5207 Disabled Facilities Grant	1,250	771	(479)	Disabled Facilities grants have been difficult to progress following post lockdown mobilisation. Norfolk County Council have confirmed that any unspent BCF allocation can be carried forward into 2021/22. HIA team costs as yet to be capitalised which will reduce capital underspend.
AK0000 Private Sector Leasing – Empty homes	69	0	(69)	Project deferred until 2021/22 due to Covid pandemic. Carry-forward of underspent budget to be requested.
AQ0000 DFG Residents Contribution	0	12	12	Expenditure made under HIA budget but offset by income from recipients of the service.
AR0000 Strong & Well	0	4	4	
AB5207 HIA - Housing Assistance	250	173	(77)	Housing Assistance Grants have been difficult to progress following post lockdown mobilisation. Norfolk County Council have confirmed that any unspent BCF allocation can be carried forward into 2021/22.
AA2016 West End Street PA MUGA	80	0	(80)	Contract awarded anticipated start date June 21. Budget to be requested to be carried forward.

People & Neighbourhoods Capital Programme	Current Budget (£000s)	Provisional Outturn (£000s)	Provisional Variance (£000s)	Comments
AA1064 Earlham Park toilet replacement	79	6	(73)	Works have started on site. Anticipated completion date July 21. Budget to be requested to be carried forward.
AA1076 Sloughbottom Park Toilets	78	3	(75)	Contract award confirmed. Refurbishment of existing and installation of new disabled toilet module. Awaiting confirmation of anticipated completion date. Budget to be requested to be carried forward.
AD0000 Parks Demolition	0	0	0	Works completed.
EY5201 Play Sector 3 & 4 improvements	6	0	(6)	Funding used to deliver Bowers Avenue project see AA1133 CIL Nhood Bowers Avenue PA
FJ5201 St Georges open space and play	88	0	(88)	The disruption caused by the Covid pandemic and a lack of resource within the team has resulted in no project development/delivery work being undertaken.
FK5201 Wensum Park Play Area -	62	0	(62)	The disruption caused by the Covid pandemic and a lack of resource within the team resulted in no anticipated project delivery work not being undertaken. Budget to be requested to be carried forward.
FL5201 Bunkers Hill - Entrance & path	59	29	(30)	Phase 1 completed slightly slower than anticipated. Phase 2 works anticipated completion date Nov 22. Budget to be requested to be carried forward.
ES5201 S106 Mile Cross Gardens Play	0	0	0	
EV5201 S106 Castle Green Play	70	5	(65)	Connected to Castle Gardens project. Procurement documents have been prepared but procurement has been delayed because of a lack of staff time due to an increase in the size of the overall capital programme for the landscape team.
EX5201 Bowthorpe Southern park	5	0	(5)	The site was flooded and Covid pandemic prevented volunteer working to deliver the works. Anticipated completion date May 21. Budget to be requested to be carried forward.
AA5202 CIL GNGB Castle Gardens	150	0	(150)	Connected to Castle Green play project. Procurement documents have been prepared but procurement has been delayed due to lack of staff time due to an increase in the size of the overall capital programme for the landscape team.
AB5202 CIL GNGB Football Pitch	40	0	(40)	The disruption caused by the Covid pandemic when the refurbishments would have taken place prevented works from being delivered. GNGB where notified and approval was given for the works to be undertaken this year. Budget to be requested to be carried forward.

People & Neighbourhoods Capital Programme	Current Budget (£000s)	Provisional Outturn (£000s)	Provisional Variance (£000s)	Comments
AI5202 Earlham Millenium Green	10	0	(10)	Delays in material supplies. The work has been completed and there will be a balance remaining. Approval has been given from GNGB to make additional onsite improvements rather than return the budget. Budget to be requested to be carried forward.
AM5202 GNGB Community Access Improvements 20 Acre Wood	57	0	(57)	The disruption caused by the Covid pandemic and a lack of resource within the team resulted in no anticipated project delivery work not being undertaken. Budget to be requested to be carried forward.
AL5200 CIL Crowdfunding matched funding	12	12	0	
AA5200 Co-CIL Nhood Ketts Heights	0	0	0	
AB5200 CIL Nhood 20 Acre Wood	3	0	(3)	Delay in supply of site interpretation. Supplier being chased. Anticipated completion date June 21. Budget to be requested to be carried forward.
AD5200 CIL Nhood Community Enabling	6	3	(4)	Project not viable to progress during Covid pandemic and deferred until 2021/22. Carry-forward of underspent budget to be requested.
AQ5200 West Earlham CC	24	22	(3)	Works complete. Costs lower than anticipated.
AR5200 CILN Shopmobility Grant	10	10	0	
AA1133 CIL Nhood Bowers Avenue PA	50	25	(25)	Delays in procurement of contractor. Project in progress on site. Anticipated completion date July 21. Budget to be requested to be carried forward.
ZZ8039 CIL Neighbourhood Projects	116	0	(116)	Project not viable to progress during Covid pandemic and deferred until 2021/22. Carry-forward of underspent budget to be requested.
AK5200 CIL neighbourhood - Netherwood	28	11	(17)	Anticipated works were delayed due to contractor services issues and bird nesting season preventing completion. Works will be completed in autumn 21. Budget to be requested to be carried forward.
AA1037 Earlham Cemetery gates refurbishment	28	0	(28)	Work delayed due to Covid 19 pandemic and will extend into 2021/22. Underspent budget to be requested to be carried forward.
AB1037 Earlham Cemetery railings replacement	142	45	(97)	Work delayed due to Covid 19 pandemic and will extend into 2021/22. Underspent budget to be requested to be carried forward.
Total GF - People & Neighbourhoods	3,583	1,323	(2,260)	

Place Directorate

GF Capital Expenditure Programme	Current Budget (£000s)	Provisional Outturn (£000s)	Provisional Variance (£000s)	Comments
FF5201 S.106 Bowthorpe To Clover Hill	68	4	(64)	Delay has been caused by the lack of staff resources and a re-evaluation of the best method of implementation (via County or directly by City). Carry forward not whole budget because funding available is lower than the 2020/21 budget.
FG5201 St Stephens Towers Public Realm	63	1	(62)	Funding transferred to Transforming Cities budget.
AO5200 Yare - Wensum Green Infrastructure	95	6	(89)	Delays in moving to construction have been caused by a combination of insufficient staff resources due to lack of staff time because of an increase in the size of the overall capital programme for the landscape team, pausing to align the project with the transforming cities projects for adjacent locations on Marriott's Way and the need to re-consult on a highway element of the scheme in Norwich Road.
AD5202 CIL GNGB Riverside Walk	172	0	(172)	A tender process to appoint a contractor was undertaken but no contractor could be appointed meaning that construction could not happen in 2020/21. A fresh procurement exercise was delayed because of lack of staff time due to an increase in the size of the overall capital programme for the landscape team.
AG5202 UEA to Eaton boardwalk extension	29	1	(28)	We have deliberately delayed the project in order to align with work planned by the Environment Agency that will enable them to cite our funding as match to amplify the benefits. £1k variance between P11 and P12 due to less money spent on preparation of tender documents than anticipated.
AN5202 GNGB Marriott's Way/Hellesdon Station Green Infrastructure	36	1	(34)	The Transforming Cities match funded element involving the rerouting of Marriotts Way past the former Hellesdon Street has been accelerated and was completed in March 2021 ahead of schedule. This did not involve the use of the money in the City Council's capital programme, which will be employed on later phases.
AH1000 City Hall heating system	315	54	(261)	Refurbishment of hot water heating system is complete. Replacement of space heating boilers has been ordered. Construction phase commencing in June 2021 with final completion end of September 2021.

GF Capital Expenditure Programme	Current Budget (£000s)	Provisional Outturn (£000s)	Provisional Variance (£000s)	Comments
AJ1000 City Hall Kitchens & Toilets	35	(3)	(38)	Project phased over three years refurbishing 8 kitchens and 8 toilets. Budget to be requested to be carried forward.
AL1000 City Hall chamber benches conservation	0	0	0	
AA1005 Mile Cross Depot Site	0	7	7	Delay in procuring a design team which has meant that ground works haven't been progressed. Design team now appointed and anticipating ground works package to commence this year. Budget to be requested to be carried forward.
AA1204 Traveller Site	5	0	(5)	Budget no longer required as site transferred to Broadland Housing.
AA1210 River Wensum Pontoon replace	0	1	1	
AA1255 St John Maddermarket retaining wall	70	0	(70)	Contract documents prepared for tender and statutory permissions/consultations in progress, but project to extend into 2021/22. Carry-forward of underspent budget to be requested.
AA1432 4 Exchange Street emergency lighting upgrade	0	0	0	Some elements of work considered to be tenant's responsibility with other minor works being funded from a revenue budget.
AA1546 Swanton Road - Interceptor Tank	23	23	0	
AA1728 20 Hurricane Way Fencing	20	18	(2)	Works complete for less than original budget.
AA1791 Old Meeting House replacement fire detection system	11	0	(11)	Heritage requirements/permissions to be obtained therefore project to extend into 2021/22. Carry-forward of underspent budget to be requested.
AA1911 Riverbank stabilisation (River Yare &	15	13	(2)	Scheduled survey work has been procured and report imminent.
AB1021 Motor Cycle Park	11	6	(5)	Scheduled survey work has been procured and report imminent.
AB2010 AFI Lawrence House Lift Refurb	190	0	(190)	Requirement for works identified and budget approved late in financial year. Works to complete in 2021/22. Budget to be requested to be carried forward.
AF0000 Riverside Footpath District Lighting	21	13	(8)	
AF1856 St Giles Suicide prev measures	10	0	(10)	Works to take place in 2021/22.
AV0000 Multi storey car parks structural lifecare survey	33	0	(33)	Structural survey postponed until 2021/22 due to Covid pandemic. Carry-forward of underspent budget to be requested.
AW0000 Transforming Cities Fund	162	0	(162)	This funding is our contribution to the County Council led Transforming Cities Fund programme and was based on their programme. Our contribution is linked to specific projects, none of which were completed in 2020/21 and therefore the money has

GF Capital Expenditure Programme	Current Budget (£000s)	Provisional Outturn (£000s)	Provisional Variance (£000s)	Comments
				not been paid to them. Thorpe Road contraflow is nearing completion so £66k will be paid early in 2021/22.
AY5204 CCAG2 Wayfinding	30	0	(30)	Project not yet commenced.
AA5203 Cycle safety funding	0	(1)	(1)	
AA5208 Cycle safety funding	0	1	1	
AE1856 St Giles multi storey car park lighting upgrade	104	81	(23)	Installation of new LED lighting now complete. Costs lower than initially anticipated.
AE5200 CIL Contribution Strategic	1,568	924	(644)	Lower CIL contributions in year due to developments being delayed by Covid pandemic.
AE5204 CCAG2 Fifers Lane/Ives Rd/Heyford	20	3	(17)	Project complete. Remaining funds to be reallocated to other cycling investment in the future.
AP5204 CCAG2 Wayfinding	12	0	(12)	Project not yet commenced.
AA1012 Memorial Gardens Undercroft	78	3	(75)	Expenditure to date covers NPS fees and survey report costs. Listed building planning consent and English Heritage approval may also be required. Works ordered with NNBL and project to complete in 2021/22. Carry-forward of underspent budget to be requested.
AA1019 Hay Hill Public Realm	0	1	1	
AA1287 Guildhall Nn Festival	161	0	(161)	The agreement for lease which allows the funding to be released in exchange for the works was agreed and sealed in March 2021. The latest programme from NNF is to commence works in May and to undertake over a 6 month timeframe whereupon their lease with the council for occupation of the Guildhall will commence. Carry-forward of budget to be requested.
AA1391 Townshend House Digital Hub	75	3	(72)	Minimum Energy Efficiency works now superseded by planned major refurbishment works of TH Digital Hub. The remaining £72k of the budget will be requested to be carried forward and incorporated within the major refurbishment budget.
AB1391 TF- Digital hub	0	9	9	Preliminary works in advance of 2021/22 Towns' Fund programme
AA2015 Carrow House, King Street	14	60	46	Expenditure committed in advance of grant release by MHCLG.
AX0000 Digitech Factory CCN TF	1,000	0	(1,000)	Towns' Fund grant released to City College Norwich in April 2021, therefore budget to be requested to be carried forward into 2021/22.
AZ0000 St Giles Street Public Realm	0	1	1	

GF Capital Expenditure Programme	Current Budget (£000s)	Provisional Outturn (£000s)	Provisional Variance (£000s)	Comments
BI0000 TF - Programme management	12	12	0	
AB1429 Asset Acquisition 6	42	42	0	
AA2010 Asset Acquisition 11	5	0	(5)	
ZZ7438 144A King Street	0	1	1	
AB0000 Asset investment for income (other	25,000	0	(25,000)	Programme of acquisitions suspended following change in PWLB borrowing regulations.
Place Total	29,503	1,285	(28,219)	

Resources Directorate

GF Capital Expenditure Programme	Current Budget (£000s)	Provisional Outturn (£000s)	Forecast Variance (£000s)	Variance Notes
AB5206 Finance System	51	(17)	(68)	Final expenditure on the project deferred until 2021/22. Budget to be requested to be carried forward.
AC5206 HR System	11	4	(7)	Final expenditure deferred until 2021/22.
AA2013 NCSL Establishment	705	800	95	IT and equipment spend on the establishment of Norwich City Services Ltd. Additional spend in in 2020/21– this was incurred earlier than originally expected and will reduce the budget requirement.
AA1916 Equity Investment	3,500	1,150	(2,350)	Planned equity investment in Norwich Regeneration Ltd in 2020/21 completed.
AH0000 Capital contingency	60	0	(60)	Unrequired element of the capital contingency budget.
Total GF - Resources	4,327	1,937	(2,391)	

Total General Fund Capital Programme	39,311	5,854	(33,457)	
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Housing Revenue Account

HRA Capital Expenditure Programme	Current Budget (£000s)	Provisional Outturn (£000s)	Provisional Variance (£000s)	Comments
AG5206 Tenancy & Estate Management	767	547	(220)	Project phasing has been extended. Phase 1 to complete Oct 21 and Phase 2 in May 22. Budget to be requested to be carried forward.
AA5205 CCTV replacement	0	9	9	
5110 Electrical - Internal	3,126	2,625	(501)	Delivery delayed, plus lower than anticipated fees.
5120 Whole House Improvements	1,332	328	(1,004)	Delayed completions.
5121 Kitchen Upgrades	1,435	1,379	(56)	Slippage due to Covid, completion early 2021/22. Lower than anticipated fees.
5122 Bathroom Upgrades	2,050	1,736	(314)	Slippage due to Covid, completion early 2021/22. Lower than anticipated fees.
5130 Boilers - Communal	3,177	531	(2,646)	Delays with procurement have led to slippage on major schemes, (Barnards Yard & Mile Cross) and transfer of major schemes into 2021/22.
5131 Boilers - Domestic	2,562	1,436	(1,126)	Underspend and a lack of take up due to Covid. Lower than anticipated fees.
5140 Insulation	102	(12)	(114)	Underspend as no works this year. Credit created by over accrual of retention payment in previous year.
5141 Solar Thermal & Photovoltaic	564	549	(15)	Underspend as fees included within the cost of works.
5150 Windows - Programme	3,126	691	(2,435)	Replacement windows in tower blocks did not take place in the year and fees lower than anticipated.
5151 Composite Doors	1,076	556	(520)	Issue with certification of doors slowed programme delivery.
5160 Comm Safe - DES	874	788	(87)	Delays due to Covid, completions due early 2021/22.
5161 Estate Aesthetics	769	373	(396)	Completion of planned projects delayed and fees lower than anticipated.
5163 HRA Shops	461	145	(316)	Works not started yet at Witard, Suffolk and Distillery sites.
5171 Sheltered Housing Comm Facilities	113	130	17	Overspend from increased fees due to more work than anticipated.
5180 Planned Maint - Roofing	1,281	242	(1,039)	Delays in completing planned programme of works and fees lower than anticipated.
5181 Planned Maint - Structural	4,837	1,526	(3,311)	Slippage due to approval delays and lower fees than anticipated.
5182 Tower Block Regeneration	1,627	852	(775)	Underspend as tender price lower than anticipated plus slippage due to access issues for contractor. Works at Winchester Tower making good progress but some of underspent budget will be requested to be carried forward.
5183 Planned Maint - Lifts	154	93	(61)	Underspend due to low tender on Aylmer Tower works and lower fees than anticipated.

HRA Capital Expenditure Programme	Current Budget (£000s)	Provisional Outturn (£000s)	Provisional Variance (£000s)	Comments
5190 Disabled Adaptations	717	468	(249)	Underspend caused by postponed works due to Covid and subsequent delays due to contractor resources.
5191 Stairlifts	121	134	13	Overspend resulting from increase in demand.
5192 Sheltered Alarms	190	36	(154)	Programme has slipped due to access issues arising from Covid. Underspent budget will be requested to be carried forward.
AB5100 New Build Opportunities	7,272	11	(7,261)	Purchase of Hethersett site is further delayed into 2021/22. Due to revised rules on RTB receipts, not anticipating continuing with significant property acquisitions but some are already in process and awaiting completion in 2021/22. Budget to be requested to be carried forward for outstanding projects.
AE521X Open Market Property Acquisitions	2,335	2,257	(78)	Carry forward to be requested to cover cost of upgrade works on acquisitions.
AD5100 New Build - Goldsmith Street	980	199	(781)	Final account agreed following lengthy negotiations. Retention payment of £216k has been accrued and minor works underway. Anticipated additional final costs to be in region of £35k which we be requested to be carried forward.
AJ5100 LANB - Northumberland Street	689	4	(685)	The sale of the land is still with the receivers – we are working with the receiver and undertaking an options appraisal for the development.
AI5100 LANB - Three Score Phase 3	1,490	55	(1,435)	Design work progressing with anticipated planning submission in June 2021 and start on site by October 2021. Underspent budget to be requested to be carried forward.
AO5100 Affordable Housing Opportunities Oak St	150	0	(150)	Project cancelled. Opportunity to purchase withdrawn by developer.
AP5100 LANB Argyle Street	660	37	(623)	Delay in procuring a design team but now on RIBA stage 2 and design being worked up to an anticipated planning application submission by August 2021. Underspent budget to be requested to be carried forward.
AQ5100 LANB Kings Arms PH	179	189	10	Expenditure includes fees for design to achieve planning consent, design to inform construction specification and payment to landowner.
AB1005 Mile Cross Depot Site	3,100	48	(3,052)	Delay in procuring a design team which has meant that ground works haven't been progressed. Design team now appointed and anticipating ground works package to commence this year. Budget to be requested to be carried forward.
AM0000 Capital Grants to Housing	3,827	550	(3,277)	Cabinet approval granted for additional grant funding to be released against existing schemes due to increased cost. New schemes limited due to Covid pandemic.
AA5100 Demolition & Site	127	5	(122)	This budget is used in the early stages of projects and where garage sites

HRA Capital Expenditure Programme	Current Budget (£000s)	Provisional Outturn (£000s)	Provisional Variance (£000s)	Comments
Maintenance				may need to be demolished for redevelopment due to ASB but none required in 2020/21
Total HRA capital programme	51,270	18,517	(32,754)	

Committee Name: Cabinet

Committee Date: 09/06/2021

**Report Title: Corporate Performance and Risk
Report, Quarter Four 2020-21**

Portfolio:	Councillor Waters - Leader
Report from:	Head of strategy and transformation
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 risk for quarter four of 2020-21.

Recommendation:

To:

- 1) review progress on the key performance indicators for this quarter and the corporate risk register;
- 2) suggest future actions and / or reports to address any areas of concern.

Policy Framework

The Council has three corporate priorities, which are:

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

This report meets the Healthy Organisation corporate priority

Report Details

Background

1. This report sets out progress against the key performance indicators (KPIs) that track delivery of the corporate plan priorities. This is the eighth quarterly performance report for the corporate plan 2019-2022.
2. The corporate plan 2019-22 established three corporate priorities: people living well; great neighbourhoods, housing and environment; and inclusive economy. It also contained the objective of maintaining a healthy organisation. The performance framework aims to measure progress against these through over 50 KPIs which monitor delivery of activities and services which contribute to these objectives.
3. This report provides an update on performance against indicators for quarter four of 2020-21. Performance reporting for indicators in this report is based around a traffic light concept where green is on target, amber provides an early warning for possible intervention and red suggests intervention is necessary.
4. This report also incorporates the corporate risk register, which highlights key corporate risks.

Quarter four/ end of year performance summary

5. The below table (figure 1) summarises the number of KPIs under each corporate priority which are RAG rated red, amber or green and the number where data is not available or is not due to be reported for quarter 4. The subsequent table (figure 2) summarises this information for the full performance year 2021-22. This data can be explored in more detail in the performance tables (figures 3-6) featured on subsequent pages.

Figure 1: summary Q4 RAG rating of key performance indicators by corporate priority

Corporate priority	Red	Amber	Green	Not completed	No data this quarter	Total
People Living Well	0	2	4	0	4	10
Great Neighbourhoods	2	4	5	0	3	14
Inclusive Economy	2	2	4	0	1	9
Healthy Organisation	3	2	6	0	3	14
Total	7	10	19	0	11	47

Figure 2: Summary of council-wide KPI performance for 2020-2021

Corporate priority	Red	Amber	Green	Not completed	No data	Total
People Living Well	3	1	6	0	0	10
Great Neighbourhoods	4	5	9	0	2	20
Inclusive Economy	2	2	4	0	1	9
Healthy Organisation	3	1	7	0	3	14
Total	12	9	26	0	6	53

6. Overall council performance reflects a very challenging operating environment, with significant economic and financial challenges for the city and the council, changing resident and business behaviours, and new and changing patterns of demand. The council's C19 recovery blueprint and update report show how the council is responding to these challenges and individual areas of council performance are highlighted below. Specific areas where anticipated performance is not on track are being addressed through service management, organisational change and working with partners. Ultimately this highlights the need for adequate resourcing of local government to ensure resilience of key services, especially in challenging times.
7. Full details of performance against KPIs is included in figures 3-6 which can be seen below. Each table (split by corporate priority) shows performance of each KPI through 2020-2021.
8. A limited amount of data remains unavailable due to issues in gathering data or pauses in service delivery as a result of Covid-19. There are six indicators where delivery of the service or area of work was not possible, or data collection was prevented, as a result of Covid-19. Data for customer satisfaction for the Planning Development Management Service was also not able to be provided for Quarter 4 due to issues with small sample sizes. Some areas of performance also continue to be affected by restrictions due to Covid-19; these are explained in more detail in the commentary against each indicator below.

Figure 3: People living well KPIs

Ref	Indicator	Service area	Target	Inter- vention	Q1 (April - June)	Q2 (July - Sep)	Q3 (Oct - Dec)	Q4 (Jan - Mar)	Q4 commentary	Annual average	Annual commentary
KPIs RAG-rated green for 20-21											
CPI: 47	% of food premises moving from non-compliant to compliant	Environmental Health & Protection	> 80%	72%	87.9%	91.4%	92.5%	94.3%	The team continue to have significant workload resulting from the control of Covid-19 and as each step changes there is an additional requirement for supporting and advising businesses, including food and hospitality businesses. As in the Q3 commentary there is a significant backlog of food premises inspections, including inspections of the large number of new business registrations we have received.	91.53%	It will take time to build up the full picture of the effects of Covid-19 restrictions on the status of the food business stock in Norwich: as restrictions reduce the numbers of inspections will increase, coupled with a period of confirming what businesses have reopened/ changed hands/ closed. The KPI looks healthy currently, largely as a reflection of the positive impact of the work of the food safety team 12 months ago, and it will take time for the impact of the current situation to be fully reflected in the data.
CPI: 65	% people feeling safe (including by protected characteristics)	Early Intervention & Community Safety	60%	54%	65.0%	63.8%	72.5%	59.9%	While only just under target, the data for this performance indicator shows a clear reduction from the previous quarter. Data for Q4 is based on 142 responses, and changes between quarters may be more pronounced due to the	65.29%	How safe people in Norwich feel is impacted by the work of a range of local partners. Norwich City Council actively works with partners to help address these issues, both strategically (at Norfolk County Community Safety Partnership, Domestic Abuse and

									relatively small sample size. The methodology is currently being reviewed for 21-22.		<p>Sexual Violence board and County Lines Strategic Board) and operationally via the ASB team, CCTV team, Norwich early help hub and the safer neighbourhoods initiative (SNI) work.</p> <p>The SNI was also successful in obtaining over £300,000 in grant funding with partners this year, to put in place secure door entry systems, alley gates and fencing in some of the Norwich neighbourhoods more vulnerable to crime.</p> <p>The target for this performance measure was met throughout the last year and we expect the continued work with partners throughout the next year to achieve similar results.</p>
CPI: 61	% of households who asked for help who were prevented from homelessness	Housing	70%	63%	79.5%	80.4%	88.2%	71.2%	Despite a difficult external environment and high levels of approach, the housing options team has maintained its high level of performance. Faced with exceptionally high caseloads, the team's professionalism and focus on providing a specialist, personalised service to clients in housing need has continued to deliver excellent results.	79.82%	Despite a difficult external environment and high levels of approach, whether viewed quarter by quarter or across the year as a whole, results in this most challenging of years have exceeded target with 80% of households who asked for help prevented from homelessness.
CPI: 55	% of new learners engaged through the digital inclusion project reporting an	Strategy & Transformation	> 70%	63%	N/A	84.6%	92.3%	N/A	During Q4 we continued to offer telephone support to people who needed digital skills assistance, as Digital Hubs were not open through lockdown. We offered continuing loaning of equipment through the Digital Stuff Hub and rolled out the borrowing of some new equipment.	88.5% average for quarters reported	Due to Covid, Digital Inclusion delivery in 2020/21 has been much different to previous years. We have pivoted from face to face support to telephone based, increased our equipment loaning to give people internet and digital access at home and also received funding to gift equipment to 39 people

	increase in digital skills and confidence								<p>Case studies collected via the Everyone Connected Project have provided positive qualitative assessment of the impact of these loans.</p> <p>However, due to staffing issues at Voluntary Norfolk (our digital inclusion support delivery partner) data cannot be provided for this KPI for Quarter 4 currently – recruitment is underway to address this.</p>		<p>in the city. We have worked with new partners and explored new ways of remote working. Although we have worked with fewer people than previous years, customer satisfaction with the service is still high, and we continue to support people to achieve better digital skills and confidence and have access to the digital world.</p>
CPI: 51	Proportion of benefit decisions upheld at review stage	Revenue and Benefits	40%	36%	47.1%	54.0%	47.5%	53.1%	<p>Review outcomes in Q4 continue to exceed the 40% target, with 68 of 128 upheld.</p> <p>43 of the 60 revised outcomes were based on new information provided which was not held at the time of the original decision, rather than assessment error.</p>	50.44%	<p>Maintaining the target level across each quarter has led to an annual achievement of 50.3% for all formally reviewed decisions, meaning that 50% of the 527 completed reviews upheld the original assessment decision. This exceeds the target.</p> <p>Of the reviews resulting in a revised benefit decision, 65% of these were due to further information being provided to the council, rather than an assessment error. This is a good achievement for the service and while the KPI is not being carried forward as a KPI in 2021/22, we will continue to monitor at service level.</p>
CPI: 52	Revenue and Benefits satisfaction levels	Revenue and Benefits	76%	68%	88.7%	89.5%	81.9%	85.7%	<p>Q4: Benefits - 79.0% Council Tax - 87.3% Council Tax Recovery - 86.2% R&B Combined - 85.7% Council - 74.9%</p>	86.45%	<p>R&B Combined - 86.3% Council - 78.0%</p> <p>The Revenues & Benefits service has always been a key area providing support to Norwich residents, and even more so in the past year during the</p>

									Levels of satisfaction within the benefits service have reduced on last month, however only 19 customers completed the survey, giving greater impact to the 4 unsatisfactory responses, so it is unlikely to highlight any unusual trends. Council tax recovery satisfaction levels have seen an increase on the last quarter, and overall the Revenues & Benefits service maintains customer satisfaction levels above the corporate target.		pandemic. While dealing with a significantly increased workload due to the multiple changes to welfare, revenue and recovery legislation, alongside the logistical issues caused by COVID, the year-end results show the team have continued to provide high levels of customer service to those who often need our help the most.
KPIs RAG-rated amber for 20-21											
CPI: 58	% of tenants feeling safe	Housing	> 60%	54%	62.5%	43.8%	63.9%	Sample size too small to be reliable	The result of 32% for Q4 is based on responses from just 17 tenants out of over 14,000 homes that we provide. As such, the number is not sufficient to form the basis of future actions. The low numbers involved also explain the volatility of this KPI, which has shown results of 63%, 44% and 64% in the first three quarters of this year. Any sustained downturn in results, which we have not seen yet, would require further investigation and action. The team is looking at how we can get a more meaningful response in 2021-22 as this remains an important area of concern.	55.72% of all asked throughout the year	The low number of responses to this survey (relative to the 14,000 homes it represents) is a major factor in the volatility of this KPI, which has shown results of 63%, 44%, 64% and 32% in the four quarters of this year. Any sustained downturn in results, which we have not seen yet, would require further investigation and action. The team is looking at how we can get a more meaningful response as this remains an important area of concern.

KPIs RAG-rated red for 20-21

CPI: 53	Total amount of additional income clients have gained through debt/money advice (via council-provided advice) (£)	Housing	43,000	39,000	38,109	19,909	30,740	41,069	Q4 figures reflect a return to a more 'business as usual' environment for advice work. Data is taken from case closures for work initiated between the worst impacts of the two lockdown periods.	32,457	The annual target has not been met due to low returns in Q2 and Q3. Advisers were extremely busy during these periods but were firefighting the immediate impacts of the first lockdown and unprecedented numbers of council tenants transferring to Universal Credit for the first time. This meant that the regular process for referral and case monitoring via a Civica process was abandoned in favour of crisis support direct to tenants and via the community support hub. The fourth quarter has seen a return to a greater sense of normality with advisers undertaking longer term support packages with more time to undertake monitoring and recording of outcomes.
CPI: 59	% of respondents satisfied with the service provided to deal with ASB	Early Intervention & Community Safety	55%	49.5%	44.4%	23.6%	22.4%	N/A	It was not possible to collect data in Q4 due to capacity issues as a result of Covid-19.	30.2% average for quarters reported	<p>Since the first Covid-19 lockdown in March 2020, ASB reports have increased to more than 150% of the previous year. This mirrors national trend.</p> <p>With more residents working from home noise complaints remain the highest volume ASB issue reported.</p> <p>While there were clearly failings in the former two tier ASB structure, since January 2021 the council has implemented a new single structure for ASB response and enforcement. New processes and service standards are in place. The new structure is still being recruited to with an aim to be fully</p>

Figure 4: Great neighbourhoods, housing and environment KPIs

Ref	Indicator	Service area	Target	Inter- vention	Q1 (April - June)	Q2 (July - Sep)	Q3 (Oct - Dec)	Q4 (Jan - Mar)	Q4 commentary	Annual average	Annual commentary
KPIs RAG-rated green for 20-21											
CPI: 3	% of council homes at 'C' or higher Energy Efficiency rating	Housing	80%	72	79.7%	79.4%	79.9%	80%	The result of 80% of properties achieving an A-C rating is the highest since this KPI began, and reflects the success of the ongoing upgrade programmes for boilers and insulation. While NPS was unable to do some stock surveys during the lockdown, the time has been used constructively to carry out the research and property-level data input work that is essential to improving results for this KPI and the average SAP score. This has reduced the number of properties without a SAP score and helped push the modest improvement in average SAP, while increasing the number of 'B' rated properties by over 100.	80%	The result of 80% of properties achieving an A-C rating is the highest since this KPI began, and reflects the success of the ongoing upgrade programmes for boilers and insulation. Future improvements in energy efficiency/SAP are likely to reach a plateau unless there is an increased proportion of new build stock or investment in renewable technology.
CPI: 11	Number of affordable homes built, purchased or enabled by the council	City Development	20	18				21		21	

CPI: 14	% of planning appeals dismissed (where Council has won)	Planning	> 66%	60%	100.0%	60.0%	100.0%	50.0%	Four appeal decisions were received in Q4, 2 were dismissed and 2 allowed. 50% for Q4 flags as below 66% and is therefore rated red, however the rolling 12 month target is 77.5% which remains above target.	77.5%	The 12 month figure is 77.5% and is therefore above target.
CPI: 15	Number of priority buildings on the 'at risk' register saved from decay by council interventions	Design Conservation & Landscape	1	0				1	See annual commentary.	1	St John de Sepulchre Church on Ber Street has been saved from decay and removed from the risk register. This building is on a long term lease from the City Council to the Norwich Historic Churches Trust. We assisted the Trust and their appointed architects in identifying and organising all the relevant parties to collectively comment on and identify constraints and restrictions that would have detrimentally affected the proposed scheme. This was done quickly and went well beyond normal development management activity. Progress has been made towards helping other buildings, such as Ethelbert Gate through the Tombland public space scheme that is under construction.
CPI: 16	Customers satisfied with the Planning Development Management Service	Planning	>75%	66%	85.7%	82.3%	N/A	N/A	KPI no longer reported as low response rate means it is not a reliable indicator.	84.0%	KPI no longer reported as low response rate means it is not a reliable indicator. The end of year figure is the average for quarters reported (Q1 and Q2).
CPI: 43	Norwich Market occupancy rate	City Development	> 90%	85%	98.4%	98.9%	96.8%	96.8%	See annual commentary.	97.76%	With no further change since Q3 it is encouraging to see that voids have not changed and remain at just over 3%, better than the council's bricks and

											mortar stock. With the lockdown easing since April 12th 2021, footfall and trade levels are very encouraging. However it is uncertain how long such a bounce-back will prevail, and with the economy more widely remaining in trouble, the prospect of further voids remain.
CPI: 49	Average saving of switch and save beneficiaries	Environmental Strategy	> £100	£90	£242	£288	£250		The switch and save does not occur on a quarterly basis, with three tranches instead taking place each year. This means there is not new savings data to report in quarter four.	£260	Overall we are meeting the savings target. OFGEM recently announced they would be increasing the price cap on standard variable tariffs (the most expensive tariffs on the market) and overall energy prices are expected to rise. Therefore it is important to continue to offer residents savings through this scheme.
CPI: 10	% of council homes meeting Norwich standard	Housing	>97%	90%				99.4%	See annual commentary	99.4%	This is a further improvement on the figures from a year ago, and a continuation of the upward trend that this measure has seen for several years now. Despite the lockdown and pause in works, contractors have excelled themselves in their commitment to delivering programmes of work to ensure properties have been upgraded in time to meet the Norwich Standard.
CPI: 12	Number of empty homes brought back into use	Environmental Health & Protection	20	18			34		N/A	34	This is the outcome of a lengthy piece of enforcement work by the public protection officers who deal with Houses in Multiple Occupation (HMO's). The premises, 60 St Faiths Lane, was an office block which had been converted into an HMO. The inspection of the premises identified many Category 1 hazards resulting in

											the council serving enforcement notices and taking a criminal prosecution against the landlord and management company. The resulting remedial works carried brought 34 back into safe residential accommodation.
KPIs RAG-rated amber for 20-21											
CPI: 54	Number of insulation measures completed per quarter	Environmental Strategy	37.5	33.75	25	40	44	35	Work was delayed due to COVID-19 restrictions during Q4.	36	<p>Installing energy efficiency measures over the pandemic has been a challenge. Accessing properties safely was a major concern to installers and the vulnerable clients the scheme serves. Progress is likely to return to expected levels if access to properties is retained.</p> <p>The government retrofitting scheme Green Homes Grants (vouchers) has collapsed which will lower access to finance for domestic retrofitting outside the ECO framework. This may lead to a downturn in installations as funding pathways continue to decrease, particularly for the more able to pay market who may have been persuaded to have work done if funding was available. However, we will continue to help eligible residents access ECO funding.</p>
CPI: 1	% domestic waste recycled/composted, residual	Environmental Services	40%	35%	38.0%	41.0%	37.7%	37.51%	There is no precedent for the circumstances in which the services are currently operating and it is not possible to accurately assess performance when everyone's personal, social and professional life has changed so much. Given this, the	38.55%	There is no precedent for the circumstances in which the services are currently operating and it is not possible to accurately assess performance when everyone's personal, social and professional life has changed so much. Given this, the

									difference between actual and target for this indicator is not so radical as to give any cause for concern at this time.		difference between actual and target for this indicator over the entire COVID year is not significant enough to give long-term cause for concern.
CPI: 5	Streets clean on inspection	Environmental Services	88%	80	N/A	N/A	N/A	81%	Performance reflects the impacts of COVID on operational services and is expected to return to target levels as soon as services and surveys return to normal levels.	81% average for quarters reported	Due to the impacts of COVID on both the service and the surveys it is not possible to accurately assess performance based on only one set of surveys.
CPI: 7	Assets maintained by community groups	Community Enabling	60	54	52	52	52	55	The negative Covid 19 impact on this target has started to reduce over Q4 and we are seeing some increase in the adoption of green spaces and groups taking on litter picking and adoption of areas. Added complexity now that Highways have returned to County but nonetheless we are seeing a significant rise in the numbers coming forward.	55	Despite the challenges of Covid, residents are still maintaining spaces on our behalf and towards the end of the year we have started to see a significant uptake in communities wanting to take more ownership of spaces. Internal process changes have also enabled us to make the process easier.
CPI: 6	Green flag awards for parks and open spaces	Parks & Open Spaces	3	<2		2			See annual commentary.	2	Applications have been submitted for again for 21/22 for Eaton Park, Mousehold Heath and Waterloo Park.
KPIs RAG-rated red for 20-21											
CPI: 4	CO2 emissions from LA activity	Environmental Strategy	-4%	-3.6%		-2.5%			See annual commentary	-2.5%	<p>This target was set via the previous Carbon Management Programme (Phase 2) with the baseline assessed in 2007 and including all contractors.</p> <p>While the council did not meet its carbon dioxide reduction target for 20-21, this follows several years in which the target was exceeded as quicker progress towards the long-term goal</p>

										<p>was made than had been anticipated. For example in 2016/17 and 17/18 there was a 10.8% and 14.25% fall in emissions</p> <p>The authority will identify the next set of major focus areas through which to deliver our net zero objectives through the new Carbon Management Plan over the next few months</p> <p>The council has accessed significant funding via the Public Sector Decarbonisation fund and successfully accessing further funding of this nature will be critical to our ability to deliver. Recent projects and successful funding bids have included £626,575 to undertake energy efficiency works at grade II* listed City Hall, £100,512 to install energy efficient LED lighting, 30 kW of solar and 60 kW of battery storage at our environmental services depot and LED retrofitting in St Giles MSCP.</p>	
CPI: 42	% of Council shop units which are vacant	City Development	< 15%	16.5%				27.6%	See annual commentary.	27.6%	<p>The level of voids is 28% which is higher than the target of 15%. However given the pandemic it is unsurprising that voids are higher than planned: not so much due to new ones appearing but due to difficulty in letting premises. In the short term 5 properties are under offer with a further 7 being marketed. The remaining 4 voids are unlettable at present requiring works: asset reviews will determine whether to retain or potentially dispose of these assets.</p>

CPI: 2	Residual household waste (Kg)	Environmental Services	93.75	103.12	101.7	104.1	110.9	105.3	With the overwhelming majority of people working and shopping from home throughout the quarter it is unsurprising that domestic household waste has remained higher than the target.	105.5	There is no precedent for the circumstances in which the services are currently operating and it is not possible to accurately assess performance when everyone's personal, social and professional life has changed so much. The difference between actual and target for this indicator over the entire COVID year is not surprising given that so many people have been predominantly working and shopping from home.
CPI: 13	Number of private rented sector homes made safe	Environmental Health & Protection	100	90			4		See end of year commentary.	4	This has been a difficult 12 months with the Public Protection Team (including private sector housing and HMO licensing work) having to focus on the delivery of Covid-19 Secure legal provisions across the city. The 2 lockdowns meant unless there was an emergency (category 1 housing complaint) we were unable to deliver any of the inspection programmes. Looking forward with the government's delivery of the recovery roadmap has seen the private sector housing and HMO work starting to begin again and the easing of restrictions on 17 May will allow officer to again inspect premises in person. There will be a gradual increase in the delivery of the inspection programmes.
Data not available or service not delivered due to C-19											
CPI: 8	Volunteer hours in parks and open spaces (YTD)	Parks & Open Spaces	6000	5400	172.0	2,815	4,169	4,898.5	The opportunity for group volunteering has been restricted again this quarter due to the lockdown. Some individuals have	4,898.5	It has been a challenging year and the final total of 4,898 hours recorded falls below the target set. At the time of target setting it was not known how

									continued to do their walks and litter picks. This has resulted in some hours being recorded but not the volume associated with group activities.		<p>future lockdowns and restrictions would impact the service.</p> <p>In challenging circumstances the number of hours volunteers have been able to benefit from volunteer activity is pleasing. This was made possible through adaptations to how we run and manage volunteer tasks, to comply with government guidance. Operating on a pod basis when this was allowed and bringing in new sanitisation processes.</p> <p>Volunteer groups are once again starting to operate for 21/22 operating in accordance with government guidance.</p>
CPI: 9	% of community accessing community centres by income decile	Community Enabling	30%	27%	N/A	N/A	N/A	N/A	Centres still closed so unable to undertake the usual February footfall survey.	N/A	<p>Due to centres being closed most of this year we are unable to report on this target. As footfall starts to increase post lockdown we will look to see the appropriate time to do this in 2021 and work with centres to ensure they are focusing on people with multiple inequalities and local areas of deprivation.</p>

Figure 5: Inclusive economy KPIs

Ref	Indicator	Service area	Target	Inter- vention	Q1 (April - June)	Q2 (July - Sep)	Q3 (Oct - Dec)	Q4 (Jan - Mar)	Q4 commentary	Annual average	Annual commentary
KPIs RAG-rated green for 20-21											
CPI: 35	Proportion of top earners with protected characteristics (compared to the whole workforce) - Ethnic minorities	HR & Learning	3.1%	2.5%	2.5%	5.4%	5.4%	5.6%	Proportion of top earners from an ethnic minority has increased slightly this quarter.	4.73%	Both the ethnic profile of the workforce and the top earners have improved during the year, and when compared to previous years. There continue to be data gaps which are being addressed. Current data suggests 8.2% of the community who are economically active are from an ethnic minority.
CPI: 39	Proportion of contractors who pay staff the Living Wage	Procurement	> 75%	67.5%				95.7%	Of contract monitoring forms returned in this year, 45 from 47 confirmed the living wage was paid.	95.7%	In 2020/21 contract monitoring forms return rate has been impacted due to Covid leading to service area pressures however of the 47 returned 45 confirmed the living wage was paid.
CPI: 40	Number of new jobs/ apprenticeships/ traineeships created through our new	Procurement	N/A	N/A				13	During this year data collection forms have been sent to suppliers awarded new contracts. Of those returned these confirm 12 new jobs were created, 1 apprenticeship and 9 new jobs for Norwich residents.	13	In 2020/21 data collection forms were sent to 59 suppliers asking for the return of this information. Unfortunately response rate was low with only 13 being returned but of

	contracts awarded per year (for 2020/2021)										those returned only two contracts awarded didn't create new jobs etc.
CPI: 44	Total amount of discretionary Business Rate relief to not-for-profits	Revenue and Benefits	N/A	N/A				£32.39k	See annual commentary.	£32.39k	Discretionary business rate relief has been awarded in line with the published policy throughout the year.
KPIs RAG-rated amber for 20-21											
CPI: 34	Proportion of top earners with protected characteristics (compared to the whole workforce) - Female	HR & Learning	42.6%	37%	42.5%	40.0%	41.0%	39.5%	Proportion of top earners who are female has decreased slightly in this quarter but has remained relatively stable throughout the year.	40.75%	Proportion of top earners who are female is slightly lower than the target but significantly lower than the proportion of the overall workforce who are female (58.9%). Current data suggests 46% of economically active in the Norwich community are female.
CPI: 33	Improving the gender pay gap	HR & Learning	3.4%	6%				5.2%	Mean gender pay gap at 31/3/2020 has increased from 3.4% to 5.2%. This is as a result of recruitment to one post. The median gender pay gap continues to be 0%.	5.2%	Mean gender pay gap at 31/3/2020 has increased from 3.4% to 5.2%. This is as a result of recruitment to one post. The median gender pay gap continues to be 0%.
KPIs RAG-rated red for 20-21											
CPI: 31	% of workforce that are apprentices	HR & Learning	2.30%	2%				1.54%	See annual commentary.	1.54%	Average number of employees on apprenticeship programmes in 2020/21 was 1.54% of the workforce which is below the government target of 2.3% of the workforce. All vacancies are reviewed for suitability for apprenticeships prior to recruitment.

CPI: 36	Proportion of top earners with protected characteristics (compared to the whole workforce) - Disability	HR & Learning	11.3%	9%	2.5%	5.7%	5.7%	5.9%	Proportion of top earners with a disability has increased slightly this quarter.	4.95%	<p>Proportion of top earners with a disability has increased throughout the year.</p> <p>The proportion of top earners is below target and is significantly lower than the proportion of the overall workforce who have a disability. There continue to be data gaps which are being addressed.</p> <p>8.4% of economically active Norwich people have a disability. The overall workforce who have a disability is 11.9% so higher than the community.</p>
Data not available or service not delivered due to C-19											
CPI: 32	Number of work experience placements or encounters provided by the Council	HR & Learning	20	16				No data available	None completed in 20/21 due to Covid restrictions.	No data available	None completed in 20/21 due to Covid restrictions.

Figure 6: Healthy organisation KPIs

Ref	Indicator	Service area	Target	Inter- vention	Q1 (April - June)	Q2 (July - Sep)	Q3 (Oct - Dec)	Q4 (Jan - Mar)	Q4 commentary	Annual average	Annual commentary
KPIs RAG-rated green for 20-21											
CPI: 66	Availability of Core ICT systems	Customer, IT & Digital	> 90%	82%	99.7%	99.9%	99.9%	99.9%	Target exceeded again, with very few and minor service interruptions.	99.85%	Consistently achieving above target availability with 99.9% up-time during the year (compared to 99.83% the previous year), with an average of just 13 minutes lost time per core system/service each month throughout the 12 months. All this despite the challenges presented by Covid-19/lockdown, ever increasing security activity, the transfer of IT Services staff from LGSS back into the council and the onset of several significant and high-profile projects.
CPI: 28	Channel shift - online usage	Customer Contact	> 25%	22.5%	37.9%	31.7%	30.8%	31.6%	Target met - customers are continuing to access services online, phone contact is back to normal levels.	33%	Target exceeded for the year by nearly an additional 10%. The impact of Covid has directly affected this data as more customers have accessed online services. Other factors, such as virtual parking permits and a new online council tax portal, have improved digital services and increased take up.

CPI: 29	Customer satisfaction	Customer Contact	> 76%	70%	82.4%	79.7%	76.5%	74.9%	Target not met. Q4 is the busiest time for the contact team where increased demand and higher phone wait times have a direct correlation with reduced customer satisfaction.	78.36%	Exceeded target for 20-21. Given this was a difficult year for customers, this is encouraging.
CPI: 26	Presence rate of employees (proportion of employees with 100% attendance)	HR & Learning	70%	63%	86.8%	84.8%	81.5%	81.45%	Employees with 100% attendance continues to be high but has decreased slightly in comparison to previous quarters.	83.64%	Employees with 100% attendance has continued to be high throughout 2020/21. 100% attendance has increased in comparison to previous years.
CPI: 27	Absence rate of employees	HR & Learning	< 9.8 days per employee	10.78	1.4	1.3	1.6	1.4	Sickness absence has reduced in comparison to Q3 but has generally been consistent throughout the year.	1.43	Outturn for 2021/22 is 5.7 days sickness absence per employee, which is an improvement on previous years and well below the target.
CPI: 23	Effectiveness of Learning and Development in supporting employees to do their job	HR & Learning	> 75%	66%				93%	See annual commentary.	93%	Average evaluation scores for the effectiveness of learning and development in supporting employees to do their job are 3.2 to 3.5 out of 4. 3 – agree 4 – strongly agree
CPI: 18	Council on track to remain within General Fund budget (£)	Finance	<£250k over budget	200,000	1,298,687	784,456	(1,302,790)	(1,612,931)	The provisional outturn position reflects the impact of Covid-19 on the council's income and expenditure as well as incorporating identified in-year savings and government funding. Positive and decisive action early in 2020/21 has	(1,612,931) Full year position.	As agreed as part of the budget papers in February, £0.7m of the underspend will be transferred into the Budget Risk Reserve for 2021/22 to manage the continuing financial risks associated with the pandemic and budget delivery. A further £0.837m will be transferred into the Business Change Reserve. This will be used to fund costs linked to the

									enabled the council to manage the in year challenges and proactively set resources aside to transform and improve services whilst balancing the 2021/22 budget		change programme which are not delivering specific savings, for example project management and staff development.
KPIs RAG-rated amber for 20-21											
CPI: 17	% of MTFS target for next financial year on track	Finance	80%	72				77.1%	See annual commentary.	77.1%	Total short and long term savings included in the 2021/22 budget of £3.95m. Updates from service areas highlight 77.1% are currently on target to be delivered within the next financial year. Work will continue to progress and monitor the delivery of savings throughout 2021/22. As part of the 2021/22 budget a risk reserve of £0.7m has been created to manage the risks associated with savings delivery.
KPIs RAG-rated red for 20-21											
CPI: 19	Overall council performance - % of output indicators on target	Strategy & Transformation	>75%	65%	68.2%	58.1%	61.3%	54.29%	Overall council performance continues to reflect a very challenging operating environment, as well as new and competing demands for council resource. The proportion of indicators on target has fallen for this quarter as a number of additional KPIs only reported annually have been included within the report, a number of	54.35%	There was a significant impact on the council throughout 2020-21 from COVID-19 and the changes to resident behaviour, need and competing priorities that it has brought, including the advent of new duties such as provision of food and medicine through the Norwich Community Hub and a range of grants to individuals and businesses. Despite this, around half of council performance indicators were on target for the year, although a range

									which have not met their target. Specific areas where anticipated performance is not on track continue to be addressed through service management, organisational change and working with partners.		of performance indicators had also fallen below target. Performance data for specific areas will be used to inform business planning for 2021-22.
CPI: 30	Avoidable contact - failure demand (by service area)	Customer Contact	< 31%	34.1%	43.4%	34.3%	37.1%	35.9%	The target hasn't been achieved; however, development of customer accounts, enabling customers to interact and access their information online should help reduce levels of avoidable contact.	37.69%	The target hasn't been achieved; however, development of customer accounts, enabling customers to interact and access their information online should help reduce levels of avoidable contact.
CPI: 22	% of new employees with development/ induction plans in place	HR & Learning	100%	95%				71.3%	See annual commentary.	71.3%	62 out of 87 new employees in 2020/21 have completed or in progress induction/development plans. Improved reporting to managers throughout 2021/22 has been implemented to ensure all new starters are supported.
Data not available or service not delivered due to C-19											
CPI: 24	Employee engagement	HR & Learning	> 83%	75%				No data available	Employee survey not conducted in 20/21. Employee engagement being reviewed in 2021.	No data available	Employee survey not conducted in 20/21. Employee engagement being reviewed in 2021.
CPI: 20	Employee performance (proportion of workforce)	HR & Learning	>70%	63%				No data available	Appraisal year not concluded and therefore data not yet collected.	No data available	Appraisal year not concluded and therefore data not yet collected.

	rated 3 or 4 through the council appraisal process)										
CPI: 21	Improvement in staff performance	HR & Learning	year on year increase					No data available	Appraisal year not concluded and therefore data not yet collected.	No data available	Appraisal year not concluded and therefore data not yet collected.

Corporate risk register

9. The council identified a need to reconstitute its arrangements for managing risk as a priority action included in the 2019/20 Annual Governance Statement. Whilst the Council has in place an established strategy and policy that conforms to best practice, the need to improve the application of these processes was identified to ensure that risk management is operating effectively at every level of its operations.
10. During 2020/21 a full refresh of the risk management process and corporate risk register was completed. Internal audit worked with directors and the Corporate Leadership Team (CLT) through a mix of discussion and workshops to reset the corporate risk register and develop directorate-level risk monitoring.
11. The corporate register has been reviewed each quarter by CLT as part of its quarterly performance review. As a result of the Q4 review a new risk will be added to the register in relation to waste management. The council's Waste Management services operate in a highly regulated environment. This regime covers the type of collection services that must be provided to households and businesses, and how material can be processed. There are a number of policy and contractual challenges that the Council must address between now and 2024, including the review of the collection contract, its recycling processing, and its response to the proposals in the proposed Environment Bill. This new risk will be worked up by officers during Q1 and included in the next update to the corporate risk register.
12. In addition to its inclusion in the quarterly performance monitoring reports, a risk management report will be provided to the audit committee twice yearly at the request of the audit committee chairman so that the committee can fulfil its oversight function.
13. The corporate risk register is included as Appendix 1.

Integrated impact assessment



NORWICH
City Council

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

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

Report author to complete

Committee:	Cabinet
Committee date:	9 th June 2021
Director / Head of service	Head of Strategy and Transformation
Report subject:	Quarter 4 performance report 2020-21
Date assessed:	1 st December 2020

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

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

Recommendations from impact assessment
Positive
Negative
Neutral
Issues
The range of council activity represented by this report means that it is not possible to identify the aggregate impact; this is covered by the individual impact assessments that are conducted as part of routine council business

Consultation

1. **Not applicable**

Implications

Financial and Resources

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

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

Legal

There are no proposals in this report that alter the previously reported legal implications.

Statutory Considerations

Consideration:	Details of any implications and proposed measures to address:
Equality and Diversity	Not applicable
Health, Social and Economic Impact	Not applicable
Crime and Disorder	Not applicable
Children and Adults Safeguarding	Not applicable
Environmental Impact	Not applicable

Risk Management

Risk	Consequence	Controls Required
Include operational, financial, compliance, security, legal, political or reputational risks to the council	Not applicable	Not applicable

Other Options Considered

2. **Not applicable**

Reasons for the decision/recommendation

3. **Not applicable**


Tracking Information

Governance Check	Date Considered
Chief Finance Officer (or Deputy)	1/6/21
Monitoring Officer (or Deputy)	27-5-21
Relevant Executive Director	Data presented at CLT – 19/05/21


Background papers: **Not applicable**


Appendices: see following page


Appendix 1: Corporate risk register


Risk: 1. Council Funding Short Term (covid-19 related)			Owner: Executive director of corporate and commercial services				Category: Finance & Resources	Risk Direction:		
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Consequence	Likelihood	Score	Risk Strategy	Consequence	Likelihood	Score
<ul style="list-style-type: none">• Council's financial position goes into significant deficit resulting in reserves falling below the prudent minimum level• Insufficient general and earmarked reserves to address shortfall• Or use of earmarked reserves impacts on ability to deliver other council projects (invest to save funded)• Non-delivery of in-year saving to mitigate financial deficit	<ul style="list-style-type: none">• Initial indications were that in 2020/21 the general fund will overspend by £7.2 million without further action.• Relying solely on the general fund reserve to offset this would leave the reserve at an unsustainable level and below the £4.3m prudent minimum level.• Without significant action and consideration of reserves the council will be at serious risk of being in a S114 position.• Without a clear plan of action the council will have to begin engaging with CIPFA and the MHCLG.	<ul style="list-style-type: none">• £3.9m unallocated reserves available to offset deficit whilst maintaining prudent level of reserve.• As at the end of 31/3/21 the Council was awarded £2.8m of emergency Covid-19 funding from government. (£0.95m for 2021/22)• Services have reviewed the capital programme and submitted opening briefs which were approved Feb 2021.• Projects have been prioritised for review• Corporate review of all 2020-21 revenue budgets to identified areas for immediately reducing in-year expenditure through additional controls on non-essential spend and recruitment.	Jun 20	4	2	8	Manage	4	2	8
			Risk Control Action							
			Action		Owner		Target Date	Update		
Continue to lobby Government to fully compensate Norwich against the financial impacts of C19'		Chief Executive		Ongoing	<ul style="list-style-type: none">• The Leader of the Council has written to the Prime Minister and Chancellor asking for the council to be fully compensated• The Leader has also lobbied the local MPs• Both the Leader and CEO are in regular discussion with other Norfolk Leaders and CEOs to lobby on this point, and are active members of the Key Cities network and are lobbying through that route• The CEO has been in touch directly with the Chief Executive of the LGA to lobby for a fair settlement for Norwich and the wider sector.• The CEO has also published articles in the MJ to lobby Government on this point• The s151 officer ensures that all financial returns setting out the impact of covid on the council's budget are sent to MHCLG in a timely manner.					

			Comments:
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Risk: 2. Council Funding Medium- Long Term			Owner: Executive director of corporate and commercial services				Category: Finance & Resources	Risk Direction:		
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date	Consequence	Likelihood	Score	Risk	Consequence	Likelihood	Score
			Raised				Strategy			
<ul style="list-style-type: none">• Council fails to identify and plan for enough savings over the medium term.• Non-delivery of identified savings• New national funding arrangements reduce government funding (Fairer Funding, Business Rates Retention, New Homes Bonus)• Economic uncertainty increase volatility on business rates and council tax• Risk of inflation on costs and pension deficit increases.• Lack of capital resources to fund the council's asset base – implications	<ul style="list-style-type: none">• Councils financial position goes into deficit, reducing confidence in financial strength and governance• Unplanned use of reserves reducing capacity and flexibility and compromising stability.• Section 114 notice• Government intervention• Failure to deliver Council Plan• Adverse comments by poorer perception of Council by stakeholders.• Overspends arising from activity not in service plans.	<ul style="list-style-type: none">• Reviewed all the assumptions within the MTFS and updated.• Corporate budget planning guidance issued• CLT review of budget options and MTFS refresh• Cabinet give due consideration to latest forecasts and options to close any gap identified during the review of MTFS assumptions.• Consultation will be completed where required for all proposals approved in Feb 2021 budget.• Restructure senior management team to improve service delivery and drive forward transformation programme.• Started process of service reviews to generate efficiencies• Utilising invest to save reserve to deliver transformation programme• Refresh cabinet briefing on the MTFS.	Jun 20	5	2	10	Manage	5	3	15
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Cabinet approve the revised MTFS at Full Council		Executive director of corporate and commercial services		Feb 21	Complete		
			All budget proposals are monitored on a monthly basis		CLT		Monthly	Total short and long term savings included in the 2021/22 budget of £3.95m. Updates from service areas highlight 23% at risk (£0.9m) with the risk reserve set at £0.7m.		
			MTFS refresh to be reported to cabinet		Executive director of corporate and commercial services		Sept 21			
Comments: The Council is working towards a sustainable budget that does not utilise reserves. Current plans incorporate the use of reserves to bring the general fund reserve back to the risk assessed minimum requirement.										

Risk: 3. Commercialisation (investment property, NRL, other commercial income sources)			Owner: Executive director of corporate and commercial services				Category: Finance & Resources	Risk Direction:		
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Consequence	Likelihood	Score	Risk Strategy	Consequence	Likelihood	Score
<ul style="list-style-type: none">• Lack of depth of skills and knowledge to manage commercial activities (reliance on several key staff)• Uncertainty over the future government direction on commercial activity (PWLB consultation ongoing)	<ul style="list-style-type: none">• NRL – losses in the company result in additional revenue costs to the General Fund• Non-delivery of budgeted income levels to support general fund• Ineffective management of the property portfolio leads to reducing income and poor use of assets	<ul style="list-style-type: none">• Asset Management Strategy• Commercial Strategy• Addressed recommendations from the internal audit review of NRL governance.• Completed a thorough review of the Council's approach to housing commissioning and structure.	Jun 20	4	2	8	Manage	4	2	8
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Following Cabinet approval, new and revised structures will be put in place.		Executive director of development and city services		Sept 21	New and revised structures – Recruitment of delivery director completed. Recruitment of rest of team ongoing.		
			Produce a new asset management strategy.		Executive director of development and city services		Aug 21	Production underway. Timetable has slipped due to be complete by the summer.		
Comments: The council paused its programme of commercial property acquisitions in March 2021 following changes to the Public Works Loan board lending terms. Emerging guidance in this area will continue to be monitored.										


Risk: 4. Health & safety in the workplace			Owner: Executive director of development and city services				Category: Finance & Resources	Risk Direction:		
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Consequence	Likelihood	Score	Risk Strategy	Consequence	Likelihood	Score
<ul style="list-style-type: none">Covid-19 and risk of spreading infection across the workplace.	<ul style="list-style-type: none">New way of working has the potential to change the council's culture and make it a more modern organisation which supports a flexible approach to work/life balance for staff.Impact of Covid-19 and duties to ensure social distancing and requirements to ensure safety in the workplace are addressed	<ul style="list-style-type: none">Improved IT capabilities to allow more staff to work from home were developed and rolled out quickly, which has enabled the majority of staff to work from home since March.Virtual council meetings are being held in order to limit the risk of spreading the disease through close contact, although the organisation will revert to 'face to face' meetings in the council chamber and committee rooms when it is appropriate to do so.Hand sanitiser dispensers introduced across workplace.Desk policy to ensure limited capacity adhered to & 2m social distancing observed.Mandatory e-learning modules for staff.Implemented changes to internal layout and other safety measures within city hallMental health working group in place to support staff wellbeing & resilience	May 20	4	2	8	Manage	4	2	8
			Risk Control Action							
			Action		Owner		Target Date	Update		
			City Hall Recovery Group formed		New chair to be nominated		Ongoing	Weekly meetings taking place		
			IT roll out to support agile working		Infrastructure support manager		Mid July 21	In progress		
			Accommodation assessment		Facilities Team Leader		Ongoing	Assessment of room/ desk occupancy and city hall capacity ongoing		
			Covid Risk Assessment		Environmental health & public protection manager		Completed	Risk assessment reviewed on a regular basis to ensure compliance with Covid secure guidance		
			Provision of PPE		Facilities Team Leader		Completed	Cleaning stations in place for provision of PPE etc, hand sanitiser dispensers in place through the building		
			Comments: <ul style="list-style-type: none">City Hall Covid Recovery Group formed to look at workplace issues to ensure compliance with government guidance.Service area recovery plans completed and summary report produced.Service area debrief conducted and report produced.14 Mental Health First Aiders have been trained to provide a first point of contact across the organisation.							

Risk: 5. Further waves of Covid-19:			Owner: Chief Executive				Category: Customer	Risk Direction:		
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Consequence	Likelihood	Score	Risk Strategy	Consequence	Likelihood	Score
<ul style="list-style-type: none">Adverse impacts associated with further restrictions and pressures associated with Covid-19 that will have on the city, council and local services	<ul style="list-style-type: none">Lack of government funding to support local businesses resulting in local business failuresEconomic uncertainty increase volatility on business rates and council taxInsufficient government funding to local authorities to support the delivery of additional Covid -19 related activitiesFinancial pressure due to down turn in income leading to financial instabilityIncrease in unemploymentIncrease in claims for benefits and consequential impact on staff workloads	<ul style="list-style-type: none">Delivery of business support grants.Ongoing work with the Norwich BID and Norfolk Chambers of CommerceNorfolk wide response being managed through Norfolk Resilience Forum (NRF) attend by leader of the council and Chief ExecutiveCovid operational group continues to oversee response and actions deployed to reduce the number of cases.A gold command structure was put in place with the chief executive chairing daily meetings and the director of strategy and culture leading the responseC-19 Support Officer provided in the city to give advice and support to businesses and the publicSilver command group:<ul style="list-style-type: none">Promote and disseminate information and toolkits to local businessesProvide advice & engagement with track and traceDeployment of covid-19 support officersCollaboration with police on enforcement actions	Jun 20	4	3	12	Manage	5	4	20
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Work with the Norwich BID, Norfolk Chambers of Commerce, police and Norfolk County Council to review and implement physical measures and signage in the city centre to support social distancing.		Executive Director of Community Services		Ongoing	Posters provided for businesses to display in entrances. City centre signage in place, no current refresh required pending 21/6.		
			Use its licensing powers to support businesses – particularly those in the hospitality sector – where appropriate to vary the use of outside space, whilst ensuring that people with disabilities can move around the city safely.		Executive director of development and city services		Ongoing	Licensing team have implemented the fast track table & chairs licensing system and supporting hospitality in their applications. Business toolkit promoted and letters have been sent to businesses in each sector.		
			Continue to deliver grants and wider support to businesses.		Executive director of corporate and commercial services		Ongoing			
To work effectively with partners through effective networks to minimise spread		Chief Executive		Ongoing	Operational Group convened with key stakeholders including County Council Director of Public Health, East Anglia					


			of virus, provide clarity of local message and for us to provide an effective local track and trace service			University. Action plan in place including deployment of Covid safe advisors, more visible communications e.g. regular press conferences, continued review of data to identify hotspots and continued local contact tracing system. Development of a dedicated Covid response team (NR).
			Comments:			

Risk: 6. Impact of Brexit			Owner: Chief Executive				Category: Customer	Risk Direction:		
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Consequence	Likelihood	Score	Risk Strategy	Consequence	Likelihood	Score
<ul style="list-style-type: none">Continued uncertainty over the nature of the UK's exit from European Union.Risks associated with potential no deal scenario	<ul style="list-style-type: none">Public disorder eventsFood availability (panic buying/ stockpiling) - Increased prices for food and fuelPossible disruption to fuel suppliesStaffing issues (EU nationals)Inclement weather may have increased impactsFlood season September – April (impacts on Coastal Districts – provision of mutual aid)Staffing resilience managing concurrent events (e.g. Covid, Brexit, severe weather)Potential political developments (elections/referendums) – these would place increased pressure on some district councils.Increases in environmental crimes i.e. fly tipping etc., as advised by the Environment Agency	<ul style="list-style-type: none">Membership & participation in Norfolk Resilience Forum (NRF)NRF multi-agency plans to deal with significant eventsNRF Brexit StrategyBusiness Continuity PlansBrexit Communications PlanNational guidance/ toolkitsStrategic Brexit Lead Officer	Apr 20	3	5	15	Manage	3	5	15
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Monitor the situation, awaiting further government guidance		Emergency Planning Manager/ Environmental Health & Protection Manager		Ongoing	EPM engaged with NRF EU transition working group. Continuing to monitor any impacts		
			Information sharing through NRF structures		Emergency Planning Manager		Ongoing	NRF EU Transition strategy reviewed and updated to reflect our current position.		
Participation in NRF Brexit planning meetings		Emergency Planning Manager		Ongoing	Risk assessment reviewed and updated in the strategy. Government Reasonable Worst Case Scenarios used to inform our activities. Update from 22/4:meeting: quiet in terms of immediate impact; supply chain issues seem to be calming down from a business perspective; deadlines ahead which may present challenges (30/6). Group agreed to stand down, can be reinstated quickly if there is a need to. Issues of concern can be escalated through MAFG.					


			Promotion of EU Settlement Scheme	Emergency Planning Manager	Jun 21	Working with comms and service areas to proactively promote the EU Settlement Scheme. Leaflet included in council tax bills; scripts and posters shared with service areas; leaflets and posters sent to businesses; text burst sent to residents. We will continue to promote.
<p>Comments: Impacts from NRF Brexit Strategy</p> <p>Trade deal between the UK and EU finalised late December 2020.</p> <p>Proactive promotion and targeted comms to encourage EU nationals to register for EU Settlement Scheme. If individuals do not register they will become unlawfully resident, in breach of UK immigration laws and could be forcibly removed. They will not be entitled to benefits or support and classed as having No Recourse to Public Funds. Housing to consider if there are implications on housing stock and their service area. This could potentially result in greater numbers of rough sleepers.</p>						

Risk: 7. Failure to respond to a critical, business continuity or emergency planning event			Owner: Chief Executive				Category: Processes & Systems	Risk Direction:		
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Consequence	Likelihood	Score	Risk Strategy	Consequence	Likelihood	Score
<ul style="list-style-type: none">• Occurrence of a significant event:<ul style="list-style-type: none">○ Loss city hall○ ICT failure○ Contractor collapse○ Severe weather events○ Sea level rise○ Fuel shortages○ Communications failure○ Pandemic○ Loss of power• The Council, businesses and members of the public in the city will also be at risk from the local effects of climate change in the medium to long term.	<ul style="list-style-type: none">• Council unable to function.• Increase in demand on Council services• Vulnerable Service Users unable to access services• Reputational Damage	<ul style="list-style-type: none">• Draft Corporate Business Continuity Plan• Service areas Business Impact Analysis and Business Continuity Plans• Work Area Recovery location for Customer Contact• ICT Disaster Recovery Plan• Incident Management Team response to business continuity incidents.• BMG TTX - Exercise Appleyard 1 (14/12/16)• BMG TTX - Exercise Appleyard 2 (26/7/17)• Service area business continuity exercises• Insurance policies• Asset register• Emergency Management Strategy• Incident specific response plans• Rest centre and community centre plans• Full participation in Norfolk Resilience Forum meetings• Review of NRF risk assessments and Norfolk Community Risk Register• Norfolk Emergency Response Guidance NRF multi-agency plans for specific risks• Participation in training and exercises	Apr 20	4	3	12	Manage	4	3	12
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Completion of audit review (20/2/18) actions		Executive director of development and city services		Jul 21	Actions completed as far as practicably possible. Agreed with NR to put this on hold until June 2021 due to continued Covid response work, roll out of new IT equipment and forthcoming new management structure		
Consider reinstating Business Continuity Steering Group for effective business continuity management to provide a mechanism for monitoring and implementing measures to enhance business resilience		Executive director of development and city services		End Dec 21	New Internal Governance Boards introduced as part of new management structure. Business continuity to be reported to Workforce Board once set up and asap with a review of all BIAs and BC Plans required Autumn of 2021.and thereafter adoption of Corporate Business Continuity Plan by December 2021.					
Completion of outstanding recommendations/actions from previous EP and BC exercises		Executive director of development and city services		Completed	NR agreed recommendations/actions completed. Any further amends will be addressed through action 2 above. COMPLETED.					


		<ul style="list-style-type: none"> • Services areas to raise at supplier engagement meetings potential risk of contractor for early warning. • Service areas to gain knowledge of alternative suppliers that could deliver key services. • Service areas to flag with contract managers risk of supplier collapse due to Covid or issues with supply change due to Brexit. 	<p>Work with emergency planning team in respect to plans for elections in May 2021 and include in plans specific covid-19 planning</p>	<p>Democratic & Elections Manager</p>	<p>May 21</p>	<p>May 2021 elections successfully completed. Election Contingency Plan updated 6 May 2021. Sewell election 17 June to be discussed.</p>
<p>Comments: :</p> <ul style="list-style-type: none"> • Ebola 2014 • Surface Water Flooding events - 2014, 2015 and 2016 • Severe weather incidents: Gales - 23/2/17; 13/9/17; 18/1/18; Snow - 26/2–2/3/18; and 16/3/18 • Coastal tidal surge mutual aid – 5/12/13; 23/11/15; 13/1/17 • Demos/marches/protests impacting on council activities • Post Grenfell activities – MHCLG data collection 2017-18; Exercise Burleigh 24/4/18 • Mile Cross Recycling Centre fire 26/7/18 • Ashbourne Tower gas leak 14/11/18 • Bluebell Road – suspected IED 23/11/18 • Brexit planning 2018-19 • COVID-19 response 						


Risk: 8 Sustained increase in homelessness and temporary accommodation			Owner: Executive director of community services				Category: Customer	Risk Direction:		
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
<ul style="list-style-type: none">• Failing to fulfil statutory responsibility to assess people who present as homeless or at risk and to develop an appropriate way forward to prevent their being homeless.• With the developing economic downturn there will be more families living in poverty, with the risk of homelessness once the 3 months ban on evictions is lifted.• Failing to fulfil responsibility to clients presenting at risk of domestic abuse	<ul style="list-style-type: none">• Increase in costs to council.• Increase in social issues for the city.• Legal action against the council for not fulfilling statutory obligations• Increase in domestic abuse	<ul style="list-style-type: none">• Greater Norwich homelessness strategy 2020 – 25• Norwich tackling rough sleeping strategy 2017-22• As the number of rough sleepers can change on a daily basis, additional accommodation is continuing to be sourced where it is required.• The Pathways partnership programme continues to provide outreach support to those who need it, drawing on a wide range of expertise.• From August 20 a specialist tenancy relations adviser is employed from government funding to deal with PRS tenants threatened by homelessness• The council is recognised as a 'gold standard' authority in dealing with the prevention and relief of homelessness• Government funding has been used to increase the 'homelessness prevention fund'.	Jun 20	3	3	9	Manage	4	3	12
			Risk Control Action							
			Action		Owner	Target Date	Update			
Work proactively with partners through the Pathways programme to develop a sustainable approach to tackling homelessness in the city.		Head of housing and community safety	Ongoing	Additional funding secured from MHCLG for rough sleeping. Planning agreed for 6x modular units. 10 x properties bought on open market for RS and housing first approach. Additional funds agreed for RSAP II which will add up to 20 more units with support. Pathways recommission on track						
Over the longer-term, work with Pathways and the voluntary and community sector to look at pathways out of poverty for the most vulnerable. This will include training and skills opportunities and measures to move people closer to the labour market and into employment.		Head of housing and community safety	On going	County wide partnership established with training and skills as key work stream. Head of housing is member of board. The Feed as a supplier of earning and learning opportunities being supported.						


		<ul style="list-style-type: none"> The council employs a specialist domestic abuse housing adviser to deal with DA victims threatened with homelessness 				Feed supported by Council recently launched 7 day and night food provision with skills development at the core
			Given increased volumes of presentation and workload, it may be necessary to use govt homelessness funding held in existing budgets to take on additional resource in the homelessness relief team. This to be monitored.	Head of housing and community safety	On going	Additional resources secure and capacity being developed and monitored. Additional funding from Homelessness grants secured additional positions for next financial year.
			Comments:			


Risk: 9. Cyber Security & GDPR compliance			Owner: Executive director of community services				Category: Processes & Systems	Risk Direction:		
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
<ul style="list-style-type: none">lack of staff awareness and training,An IT vulnerability allows a Cyber-attack on the corporate data networkFailure to address the IT recommendations of IT Health assessments in a timely fashion.Non-compliance with GDPR legislation	<ul style="list-style-type: none">Data breaches and fines from the Information Commissioners Office (ICO) Mishandling sensitive information. The ICO can apply fines of the higher maximum amount, is £17.5 million or 4% of the total annual worldwide turnover in the preceding financial year, whichever is higher.The Cyber-attack on the local authority in NE England is estimated to have cost £10m.Loss of IT systems (such as Web services, Email, Payments, Public Access, Corporate information etc) for several days, weeks or even months)IT systems don't meet service transformational expectations.Customer services disruptedFinancial impact of prolonged IT shutdownPolitical & reputational riskNon compliance with Payment Card Industry standards which results in financial fines.Non compliance with Public Sector Network which results in possible loss of DWP	<ul style="list-style-type: none">Mandatory e-learning modules on systems security & GDPRCorporate Information Group – monitor data breaches GDPR related issues.Independent annual Cyber health assessments provides for a friendly warning of vulnerabilitiesFirewalls & Security Products	Jun 20	4	3	12	Manage	4	3	12
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Address recommendations from the internal audit review of GDPR -. including Information asset register		Data Protection & Security Team Leader		June 21	Returns from asset owners to populate the IAR.		
			Programme to replace legacy IT systems		Head of Customers, IT & Digital		Sep 23	An extensive programme of work is in place to replace and refresh legacy systems.		
			Internal audit of cyber security		Interim Audit Manager		Completed	In audit has been completed and a report has been received. Action plan in place, ref point 8 in action plan		
			Review the need to insure against cybersecurity attacks.		Head of Customers, IT & Digital		July 21	Decide whether cover is needed and liaise with Business relationship & procurement manager.		
Refresh the Staff Awareness Programme		Head of Customers, IT & Digital		Sep 21	New identified action, an update to follow on next report.					

	information affecting the Benefits' Service.		Address the vulnerabilities identified from the IT Health Assessment	Head of Customers, IT & Digital	Jun 21	New identified action, an update to follow on next report.
			Comments: A new action is required for this item, resulting from the internal audit of cyber security. Review of IT Process/Policy Documentation Required. Target Date = 29 October 2021.			


Risk: 10. Joint Venture contracts			Owner: : Executive director of community services				Category: Customer	Risk Direction:		
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy Manage	Impact	Likelihood	Score
<ul style="list-style-type: none">Ending the joint venture contracts with Norse group for property management and general fund and housing repairs & maintenance (April 2022) and avoiding significant impacts on services.Poor relationship managementJoint ventures not managed effectively, and key service outcomes not achieved.Contracts not managed effectively.Joint venture arrangements do not run to term or budget	<ul style="list-style-type: none">Key services not deliveredThe Council does not get VFMBenefits of partner and contract management not realised.Specification not adhered to.Services not provided at an acceptable levelCustomer and staff complaints	<ul style="list-style-type: none">Place project – multi officer project team and board in place to implement insourcing projectsBusiness as usual workstream to oversee delivery and performanceRevised key performance indicators for property and building maintenance contracts agreedRegular review of performance	Jun 20	3	3	9		3	4	12
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Recommendations from the internal audit review of the housing repairs & maintenance contract reviewed and action plan agreed		Executive director of community services		Mar 21	Updates provided to audit for May 21 to completed actions		
			Safe transfer of environmental services to Norwich City Services Limited by 1.4.21		Chief Executive		Apr 21	Completed.		
			Safe transfer of property and building maintenance services to Norwich City Services Limited by 1.4.22		Chief Executive		Jun 21 - Apr 22	Interim specialist and experienced resources recruited to lead project. – May 21. Review of governance, resources, and budget requirements Phase 2 – June 21. Project Place Board – Phase 2 internal governance will meet monthly to monitor and support project delivery.		
Comments:										

Risk: 11. Failure to fulfil statutory or legislative responsibilities - safeguarding.			Owner: Executive director of community services				Category: Customer		Risk Direction:	
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
<ul style="list-style-type: none">• Lack of understanding the statutory and legislative responsibilities.• Lack of awareness of legislative changes and new legislation.• Failure to implement statutory duties and responsibilities.• Lack of required skills knowledge and experience of key officers tasked to fulfil statutory or legislative responsibilities.• Insufficient organisational capacity.• Ineffective procedures and processes.• Lack of clarity of roles and ownership of legislative responsibilities (H&S, safeguarding, equality etc.).• Delegation of responsibilities where services are with a contractor.	<ul style="list-style-type: none">• Financial costs in compensation & fines• Intervention if complete failure• Acting illegally• Negative impact on the Council's reputation• Wrong decision being made• Harm, abuse, accident or death linked to failure of the Council to act within safeguarding arrangements• Being held to account by overseeing organisations (e.g. children safeguarding) maybe included in reputation	<ul style="list-style-type: none">• Communication Strategy to ensure implementation• Corporate Governance Group in place to oversee compliance• Legal Services in place to provide support• Positive approach to checking compliance with legislation• Professional leads identify legal requirements• Quality assurance processes in place for contracted services• Suitably trained and qualified staff and mandatory reading of key documents for all officers	Apr 20	4	3	12	Manage	5	3	15
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Increase officer confidence in information sharing and understanding of when and how to do so appropriately		Early Intervention & Community Safety Manager		Mar 21	May 2021; number of safeguarding champions across council has increased and representation now in each directorate. proposed safeguarding training programme awaiting roll out.		
			Safeguarding policy and risk embedded into contractors' and sub contractors' policy and practice		Early Intervention & Community Safety Manager		Sep 21	May 2021, This forms part of planned safeguarding training programme, awaiting delivery.		
			Maintain safeguarding champion knowledge, understanding, confidence		Early Intervention & Community Safety Manager		Mar 21	May 2021, this action is ongoing, with safeguarding champions meeting every two months.		
			Embed learning across council teams		Early Intervention & Community Safety Manager		Mar 21	May 2021, All team leaders and managers now receive all safeguarding issues logged, as well as their safeguarding champion. This enables safeguarding issues and challenges in reporting to be discussed and clarified at supervision meetings.		
Comments: Populated from 2019-20 section 11 self-assessment action plan										

Risk: 13. Occurrence of a significant event			Owner: Executive director of development and city services				Category: Customer	Risk Direction:		
				Target Risk				Current Risk		
Description/Triggers	Impact	Mitigation	Date	Consequence	Likelihood	Score	Risk	Consequence	Likelihood	Score
			Raised				Strategy			
<ul style="list-style-type: none">• Occurrence of a significant event:<ul style="list-style-type: none">○ Denial of access to City Hall○ ICT failure○ Loss of power○ Supply chain failure○ Disruption to fuel supplies○ Severe weather events○ Communications failure○ Pandemic• Insufficient staff representation across strategic, tactical and operational levels to ensure resilience, effective response and enable full engagement within NRF structures• The Council, businesses and members of the public in the city will also be at risk from the local effects of climate change in the medium to long term.	<ul style="list-style-type: none">• Services unable to function• Increased demand for some services• Vulnerable service users unable to access services	<ul style="list-style-type: none">• Council participation in the Norfolk resilience forum• Business continuity plans in place• Emergency planning strategy in place and maintained• Good contract governance• Emergency planning duty officer rota and procedures in place• Links in-place to other stakeholder BCPs – e.g. Biffa and NCSL	Oct 20	4	3	12	Manage	4	4	16
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Emergency planning arrangements reviewed and updated		Environmental Health & Protection Manager		Annually	New council structure will require review		
			Senior managers trained to gold, silver and bronze response levels		Emergency Planning Manager		Sep 21	New council structure will require review of existing provisions		
			Business continuity plans reviewed annually, including other stakeholder BCPs where these link to council services		Emergency Planning Manager & Service Managers		Annually	New council structure will require review of existing provisions		
Comments: Training on strategic Emergency Management is being undertaken for all of CLT and heads of Service in June/July 2021. Following this the introduction of a Gold/Silver response rota will be commenced to ensure resilience and cover. In addition, Members are being trained in their role in Emergency events on 25 th June 2021. Additional Emergency Duty Officers are being recruited to further improve resilience of front-line Duty staff. The Emergency Management Strategy has been updated and will be presented to cabinet in July 2021. A wholesale review of rets centres is planned to ensure they are still fit for purpose and appropriate. Business Continuity Plans and Business Impact Assessments will be reviewed in the Autumn of 2021 to enable the wholesale review of the corporate Business Continuity Strategy (see risk 7 above for more detail). Further, service transformation will consider the role of a second Emergency Planning Officer (potential for a career grade post) to ensure continuity of service provision for the future.										

Risk: 14 Antisocial behaviour			Owner: Executive director of community services				Category:	Risk Direction:		
				Target Risk				Current Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
<ul style="list-style-type: none">• Failure to adequately manage risk to residents affected by antisocial behaviour	<ul style="list-style-type: none">• Death or serious injury to resident• Mental well-of resident being impacted• Escalation of issues leading to increased service demand and/or cost	<ul style="list-style-type: none">• Ensure risk assessment process being followed throughout the antisocial behaviour process• New ASB team fully staffed	Oct 20	2	3	6	Manage	3	4	16
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Successful recruitment to new team so it is fully staffed		Early Intervention & Community Safety Manager		Jun 21	May 2021, recruitment process is ongoing. Some new recruits but gaps in provision being met by experienced temp officers in the interim.		
			New ASB team trained on and conversant with ASB risk assessment procedures		Early Intervention & Community Safety Manager		Sep 21	May 2021, see above. Temp and new officers trained on corporate and national service standards		
			Residents know how to report ASB to the council		Early Intervention & Community Safety Manager		Jun 21	May 2021, updates to ASB web pages completed.		
			Review of new ASB response arrangements to ensure effective		Early Intervention & Community Safety Manager		Sep 21	May 2021 New process and standards agreed in addition to targets set to improve performance. Customer touch points increased 3 x in first four weeks.		

			<p>Comments:</p> <p>CLT 24/2 agreed to add to corporate register</p> <p>As part of new structure ASB has moved to housing and community Safety Service within community services directorate. This will create greater synergies with housing teams and enable agile use of resources where required to support casework.</p>
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Risk: 15. Contract Management – Governance			Owner: Executive director of corporate and commercial services				Category: Processes & Systems	Risk Direction:		
				Target Risk				Current Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Consequence	Likelihood	Score	Risk Strategy	Consequence	Likelihood	Score
<ul style="list-style-type: none">• Ownership of contract management strategy unclear• Resourcing of contract management and training inadequate• Clarity of service area accountability & roles and responsibilities poor• Contract managers not fully aware of the risks if robust regular contract management with their suppliers and supply chain not undertake• Inadequate SLA/KPIs/MI identified in tender/contracts together with appropriate escalations /consequences• Due diligence pre award and ongoing poor	<ul style="list-style-type: none">• Third party relationships and contracts not managed appropriately causing:<ul style="list-style-type: none">○ contract value not realised / obligations not carried out○ Poor performance○ Financial loss / poor value for money○ Legislative requirements not met / regulatory / legal fine or censure○ Reputational impact○ Lack of visibility of supplier performance	<ul style="list-style-type: none">• Use of framework agreements provides a level of due diligence• Revised contract management strategy• Robust guidance on obligations and roles and responsibilities for contract management• Training to be delivered to new contract managers and new officers in procurement team• ‘Driving value through our supply chain’ corporate service review to be instigated• IA coverage in audit plans	Aug 20	3	3	9	Assess	4	3	12
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Platinum contract performance review (annual checklist)		Business Relationship & Procurement Manager		Complete	Team have continued to prioritise the JV transfer contracts,		
			<ul style="list-style-type: none">• Develop Contract Management training/Source training delivery• Deliver training<ul style="list-style-type: none">○ NCLS officers○ NCC officers		Business Relationship & Procurement Manager		Complete Ongoing Sep 21	Training delivered to NCSL based on current guidance. Wider training needs to be reviewed – to be part of service review/strategy action plan development		
Refresh procurement guidance documents <ul style="list-style-type: none">○ Procurement Strategy○ Contract Procedures		Business Relationship & Procurement Manager		Complete Sep 21	Cabinet approved Procurement Strategy CPs & Other docs to be comprehensively reviewed as part of					

			<ul style="list-style-type: none"> Other 			service review/strategy action plan development
			Driving value through our supply chain' corporate service review to be instigated	Executive director of corporate and commercial services	Complete Ongoing	<p>Cross cutting working group established to deliver the approved review</p> <p>Review of key contracts and sharing of best practice</p>
			<p>Comments:</p> <p>Recent limited assurance audit opinions on both NNBL and waste services contract management. Priority resources have been assigned to review these contracts and improve the performance and outcomes achieved.</p>			

Risk scoring matrix

Impact	Very High	5	5	10	15	20	25
	High	4	4	8	12	16	20
	Medium	3	3	6	9	12	15
	Low	2	2	4	6	8	10
	Negligible	1	1	2	3	4	5
			1	2	3	4	5
			Very rare	Unlikely	Possible	Likely	Very Likely
Likelihood							

Risk direction key



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Committee Name: Cabinet

Committee Date: 09/06/2021

Report Title: 5-Year air quality action plan for Norwich.

Portfolio:	Cllr Waters
Report from:	Executive director of development and city services
Wards:	All Wards
OPEN PUBLIC ITEM	

Purpose

To enable Cabinet to consider the updated 5-year air quality action plan (AQAP) for Norwich.

Recommendation:

It is recommended that Cabinet approve the AQAP and agree to the plan being submitted to Defra.

Policy Framework

The Council has three corporate priorities, which are:

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

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

This report addresses good local environment strategic action in the Corporate Plan

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

Report Details

Air Quality Action Plan for Norwich 2020 to 2025

Background

1. The Environment Act 1995 Part IV sets Air Quality Strategy objectives which the local authority is required to work towards as part of the Local Air Quality Management statutory process.
2. The Air Quality Action Plan (AQAP) outlines the actions that Norwich city council will endeavour to deliver between 2020 and 2025 as part of the management process, so far as the actions are within its control or under its influence.
3. The plan is reviewed every five years and this plan replaces the one agreed by Cabinet in 2015. [2015 air quality action plan](#)
4. This AQAP has been prepared and agreed jointly with the county council and consulted on with our neighbouring authorities, albeit neither authority has responded to the consultation. The majority of the measures specified in the action plan are to be delivered by Norfolk County Council due to their traffic responsibilities: these are shown in table 5.1 on page 13 of the plan (Appendix 1).
5. An Air Quality Action Plan is only required where the local authority has declared an Air Quality Management Area. Norwich have declared an AQMA for Nitrogen dioxide covering the city centre. This pollution is caused overwhelmingly by vehicular traffic.
6. The current position in relation to air quality is as follows:
 - i. We have an air quality management area for nitrogen dioxide (NO₂) and monitoring since 2012 shows this needs to remain in place. On a positive note, we determine new diffusion tube monitoring locations each year to identify new hot spots, but none have been identified.
 - ii. There is a declining trend in monthly NO₂ mean measurements in Castle Meadow as detailed in the 2020 Annual Status review to Defra. This improvement is considerably more than Cambridge as a comparison.
7. The measures implemented since the 2015 plan have contributed to the following:
 - i. The proposals in the 2015 AQAP have led to considerable decreases at our known “hotspots” of Castle Meadow, St Augustine’s and Riverside
 - ii. NO_x (Nitric oxide and Nitrogen dioxide) levels which are only measured at Castle Meadow and Lakenfields have shown no exceedances of the 1 hour mean figure

Air Quality Action Plan 2020-2025

8. The updated air quality action measures to be progressed during 2020 to 2025 are:
 - Expansion of the Low Emission Zone (LEZ),
 - Restricting traffic in the LEZ to a much tougher Euro emission standard by end of 2023 following discussions with transport operators,
 - Extending engine switch off powers to accommodate extended LEZ,
 - Promote low emission public transport through the use of external grant schemes and private investment,
 - Reviewing traffic light junctions to reduce congestion and improve traffic flow – this could include updating traffic lights to smarter technology,
 - Make road junctions safer and easier for cycles & pedestrians,
 - Expand the cycle networks (Pedalways) and create safe more connected corridors for pedestrians and cyclists,
 - Build upon School Travel Plans and introduce School Streets. Encourage schools to participate in air quality initiatives such as Clean Air Day,
 - Introduce Mobility Hubs at key transport interchanges,
 - Engage the public through a behaviour change programme, including the use of social media, to be more aware of taking personal responsibility for reducing air pollution, such as engine switch off, walking/cycling/car share/car club, using an open fire responsibly.
9. The updates to the Air Quality Action Plan for 2020 to 2025 are influenced and guided by the preceding 5 air quality Annual Status Reports submitted to Defra. ASR reports
10. The Defra template report we use is dedicated to the Norwich AQMA and allow Defra to review and guide our progress as well as looking at the bigger picture across England.
11. Norwich City Council in conjunction with Norfolk County Council due to their traffic responsibilities will progress these measures over the next 5 years with the main priorities to reduce emissions from public transport (buses, private hire vehicles and taxis) and to promote alternative modes of travel.

12. The majority of the measures will be delivered by Norfolk County Council due to their traffic responsibilities, with the following being jointly progressed as detailed in Table 5.1 of the plan (Appendix 1 page 13):
 - i. Extension of Castle Meadow Low Emission Zone (measure 1)
 - ii. Promotion of travel alternatives (measure 9)
 - iii. Installation of Beryl Bikes, E-Bikes, E-Scooters across greater Norwich area (measure 18)
 - iv. Introduction of school streets (measure 19)
 - v. Education and Information campaigns (measure 23)
13. The enforcement of engine switch-off (measure 4) will be delivered by Norwich City Council.
14. The outcomes of the 2020 to 2025 AQAP are expected to be:
 - i. First Bus vehicles total 75% of the buses transiting through Norwich, their proposal to replace all Euro 3 & 4 buses with Euro 6 vehicles will make a significant contribution to reducing pollution levels.
 - ii. The proposed review of the bus charter and the implementation of the LEZ extension and engine switch off scheme will all have positive impacts on pollution in the AQMA.
 - iii. The introduction of Mobility Hubs will positively encourage the use of alternative methods of travel in the city.
15. The progress on the measures set out within this plan will be reported annually in Norwich city council's air quality Annual Status Report to Defra.

Next stages and future considerations

16. The approved AQAP will be sent to Defra for their consideration and acceptance.
17. The timelines for the implementation phase and the estimated completion date are detailed in Table 5.1 of the plan.
18. The first air quality Annual Status Report to Defra detailing the progress against the measures will be submitted in June 2021.
19. The next review of the AQAP is scheduled to take place in 2025 but may need to happen sooner.
20. There is currently no regulatory standard for Particulate Matter less than 2.5 microns in size (PM2.5). However, this may become a future consideration for Norwich pollution management, depending upon the outcome of the new Environment Bill and the proposal to manage air pollution from the burning of coal and wood.
21. Equally, the forthcoming Norwich Transport Strategy review may influence the rapidly moving position on transport emission improvements. This will depend on the extent that the County Council embrace the nature of

measures that were described in the City Council's response to the consultation on the Local Transport Plan.

Consultation

22. The consultation and stakeholder engagement are detailed in Table 4.1 of the AQAP (Appendix 1 page 12). In addition to internal engagement with the Council the consultees are:
- **Highways Agency:** comments received, and AQAP reviewed and amended accordingly
 - **Norfolk County Council:** comments received, and AQAP reviewed and amended accordingly
 - **Broadland Council:** no response to consultation
 - **South Norfolk Council:** no response to consultation
 - **Public Health:** raised PM2.5 issue which were responded to as this pollutant is not part of the government air quality strategy
 - **Bodies representing local business interests and other organisations as appropriate:** There has been engagement between the county council and the bus companies in relation to improving the Euro standards for the bus fleets
23. The Secretary of State and the Environment Agency are not consultees in this instance as our pollution issue is from traffic and not industry.

Implications

Financial and Resources

24. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan 2019-22 and Budget.
25. There are no proposals in this report which are to be actioned by Norwich city council that would reduce or increase resources. The majority of the measures are to be delivered by the county council due to their traffic responsibilities. The actions to be delivered by Norwich city council will be met from existing budget resources e.g., engine idling enforcement or other budgets such as CIL/sec 106.

Legal

26. The Environment Act 1995 Part IV sets Air Quality Strategy objectives which the local authority is required to work towards as part of the Local Air Quality Management statutory process.
27. The Air Quality Action Plan (AQAP) outlines the actions that Norwich city council will endeavour to deliver between 2020 and 2025 as part of the management process

28. NPLaw have reviewed the document and do not have concerns regarding the content
29. Fixed penalties for vehicle emissions may be issued under the Road Traffic (Vehicle Emissions) (Fixed Penalty) (England) Regulations 2002
30. There are no identified human rights issues

Statutory Considerations

Consideration:	Details of any implications and proposed measures to address:
Equality and Diversity	There are no implications
Health, Social and Economic Impact	The delivery of the AQAP will have an impact by improving the air quality and thereby improving life quality for those with respiratory issue and contributing toward the reduction of demand on the NHS
Crime and Disorder	There are no implications
Children and Adults Safeguarding	There are no implications
Environmental Impact	<p>The delivery of the AQAP will improve air quality across the city of Norwich and support other work to mitigate issues with climate change</p> <p>The plan will be monitored to ensure we are progressing the plan.</p>

Risk Management

Risk	Consequence	Controls Required
Legal and reputational risk to the council	Potential legal and reputational risks if the AQAP is not delivered as this is a legal requirement on the council	<p>Mitigation to reduce the risk includes:</p> <ul style="list-style-type: none"> • Dedicated management of the AQAP delivery • Submission of the Annual Status Reviews to Defra in accordance with the annual timetable and implementing any changes required

		by Defra's response.
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Other Options Considered

31. No other options have been considered as such. The Air Quality Action Plan is a live document and proposals/changes are considered during its 5 year live through the annual status review reports submitted to Defra and then updated into the new 5-year action plan.

Reasons for the decision/recommendation

32. The council is legally required to produce a 5-year air quality action plan and submit this to Defra for sign off. This plan has been agreed by our partners who will work with us towards its delivery by 2025.

Tracking Information

Governance Check	Date Considered
Chief Finance Officer (or Deputy)	Reviewed by N Wright & P Smithson 26/05/2021
Monitoring Officer (or Deputy)	19/5/2021
Relevant Executive Director	25/05/2021

Background papers:

Appendices:

Appendix 1 Updated Air Quality Action Plan for Norwich 2020 to 2025

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NORWICH
City Council

Norwich City Council Air Quality Action Plan

In fulfilment of Part IV of the
Environment Act 1995
Local Air Quality Management

December 2020

This document has been approved by

Michael Stephenson
Environmental Health and Public Protection Manager
Norwich City Council

Local Authority Officers	Alex Grimmer & Lesley Oldfield
Department	Public Protection
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Report Reference number	NCC/AQAP/2020
Date	December 2020

Executive Summary

This Air Quality Action Plan (AQAP) has been produced as part of our statutory duties required by the Local Air Quality Management framework. It outlines the action we intend to take to improve air quality in the city of Norwich between 2020-2025.

This action plan replaces the previous action plan, which ran from 2015-2020. Projects proposed through this action plan are detailed in table 5.1.

Air pollution is associated with a number of adverse health impacts and is recognised as a contributing factor in the onset of heart disease and cancer. Additionally, air pollution particularly affects the most vulnerable in society, for example children and older people, and those with heart and lung conditions. There is also often a strong correlation with equality issues because areas with poor air quality are also often the less affluent areas^{1,2}.

The annual health cost to society of the impacts of particulate matter alone in the UK is estimated to be around £16 billion³. Norwich City Council is committed to reducing the exposure of people in Norwich to poor air quality in order to improve their health.

We have developed actions that can be considered under ten broad topics: -

- Introduction of Low Emission Zone
- Reducing vehicle idling through engine switch-off legislation.
- Promoting low emission transport
- Promoting travel alternatives
- Alternatives to private vehicle use
- Transport planning and infrastructure
- Freight and delivery management
- Traffic management
- Policy guidance and development control
- Public information
- Vehicle fleet efficiency
- Environmental permits

Our main priorities are to reduce emissions from public transport (Buses, Private Hire Vehicles and Taxis) and promote alternative modes of travel. To achieve this, Norwich City Council in conjunction with Norfolk County Council are proposing the following measures to be carried out over the next 5 years:

¹ Environmental equity, air quality, socioeconomic status and respiratory health, 2010

² Air quality and social deprivation in the UK: an environmental inequalities analysis, 2006

³ Defra. Abatement cost guidance for valuing changes in air quality, May 2013

- Expansion of the Low Emission Zone (LEZ),
- Restricting traffic in the LEZ to a much tougher Euro emission standard by end of 2023 following discussions with transport operators,
- Extending engine switch off powers to accommodate extended LEZ,
- Promote low emission public transport through the use of external grant schemes and private investment,
- Reviewing traffic light junctions to reduce congestion and improve traffic flow – this could include updating traffic lights to smarter technology,
- Make road junctions safer and easier for cycles & pedestrians,
- Expand the cycle networks (Pedalways) and create safe more connected corridors for pedestrians and cyclists,
- Build upon School Travel Plans and introduce School Streets. Encourage schools to participate in air quality initiatives such as Clean Air Day,
- Introduce Mobility Hubs at key transport interchanges,
- Engage the public through a behaviour change programme, including the use of social media, to be more aware of taking personal responsibility for reducing air pollution, such as engine switch off, walking/cycling/car share/car club, using an open fire responsibly.

With the implementation of the above measures, it is felt Norwich City Council could conceivably meet its key objective to reduce NO₂ levels to below the National Air Quality Objective level or, at minimum, shrink the current Air Quality Management Area. These measures should also have some impact on particulates and hence it is anticipated PM_{2.5} will continue to meet the World Health Organisation's guideline level.

This AQAP outlines how we plan to effectively tackle air quality issues within our control. We recognise that there are a large number of air quality policy areas that are outside of Norwich City Council's influence (such as vehicle emissions standards agreed in Europe, transboundary pollutants etc), but for which we may have useful evidence, and so we will continue to work with regional and central government on policies and issues beyond Norwich City Council's direct influence.

Responsibilities and Commitment

In 2019 officers from Broadland DC, Norfolk County Council, Norwich City Council and South Norfolk DC agreed a Greater Norwich Growth Area Air Quality Pledge⁴ to assist them in their operational delivery of air quality improvements across the county.

This pledge, although not a statutory document will see the officers from the organisations collaboratively working to deal with transport derived air pollution.

The officer group will also work in conjunction with academic institutions (UEA), Highways England, bus, coach and rail companies, taxi firms, freight and distribution companies, car clubs and schools to achieve the improvements This AQAP was prepared by the Public Protection Department of Norwich City Council.

Progress each year will be reported in the Annual Status Reports (ASRs) produced by Norwich City Council, as part of our statutory Local Air Quality Management duties.

If you have any comments on this AQAP please send them to:

Public Protection Team

Norwich City Council

City Hall

St Peter's Street

Norwich

NR2 1NH

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environmentalquality@norwich.gov.uk

⁴ https://www.norwich.gov.uk/downloads/file/7125/greater_norwich_growth_area_air_quality_pledge

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1 Introduction

This report outlines actions that Norwich City Council will endeavour to deliver between 2020-2025 in order to reduce concentrations of air pollutants and exposure to air pollution; thereby positively impacting on the health and quality of life of residents and visitors to the City of Norwich.

It has been developed in recognition of the legal requirement on the local authority to work towards Air Quality Strategy (AQS) objectives under Part IV of the Environment Act 1995 and relevant regulations made under that part and to meet the requirements of the Local Air Quality Management (LAQM) statutory process.

This Plan will be reviewed every five years at the latest and progress on measures set out within this Plan will be reported annually within Norwich City Council's air quality Annual Status Report (ASR).

2 Summary of Current Air Quality in Norwich

The major pollutant source in the city is road traffic. Source apportionment exercises identify oxides of nitrogen from road traffic to be the most significant source of nitrogen dioxide (NO₂). Oxides of nitrogen are a by-product of incomplete combustion. Buses with the older technology engines have been identified to be the main contributor. Taxis and private hire vehicles are, on the whole, less polluting as their vehicle fleets have been systematically updated. This is due to Norwich City Council's work with taxi operators to mandate a longevity of the vehicle and by a desire by the operators to offer a more environmentally friendly mode of transport.

An Air Quality Management Area (AQMA) covering an area around central Norwich was declared in 2012 for exceedances of the annual mean NO₂ objective. All other pollutants have been screened out as they have met national objective levels.

Overall, NO₂ concentrations within the central AQMA are falling. In 2012, 10 of the diffusion tube monitoring locations exceeded the annual mean objective of 40µg/m³. In 2019, the usual hot spots exceeded, these being Castle Meadow, Riverside Road, St Augustine's Street, St Stephens Street and Chapel Field North. The highest exceedance was Castle Meadow Mid at 47µg/m³. However, once distance corrected and removing those not of relevant exposure, only 4 locations exceeded, 2 of which being at the objective level of 40µg/m³. This shows levels continue to look promising and are on a downward trend despite re-locating diffusion tubes each year to try and find localised pollution hotspots as road changes are implemented.

In Norwich particulate matter, primarily PM_{2.5}, is known to be mostly a transboundary rather than city derived pollutant and hence strongly affected by meteorology. Both Castle Meadow & Norwich Lakenfields automatic stations show that the annual mean objective level of 25µg/m³ (not set in Regulations) was easily met and in 2018 and 2019, both stations also met the World Health Organisation recommended guideline level of 10µg/m³. The levels of PM₁₀ recorded did not exceed the annual, or 24 hour, mean objective as set down in the Air Quality Strategy. For full details please refer to the 2020 Annual Status Report from Norwich City Council.

3 Norwich City Council's Air Quality Priorities

3.1 Public Health Context

Environmental legislation introduced over the past fifty years has provided a strong impetus to reduce the levels of harmful pollutants in the UK; as a result, current concentrations of many recognised pollutants are now at the lowest they have been since measurements began. However, although the lethal city smog's of the 1950s, caused by domestic and industrial coal burning, have now gone for good, air pollution remains a problem in the UK. Medical evidence shows that many thousands of people still die prematurely every year because of the effects of air pollution. The proportion of air pollutants that comes from traffic, has been increasing whilst the traditional heavy industrial pollution sources are in decline. Road traffic is the primary source of NO₂ air pollution in Norwich as there is very little industrial pollution.

In recent years, the issues surrounding indoor air quality have come to the fore, with understanding that the levels of indoor air pollution can, in some circumstances, have a more adverse effect on human health than outdoor air pollution. As a result, the council is working, mostly via social media and their website, to advertise this fact and to promote healthier indoor space. One of the main sources of indoor air pollution is from open fires and the council's website contains advice and links to assist residents in the choice of the most appropriate fires and fuel. This should translate into improved outdoor air quality as pollution from open fires will become better recognised and people will shift their own behaviour to favour healthier air.

Nitrogen dioxide (NO₂) and nitric oxide (NO) are both oxides of nitrogen, which together are referred to as NO_x. All combustion processes produce some NO_x but only NO₂ is associated with adverse effects on human health. Nitrogen dioxide is predominantly a secondary pollutant formed by the oxidation of nitric oxide in the atmosphere.

Tyre wear and brake dust are now also known to generate particulate pollution especially in urban environments. Measures to reduce road traffic pollution will therefore play a major role in meeting the air quality objective for NO₂ and to some extent also reduce PM₁₀ & PM_{2.5}.

As NO₂ has both short term and long-term health effects, two objectives have been set for NO₂ concentrations. The first is an hourly objective currently set at 200 micrograms per cubic metre (µg/m³) not to be exceeded more than 18 times a year. The second is an annual objective of 40 µg/m³. Real time monitoring carried out in the city has shown that, for the most part, the hourly objective for NO₂ is now being met.

Since monitoring began in 1998, Norwich has experienced no exceedance of the PM₁₀ objective levels and has fallen well within the EU limit value to be met by 2020 for PM_{2.5}. Furthermore, over the last 2 years both automatic monitoring sites in Norwich have met the stringent WHO guideline level for PM_{2.5}.

3.2 Planning and Policy Context

The UK Government published its strategic policy framework for air quality management in 1995 establishing national strategies and policies on air quality. This culminated in The Environment Act 1995. The Air Quality Strategy provides a framework for air quality control through air quality management and set standards. There are other air quality standards⁵ and their objectives⁶ have been enacted through the National Air Quality Standards (NAQS) in 1997, 2000 & 2010.

The Environment Act 1995 requires local authorities to undertake the review and assessment of local air quality. In areas where it is anticipated that an air quality objective will not be met, local authorities are required to declare an Air Quality Management Area. Once an Air Quality Management Area is declared, the local authority must develop an Action Plan, which sets out how it will use the powers at its disposal in pursuit of the National Air Quality Objectives. It should be noted that as local authorities do not have sufficient control over all the sources which could potentially give rise to the breaches, they are not legally obliged to achieve the objectives, but instead are obliged to work towards meeting them. For example, in England major roads and motorways are usually under the control of the Highways Agency, and large industrial processes are regulated by the Environment Agency. The

⁵ Refers to standards recommended by the Expert Panel on Air Quality Standards. Recommended standards are set purely with regard to scientific and medical evidence on the effects of the particular pollutants on health, at levels at which risks to public health, including vulnerable groups, are very small or regarded as negligible.

⁶ Refers to objectives in the Strategy for each of the eight pollutants. The objectives provide policy targets by outlining what should be achieved in the light of the air quality standards and other relevant factors and are expressed as a given ambient concentration to be achieved within a given timescale.

vast majority of Air Quality Management Areas have been declared because of emissions from road transport.

Norwich City Council and Norfolk County Council recognise their role in pursuit of the achievement of the national objectives set out in the NAQS and have been working closely to try to achieve these targets where the Air Quality Management Area has been declared.

In order to aid this, Norwich City Council consider air quality to be a material planning consideration for all significant new developments within the AQMA. Where development within the AQMA requires an Environmental Impact Assessment it would normally be expected for air quality to be included within the scope of the EIA

3.3 Source Apportionment

The AQAP measures presented in this report are intended to be targeted towards the predominant sources of emissions within Norwich City Council's area.

A source apportionment exercise carried out by AEA Technology which identified emissions of oxides of nitrogen (NO_x) from traffic on roads close to the AQMAs as the most significant source contribution of NO₂. Emissions of NO_x from local traffic accounted for approximately 68 -79% of the total modelled NO_x concentrations at the most affected properties within the AQMAs. Since this work was carried out, there have been no significant changes in Norwich in terms of industrial development etc., so it is considered that this model is still applicable.

In 2015, a source apportionment study identified the primary contributor of PM_{2.5} in Norwich was residual particulates (34%) and salt (35%). Norwich has a rural hinterland with a large agricultural industry, and it is activities associated with this that is expected to be the significant contributor along with salt due to Norwich's proximity to the coast. The composition of PM_{2.5} is not expected to have significantly changed.

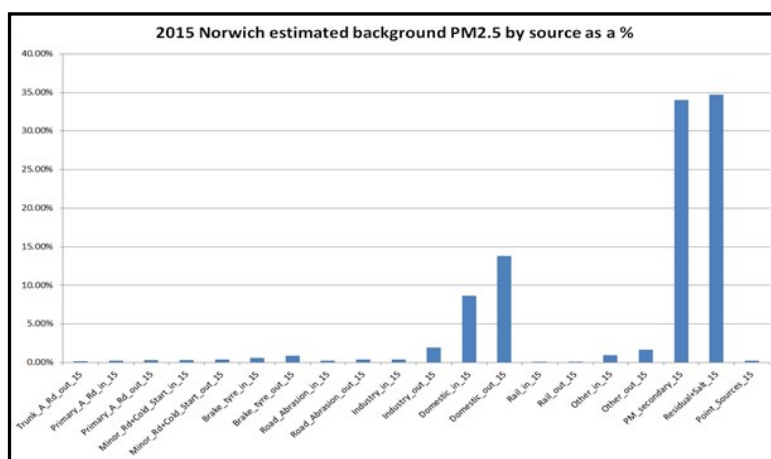


Figure 1. Source apportionment

3.4 Required Reduction in Emissions

3.4.1 NO₂

Overall, NO₂ concentrations within the central AQMA are falling. In 2012, 10 of the diffusion tube monitoring locations exceeded the annual mean objective of 40µg/m³. In 2019, the usual hot spots exceeded, these being Castle Meadow, Riverside Rd, St Augustine's Street, St Stephens Street and Chapel Field North. However once distance corrected and removing those not of relevant exposure, only 4 locations exceeded, 2 of which sitting at the objective level of 40µg/m³. This shows levels continue to look promising and are on a downward trend despite relocating diffusion tubes to try and identify new hotspots. Figure 4 represents the last 5 years of monitoring for both the automatic stations and ratified diffusion tube data. It illustrates the slow but steady downward trend in NO₂ levels.

If the known problem areas are discounted, no new hotspots have been identified. This is reassuring. Unfortunately, the known hotspots occur principally on narrow medieval streets which form part of the major radial road network into and out of the city. These streets are also typically fronted by tall buildings, thus creating street canyons, or are constricted by waterways.

In order to calculate the percentage reduction in Road NO_x that will be required to meet the national air quality objective level, guidance given in LAQM TG16 Box 7.5 & 7.6 and the LAQM NO_x-NO₂ calculator has been used. The 2020 ASR concludes that the NO₂ levels at CM1 (Castle Meadow 1) were however uncharacteristically low in

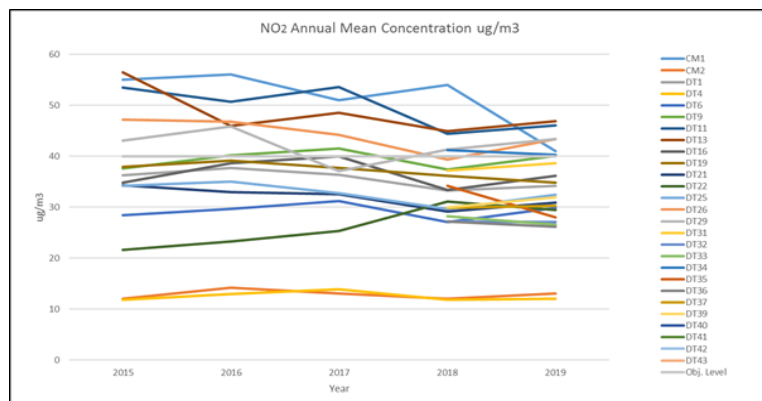
Appendix 1

2019 and that this may not be entirely realistic but, at least in part, brought about by roadworks significantly reducing the flow of traffic onto the Castle Meadow / Agricultural Plain junction. As a result, an annual mean NO₂ level averaged over the last 5 years has been used in this calculation as opposed to utilising the 2019 level. It is therefore calculated there will need to be a 44% reduction in Road NO_x at the Castle Meadow monitoring station location (CM1) in order to meet the objective level. At 52 St Augustine's Street, the highest measured level within the AQMA at relevant receptor location, there would need to be a 22% reduction in Road NO_x in order to meet the objective level. See Figures 2 & 3 below.

Receptor ID	CM1	DT11 52 St Aug. St
Measured NO ₂ level µg/m ³	51.4 (average level over last 5 years)	46 (2019 level)
Background level 2019 µg/m ³	13.1	13.1
Traffic Mix	Buses outside London	All UK urban traffic outside London
Fraction emitted as NO ₂	0.105863	0.227128
Road Increment NO _x µg/m ³	139.86	77.03
Road NO ₂ µg/m ³	38	32.97
NO ₂ Objective Level µg/m ³	40	40
Required Road NO _x µg/m ³ to meet Obj. Level	78.85	60.42
Difference Road NO _x Required vs Measured µg/m ³	61.01	16.61
% Reduction in Road NO _x required to meet objective level	43.6%	21.6%

Figure 2. Relevant Statistics from the NO_x-NO₂ Calculator

Local Authority: Norwich			Year: 2019						
			Traffic Mix: Buses outside London						
Receptor ID	Easting,m	Northing, m	Road increment NO _x µg m ⁻³	Background µg m ⁻³		Fraction emitted as NO ₂	Total NO ₂ µg m ⁻³	Road NO ₂ µg m ⁻³	Notes
				NO _x	NO ₂				
CM1	623202	308615	139.86		13.1	0.105863	51.1	38	Buses outside London
52 St Aug. St	622826	309573	77.03		13.1	0.227128	46	32.9	All UK urban traffic outside London

Figure 3. Extract from the NO_x-NO₂ CalculatorFigure 4. NO₂ Annual Mean for Last 5 Years

3.4.2 PM₁₀

The Air Quality objective for PM₁₀ (particle matter of 10microns or greater) is 40µg/m³. In 2019 the annual mean concentration of PM₁₀ at the Castle Meadow automatic monitoring site was 19µg/m³ and hence lies well below the annual mean objective. There were 5 exceedances of the 24-hour mean of 50µg/m³ (35 allowed).

There were 8 exceedances of the 24-hour mean of 50µg/m³ (35 allowed), and the maximum daily mean recorded was 70µg/m³ (95% data capture).

Figure 5 below shows the results of the last 5 years of monitoring and, as the air quality objective has not been exceeded, no further assessment of PM₁₀ will be undertaken as there is no reason to believe this level should increase. In fact, should the proposed measures in the AQAP be applied, these levels would be expected to decrease further.

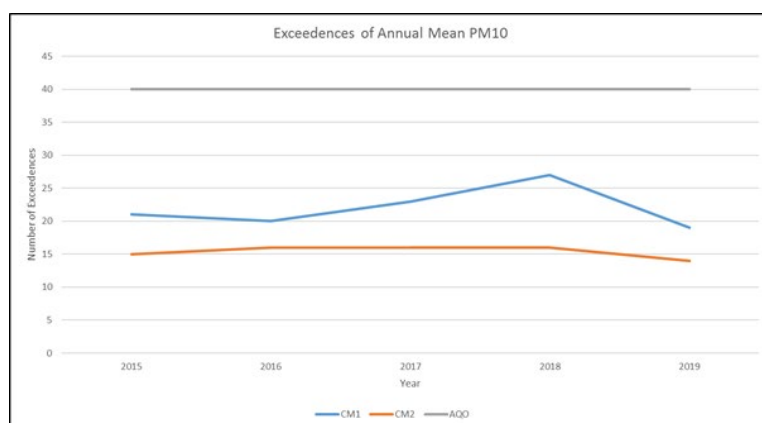


Figure 5. Exceedances of Annual Mean PM₁₀

3.4.3 PM_{2.5}

No regulatory value exists for PM_{2.5} but local authorities are recommended to move towards the annual average EU limit value of 25µg/m³, as stated in the Directive 2008/50/EC of the European Parliament and of the Council of 21 May 2008 on ambient air quality and cleaner air for Europe⁷. The World Health Organisation document “WHO Air quality guidelines for particulate matter, ozone, nitrogen dioxide and sulphur dioxide”, recommends a guideline value for PM_{2.5} of 10µg/m³. Norwich City Council’s Annual Status Reports (ASR) show that in 2018 and 2019 the stringent WHO guideline level for PM_{2.5} was met, as shown in figure 6 below. The ASRs go on to state that the main source of the PM_{2.5} pollution is transboundary, being generated by agricultural fields, marine spray, salt particles and wind-blown continental pollution.

As both the annual average EU limit value and the WHO guideline levels are being met, no further assessment of PM_{2.5} will be undertaken.

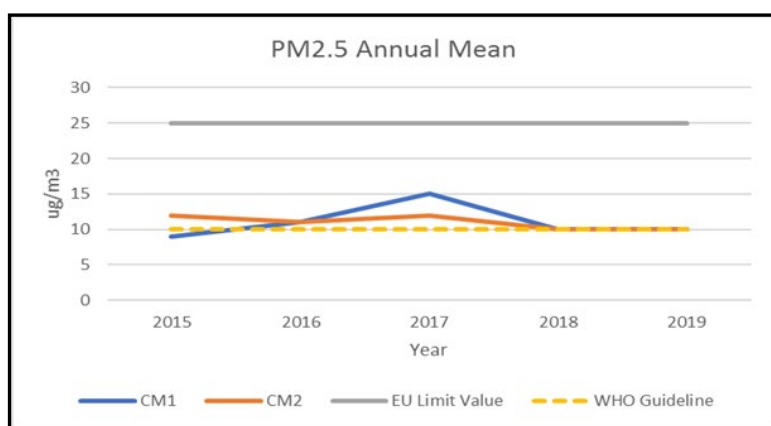


Figure 6. PM_{2.5} Annual Mean

3.5 Key Priorities

In this section, Norwich City Council sets out its air quality priorities and drivers for action to improve air quality. These are stipulated in the local public health and planning policy context in the Greater Norwich Area. This includes the technical supporting evidence with source apportionment of the main sources of air pollution, as well as the necessary reductions required to meet the air quality objectives.

⁷ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32008L0050>

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In 2020, all Highways functions within Norwich City Council were moved to Norfolk County Council. From an air quality perspective this means that it is even more crucial for the two councils to work closely with stronger collaboration.

The air quality action plan measures (table 5.1) identifies which organisation is responsible for the delivery of the measure. Norfolk county council lead on the majority of the measures with city council collaborative working on measures 1, 5, 9, 18, 19, & 23. Norwich city council leads on measure 4.

In addition, the city council is the lead in relation air quality monitoring and annual reporting to Defra.

Norfolk county council through the Transforming Cities Fund have secured funding to support the delivery of the measures

The priorities for Norwich City Council are:

- Expand the Low Emission Zone (LEZ) to encompass all bus and taxi only streets in the AQMA
- Restrict traffic in the LEZ to a much tougher Euro emission standard by end of 2023, engage with bus operators to aid this transition
- Extend engine switch off powers to accommodate the expanded LEZ, engage with bus operators and NCC Civil Enforcement Officers to facilitate its uptake and success
- Encourage the review of traffic light times, synchronicity, and their update to smarter technology
- Facilitate the reconfiguring of road junction changes to allow safer and more fluid transit for cycles & pedestrians
- Encourage the updating of School Travel Plans, aid the introduction of School Streets (including instigating air quality monitoring to show before and after scenarios), encourage the education of students on the importance of air quality
- Facilitate the expansion of the cycle networks (Pedalways) and create safe corridors for pedestrians and cyclists
- Aid the introduction of Mobility Hubs at key transport interchanges

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- Engage the public, including through social media, to be more aware of taking personal responsibility for reducing air pollution, such as engine switch off, walking/cycling/car share/car club, using an open fire responsibly

With the implementation of the above measures, it is felt Norwich City Council could conceivably meet its key objective to reduce NO₂ levels to below the National Air Quality Objective level or, at minimum, shrink the current Air Quality Management Area. These measures should also have some impact on particulates and hence it is anticipated PM_{2.5} will continue to meet the World Health Organisation's guideline level.

4 Development and Implementation of Norwich City Council AQAP

4.1 Consultation and Stakeholder Engagement

In developing/updating this AQAP, we have worked with other local authorities, agencies, businesses, and the local community to improve local air quality. Schedule 11 of the Environment Act 1995 requires local authorities to consult the bodies listed in Table 4.1.

Table 4.1 – Consultation Undertaken

Yes/No	Consultee
No	the Secretary of State
No	the Environment Agency
Yes	the highways authority
Yes	Norfolk County Council
Yes	all neighbouring local authorities
Yes	other public authorities as appropriate, such as Public Health officials
Yes	bodies representing local business interests and other organisations as appropriate

5 AQAP Measures

Table 5.1 shows the Norwich City Council AQAP measures. It contains:

- a list of the actions that form part of the plan
- the responsible individual and departments/organisations who will deliver this action
- expected benefit in terms of pollutant emission and/or concentration reduction
- the timescale for implementation
- how progress will be monitored

NB: Please see future ASRs for regular annual updates on implementation of these measures

Table 5.1 – Air Quality Action Plan Measures

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
1	Castle Meadow Low Emission Zone	Promoting Low Emission Transport	Low Emission Zone (LEZ)	Norfolk County Council (NorfCC) & Norwich City Council (NCC)	2004/5	2006/09	Reduction in NO ₂ levels in Castle Meadow	Circa 10-15 µg/m ³ NO ₂	Erratic decline in NO ₂ but probably would have been worse without LEZ.	Ongoing	Ongoing review of LEZ and the requirement to further reduce vehicle emissions. We are committed to agreeing with bus operators firm agreed dates for tougher Euro standards and ultimately zero emission compliance. (to be incorporated in revision of Bus Charter). Engine switch off enforcement commenced in autumn 2018 on Castle Meadow & St Stephens St where there is bus & taxi only traffic. Plans being considered to extend the geographical scope of the LEZ.

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Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
2	Review of traffic light times & synchronisation to optimise traffic flow for all new road layout schemes	Traffic Management	UTC, Congestion management, traffic reduction	NorCC	2014/15	2016 +	Reduced city centre congestion as well as wider network	Specific value not known but will contribute to overall reduction in NO ² levels in city centre and surrounds. (NO ² levels at CM1 reduced by >10 µg/m ³ in 2019. Reason unknown but smart traffic lights installed at end on Castle Meadow close to CM1. To date this is considered to be one explanation)	Ongoing	2021/22	Congestion should be minimised, but this needs to be monitored and where applicable diffusion tube sites reviewed. In addition, the work on ring road junction improvements will aid this. Latest generation traffic signal control software is now in use. In 2019 this was implemented on Agricultural Plain (at end of Castle Meadow) to improve traffic flow on this complicated 5-way junction.
3	Ring road junction improvements	Traffic Management	UTC, Congestion management, traffic reduction	NorCC	2016	2020/23	Reduced city centre congestion as well as wider network / increased numbers of people walking and cycling	Specific value not known but will contribute to overall reduction in NO ² levels in city centre and surrounds	Designs well advanced for Grapes Hill roundabout. A new Dutch-style roundabout is being designed for Heartsease Fiveways junction	2021/22	The current design of the Heartsease roundabout is a significant barrier to walking and cycling along this corridor, which leads to a dominance of car traffic into the city. This is also a key bus corridor, which sees considerable delays.

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Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
4	Engine switch-off enforcement	Public Information	Other	NCC	2016	2018	Reduction in NO ² levels in city centre and surrounds	Complimentary to other measures; in particular Castle Meadow LEZ. (NO ₂ levels at CM1 reduced by >10 µg/m ³ in 2019. Reason unknown but smart traffic lights installed at end on Castle Meadow close to CM1. To date this is considered to be one explanation)	Engine switch off enforcement in place with issue of Fixed penalty Notices for drivers who fail to comply when requested. To date no non-compliance.	Commenced August 2018	Use of powers to enforce engine switch-off via issue of fixed penalty notices. Enforcement commenced specifically on Castle Meadow & St Stephens where bus & taxi only traffic. Any extension of the LEZ would mean extension of engine switch off enforcement area.
5	Signage informing engine switch-off enforcement. Electronic displays at traffic lights giving waiting times.	Public Information	Other	NorCC	2014 /15	2017 – trial on Riverside Rd	Reduction in NO ² levels in AQMA	Specific value not known but will contribute to overall reduction in NO ² levels in city centre and surrounds	Ongoing	Ongoing but October 2018 for switch off enforcement on Castle Meadow	New signage associated with enforcement of engine switch off educates road users and reinforces AQMA. The option to display waiting time at traffic lights is being considered.
6	Low NOx Buses	Promoting Low Emission Transport	Public Vehicle Procurement -Prioritising uptake of low emission vehicles	NorCC	N/A	N/A	Reduction in NO ² levels in city centre and surrounds	Specific value not known but will contribute to overall reduction in NO ² levels in city centre and surrounds	24 buses retrofitted by June 2018. First Bus has committed to £18m investment in new and refurbished vehicles to make their entire fleet Euro 5/6	Ongoing	Aim is to work in partnership with bus operators on funding opportunities relating to low NOx emission vehicles. An unsuccessful application to the All-Electric Bus Town Fund was made in 2020.

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Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
7	Assess opportunity for a zero-emission bus fleet to operate the Norwich Park & Ride service when the contract is renewed in 2023	Promoting Low Emission Transport	Other	NorfCC			Reduction in NO ₂ levels in city centre and on busy feeder roads	Specific value not known but will contribute to overall reduction in NO ₂ levels in city centre and surrounds		2022/23	Park & Ride Bus contract due for renewal giving opportunity for a zero-emission fleet. A successful grant application may be required. Policy decision would be needed as to whether the County Council continues to aim to operate the Park & Ride service as a zero-subsidy contract.
8	School Travel Plans	Promoting Travel Alternatives	School Travel Plans	NorfCC	–	Implemented but requires updating	Reduction in NO ₂ levels in city centre and surrounds. Passive NO ₂ monitoring to be installed outside key schools.	Specific value not known but will contribute to overall reduction in NO ₂ levels in city centre and surrounds	Ongoing	Ongoing	County to request updated travel plans - prioritising schools inside AQMA. Travel Plan to focus on using buses, cycling and walking to school to ensure travel by private car is minimised. County Council already promotes Modeshift Stars software with schools so they can generate and manage their own travel plans. Consideration will be given to whether school bus contracts can be amended on their renewal to utilise low emission vehicles. School travel plans to be highlighted as part of Clean Air Day campaign – led by County & Public Health Norfolk.
9	CCAG programmes	Promoting Travel Alternatives	Promotion of cycling	NCC, NorfCC	2013	2014-2019	Reduction in vehicle use in city centre. Increased no. people cycling	Specific value not known but will contribute to overall reduction in NO ₂ levels in city centre and surrounds	Complete	2019/20	Cycle routes have been extended and more joined up. All 2 orbital and 5 radial pedal ways now substantially complete.
10	West to East traffic restriction in Norwich City Centre	Traffic Management	UTC, Congestion management, traffic reduction	NorfCC		2020/23	Reduction in NO ₂ levels in city centre and surrounds	Specific value not known but will contribute to overall reduction in NO ₂ levels in city centre	Outline design underway	2022/23	Provides substantially improved conditions for pedestrians and reduces congestion with buses
11	Revised layout in St Stephens Street / Red Lion Street	Traffic Management	UTC, Congestion management, traffic reduction	NorfCC		2020/23	Reduction in NO ₂ levels in city centre and surrounds	Specific value not known but will contribute to overall reduction in NO ₂ levels in city centre	Outline design underway	2022/23	Provides substantially improved conditions for pedestrians and reduces congestion with buses

Appendix 1

Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
12	Thorpe Road bus/cycle contraflow	Traffic Management	Strategic highway improvements, Re-prioritising road space away from cars, including Access management, Selective vehicle priority, bus priority, high vehicle occupancy lane	NorfCC		2020/21	Reduction in NO ² levels in city centre and surrounds	Specific value not known but will contribute to overall reduction in NO ² levels in city centre	Outline design underway	2020/21	Provides a substantially improved and more direct route for buses and cyclists travelling into the city centre along a key radial route.
13	Mobility hubs at key transport interchanges	Transport Planning and Infrastructure	Public transport improvements - interchanges stations and services	NorfCC		2020/23	Reduction in NO ² levels in city centre and surrounds	Specific value not known but will contribute to overall reduction in NO ² levels in city centre	Outline design underway	2022/23	Key hubs being developed are at Norwich Rail Station, Norwich Bus Station, Norfolk & Norwich University Hospital and Bowthorpe
14	Bus rapid transit	Transport Planning and Infrastructure	Bus route improvements	NorfCC	Ongoing	Ongoing	Reduced city centre congestion as well as wider network	Specific value not known but will contribute to overall reduction in NO ² levels in city centre and surrounds	Ongoing	Ongoing	Transforming Cities will see substantial provision of priority for buses along key transport corridors including Dereham Road, Wroxham Road and Cromer Road.

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Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
15	Rationalising and simplifying of traffic on Prince of Wales Road	Traffic Management	Strategic highway improvements, Re-prioritising road space away from cars, including Access management, Selective vehicle priority, bus priority, high vehicle occupancy lane	NorfCC	2016/17	Long term	Reduced city centre congestion	Specific value not known but will contribute to overall reduction in NO ² levels in city centre and surrounds	Approval to construct given at June 2018 Highways Committee	2019	Works underway to reduce congestion and encourage greater levels of sustainable modes on this important link between the rail station and city centre.
16	Extension to Thickthorn Park and Ride site	Promoting Travel Alternatives	Other	NorfCC		2020/23	Reduced city centre congestion as well as wider network	Specific value not known but will contribute to overall reduction in NO ² levels in city centre	Outline design underway	2022/23	This will provide a sustainable travel option into the city centre as well as the University of East Anglia
17	Extension of Postwick Park and Ride site	Promoting Travel Alternatives	Other	NorfCC		TBC	Reduced city centre congestion as well as wider network	Specific value not known but will contribute to overall reduction in NO ² levels in city centre	Project suspended	TBC	While spare capacity remains at the existing site, expansion of the site will remain on hold.

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Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
18	Installation of Beryl Bikes, E-Bikes and E-scooters across the greater Norwich area	Promoting Travel Alternatives	Other	NCC + NorfCC		2020	As of October 2020, 51,200 journeys have been taken and 223,000km have been covered by users of the service.	Studies are showing that 15% of all journeys taken by bike or scooter would otherwise have been taken by car.	Public bike share launched in March with E-scooters added in September as part of DfT trials	Scheme largely installed by end of 2020. Contract with Beryl runs until 2025 with option to extend.	Finding suitable space for bays to achieve optimal bay network density to drive up ridership.
19	Introduction of School Streets	Transport Planning and Infrastructure	Congestion management, traffic reduction	NCC & NorfCC		2021/22	Reduction in traffic levels, improved air quality and greater numbers of pupils walking and cycling to school	Specific value not known but will encourage green corridors to be utilised by students/pupils	Introduction of School Streets	2021/22	The County Council will work with Sustrans and a wide range of stakeholders to implement.
20	Wayfinding. Investment in new and transformative infrastructure to encourage more sustainable modes of transport for commuting and leisure journeys	Transport Planning and Infrastructure	Other	NorfCC		2020/23	Reduction in NO ² levels in city centre and surrounds	Specific value not known but will contribute to overall reduction in NO ² levels in city centre	Outline design underway	2022/23	Provides substantially improved conditions for pedestrians and cyclists
21	Construction of final link of Northern Distributor Road (NDR) over River Wensum joining up with A47 West	Transport Planning and Infrastructure	Other	NorfCC	2005	2023-2025	Reduced city centre congestion as well as wider network	Specific value not known but will contribute to overall reduction in NO ² levels in city centre and surrounds	Formal DCO application expected autumn 2021	2025	Major scheme being promoted by the County Council which the City Council is not currently supporting pending, among other things, preparation of a revised Transport for Norwich Strategy to address congestion and air quality issues. Post construction monitoring would be undertaken if approved.

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Measure No.	Measure	EU Category	EU Classification	Lead Authority	Planning Phase	Implementation Phase	Key Performance Indicator	Target Pollution Reduction in the AQMA	Progress to Date	Estimated Completion Date	Comments
22	Removal of private vehicle traffic from Tombland	Traffic Management	Strategic highway improvements, Re-prioritising road space away from cars, including Access management, Selective vehicle priority, bus priority, high vehicle occupancy lane	NorfCC		Long term	Reduced city centre congestion	Specific value not known but will contribute to overall reduction in NO ² levels in city centre and surrounds	Not started	TBC	Long term goal. Will be considered in light of emerging Transport for Norwich Strategy Review
23	Education & information campaigns to encourage more responsible driving and the use of alternative modes	Promoting Travel Alternatives	Other	NCC + NorfCC	Ongoing	Ongoing	Reduction in NO ² levels in city centre and surrounds	Specific value not known but will contribute to overall reduction in NO ² levels in city centre and surrounds	Ongoing	Ongoing	Continuation of work to promote Transport for Norwich objectives utilising funding from DfT through Access fund.

6 Conclusions

In November 2012, Norwich City Council declared the whole of the city centre bounded approximately by the inner ring road as a single Air Quality Management Area. As a result, under the Environment Act 1995, it is a requirement of the Council to produce an Air Quality Action Plan in order to set down proposed measures to reduce air pollution and meet objective levels.

Implementation of measures identified from the previous Action Plan 2015, in addition to further road infrastructure changes and improvements to the emissions from public transport, is considered to have the greatest impact on tackling air pollution issues.

Improvements in air quality in Castle Meadow are anticipated as a result of building on the air quality measures already in place, principally by revising the Bus Charter and implementing tougher Euro emission standards for vehicles within the LEZ, plus the introduction of smart traffic lights.

The 2020 Action Plan therefore concentrates significantly on road and traffic changes. The overall aim of the road infrastructure changes are to divert as much non-essential traffic out of the city centre by way of restricted road access measures and re-routing of main traffic flows, while reducing emissions from traffic permitted within the LEZ.

Restricting access into the expanded LEZ for buses/taxis with tougher engine standards of Euro emissions will have ramifications for the bus and taxi companies. The proposed three-year time period for the execution of this measure should provide adequate time for businesses to adjust to this requirement which is long overdue and brings Norwich in line with other cities of its size and reach.

The 2020 Action Plan includes measures to increase bus lanes and cycle routes plus improvements to road junctions to facilitate safer cycle routes and greater connectivity.

Park & Ride facilities are continuously reviewed for ongoing improvement/expansion to enhance passenger utilisation.

In conjunction with road infrastructure changes, the plan is to also include new signage to encourage eco driving and traffic optimisation measures, such as traffic light

synchronisation and traffic light control, possibly using indicative air pollution monitors, to optimise traffic flow, ease congestion and reduce queueing.

Many of the measures implemented in the 2015 Action Plan are still ongoing and supported. These include school and workplace travel plans, promoting alternative fuel use, land use planning, leading by example, continued support of Norfolk's car sharing and Car Club schemes, Travelwise initiative and promoting freight distribution centres.

All major developments in the city centre will have significant regard to air quality with a strong emphasis on sustainable travel methods. The Broadland Northway is expected to further divert traffic away from Norwich as a whole, and especially when the final link-up with the A47 is completed.

It is expected that the road infrastructure changes, in addition to all of the other proposed and ongoing measures, will achieve measureable improvements in air quality, particularly in the central AQMA.

Norwich City Council and Norfolk County Council are committed to improving air quality in the AQMA to bring it in line with the National Air Quality Standard for nitrogen dioxide. This Air Quality Action Plan will help guide the overall strategy to meet the government's air quality objectives.

Appendix A: Response to Consultation

Table A.1 – Summary of Responses to Consultation and Stakeholder Engagement on the AQAP

Consultee	Category	Response
• Broadland DC	Local Authority	None received to date
• Norfolk County Council		Comments received from Highways 2020 and assimilated into report accordingly.
• Norwich City Council	Local Authority	
• Public Health Norfolk		Comments received and assessed. E-mailed response.
• South Norfolk DC	Local Authority	None received to date.

Appendix B: Reasons for Not Pursuing Action Plan Measures

Table B.1 – Action Plan Measures Not Pursued and the Reasons for that Decision

Action category	Action description	Reason action is not being pursued (including Stakeholder views)

All actions from the previous Air Quality Action Plan have either been completed or are still ongoing.

Appendix C: Drawings

Figure 7. Norwich City AQMA

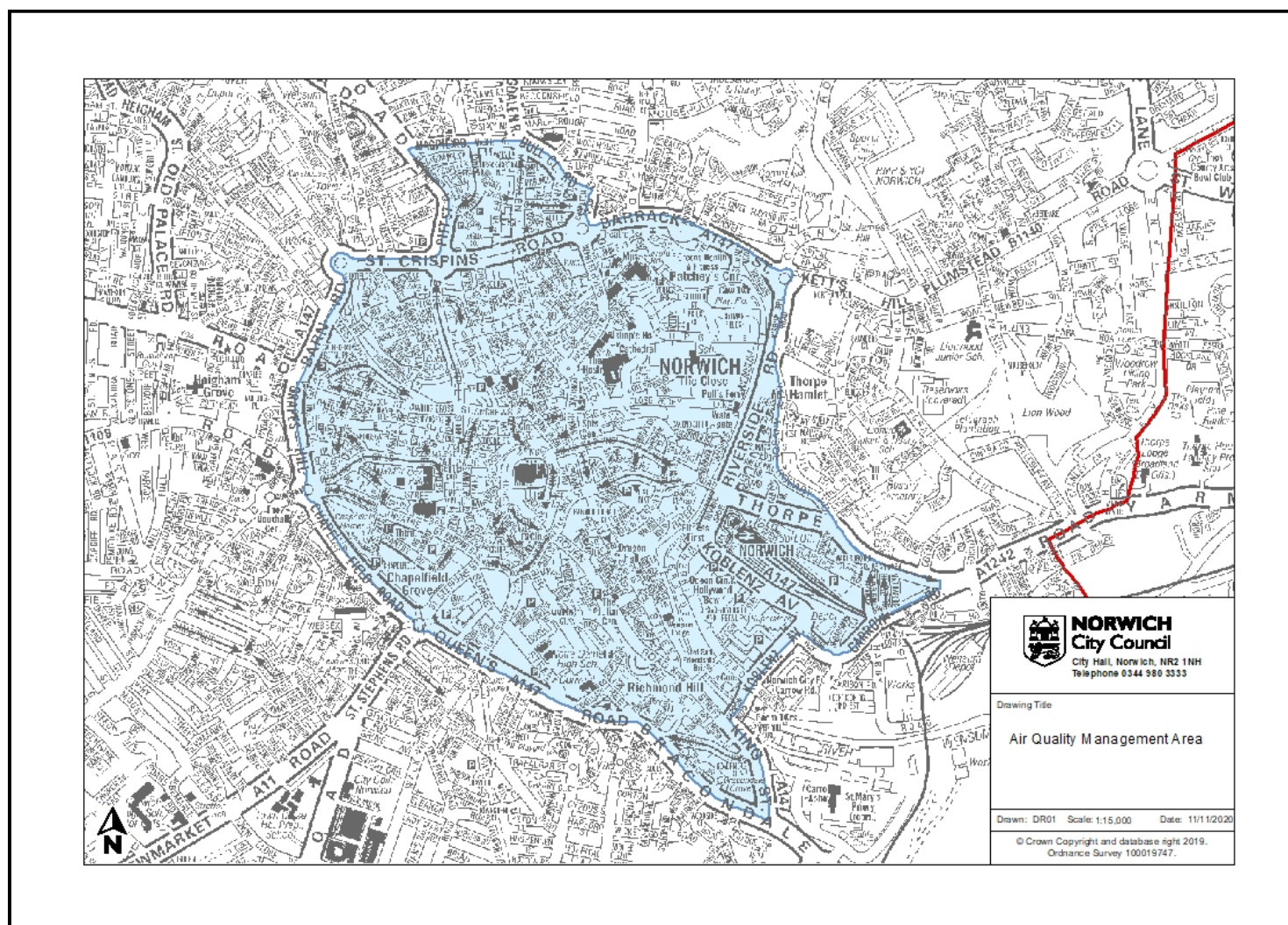


Figure 8. Norwich City Low Emission Zone - Current

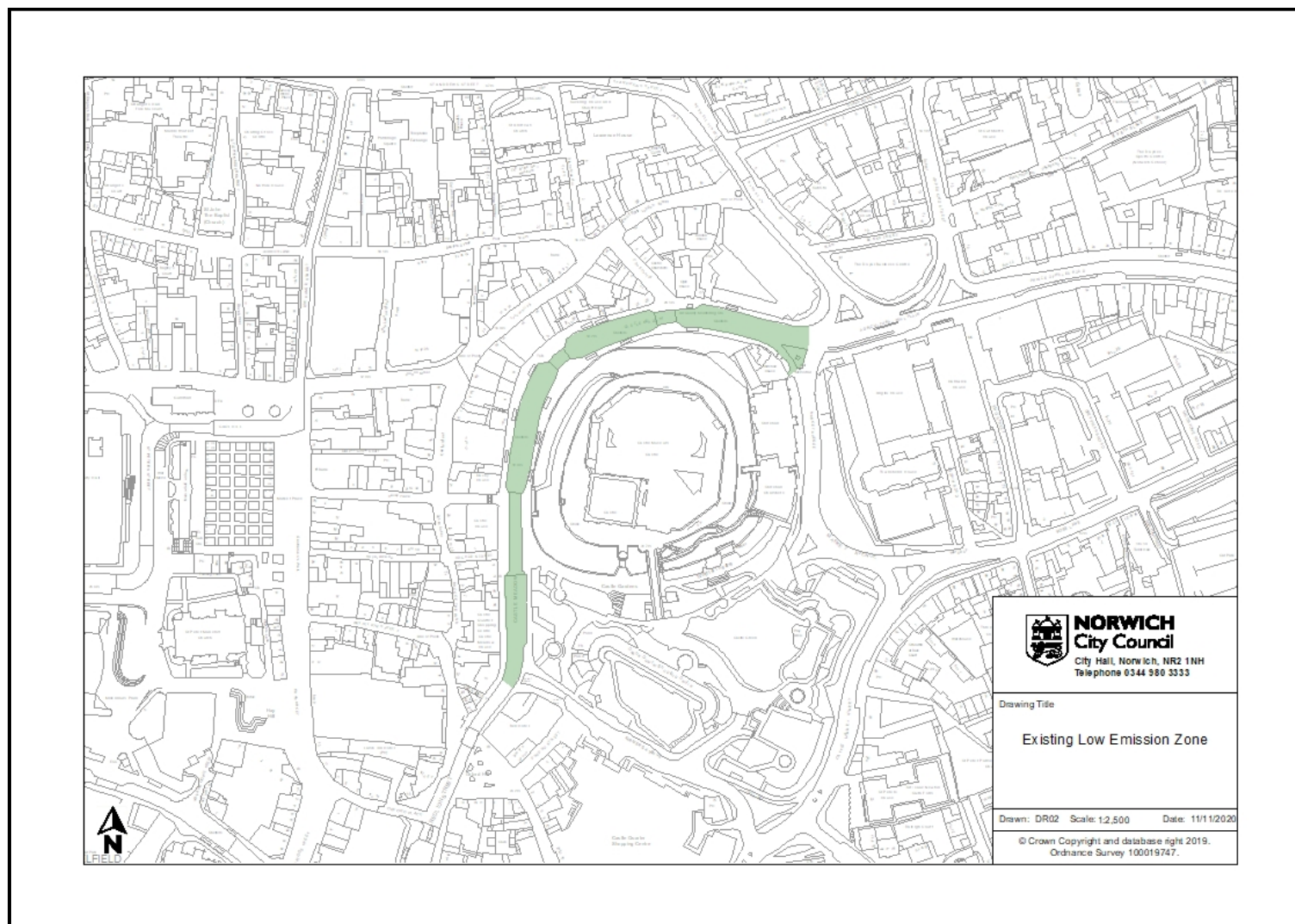
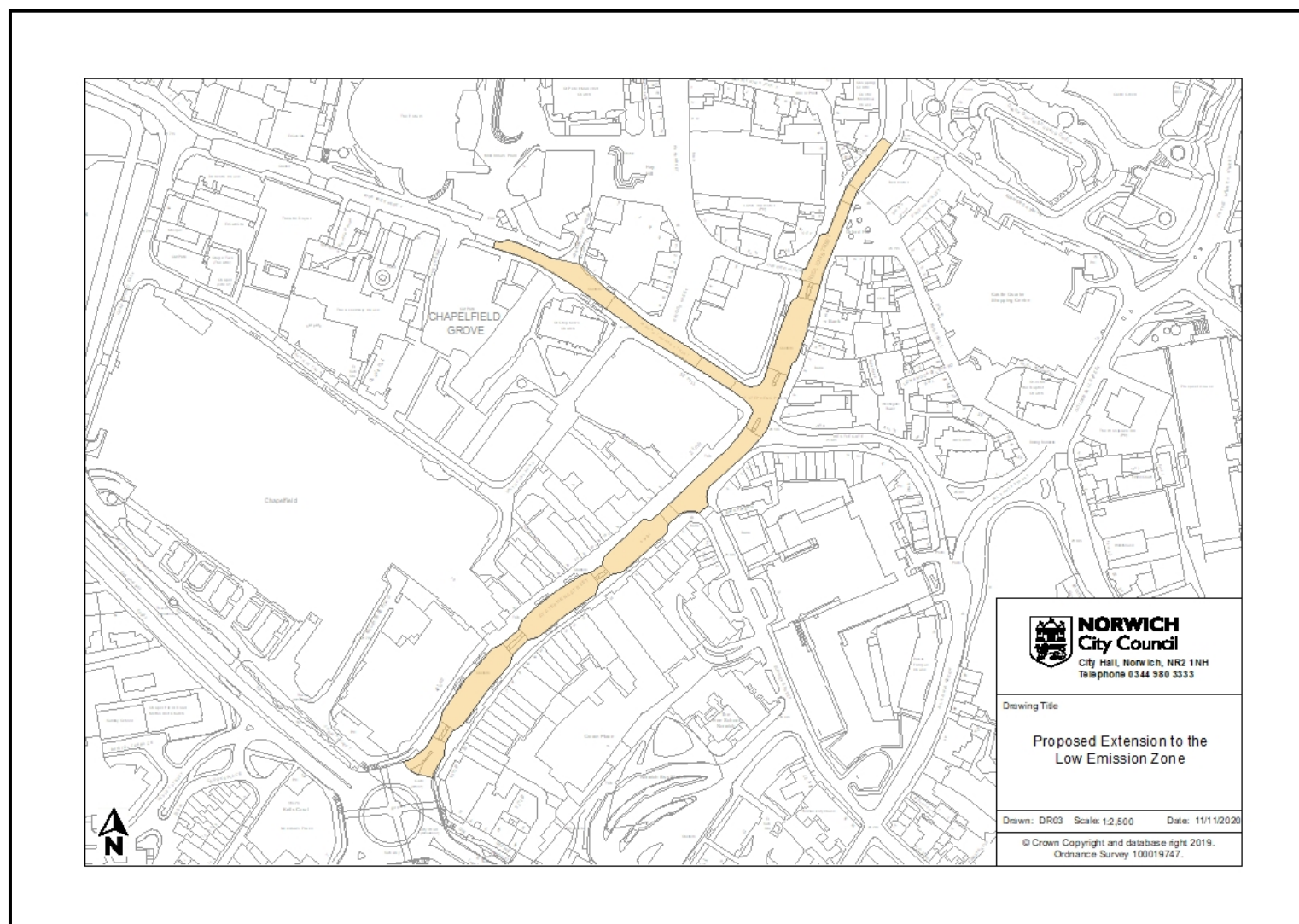


Figure 9. Proposed Extension to the Low Emission Zone.



Glossary of Terms

Abbreviation	Description
AQAP	Air Quality Action Plan - A detailed description of measures, outcomes, achievement dates and implementation methods, showing how the local authority intends to achieve air quality limit values'
AQMA	Air Quality Management Area – An area where air pollutant concentrations exceed / are likely to exceed the relevant air quality objectives. AQMAs are declared for specific pollutants and objectives
AQS	Air Quality Strategy
ASR	Air quality Annual Status Report
Defra	Department for Environment, Food and Rural Affairs
EU	European Union
LAQM	Local Air Quality Management
NATS IP	Norwich Area Transport Scheme Implementation Plan
NO ₂	Nitrogen Dioxide
NO _x	Nitrogen Oxides
NRP	Norwich Research Park
PHV	Private Hire Vehicle
PM ₁₀	Airborne particulate matter with an aerodynamic diameter of 10µm (micrometres or microns) or less
PM _{2.5}	Airborne particulate matter with an aerodynamic diameter of 2.5µm or less
TCF	Transforming Cities Fund

References

Norwich City Council Annual Status Report 2020

DEFRA (2007) The Air Quality Strategy for England, Scotland, Wales and Northern Ireland, Department of the Environment, Food and Rural Affairs, Cm 7169, NIA 61/06-07

DETR (2000) The Air Quality Strategy for England, Scotland, Wales and Northern Ireland, Department of the Environment, Transport and the Regions, Cm 4548, SE 2000/3, NIA 7

DEFRA (TG16) Local Air Quality Management Technical Guidance, Part IV of the Environment Act 1995, Feb 2018

DEFRA (PG16) Local Air Quality Management Policy Guidance, Part IV of the Environment Act 1995, April 2016

Air Quality Action Plan 2015, Norwich City Council

Annual Status Report 2016, Norwich City Council

Annual Status Report 2017, Norwich City Council

Annual Status Report 2018, Norwich City Council

Annual Status Report 2019, Norwich City Council

Norfolk County Council website – major projects and improvement plans - Norwich

<https://www.norfolk.gov.uk/roads-and-transport/major-projects-and-improvement-plans/norwich>

DEFRA LAQM website – Air Quality Information Resource;

<http://uk-air.defra.gov.uk>

<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32008L0050>



Committee Name: Cabinet

Committee Date: 09/06/2021

Report Title: To award a contract for district heating at the Devonshire Street area of Norwich

Portfolio:	Councillor Harris - Deputy leader and social housing
Report from:	Executive director of community services
Wards:	Mancroft
OPEN PUBLIC ITEM	

Purpose

To consider awarding a contract for districting heating at the Devonshire Street area of Norwich.

Recommendation:

To approve the award of a contract for district heating at the Devonshire Street area of Norwich to Gasway Services Limited, from 08 September 2021 to 31 October 2022 and the contract is valued at £926,561.92

Policy Framework

The Council has three corporate priorities, which are:

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

This report meets the great neighbourhoods, housing and environment corporate priority.

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

This report helps to meet Norwich Standard adopted policy of the Council

This report helps to meet Housing, regeneration and development objective of

Report Details

1. The council owns and manages a district heating scheme serving dwellings at, Devonshire Street, Clifton Street, Derby Street, Cardigan Place, Goldsmith Street (non Passivhaus properties), Langley Walk, Midland Walk, Napier Place, Old Palace Road and Russel Street in Norwich. The district heating scheme serves 387 dwellings in total with 139 of these being leased dwellings. The proposal is to refresh the internal heating systems serving the council operated dwellings, 248 in number due to age, obsolescence and condition. (non passivhaus properties)
2. The existing heating systems, (pipework, radiators, heat exchangers and cylinders) are original from the time of construction in 1976 to 1982
3. The scope of the works includes the installation of a twin-plate heat interface unit and replacement of all internal system pipework, space heating radiators, isolation valves, hot water storage cylinder, and user controls.
4. Benefits of the works include:
 - address the potential issues of system failure and water leak damage due to component deterioration
 - contribute towards a more efficient overall system by the replacement of the existing basic mechanical controls with poor insulation and the fitting of A-rated appliances with improved thermal insulation and modern user controls
 - any Legionella risk associated with stored cold water will be removed as the dwelling's storage tank will no longer be required.
 - extend the life expectancy of the internal dwelling district heating system ensuring a reliable and serviceable system for the next 20 years
5. The works will be implemented via a heating installation procurement framework set up by Eastern Procurement Ltd (EPL). As a member of EPL, the council benefits from the lower rates achieved from aggregation of member requirements.
6. A mini competition tender exercise was conducted by EPL using the existing Heating Installation framework
7. A further competition was conducted, the seven suppliers on the framework were invited to tender for the works. Only one supplier Gasway Services Limited, provided a tender return and other suppliers were unable to meet resourcing capacity and timing.

8. The pricing has been defined below

Average Price per dwelling £

System	Gasway
Type A	£3,526.15
Type B	£3,719.79

9. Please note prices were obtained for two different system options, type A and B, to allow for on-site District Heating system water pressure variations. The final installed system is likely to be a mix of the two system options.
10. The pricing evaluation was based on the Contractors price for a Type A installation to every property on the address list. In the event that the property was not suitable for a Type A installation, we established a Type B installation price for every archetype (rather than each individual address), making the evaluated tender price total of £926,561.92. The contract is valued at £926,561.92 for the period 08 September 2021 to 31 October 2022, subject to annual budget setting and satisfactory performance and quality being met.

Consultation

Councillor Harris - Deputy leader and social housing has been briefed on the report and supports the proposals.

These works are not subject to leaseholder consultation. Leaseholders will be offered the heating upgrade directly from Gasway Services Limited as a private agreement between both parties.

Implications

Financial and Resources

This work has been identified to be included within the 2021/22 HRA capital programme and will be funded from the approved £3.575m communal boiler upgrade budget.

Legal

There are no legal implications. These works ensure that 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. These works further reduce the risk of Legionella by removal of cold-water storage tanks and hot water cylinders adhering to the Approved Code of Practice L8 4th Edition.

The current installation is not compliant with Part 'L' of the Building Regulations whereas the new installations are.

The new installations will be able to support the new Heat Networks Metering and Billing Regulations.

Environmental

Hot water storage will be removed and therefore reducing the risk of Legionella. The heating controls are substantially improved and will be more efficient in controlling temperature, further improvements will be made to the insulation on the delivery pipe work therefore reducing heat loss. Pipe work internally shall be configured to reduce the length of the runs as well as replacing the old radiators to more energy efficient versions. The heat interface unit is a series of plates that heat the water and the gas usage will significantly be reduced.

Statutory Considerations

Consideration:	Details of any implications and proposed measures to address:
Equality and Diversity	Neutral
Health, Social and Economic Impact	These works ensure that 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. The recommended supplier is a local company employing local people.
Crime and Disorder	Neutral
Children and Adults Safeguarding	The supplier must adhere to the councils Safeguarding Policy statement.
Environmental Impact	New installations will provide efficiency benefits and use less gas and electric for heating buildings. Efficiencies will complement the reduction towards climate change.

Risk Management

Risk	Consequence	Controls Required
Current outdated systems that were as built, parts are	Tenants could be left with no heating or hot water and	Replace the current system

obsolete and could fail at any time	pose a risk to property damage	
There is a risk that the supplier could fail during the life of the contract.	The works would not be completed and would not be completed to the timeline.	Using the current framework, contractor accounts are audited and checks carried out.
The security, legal, political or reputational risks to the council.	Possible publicity as a result of the above	Mitigated as best as possible by using the framework and approved contractor through regular communications
Water Hygiene and microbiological organisms causing illness.	If the current systems are not upgraded the risks of Legionnaires Disease are still current	Removal of the existing water tanks and cylinders as part of this upgrade
The current system does not meet with building regulations standards	These works will address the potential issues of system failure and water leak damage due to component deterioration	The new system will be compliant to the Building Regulations

Other Options Considered

Do nothing: This could lead to the risks described in the risk management table crystallising.

The proposed works will address the potential issues of system failure and water leak damage due to component deterioration and are therefore recommended.

Procurement frameworks: Other specialist procurement frameworks were considered. The selected EPL framework included and local small and medium suppliers still promoting value for money.

Reasons for the decision/recommendation

11. As in the report details above

Tracking Information

Governance Check	Date Considered
Chief Finance Officer (or Deputy)	25/5

Monitoring Officer (or Deputy)	
Relevant Executive Director	18/5

Background papers: Not applicable

Appendices: Not applicable

Contact Officer:

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