

Scrutiny committee

Date: Thursday, 14 December 2017

Time: 16:30

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

All group pre-meeting briefing – 16:00 Mancroft Room

This is for members only and is not part of the formal scrutiny committee meeting which will follow at 16:30. The pre-meeting is an opportunity for the committee to make final preparations before the start of the formal meeting. The public will not be given access to the Mancroft room before 16:30.

Committee members:

Councillors:

Wright (chair)
Brociek-Coulton (vice chair)
Bogelein
Bradford
Bremner
Coleshill
Grahame
Haynes
Jones (B)
Manning
Malik
Ryan
Thomas (Va)

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Information for members of the public

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

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

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 must be received by the committee officer detailed on the front of the agenda by **10am on Monday 11 December 2017**.

Petitions must be received must be received by the committee officer detailed on the front of the agenda by **10am on Wednesday 13 December 2017**

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

3 Declarations of interest

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

4 Minutes

7 - 14

To approve the accuracy of the minutes of the meeting held on 23 November 2017

5 Update of the representative on the Norfolk Health Overview and Scrutiny Committee (verbal update)

Purpose - To note the work of the NHOSC and comment on any implications for Norwich residents for the representative to take to the next NHOSC meeting

6 Scrutiny committee work programme 2017-18

15 - 32

Purpose - To provide an update to members on the items on the scrutiny work programme for the remainder of 2017-18

7 Draft corporate performance measures 2018-19

33 - 44

Purpose - To consider the report to cabinet on the 7

February 2018 on the new Corporate Plan performance indicators for 2018-19 and agree any recommendations.

- | | | |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 8 | Draft Equality Information Report
Purpose - To determine any recommendations scrutiny would wish to make to cabinet | 45 - 74 |
| 9 | Emerging position on the 2018-19 budget and Medium Term Financial Strategy
Purpose - To comment on the emerging position on the 2018 – 19 budget and Medium Term Financial Strategy (MTFS) | 75 - 114 |
| 10 | Access to justice - recommendations
Purpose - to consider any recommendations based on the evidence collected at the scrutiny meeting on 23 November 2017 | 115 - 116 |

Date of publication: **Wednesday, 06 December 2017**

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

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

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

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

Specific, Measurable, Attainable, Relevant and Time-bound

Scrutiny committee and a protocol for those attending meetings of the scrutiny committee

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



SCRUTINY COMMITTEE

16:30 to 19:00

23 November 2017

Present: Councillors Wright (chair), Bogelein, Bremner, Coleshill, Grahame, Haynes, Jones (B), Malik, and Thomas (Va)

Apologies: Councillor Brociek-Coulton (vice chair), Bradford, Manning, Packer

1. Declarations of interest

Councillor Vaughan Thomas declared an 'other' interest in item 3, 'Access to justice', as he was a volunteer at Norwich Community Legal Service, (NCLS), who were speaking on the item.

2. Minutes

RESOLVED to approve the accuracy of the minutes of the meeting held on 19 October 2017.

3. Access to justice

Councillor Vaughan Thomas introduced the report and welcomed the speakers.

Gareth Thomas, Director of UEA Law Clinic and trustee of the Eastern Legal Support Trust, (ELST), addressed the committee.

Professor Thomas said the UEA Law Clinic was founded in 2012 and it was a collaboration between students and outside agencies. The scheme provided students with a clinical education and there were 250 volunteer undergraduates in the programme.

ELST was a small charitable organisation whose aim was to improve access to justice for the most vulnerable in society. They provided small grants up to £5,000 for strategic projects. The requests for funding they received provided useful insights into the pressures faced by advice agencies.

Professor Thomas said that access to justice was in crisis due to the reductions in legal aid. In the 1980s, two thirds of the population would have been eligible for legal aid. The Legal Aid Sentencing and Punishment of Offenders Act 2012, (LASPO), removed tens of thousands of people overnight from this eligibility. The

Access to Justice Act 1999 previously dismantled the structure of legal aid which had existed since 1949.

He said that access to justice was an essential element of the rule of law in a democratic society. The societal consequences were that the weakest were unable to enforce their rights. This provided an increasing pressure on public services to pick up the pieces. The availability of early access to justice and advice on rights prevented intractable problems from developing.

In the last 4 years of the UEA scheme, students assisting at welfare benefit appeals had recovered over 3 million pounds for households. This 3 million pounds would not have existed in the local economy without this advice being provided.

Access to justice was the responsibility of central government. The Bach commission on access to justice called for the introduction of a 'right to justice act' to ensure everyone received reasonable access to justice.

There was an argument that the legal profession should assume responsibility for access to justice. Lawyers already provided advice, pro-bono work, free representation to organisations such as NCLS.

Norfolk had some excellent local advice agencies which were the envy of most other parts of the UK and these should be cherished. They worked collaboratively together which ensured minimum duplication.

Volunteers were part of the answer but reasonable funding streams were needed to ensure provision, administration, record keeping, office costs, and training.

Janka Rodziewicz, Strategy Manager at Norfolk Community Advice Network, (NCAN), addressed the committee.

NCAN was an alliance of social welfare advice agencies across Norfolk. There were two staff employed to support the work strategically and over 50 member organisations. The criteria to be a member was that the organisation provided some free social welfare legal advice. It was a partnership between the public and private sectors.

Access to justice was important for the rule of law. Access to legal aid enabled people to access the rights that they had such as the right to certain welfare benefits, the right to reside and the right not to be exploited by their landlord.

The current advice agencies in Norfolk were stretched beyond capacity. There was a two month waiting list for some services, it was demoralising for staff and the level of problems staff were dealing with had become more complex. The cuts facing other services such as mental health and the loss of floating support were impacting agencies. This was leading to increased rent arrears, debt and homelessness.

The predominance of mainly short term funding to the sector created an administrative burden of constantly reporting and applying for funds. Every funder required different data to be returned and it would help if this could be simplified.

There was a lot of funding for signposting and not enough to the services being signposted to.

Important to focus on the positive and good work already taking place with Norwich City Council, such as the work on the social prescribing model and the strategic partnership meetings. Work could be improved at strategic boards such as health and wellbeing and a shared focus could be agreed. There would be a benefit from building on work with the private sector. The council was able to draw on funding not available to the advice sector and vice versa. They could improve working together to draw on these funding streams. The funding that Norwich City Council provided should take a long term view and consider the pressures on agencies of reporting.

The agencies worked well together and had adopted a 'no wrong door' model in order that wherever a person turned up they could be provided with assistance. It could help to extend this approach to council officers and councillors in their work to ensure individuals were being signposted correctly.

Judi Lincoln, advice and volunteer manager, Norwich Community Legal Service, (NCLS), addressed the committee.

NCLS benefited from the pro bono support that 65 solicitors provided. In 2016/17 a rough estimate of the value of this work was £135,000.

NCLS were experiencing an increased pressure on their services. Client numbers had increased by 40%, up to 3,000 households and was rising. As capacity had not been identified resources were being stretched to try to meet the need. The changes to the family court system and the lack of available representation, since there had been cuts to legal aid were having a detrimental effect. Individuals were asked to navigate the system as a litigant in person; this took more time and clogged up the courts. It increased stress for clients and impacted negatively on their mental health.

NCLS provided a preventative mediation service, working with households in rent arrears resulting in 70% of cases not being brought before the courts.

Good partnership working existed within sector including good engagement Norwich City Council. NCLS benefited from the volunteer UEA law students who completed welfare rights work. Family work was staffed by volunteers; this was technical, legal work and would benefit from lawyers doing it. They had 23 community volunteers.

The not for profit sector relied on a thriving commercial sector from which to call on for pro bono support, however, cuts to legal aid were affecting this sector too. For many firms legal aid work was no longer commercially viable. She echoed the comments from the previous speakers on applying for funding being an administrative burden, the sector needed realistic, sustainable funding.

The sector would benefit from strategic support in terms of getting engagement from MPs or other partners and giving a voice to the concerns of the sector in the local area.

The chair welcomed Sue Bailey, President of the Norfolk and Norwich law society.

She said she was a partner in a family law firm and as a family lawyer and mediator worked with couples experiencing relationship breakdown.

The law society provided a voice to its local members; it supplied information and updates on changes to law. Part of this involved providing support to local members to work in the community doing pro-bono work.

To set changes to legal aid in context, in March 2013, family law stopped being means tested and clients had to show another factor to get legal aid, such as domestic abuse. If this had never been reported (as was often the case) and the applicant could provide no evidence then access to legal aid was denied.

The private sector had been impacted by the reduction in funding of matters. Most firms carried out divorces for a fixed fee in Norfolk and on average this cost £450-£650 but the legal aid rate was set at £146. Solicitors needed to do four times the amount of legal aid cases to make up one privately funded case. Legal aid only worked for private firms if they could turn over a massive volume of cases. The limited numbers of applicants who now qualified for legal aid made this no longer viable.

The impact of litigants in person in family courts, was that cases took longer, leading to longer resolutions for families, impacting on contact arrangements for children, animosity between separating individuals was higher as they were having to talk directly to each other and there were higher costs for other service users.

The NCLS, family support service provided invaluable support to people, matters were resolved more quickly and applicants were provided with greater support.

Local courts had so much work they were unable to cope. The closure of Kings Lynn County Court, Lowestoft and Bury St Edmunds Magistrate Courts increased the work of the County and Magistrates Courts in Norwich by 67% and 62% respectively. For example when trying to schedule a one hour hearing that week, the first available slot offered was 4 February 2018. The introduction of a centralised telephone system for the courts resulted in it taking a long time to get any updates on cases.

The impact upon people was that they gave up; children were left in difficult situations, not having a relationship with a parent.

In civil cases the costs were prohibitive. For any claim being made for amounts above £10,000, the court fee was 5% capped at £10,000. This meant a builder who was owed £15,000 had to pay £750 to make an application before they received any advice.

In criminal law, there were a very limited number of firms offering this support in Norwich. Fees had been capped. Criminal practitioners needed higher paying cases to balance out those paid at a lower amount. The law society were concerned about the impact on firms. There was a risk of defendants turning up at court without

any representation and young solicitors were not entering into criminal law as it did not pay.

The Housing Possession Court Scheme was legal aid funded and provided a solicitor at court on the day of housing hearings to offer advice. It was available at Kings Lynn, Great Yarmouth and Norwich courts. Tendering for the new schemes to operate from October 2018 was taking place and those tendering were now required to operate in a wider area. Those currently providing this service would not apply as it was not economically viable to cover such large distances.

She added it was important to end on positive note, the work with NCLS was going well, two to three times a week solicitors attended to provide advice sessions which lasted two to three hours. Households were offered 15 – 45 minutes of free advice. They could then access private advice at a reduced rate.

Members had an opportunity to ask questions of speakers.

In response to a question from Councillor Wright, NCLS advised the background of their community volunteers was varied and included mature students, retired professionals and parents with free time. Most worked in their benefits advice section as they did not advertise for volunteers to work in their family support service as it was very difficult work and particularly emotionally demanding.

In response to a question from Councillor Bogelein, on representations at tribunals the speakers advised her to refer constituents for advice to NCLS and that whilst the principal was that tribunals were set up for individuals to represent themselves, in reality they were often complex cases where individuals benefited from legal advice where possible.

In response to Councillor Beth Jones' question regarding areas where a specific increase in need had been seen, Judi Lincoln offered to come back with figures. Sue Bailey said in her experience of working at NCLS, 50% of households were accessing IT via their phones. This showed there was a need for access to IT. The courts wanted applicants to access via online forms but one form could be over 20 pages long and it was not achievable to complete using a phone.

Gareth Thomas advised that community engagement projects were available to students across the university and Janka Rodziewicz confirmed they got assistance from social science students with the analysis of their statistics.

In response to a question on why cuts were instituted the speakers felt that there had been a perception that too much had been spent on legal aid and that efficiencies could be made.

Councillor Bremner raised concerns over availability of immigration advice. NCAN advised they were undertaking training to enable them to offer some advice.

(Councillor Haynes left the meeting)

Councillor Grahame was concerned about an increase in enquires from EU nationals due to Brexit. Judi Lincoln advised they had experienced initially a dip in enquires

but there was the feeling that people were 'hiding in plain sight'. Janka Rodziewicz advised CAB had received some national funding to provide Brexit advice.

Councillor Bogelein asked if it was possible to challenge cuts on an equalities basis. Gareth Thomas said there had been attempts to restructure and refocus the context of challenges to cuts to public funding. Challenges to the employment tribunal free of £1,200 were recently successful premised under a common law right to access justice.

(Judi Lincoln left the meeting)

Councillor Bogelein added that if 84% of negative decisions on welfare cases were overturned at appeal then how could councillors challenge the fact that the Department of Works and Pensions (DWP) were not fulfilling their role.

Gareth Thomas responded that unless cases hit the higher courts then these not picked up. The work of the student volunteers with NCLS was being fed into a larger national report that Baroness Hollis was reviewing. In response to Councillor Wright, he said judicial reviews only applied where an area of law was irrationally applied or there was policy principle at question.

In response to a question Gareth Thomas said that the council could help the situation by making sure if funding was available, it was not short term as this corroded time and energy and also could work with advice agencies to help with funding applications.

Sue Bailey suggested that if there were some funding which could be provided to the private sector to provide legal advice at a reduced rate, this could provide a middle tier of advice.

Janka Rodziewicz added that the future was unknown so the continued good will from Norwich City Council was of great value.

The chair advised that at the next meeting the committee would formulate their recommendations based on the representations heard.

RESOLVED to consider the information heard at this meeting and formulate recommendations to be heard at the scrutiny committee meeting on 14 December 2017.

4. Scrutiny committee work programme 2017-18

The chair presented the report.

RESOLVED to note the work programme 2017-18.

5. Update of the representative on the Norfolk Health Overview and Scrutiny committee

The representative was unable to attend the meeting and a written update had been provided to the committee prior to the meeting and is appended to these minutes.

Councillor Bogelein asked if the representative could raise a question regarding the cuts to the support to sheltered housing.

RESOLVED to

- (1) note the update from the NHOSC representative; and
- (2) ask the representative to question what the effects on the health service would be if the supported sheltered housing service was not provided and would it fall within the commissioning of the Clinical Commissioning Group's remit in future.

6. Pre-scrutiny of the proposed budget consultation?

The director of customers and culture provided an update on the budget consultation. She said the consultation would commence in the next week and a questionnaire would be circulated to members of scrutiny committee as part of the consultation process.

Last year members signed up to a two year budget projection and a number of questions were raised as part of that consultation process. This year there would be only two budget questions;

- (1) Do you want to raise council tax?
- (2) If so, by what percentage?

There were also elements of the council tax reduction scheme which would to be consulted on in due course.

RESOLVED to ask the director of customers and culture to circulate the text of the budget consultation to all scrutiny members for comment.

CHAIR

Norwich City Council
SCRUTINY COMMITTEE

Item No 6

REPORT for meeting to be held on 14 December 2017

Work Programme for 2017-18

Summary: The purpose of this report is to provide an update to members on the items on the scrutiny work programme for the remainder of 2017-18 to support them in agreeing scopes for these.

Conclusions: The work programme is appended to this report. It is proposed that any discussion is a whole committee discussion based on this documentation, to assist members in providing a clear scope for the items on future agendas to facilitate robust scrutiny.

Recommendation: To agree items and how these will be scoped and prepared for the remaining meetings of 2017-18.

Contact Officers: Adam Clark, Strategy manager,
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Items for 2017-18

1. The attached appendix A shows the work programme as it currently stands, with items that have been assigned to future meetings. Members are encouraged to discuss the scope for the following items so that officers can undertake appropriate background work:

The private rented sector: This is currently scheduled for 22 February 2018, members are invited to comment and establish what background information they require, and which officers they would like to attend for the item.

Review of the council's enforcement service: This is currently scheduled for 22 March 2018, members are invited to comment and establish what background information they require, and which officers they would like to attend for the item.

Scrutiny committee work programme 2017 – 2018

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR,	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
13 July 2017	Setting of the work programme	Beth Clark (Scrutiny liaison officer), Cllr Wright	To assist committee members in setting the work programme for 2017/18
13 July 2017	Quarterly performance report	Adam Clark (Strategy manager)	To consider if there are any measures within report to consider for future analysis and how the committee would like to scrutinise corporate performance in the future
21 September 2017	Update from 20th July and 7th September meetings of the Norfolk Health and Overview Scrutiny Committee	Cllr Brociek-Coulton	For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the rep to take back to the next NHOSC meeting.
21 September 2017	Pre-scrutiny of the proposed budget consultation	Nikki Rotsos (Director of communications and culture)	To look at the proposed approach to engaging residents and other stakeholders in the development of the council's vision and strategy for 2019-2022 as well as the 2018-19 budget and transformation programme.
21 September 2017	The cooperative agenda in local government	Cllr Herries	To agree areas for further review and to consider identifying a suitable time for an all members briefing/workshop about co-operatives.

Scrutiny committee work programme 2017 – 2018

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR,	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
19 October 2017	Health inequality in Norwich	Adam Clark (Strategy manager)	Review of health inequality in Norwich and the role of the city council
23 November 2017	Access to justice	Cllr Thomas	The impact of legal aid cuts, changes to tribunal fees, debt, impact of cuts to probation/prisons/courts. The city council commissions advice services which provide elements of legal advice and how these work in Norwich
23 November 2017	Update from 26th October meeting of the Norfolk Health and Overview Scrutiny Committee	Cllr Brociek-Coulton	For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the rep to take back to the next NHOSC meeting.
14 December 2017	Update from 7th December meeting of the Norfolk Health and Overview Scrutiny Committee	Cllr Brociek-Coulton	For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the rep to take back to the next NHOSC meeting.
14 December 2017	Corporate plan and performance framework	Adam Clark (Strategy manager)	Members to submit questions in advance by Monday 11 December. To consider amendments to corporate performance KPIs

Scrutiny committee work programme 2017 – 2018

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR,	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
14 December 2017	Equality information report	Adam Clark (Strategy manager)	Members to submit questions in advance by Monday 11 December. Pre scrutiny of the report before it goes to cabinet.
14 December 2017	Emerging position on the 2018/19 budget and MTFS	Karen Watling (Chief finance officer)	Members to submit questions in advance by Monday 11 December. To note latest financial forecasts, savings options and capital plans which will inform budget setting for 2018/19.
14 December 2017	Access to justice: recommendations	Cllr Vaughan Thomas	To agree recommendations following the evidence given at the November meeting
25 January 2018	Update from 11th January meeting of the Norfolk Health and Overview Scrutiny Committee	Cllr Brociek-Coulton	For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the rep to take back to the next NHOSC meeting.
25 January 2018 BELOW THE LINE	Scrutiny of the proposed budget, MTFS, and transformation programme	Karen Watling (Chief finance officer), Helen Chamberlin (Head of strategy and transformation)	To make suggestions to cabinet regarding the proposed budget's ability to deliver the council's overarching policy. This report is not for publication because it

Scrutiny committee work programme 2017 – 2018

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR,	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
			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.
25 January 2018	Environmental strategy (yearly update)	Richard Willson (Environmental strategy manager)	Identification of any issues to consider and note successes and progress reported in the progress statement. Members to submit questions in advance by Friday 19 January.
22 February 2018	Update from 22 February meeting of the Norfolk Health and Overview Scrutiny Committee	Cllr Brociek-Coulton	For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the rep to take back to the next NHOSC meeting.
22 February 2018	The private rented sector	Paul Swanborough	To be agreed
22 March 2018	Review of the council's enforcement service	Bob Cronk, Adrian Akester	To be agreed
22 March 2018	Annual review of the scrutiny committee	Adam Clark	To agree the annual review of the scrutiny committee's work 2017 to 2018 and recommend it for adoption of the council

The scrutiny committee tracker 2017 – 2018

Completed
Ongoing
Not started

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER/LEAD MEMBER	SCRUTINY REQUEST	OUTCOMES OR CURRENT POSITION
6 April 2017	Food poverty in Norwich	Adam Clark, Cllr Maguire	Ask cabinet to consider;- (1) trying to access charitable trust funding to resource projects such as social supermarkets (2) developing a food poverty strategy to act as an umbrella document for existing actions (3) increasing awareness and availability of financial advice and early intervention (4) developing community led food literacy projects (5) increasing awareness of the Go4less cards which entitle residents to reduced allotment fees; and (6) linking older and socially isolated people with good food literacy skills with younger generations in need of such skills	A report was taken to cabinet on 13 September. Link to the agenda here: https://cmis.norwich.gov.uk/live/Meetingscalendar/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/392/Committee/1/Default.aspx
22 June 2017	City accessibility	Bruce Bentley	Ask cabinet to formulate a city access charter and to extend consultations on such a charter to groups representing all disabilities including those with hidden disabilities.	This recommendation is part of a scrutiny report which is going to the cabinet meeting on 13 December.

The scrutiny committee tracker 2017 – 2018

Completed
Ongoing
Not started

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER/LEAD MEMBER	SCRUTINY REQUEST	OUTCOMES OR CURRENT POSITION
13 July 2017	Quarterly performance report	Adam Clark	Ask the financial inclusion manager for some anecdotal evidence around timely access to debt advice,	The advice services in the FI consortium report that waiting times are variable and depend on a complex range of factors, including how urgent a case is e.g. if there are court dates or statutory time limits then these will be prioritised. However, overall, capacity is stretched within the social welfare advice sector; one proxy for this is that only around 50% of calls to the CAB advice line are currently answered, although this is improving.
13 July 2017			Ask the strategy manager to investigate why the performance target for measure FAC5 was so high; and	Response from Environmental Strategy Manager is that the 2016/17 performance above target was due to additional funding being available in 2016/17. Cosy City is fully dependent on government grants and/or funding from 3rd sector organisations. We are unlikely to see the same level of external grants and funding this year so we should not amend the target.

The scrutiny committee tracker 2017 – 2018

Completed
Ongoing
Not started

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER/LEAD MEMBER	SCRUTINY REQUEST	OUTCOMES OR CURRENT POSITION
13 July 2017	Quarterly performance report		Ask the head of neighbourhood services to circulate any commentary captured around why residents felt unsafe.	Circulated to all scrutiny members by the scrutiny liaison officer.
13 July 2017			SCL05 – exceed target by 6% - what is the anomalous reason for over performance? Otherwise, should the target be raised to 96%? The committee also required why didn't expect of 100% of businesses to achieve safety compliance?	The Environmental Health Manager (Food & Safety) suggested that the target be raised to 94% to show how food businesses in Norwich compare to the National picture.
21 September 2017	Pre-scrutiny of the proposed budget consultation	Nikki Rotsos	Consider how best to involve members in shaping the budget consultation with an update brought back to scrutiny at appropriate time to allow changes to be considered	The members will receive a verbal update from the director of customers and culture at the 23 November meeting on the budget consultation.
21 September 2017			Include an 'easy-read' sheet to sit alongside the budget consultation	This recommendation is part of a scrutiny report which is going to the cabinet meeting on 13 December.
21 September 2017	Cooperatives	Bethany Clark	To ask the democratic and elections manager to arrange an all members briefing on co-operatives to include examples of how co-operatives have worked with other local authorities and what services were available to Norwich City Council.	An all members briefing will take place on Monday 19 February 2018.

The scrutiny committee tracker 2017 – 2018

Completed
Ongoing
Not started

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER/LEAD MEMBER	SCRUTINY REQUEST	OUTCOMES OR CURRENT POSITION
21 September 2017	Call-in of cabinet delegated decision	Anton Bull	Ask the director of business services to liaise with the head of customer services to discuss the Councillor enquiry system	Councillor enquiry system discussed with the head of customer services. Overall enquiries are being answered within an average of 5 days. There are some outside of this. The head of customer services has this on the agenda to discuss at business management group (corporate leadership team and heads of service) to review performance.
21 September 2017			To note the work being undertaken on publishing delegated decisions and progress on motions to council	Delegated decision and motions tracker are in the process of being finalised and will be published shortly and at regular intervals thereafter.
19 October 2017	Health inequality	Cllr Wright	To ask the chair of scrutiny to liaise with the leader of the council around progressing accessibility charter and to acknowledge all recommendations from June scrutiny committee meeting on city access	This recommendation is part of a scrutiny report which is going to the cabinet meeting on 13 December.
		Adam Clark	To ensure provision of web information linked across organisations	With the strategy manager

The scrutiny committee tracker 2017 – 2018

Completed
Ongoing
Not started

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER/LEAD MEMBER	SCRUTINY REQUEST	OUTCOMES OR CURRENT POSITION
19 October 2017	Health inequality	Adrian Akester	To ensure health and wellbeing is taken into consideration when the review of parks and open spaces takes place	This recommendation has been forwarded to the head of citywide services.
		Cllr Wright	To scrutinise the river Wensum strategy to ensure health inequality actions are considered	This has been noted to be carried forward to the scrutiny committee's work programme 2018/19
		Cllr Wright	To scrutinise the social value and procurement framework as part of next year's work programme	This has been noted to be carried forward to the scrutiny committee's work programme 2018/19
		Adam Clark	For the strategy manager to feedback to members regarding the significantly negative outliers for Norwich from the Public Health Outcomes Framework	With the strategy manager
23 November 2017	Work programme	Nikki Rotsos	The director of customers and culture to circulate to all scrutiny committee members the questions to be included in the proposed budget consultation	With the strategy manager
	NHOSC	Cllr Bogelein, Cllr Brociek-Coulton	To ask the NHOSC representative to raise with the CCG the effects of the Sheltered Housing consultation on health service if that service is not provided anymore, and to ask CCG if that would fall under their	

The scrutiny committee tracker 2017 – 2018

Completed
Ongoing
Not started

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER/LEAD MEMBER	SCRUTINY REQUEST	OUTCOMES OR CURRENT POSITION
			commission in future	
	Access to justice	Cllr Jones	Information around specific areas with an increased need of law advice and this specific demographic	

FORWARD AGENDA: CABINET and COUNCIL MEETINGS 2017 - 2018

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
CABINET DEC 13 2017	Norwich rough sleeping strategy 2017-22: breaking the cycle of homelessness - KEY DECISION	To adopt the city council's approach to tackle rough sleeping as set out in the Norwich rough sleeping strategy 2017-22: breaking the cycle of homelessness.	Cllr Maguire Andy Watt/Paul Swanborough Chris Hancock		Andy Watt	NO
CABINET DEC 13 2017	Norwich City Council – Fit for the Future	To update cabinet on the progress made during the 17/18 financial year.	Cllr Kendrick Laura McGillivray		Laura McGillivray	NO
CABINET DEC 13 2017	Emerging position on the 2018/19 budget and the Medium Term Financial Strategy (MTFS)	To consider the latest position on the 2018/19 budget for general fund revenue, housing revenue account and capital programme including the emerging proposals for budget savings and MTFS.	Cllr Kendrick Karen Watling		Karen Watling	NO
CABINET DEC 13 2017	Draft Consultation Document on Greater Norwich Local Plan under Regulation 18 of the Town and Country Planning (local planning) Regulations 2012	To approve the documents for the Greater Norwich Local Plan consultation in early 2018.	Cllr Stonard Graham Nelson Mike Burrell		Dave Moorcroft	NO
CABINET DEC 13	Quarter 2 2017/18 quarterly performance	To report progress against the delivery of the corporate plan priorities and key	Councillor Waters Adam Clark		Adam Clark	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
2017	report	performance measures for quarter 2 of 2017/18.				
CABINET DEC 13 2017	Report of the chair of the scrutiny committee	To consider the recommendations from the scrutiny committee.	Cllr Kendrick Adam Clark Cllr Wright		Adam Clark	NO
CABINET DEC 13 2017	Treasury management mid-year review 2017/18	To update members on the Treasury Management performance for the financial year to 30 September 2017.	Cllr Kendrick Karen Watling		Karen Watling	NO
CABINET DEC 13 2017	Procurement of a housing structural repairs contract – Key Decision	To consider the procurement of a housing structural repairs contract and to seek delegated authority to award the contract.	Cllr. Harris Bob Cronk		Bob Cronk	NO
CABINET DEC 13 2017	Norwich Regeneration Ltd business plans 2018-19 – KEY DECISION	To consider the latest business plan of Norwich Regeneration Ltd.	Cllr Harris Gwyn Jones Andy Watt		Dave Moorcroft Karen Watling	NO
CABINET DEC 13 2017	Norwich Regeneration Ltd business plan 2018-19 – KEY DECISION	To consider the exempt appendices to the Norwich Regeneration Ltd business plan 2018/19 report.	Cllr Harris Gwyn Jones Andy Watt		Dave Moorcroft Karen Watling	YES (Para 3)
CABINET DEC 13 2017	Managing assets (housing) – KEY DECISION	To seek approval for the disposal of the council owned assets described in the report.	Cllr Harris Andy Watt		Bob Cronk	YES (Para 3)
CABINET DEC 13 2017	Managing assets (non housing) – KEY DECISION	To seek approval for disposal of the council owned assets described in the report.	Cllr Kendrick Andy Watt		Dave Moorcroft	YES (Para 3)

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
CABINET 17 JAN 2018	Norwich Airport Industrial estate - procurement of joint venture partner	To approve the brief for procurement of a joint venture partner	Cllr Stonard Andy Watt Gwyn Jones		Andy Watt	NO
CABINET 17 JAN 2018	Council tax reduction scheme 2018-19	To consider and recommend to council a council tax reduction scheme for 2018- 19	Cllr Karen Davis – social inclusion Anton Bull – Director of business services		Anton Bull	No
CABINET 17 JAN 2018	Report of the chair of the scrutiny committee	To consider the recommendations from the scrutiny committee	Cllr Kendrick Adam Clark Cllr Wright		Adam Clark	NO
CABINET 17 JAN 2018	Review of the corporate risk register and policy	To update members on the results of the key risks facing the council and the associated mitigating actions, recorded in the council's corporate risk register.	Cllr Kendrick Karen Watling		Karen Watling	NO
CABINET 17 JAN 2018	Bethel Hospital Repairs Notice	To consider the possible service of a Repairs Notice or Notices under Section 48 of the Listed Buildings Act 1990 specifying those works considered reasonably necessary for the proper preservation of the Bethel Hospital complex of buildings	Cllrs Stonard and Herries Graham Nelson		Dave Moorcroft	NO
CABINET 17 JAN 2018	Budget monitoring 2017/18 period 8	To update Cabinet on the provisional financial position as at 30 November 2017, for the General Fund revenue budget, the Housing Revenue Account and the capital programme.	Cllr Kendrick Karen Watling		Karen Watling	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
CABINET 17 JAN 2018	Corporate plan and performance	To consider amendments to corporate performance KPIs	Cllr Waters Adam Clark		Laura McGillivray	NO
CABINET 17 JAN 2018	Equality Information Report	To consider the annual equality information report.	Cllr Davis Adam Clark		Adam Clark	NO
COUNCIL 23 JAN 2017						
COUNCIL JAN 23 2018	Treasury management mid-year review 2017/18	To update members on the Treasury Management performance for the financial year to 30 September 2017 and seek approval for changes to the policy.	Cllr Kendrick Karen Watling		Karen Watling	NO
COUNCIL 23 JAN 2017	Council tax reduction scheme 2018-19	To consider the council tax reduction scheme for 2018-19	Cllr Karen Davis – social inclusion Anton Bull – Director of business services		Anton Bull	No
COUNCIL 23 JAN 2017						
CABINET FEB 07 2018	Report of the chair of the scrutiny committee	To consider the recommendations from the scrutiny committee	Cllr Kendrick Adam Clark Cllr Wright		Adam Clark	NO
CABINET	2018/19 budget report	To recommend to council the 2018/19	Cllr Kendrick		Karen	

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
FEB 07 2018	and Medium Term Financial Strategy (MTFS).	budget and the MTFS for the general fund, housing revenue account and capital programme.	Karen Watling		Watling	
CABINET FEB 07 2018	Treasury management strategy 2018/19	To recommend to council the capital prudential indicators and limits, the borrowing strategy, the treasury prudential indicators, the minimum revenue provision.	Cllr Kendrick Karen Watling		Karen Watling	
COUNCIL 20/27 FEB 2018	2018/19 budget report and Medium Term Financial Strategy (MTFS).	To recommend to council the 2018/19 budget and the MTFS for the general fund, housing revenue account and capital programme.	Cllr Kendrick Karen Watling		Karen Watling	
COUNCIL 20/27 FEB 2018	Treasury management strategy 2018/19 (Corporate Plan update should also go if not taken earlier)	To recommend to council the capital prudential indicators and limits, the borrowing strategy, the treasury prudential indicators, the minimum revenue provision.	Cllr Kendrick Karen Watling		Karen Watling	
COUNCIL 20/27 FEB 2018	Corporate plan and performance	To consider amendments to corporate performance KPIs	Cllr Waters Adam Clark		Laura McGillivray	NO
CABINET MARCH 14 2018	Report of the chair of the scrutiny committee	To consider the recommendations from the scrutiny committee	Cllr Kendrick Adam Clark Cllr Wright		Adam Clark	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
CABINET MARCH 14 2018	Budget monitoring 2017/18 period 10	To update Cabinet on the provisional financial position as at 31 January 2018, the forecast outturn for the year 2017-18, the General Fund revenue budget, the Housing Revenue Account and the capital programme.	Cllr Kendrick Karen Watling		Karen Watling	NO
CABINET MARCH 14 2018	Proposed right off of bad debt (KEY DECISION)	The proposed write of debt deemed to be non recoverable.	Cllr Kendrick Karen Watling		Karen Watling	
CABINET MARCH 14 2018	Quarter 3 2017/18 quarterly performance report	To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 3 of 2017/18	Councillor Waters Ben Foster		Adam Clark	NO

Norwich City Council
SCRUTINY COMMITTEE

Item No 7

REPORT for meeting to be held on 14 December 2017

Draft corporate performance measures 2018-19

- Summary:** The enclosed report to cabinet on 7 February 2018 sets out the work undertaken to review the performance indicators in the Corporate Plan for the year 2018-19 and asks cabinet to recommend it to council for approval.
- This report, therefore, provides scrutiny with an opportunity to pre-scrutinise the report to cabinet and make recommendations to cabinet on the revised corporate plan indicators.
- Conclusions:** The report should enable the scrutiny committee to determine any recommendations they would wish to make to cabinet on the revised Corporate Plan performance indicators.
- Recommendation:** To consider the report to cabinet on the 7 February 2018 on the new Corporate Plan performance indicators for 2018-19 and agree any recommendations.
- Contact Officer:** Adam Clark
Strategy Manager
01603 212273
adamclark@norwich.gov.uk

Report to	Cabinet	Item
	07 February 2018	
Report of	Strategy manager	
Subject	Draft Corporate Performance Measures 2018-19	

Purpose

To consider the draft revised corporate performance measures 2018-19

Recommendation

To recommend the draft corporate performance measures 2018-2019 to Council for approval

Corporate and service priorities

This report relates to all corporate priorities

Financial implications

The costs of taking forward the corporate plan are built into the draft budget for 2018-19

Ward/s: All Wards

Cabinet member: Councillor Waters - Leader

Contact officers

Adam Clark, Strategy Manager

01603 212273

Background documents

None

Report

Draft revised corporate performance measures 2017-18

1. The council's current corporate plan was adopted at a meeting of full council on 17 February 2015. It covers the period 2015-2020. This was developed through a number of methods including:
 - a) Analysing information on levels of need in the city such as looking at demographics, strengths, opportunities, inequalities and challenges.
 - b) Assessing the current environment the council operates in, including the national and local economic climate and policy and legislation for local government.
 - c) Looking at the potential future factors that may impact on Norwich and the council e.g economic, social, environmental etc.
 - d) Discussions with councillors including an all councillor workshop.
 - e) Specific discussions with partner organisations
 - f) Assessing the future resourcing likely to be available to deliver a new corporate plan.
 - g) Formal review by scrutiny and cabinet.
2. The corporate plan covers the period 2015 - 2020. The current vision and mission are as follows:
 - Vision: to make Norwich a fine city for all
 - Mission: to always put the city and its people first
3. The five corporate priorities remain:
 - A safe, clean and low carbon city
 - A prosperous and vibrant city
 - A fair city
 - A healthy city with good housing
 - Value for money services
4. As part of this process, 45 corporate performance measures were established to measure how well the council was progressing against these priorities, with targets established for the first three years of the plan. In line with good practice in corporate performance measurement, we have reviewed these performance measurements and the targets over the last few months.

5. The individual measures and performance data have been looked at by the relevant service areas with support from the corporate performance team in order to ensure that the measures are effective and whether targets are still appropriate for the year 2018-19. Relevant portfolio holders have then been consulted on these.
6. It is proposed that the majority of the measures stay the same for 2018-19 in order to be able to compare performance with previous years. However, there are some individual measures that require some amendment; these involve:
 - a) Amending the mathematical basis for the calculation or using different data collection methods to ensure robustness or enhance statistical accuracy
 - b) Amending the target in light of previous performance and to reflect our new survey methodology
 - c) Deleting the measure
 - d) Adding a measure
7. The full list of proposed measures and targets for 2017-18 can be found in Appendix A. The key changes are as follows:
 - a) SCL3, SCL11, SCL12, VFM8. Amend the targets for the measures to reflect the new text based local area survey methodology, which provides a more robust and detailed overview of resident experience by targeting a more representative range of residents. This has had a marked impact on reported levels of satisfaction and perceptions of safety and it is proposed to revise the targets in line with this. Customers can choose to opt out of the survey if they wish.
 - b) SCL5, SCL6, SCL8, HCH4, HCH8. Increase the targets in line with previous performance.
 - c) VFM2, VFM7. Replacing these with a single composite measure that shows whether the council's financial performance is on track to achieve a balanced budget, including both income generated and planned savings achieved.
 - d) VFM9. Deletion of measure as this measures activity not performance.
8. The recommendation is to adopt these revised measures for the year 2018-19 to ensure that the indicators and targets remain an appropriate measure of council performance against corporate priorities.
9. As has been set out to cabinet on 13 December 2017, a more fundamental review of the corporate plan and performance framework will be undertaken based on the current stakeholder and resident consultation and evolution of a new council blueprint. This will result in a new council vision and corporate plan from 2019-20.

DRAFT

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 completing the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	
Committee date:	
Director / Head of service	
Report subject:	
Date assessed:	
Description:	

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

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

Recommendations from impact assessment
Positive
Negative
Neutral
Issues

Appendix A

Prefix	Measure	17/18	18/19	Any Changes?
Council priority: safe, clean and low carbon				
SCL1	% of streets found clean on inspection	88%	NC	No Change
SCL2	% of people satisfied with waste collection	85%	NC	No Change
SCL3	% of people feeling safe	78%	tbc	New methodology requires new target based on 2017-18 data
SCL4	Residual household waste per household (kg)	375	NC	No Change
SCL5	% of food businesses achieving safety compliance	90%	94%	Scrutiny Comm. Suggested a rise to 94%
SCL6	% of residential homes on a 20mph street	45%	50%	Increases to 50%
SCL7	Number of accident casualties on Norwich roads	>400	NC	No Change
SCL8	% of adults cycling at least 3x a week for utility purposes	14%		Increase to 16%
SCL13	% change in the number of cyclists counted at automatic count sites	5% increase	NC	No Change
SCL9	CO2 emissions for the local area	2.4%	NC	No Change
SCL10	CO2 emissions from local authority operations	2.2%	NC	No Change
SCL11	% of people satisfied with parks and open spaces	85%	tbc	New methodology requires new target based on 2017-18 data
SCL12	% of people satisfied with their local environment	80%	tbc	New methodology requires new target based on 2017-18 data
Council priority: prosperous and vibrant city				
PVC1	Number of new jobs created/ supported by council funded activity	300	NC	No Change
PVC2	Delivery of the Councils capital programme	80%	NC	No Change
PVC3	Amount of funding secured by the council for regeneration activity (4 year rolling average)	£2m p/a	NC	No Change
PVC6	Planning service quality measure	tbc	tbc	Still awaiting national framework to

				establish target
PVC7	Number of priority buildings on the 'at risk register' that have been saved from decay and dereliction through the intervention of the city council.	1 p/a	NC	No Change
PVC8	% of people satisfied with leisure and cultural facilities	95%	NC	No Change
PVC9	Amount of visitors at council ran events	85,200 p/a	NC	No Change
Council priority: fair city				
FAC1	Delivery of the reducing inequalities action plan	100% on target p/a	NC	No Change
FAC2	% of people who felt their wellbeing had been improved following receiving advice	86%	NC	No Change
FAC3	Delivery of the digital inclusion action plan	100%	NC	Current action plan ends – new action plan being evolved
FAC4	Timely processing of benefits	100%	NC	No Change
FAC5	No of private sector homes where council activity improved energy efficiency	165	NC	No Change
FAC6	% of commissioned organisations who pay their staff the living wage for services delivered on behalf of NCC	100%	NC	No Change
Council priority: healthy city with good housing				
HCH1	Delivery of the Healthy Norwich action plan	100% on target p/a	NC	No Change
HCH2	Re-let times for council housing	16 days	NC	No Change
HCH3	Number of empty homes brought back into use	20	NC	No Change
HCH4	Number of new council or other affordable homes completed on council land or which the council has financially contributed to	200 (15-18)	350	Increased target of 350
HCH5	Preventing homelessness	60%	NC	No Change
HCH6	Percentage of people who feel that the work of	90%	NC	No Change

	the home improvement agency has enabled them to maintain independent living			
HCH7	% of council properties meeting Norwich standard	97%	NC	No Change
HCH8	% of people satisfied with the housing service	83%	84%	Revised target of 84%
HCH9	No of private sector homes made safe	100	NC	No Change
Council priority: value for money services				
VFM1	% of residents satisfied with the service they received from the council	75%	75%	No Change
VFM2	Council achieves savings target	<£0 (underspend)	Deleted	Indicator replaced by single composite balanced budget measure
VFM4	Avoidable Contact	35	NC	No Change
VFM5	Channel Shift	25%	NC	No Change
VFM6	% of income owed to the council collected	95%	NC	No Change
VFM7	% of income generated by the council compared to expenditure	45.2%	Deleted	Indicator replaced by single composite balanced budget measure
VFM8	% of customers satisfied with the opportunities to engage with the council	54%	tbc	New methodology requires new target based on 2017-18 data
VFM9	Delivery of local democracy engagement plan	Yes on target	Delete	Delete as not a measure of performance

Norwich City Council
SCRUTINY COMMITTEE

Item No 8

REPORT for meeting to be held on 14 December 2017

Draft Equality Information Report

- Summary:** The report sets out the council's current draft statutory Equality Information Report
- Conclusions:** The report is a statutory requirement and needs to be published by 31 January each year. It will be signed off by cabinet in January. This report should enable the scrutiny committee to determine any recommendations or comments they would wish to make.
- Recommendation:** To determine any recommendations scrutiny would wish to make to cabinet.
- Contact Officer:** Adam Clark
Strategy Manager
Phone: 01603 212273
Email: adamclark@norwich.gov.uk

Report

The draft Equality Information Report

1. The annual equality information report is submitted for review and comment ahead of Cabinet. This report follows last year's format and content.
2. There are no significant changes in most of the data since last year, although a new system for reporting hate crimes and hate incidents by the police makes it difficult to compare directly. Although there have been some overall increases in local median wage rates, this is mostly amongst male residents, resulting in a widening gender gap for residents. Norwich resident wages are still behind those for people working in Norwich as well as regional and national levels, but again with a marked difference between genders.
3. Whilst most of the data and content are complete we are still awaiting some information relating to our staff profile and training so there are still a couple of gaps in tables in this version.
4. There is a statutory requirement for the document to be published before 31 January 2018.

Equality information report

January 2018

1. Introduction

This report provides information about the people who live in Norwich, who work at the council and who use its services. It allows all those who design services for the city's population to do so with the latest information to hand. Publishing information in this way is a specific public sector duty as laid out in the Equality Act (2010) Specific Duties Regulations (2011), which requires that public bodies publish equalities data annually.

This report demonstrates how we show due regard to the three general equality duties across our functions:

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

The council has four equality objectives, which are aligned with the revised 2015-2020 corporate priorities:

Equality objective	corporate priority
Tackling hate incidents and crimes	Safe, clean and low carbon city
Access to quality information, advice, and advocacy including financial capability	Prosperous and vibrant city
Treating people with dignity and respect	Core values
Accessible and safe housing	A healthy city with good housing

The council's corporate priorities were updated in 2015 and the current equality objectives remain aligned to these. Any future changes to the corporate priorities will necessitate a review of the equality objectives.

Each service area has equality actions as part of its annual service plans. Reporting is undertaken through our performance management system, on a quarterly basis. In addition, Integrated Impact Assessments are undertaken for each report submitted to cabinet, and Equality Impact Assessments accompany major decisions made at the council. These are all published with committee reports or in the equality section of the website.

A councillor from cabinet is the portfolio holder for equalities, and receives regular updates from officers. This is currently Councillor Karen Davis.

Glossary of terms

Protected characteristic	This is a phrase used in equalities legislation to identify groups at risk of discrimination. These are: age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, and pregnancy and maternity.
BAME	Black and minority ethnic
Scrutiny committee	This is a group of non-executive councillors which helps to develop policy and improve performance, and holds the council's cabinet to account for their decisions.

The data in this report is taken largely from the 2011 Census, the council's own statistics, and labour market statistics from the Office for National Statistics. The age of data from these sources vary but this report uses the most up-to-date statistics available at the time of publication. The report also looks back over the previous completed financial year so will again be dated in parts.

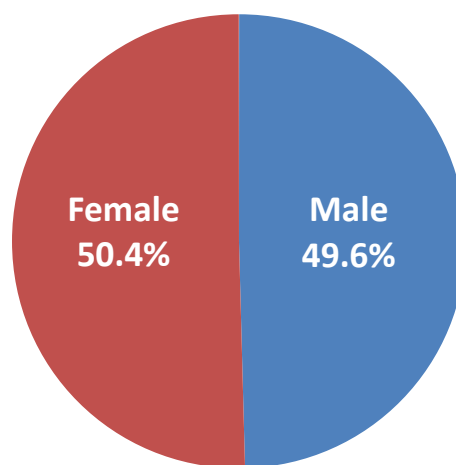
2. What do we know?

2.1 Demographics

Population

The mid-2016 population estimates indicate that **141,000** people live in Norwich, showing that Norwich continues to grow (1.5% annually). All demographic figures are from the Office of National Statistics unless otherwise stated.

Norwich residents by gender - mid-2016 estimates



Ethnicity

Percentage of population – Ethnicity 2011 National Census statistics		
	Norwich	England
Total White	90.8	86
White non-British	6.1	5.5
Total Black, Asian or minority ethnic group	9.2	14
Asian/Asian British	4.4	7.5
Black/African/Caribbean/Black British	1.6	3.3
Mixed heritage	2.3	2.2
Other ethnic group	0.8	1.0

The National Census of 2011 gives us the most accurate figures to date regarding the ethnicity of residents of Norwich. It shows that the city is less diverse than the rest of the country on average, although it has a slightly higher proportion of white non-British residents than is the case nationally. It must be noted that census data is now over 6 years old, so recent changes may well have occurred since publication.

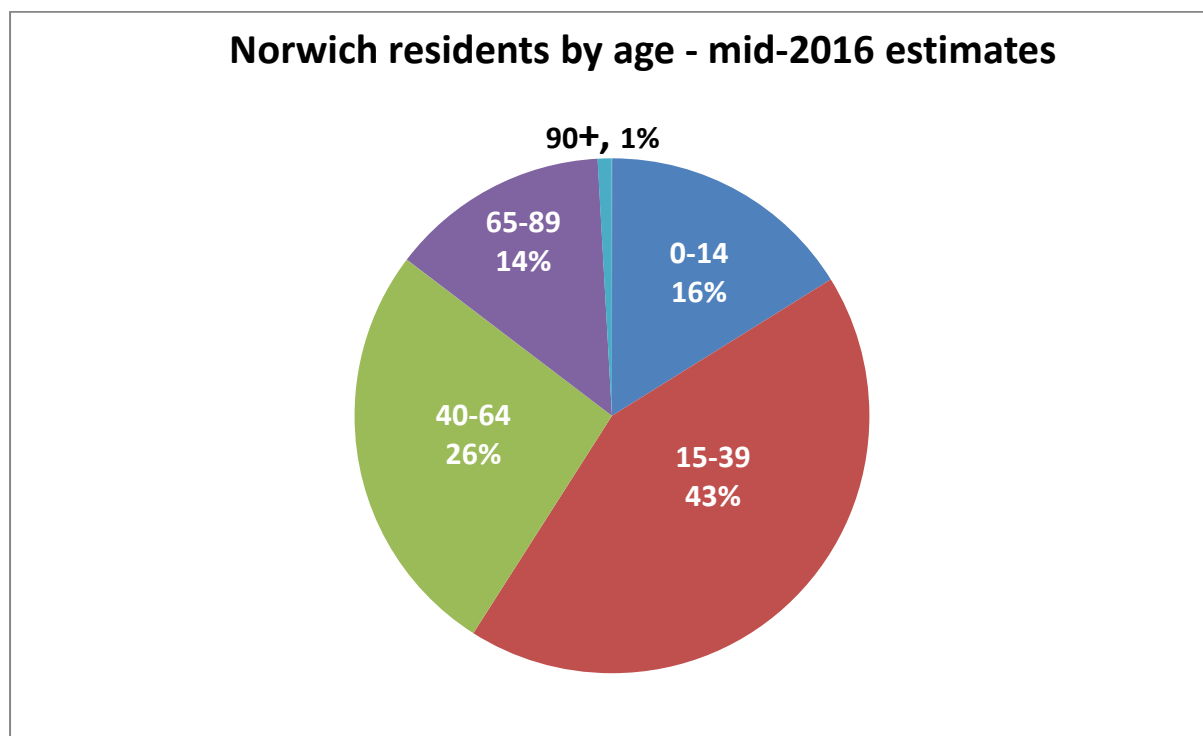
Disability

The table below provides responses 'limited a lot' and 'limited a little' to the question: 'Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?'

Disability 2011 National Census statistics by percentage			
	A little	A lot	Total
Norwich	9.8	8.6	18.4
England	9.3	8.3	17.6

The number of disabled people in Norwich has remained relatively consistent with the figures from a decade ago. These are the only reliable statistics giving a comprehensive picture of disability in Norwich.

Age



Population by broad age group in 2016 in England and Wales

Age group	0-14	15-39	40-64	65-89	90+
Percentage	18	32	32	17	1

Mid-2016 estimates (rounded figures provided)

Norwich has a youthful demographic in comparison to Norfolk and the rest of the country, with 43 per cent of residents in the 15 to 39 age group, as opposed to 32 per cent nationally. This has an impact on a range of issues such as: working age population on benefits, young people not in employment, education, and training.

2.2 Employment in Norwich

Percentage of Norwich population economically inactive compared with that of the region and England as a whole June 2017			
Year to June 2017	Norwich	East of England	England
Economically inactive - aged 16-64	21.1	19.8	21.7
Economically inactive - aged 16-24	31.4	34.5	38.7
Economically inactive - aged 50+	53.8	56.9	57.1
Economically inactive - aged 65+	86.4	88.4	89.4
Economically inactive - aged 16-64 - Male	23.8	14.5	16.3
Economically inactive - aged 16-64 - Female	18.5	25.0	27.1
Economically inactive - aged 16-64 - White	18.2	19.1	20.1

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Levels of the population economically inactive across the city have converged over the previous 12 months to align with regional and national averages. In the past 12 months there has generally been an increase in the proportion of residents economically inactive, although it has decreased slightly amongst those aged 65+ as well as among female residents. It should be noted that the figures above at a district level come with larger margins of error; this is particularly true of those aged 16-24 with a margin of error $\pm 14\%$. This means that some of the in-year changes are not statistically significant.

The table below suggests that a greater than average number of residents need to claim some form of benefit to support their income. This is reflected across a whole range of different benefit types and personal circumstances.

Percentage of working age population claiming benefits (all) Nov 2017			
	Norwich	East of England	England
People of working age on benefits (working age client group)	12.3	9.0	10.7
All disabled/illness related benefits	8.0	5.3	6.3
All disabled/illness related benefits as percentage of working age client group	65	58.8	58.8
Claimant count rate (unemployed and seeking work)	1.6	1.3	1.9
ESA/Incapacity benefits (employee support allowance paid to people with disabilities)	7.4	4.6	5.5

£ Median hourly pay – resident in Norwich 2017			
	Norwich	East of England	Great Britain
Full-time workers	12.41	14.51	14.00
Male full-time workers	13.36	15.24	14.56
Female full-time workers	10.81	13.45	13.18

Median full-time hourly pay for male residents in Norwich (excluding overtime) has increased since the last equality information report. The rate for females has not changed enough to be statistically significant. This means that the pay gap between men and women in Norwich has risen from £1.30 to £2.55. Pay for a full time male resident has increased at a higher rate (10.8%) than regionally (1.6%) and nationally (2.2 %). This effect is more severe for full time females, with a pay decrease of 0.8% compared to pay increases of 2.5% regionally and 2.6% nationally.

£ Median hourly pay – working in Norwich 2017

	Norwich
Full-time workers	12.68
Male full-time workers	13.80
Female full-time workers	12.05

Another key gap is between the pay of Norwich residents and those working in Norwich, which includes those residing outside the city council's boundary. Figures from November 2017 show that median hourly earnings for people working full-time in Norwich (£12.68 per hour) are higher than those for Norwich residents (£12.41 per hour). There is a marked difference in median earnings for male full-time workers: men working in Norwich (£13.80); men resident in Norwich (£13.36) although this gap has significantly decreased over the last 12 months. The same is evident for women full time workers: female working in Norwich (£12.05); female resident in Norwich (£10.81). This shows that higher paid men and women working in Norwich are more likely than average to live outside of the city council area and commute in. Females working in Norwich full time have seen an annual increases in pay of 4.9%, compared to a 1.3% decrease for males. A caveat to the above district level data is that due to a smaller sample size, some of the results contain a reasonably large margin of error, in particular, full time female workers in Norwich, with a margin of error of +/-10%.

3. Norwich City Council as an employer

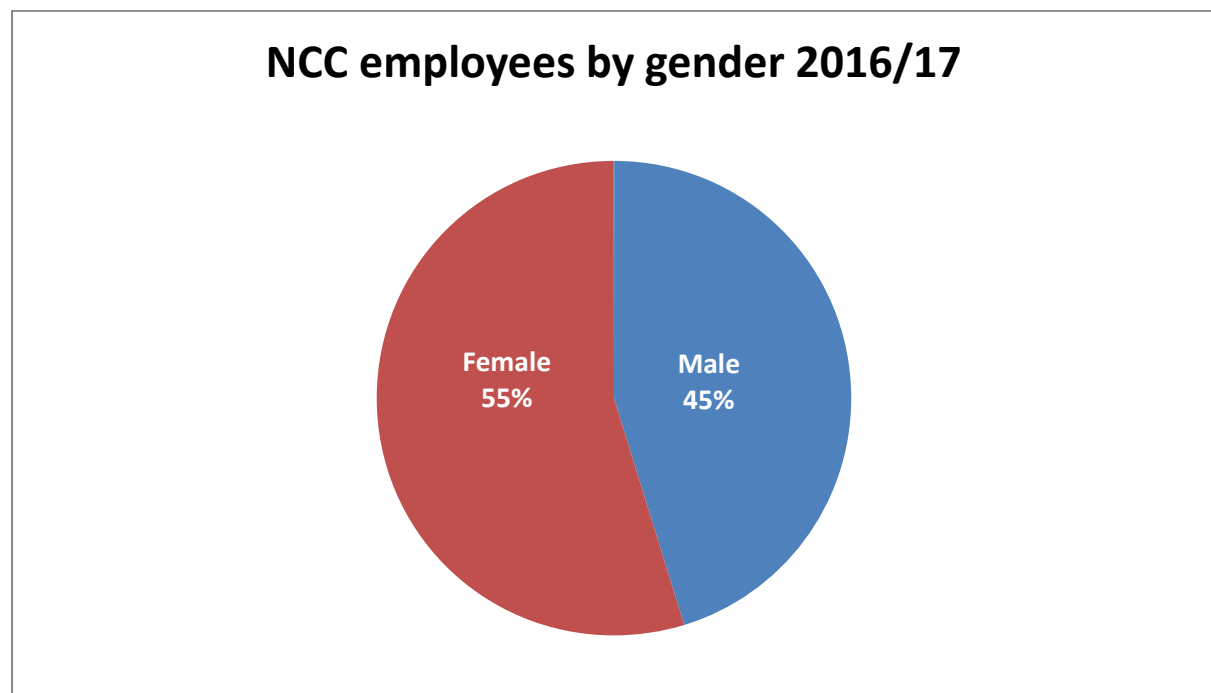
3.1 Who works here?

Statistics below are for the period from April 2016-March 2017 unless otherwise stated and are taken from internal records which employees update.

On 31 March 2017 there were **595** employees at the council, a decrease from the previous year (-6%).

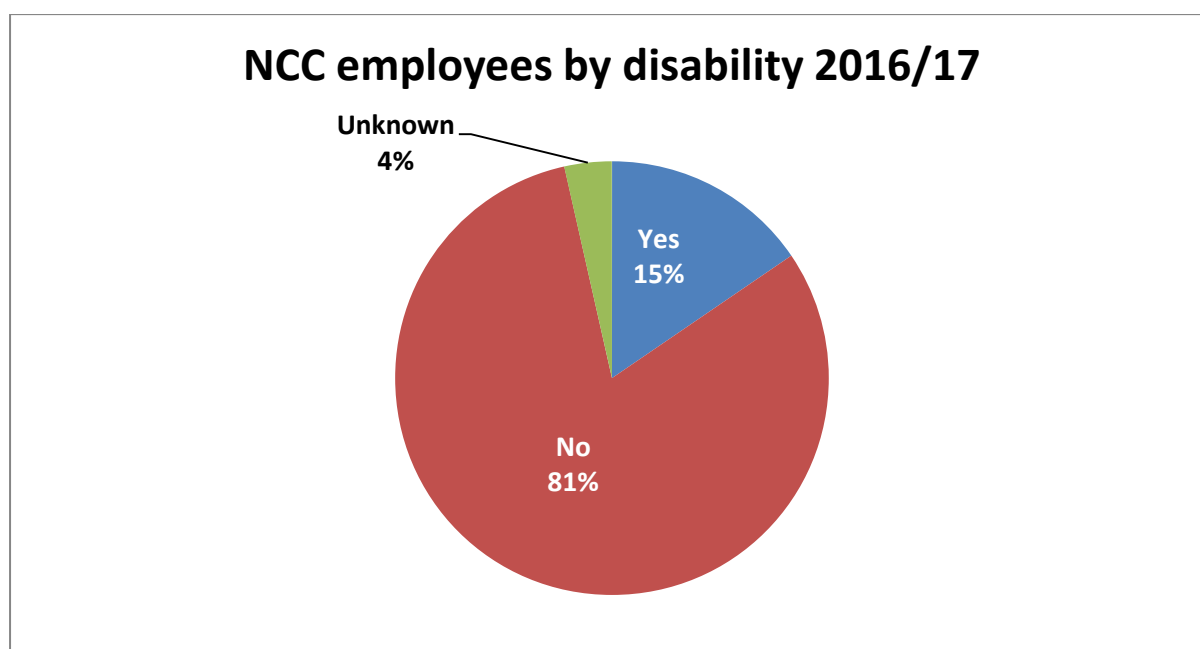
Norwich City Council's aim is for the workforce to reflect the percentage of the local community who are economically active, from an ethnic minority, have a disability and match the gender balance.

Gender of employees



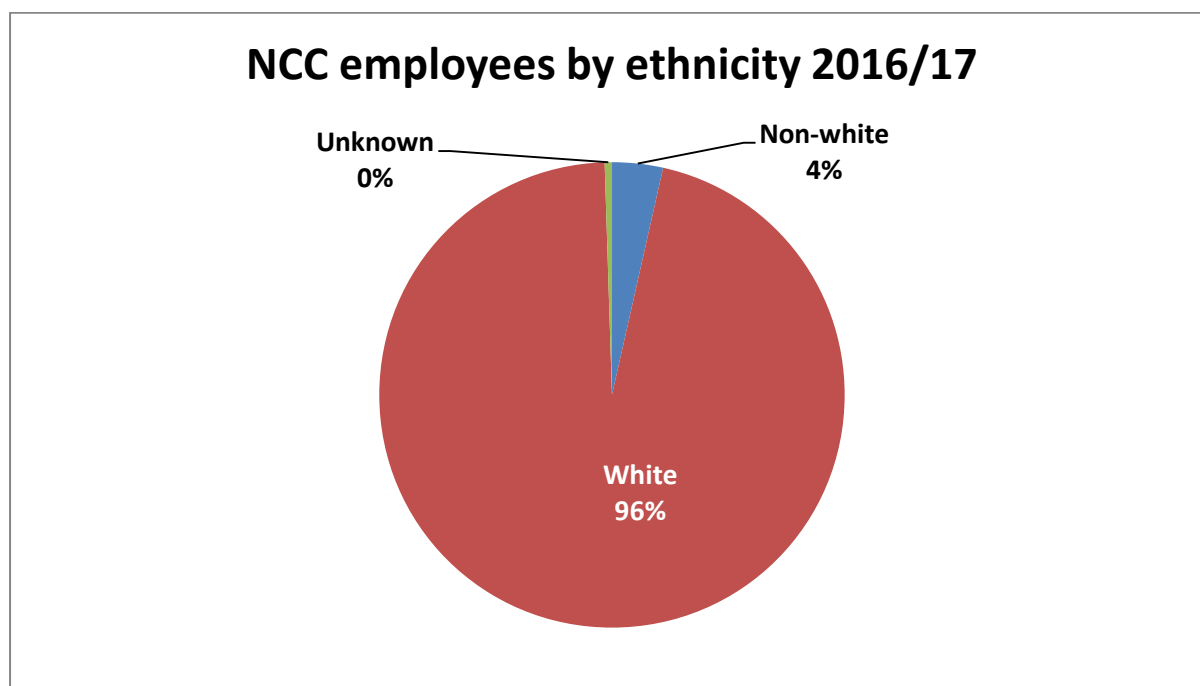
Women make up 70 per cent of part-time employees and 44 per cent of full-time employees. Therefore, very broadly, women are more likely than men to work in part-time posts and overall the gender split of total people employed by the council is broadly representative of the city as a whole. Of those on maternity leave, 50 per cent returned in the time stated and the, 42.85 per cent were either still on maternity leave or had not yet notified us of their intentions. 7.1% have resigned. The number of women taking maternity leave during the period was low.

Disability



The proportion of employees with a disability has remained the same at 15%. 2011 Census data indicates that 18.4 per cent of the population classifies themselves as having some limitation in day-to-day activity. However, the proportion of those who are economically active with a disability is closer to this employment pattern. The employee survey results in 2016 were broadly similar with 11 per cent of respondents declaring a disability and 6 per cent who didn't state whether or not they had a disability. The council operates a guaranteed interview scheme in recruitment and makes reasonable adjustments for new and existing employees to support them at work.

Ethnicity



There is still an under-representation of black and minority ethnic (BAME) employees, as the working age population stands at approximately ten per cent but only four per cent of employees are from a BAME background. This figure has remained static since the previous year. Only 3.4 per cent of the top five per cent of earners are from an ethnic minority.

Percentage of employees by age

16-29	30-44	45-59	60-64	65+
6.7	36.3	48.9	6.7	1.3

The majority of employees are between 30 and 59 years old, which largely reflects the demographics of the working age population city. There remains an under-representation of younger employees, only 6.7% of the workforce are aged 16-29 compared to 27.2% of Norwich residents, though a large student population in the city explains this.

Other protected characteristics

Of the 422 respondents to the 2016 employee survey, we know that 49 per cent have no religion, whilst 36 per cent identify as Christian. Numbers for other religions are too small to report. This is somewhat consistent with National Census data of 2011 which states that 42.5 per cent of residents have no religion, and 44.9 per cent identify as Christian.

There is no national evidence of numbers regarding sexual orientation; we understand that about seven per cent of the population may identify as gay, lesbian, or bisexual. Seven percent of respondents to the employee survey identified as gay, lesbian, or bisexual. This is an encouraging figure as it means that employees are confident in responding to a survey with such personal details.

Although we have collected data regarding the gender assignment of employees, numbers are too small to report. However, we have successfully supported the transition of employees in the workplace, with positive feedback from transgender awareness advocates.

3.2 Training

Number of Training courses attended			Percentages
Gender	Male	659	39.5
	Female	1010	60.5
Disability	Yes	270	16.2
	No	1340	80.3
	Unknown	59	3.5
Ethnicity	Non-white	48	2.9
	White	1645	96.8
	Unknown	6	0.4
Age	16-29	172	10.3
	30-44	640	38.4
	45-59	755	45.2
	60-64	91	5.5
	65+	11	0.6
Totals		1669	100

Numbers may not add to 100 due to rounding

This chart captures corporate training only. It largely reflects the general make up of employees and as such does not identify any significant issues regarding the proportion of employees who receive training.

3.3 Equal pay

Median basic salary (£) by full-time/part-time & gender March 2016			percentage difference
Full-time / Part-time	Male	Female	
FT hourly rate	13.76	13.76	0%
PT hourly rate	13.32	13.76	3.3%

Mean basic salary (£) by full-time/part-time & gender March 2016			percentage difference
Full time / Part time	Male	Female	
FT hourly rate	15.00	15.04	0.3%
PT hourly rate	13.30	14.07	5.6%

The figures provided reflect basic pay and do not include enhancements paid for shift and weekend working. As we can see, for full-time workers, there is no gender difference in the median pay received by employees. As the median denotes the midpoint in the distribution, this is due to the fact that for both genders there are a significant number of full-time workers on the same pay band. However, when we look at mean average hourly rate for full-time workers, we can see that female employees earn around 0.3 per cent more on average than male.

The divide is more pronounced for part-time workers, with the median pay for female part-time employees 3.3 per cent greater than for male, and using the mean

average, 5.6 per cent more. There are a far greater number of part-time female employees than male.

Top five per cent earners:

Only 34 per cent of top earners are women, which is not representative of the gender split within the workforce.

3.4 Recruitment

Recruitment by disability and ethnicity for 1 April 2016 to 31 March 2017

Applicants	Ethnicity			Disabled		
	White	Non-white	Unspecified	Yes	No	Unspecified
Applicants	378	34	19	46	301	84
Shortlisted	149	4	9	17	109	36
Offered	46	0	1	2	37	8

Recruitment by gender and age for 1 April 2016 to 31 March 2017

Applicants	Gender			Age					
	Male	Female	Unspecified	16-29	30-44	45-59	60-64	65+	Unspecified
Applicants	212	205	14						
Shortlisted	82	80	0						
Offered	21	26	0						

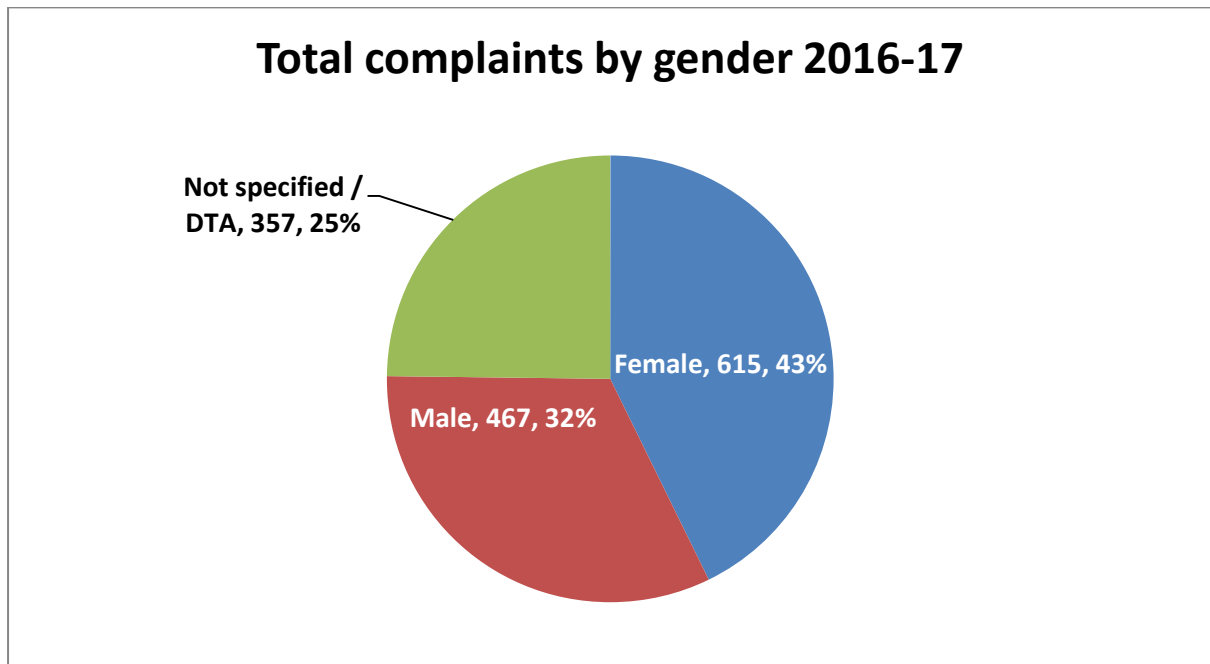
3.5 Disciplinary/Grievances

The data available regarding disciplinary, grievance, leavers, and promotions for April 2016-17 is not appropriate to publish as some data sets are fewer than ten employees at a time which may suggest trends that do not exist. Low numbers also pose a threat to the confidentiality of employees.

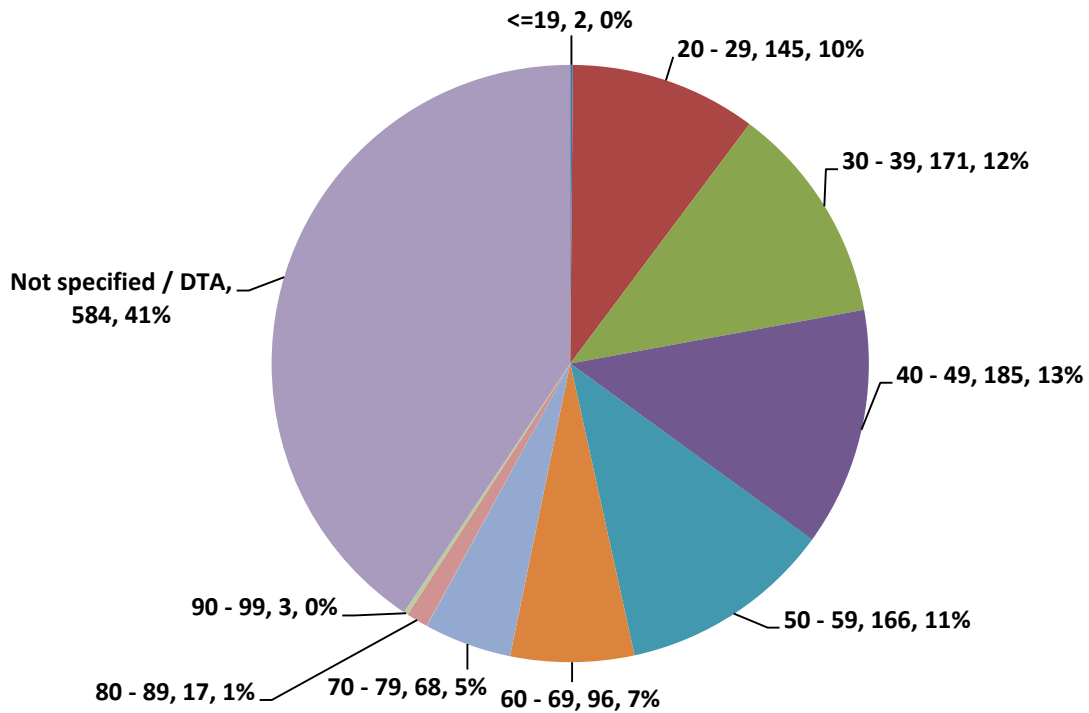
4. Customer complaints and satisfaction rates

4.1 Complaints

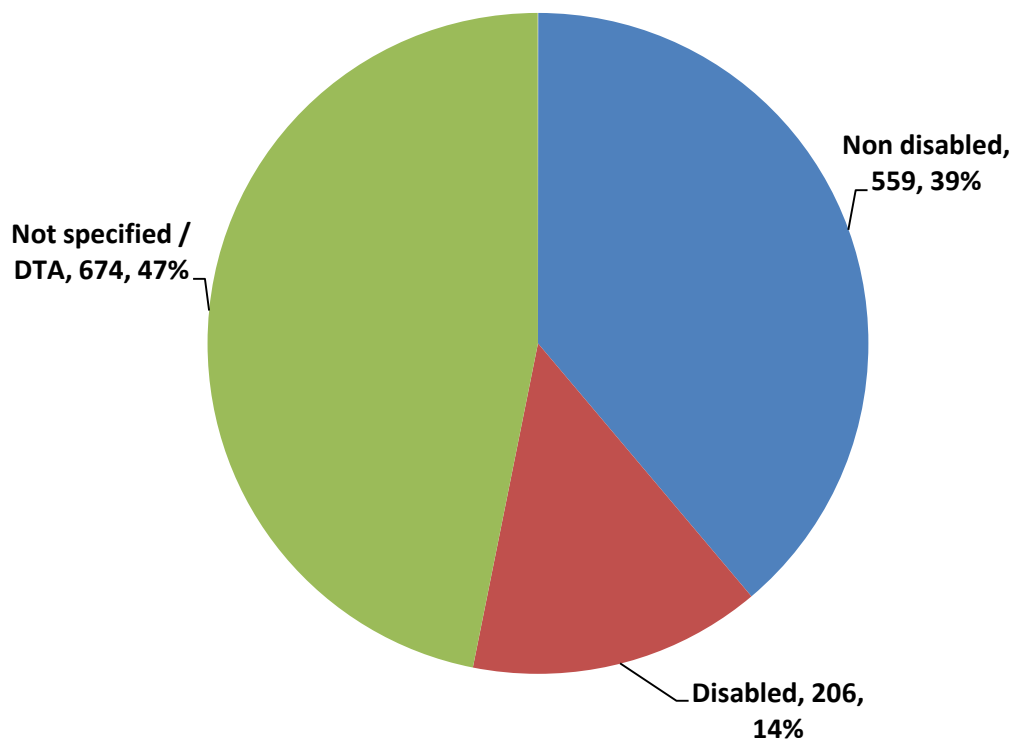
There were **1,439** complaints from April 2016 to March 2017, which is a slight decrease from the previous year.



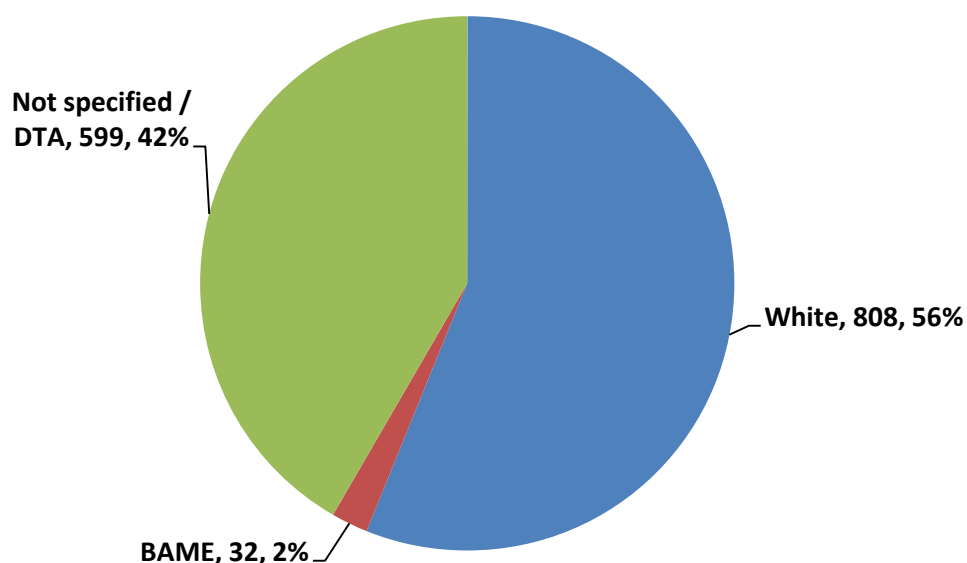
Total Complaints by age 2016-17



Total complaints by disability 2016-17



Total complaints by ethnicity 2016-17



4.2 Customer satisfaction

Once a quarter the customer contact team asked questions relating to customer satisfaction. This survey is an aggregate of the four quarterly surveys carried out in 2016-17.

Please note that in some cases, numbers of responses are dependent on a combination of questions being answered. Total responses to a given question will therefore not always add up to the total number of customers surveyed.

A total of 3,888 surveys were completed.

The table below indicates respondent's satisfaction levels by ethnicity:

Ethnic Group	Ethnic composition - population of Norwich (%)	Ethnic composition of survey	Good %	Satisfactory %	Poor %	Overall satisfaction %
Black Asian Minority Ethnic group	9.2	6.0	82	17	1	99.56

White (including non British groups)	90.8	94.0	8489	10	1	99.43
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Numbers may not add to 100 due to rounding. Not all respondents stated their ethnic group – this is based only on those who did.

Gender: The table below indicates satisfaction levels by gender.

Gender	Number of survey responses	Good %	Satisfactory %	Poor %	Overall Satisfaction %	Overall satisfaction % (15/16)
Female	2340	89	11	0	99.57	97.29
Male	1498	89	10	1	99.27	96.70

Numbers may not add to 100 due to rounding. Not all respondents stated their gender – this is based only on those who did.

Age: The table below indicates satisfaction levels by age.

Age Group	Number of survey responses	Good %	Satisfactory %	Poor %	Overall satisfaction %	Overall satisfaction % (15/16)
<=19	44	84	11	5	95.45	100
20-29	751	91	9	0	99.87	98.98
30-39	786	90	10	0	99.36	98.04
40-49	731	88	12	1	99.32	96.26
50-59	557	89	11	1	99.10	96.97
60-69	503	90	10	0	99.80	96.02
70-79	286	91	9	0	99.65	93.03
80-89	137	82	17	1	99.27	95.45

Numbers may not add to 100 due to rounding. Not all respondents stated their age – this is based only on those who did.

The table below indicates satisfaction levels by disability:

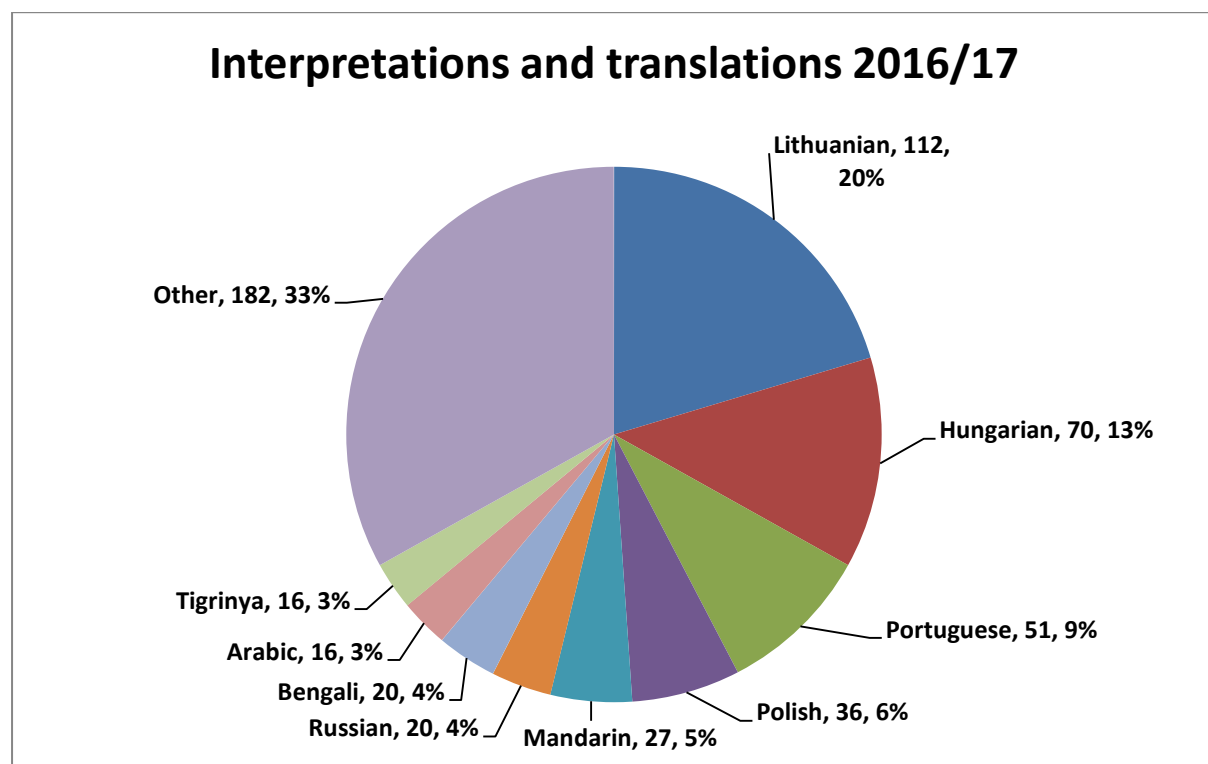
Disability	Number of survey responses	Good %	Satisfactory %	Poor %	Overall satisfaction %	Overall satisfaction % (15/16)
Non-disabled	3047	89	10	1	99.54	97.28
Disabled	755	88	11	1	99.07	95.96

Numbers may not add to 100 due to rounding. Not all respondents stated whether or not they had a disability – this is based only on those who did.

It should be noted that our survey methodology has recently changed, therefore future figures will not be comparable with this year's, or previous years' figures.

4.3 Interpretation and translations

We are part of INTRAN, which is a multi-agency partnership providing language services throughout the Eastern Region. INTRAN interpretation and translation requests for Norwich City Council 2016-2017 were:



This chart shows the numbers of interpreters and translators used by the council for the top most commonly requested languages during the period. The category 'other' includes all languages not otherwise listed.

The numbers of requests are always quite low so any conclusions about patterns are tentative. The main languages represented are broadly the same as in the previous report.

We ensure that we promote the use of professional translation services and issue reminders for employees to use them as needed.

5 ■ How we demonstrate we carry out our equality duties

5.1 Tackling hate incidents and crimes

We are members of the Hate Free Norfolk network, a Norfolk wide response to hate crimes and incidents where partner agencies work together to improve reporting and responses to incidents and crimes. As part of this partnership, we have participated in and promoted the 'Hate Free Norfolk' campaign, attempting to ensure that people understand what a hate crime or incident is and how they can report it. We are organisational signatories to the Hate Free Norfolk pledge.

Hate incidents and hate crimes in Norwich and Norfolk

A hate incident is any incident which is perceived by the person, or any other person as being motivated by prejudice or hatred. It may or may not be a crime. A hate crime is a crime committed against someone because of their disability, gender-identity, race, religion or belief, or sexual orientation.

The system for gathering data by Norfolk Constabulary on hate crimes and incidents has changed since the last Equalities Information Report. This makes it difficult to compare directly with previous data. Due to the reporting changes at Norfolk Constabulary, the time period for which the data below was collected partially overlaps with last years' report. This explains why both last year and this year would include any effects from the EU referendum.

01/04/2016 - 31/03/2017		
Hate incidents	Norwich	Norfolk
Race	114	240
Homophobic/Transphobic	43	89
Religion	18	30
Disabled	16	43
Total hate incident indicators	190	396
Hate crimes	Norwich	Norfolk
Race	224	515
Homophobic/Transphobic	67	162
Religion	24	49
Disabled	59	336
Total hate crime indicators	372	1064

Norfolk Constabulary

As noted in previous equality information reports, it is likely that the majority of hate crimes or incidents are not reported; therefore higher figures don't always represent more crime, but possibly more reported crime, which could reflect more awareness or confidence in reporting. The data does not prove that there was an increase in hate crimes or incidents due to the EU referendum in Norwich, although July 2016 saw the marginally highest number of both hate crimes and incidents in this period in Norfolk. This also coincides with the council's own hate case and community tension

data. The data cannot prove or disprove causality, and owing to the change in reporting discussed above, cannot be compared directly with previous years.

For the period April 2016-March 2017, the highest category of hate incidents reported to the council related to ethnicity with 65 per cent of reports.

Since the last report, we note the adoption by the UK of the International Holocaust Remembrance Alliance working definition of anti-Semitism:

“Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.”

Further information can be found at

https://www.holocaustremembrance.com/sites/default/files/press_release_document_antisemitism.pdf

5.2 Domestic abuse

The council is an active partner in the Domestic Abuse Sexual Violence Board (DASVB); which as a sub group of the Norfolk Community Safety Partnership, co-ordinates partners' approaches to domestic abuse and sexual violence and ensures lessons are learned from domestic homicide reviews locally.

Employees have, as a result of this partnership, the opportunity to undertake free training on domestic abuse awareness, the domestic abuse, stalking and harassment risk assessment process, so called 'honour' based abuse, female genital mutilation (FGM), online abuse, 'sexting' and grooming.

DASVB co-ordinates partners' activity on campaigning to raise awareness of domestic abuse and sexual violence, promoting healthy relationships and the support services available. Annual campaigning takes place on or close to White Ribbon Day on 25 November; the International Day for the Elimination of Violence Towards Women. As a council awarded White Ribbon status for work in support of this agenda, Norwich City Council leads on a range of campaigning activities across Norwich and has this year targeted campaigning with the business community.

Norwich City Council has provided managers and team leaders with full guidance to enable them to support employees and colleagues experiencing domestic abuse. The council recognises the significant impact domestic abuse can have on an individual and seeks to protect and support them to be safe.

Norwich City Council was last year successful in achieving DCLG funding for a two year project to establish a new Safe House in Norwich, along with targeted support for domestic abuse victims that subsequently have additional challenges of mental ill health and / or substance misuse. The Safe House has dedicated space for

domestic abuse victims that have no recourse to public funds, so are especially vulnerable.

Norwich City Council is one of six local funders that is match funding with [SafeLives](#), an innovative £1.7million programme to bring new domestic abuse support services to Norwich for four years. The programme, called Connect, takes a holistic approach to tackling domestic abuse; supporting perpetrators to change behaviour and victims and witnesses to rebuild healthy, flourishing lives and stay safe. The programme was developed with support services across the UK and with people with lived experience of abuse – as victim and abuser. Connect has been designed to align with local provision, to address current gaps in service as well as embed new, more effective ways of working in current support services. Connect launches in July 2018.

Norwich City Council has 27 White Ribbon Ambassadors and Advocates, including council members, MPs and the County Chief Constable, all working to address the stigma associated with domestic abuse to better safeguard people. In addition, the council now has 16 fully trained Domestic abuse champions amongst its employees and members, all supporting colleagues to be better informed about domestic abuse, to feel more confident in asking those difficult questions of individuals they suspect are being abused and fully knowledgeable on which support services to refer them to.

5.3 Training undergone by Norwich City Council employees (*awaiting update*)

- Leading equality and diversity (mandatory for managers)
- Equality and diversity training (mandatory for all employees)
- Equality and diversity training for councillors
- Mental health awareness for managers (mandatory)
- Raising mental health awareness (for employees)
- Customer Service Excellence face-to-face training (including a human rights element - mandatory)
- Child sexual exploitation awareness
- Recruitment and selection training for managers (mandatory)
- Hate crime e-learning package
- Equalities and diversity e-learning package (mandatory for all new employees)
- Bullying and harassment
- INTRAN training
- Management training programme – modular
- Safeguarding
- Tackling drug and alcohol abuse
- Tackling hate crime
- Welfare reform act
- Warm and welcome in Norfolk
- Dementia awareness training
- Deaf awareness training
- Visual impairment awareness training

5.4 Working with communities

We support a range of voluntary and community sector activities either through funding, support, advice or signposting, as well as undertaking some activities ourselves:

- We have held the launch of the annual Refugee Week here at City Hall for the past six years (launch attended by the Lord Mayor of Norwich or the Sheriff of Norwich and councillors).
- We have worked in partnership with the Women's Institute to showcase across Norfolk the giant white ribbon created last year to bring attention to domestic abuse week, specifically engaging with communities of interest to help them interact with the project.
- The 2017 White Ribbon project centred on "White Ribbon Windows" in partnership with local artists and businesses. Multiple businesses will be displaying painted ribbons and these will be toured around the city and county after the initial period. They will then be auctioned for Leeway in 2018. The project aims to raise awareness in men and encourage people to learn more and talk about domestic abuse.

- We have funded numerous community groups from minority communities, often applying for any funding for the first time, for activities in the city through small grants.
- We have provided grants for Norwich Mind Festival of Cultures to be held in the city centre celebrating cultural diversity in Norwich.
- Norwich Asylum Seekers and Refugees Forum (Nasref) hold regular meetings in our meeting rooms and are supported by our officers.
- We are members of the Norfolk Community Relations and Equality Board (CREB), a new county-wide network which replaces the former county cohesion network.
- We send out regular community bulletins which enable those who might not otherwise get a chance for a wider audience, to be aware of opportunities available to them including training opportunities, shared activities and events, and success stories.
- Multiple projects under the Get Involved programme are investing in community developed infrastructure to help communities meet and collaborate more such as a digital sharing platform and neighbourhood based workshops for VCSE groups co-delivered with local organisations.
- We run regular City Hall tours for communities to meet employees and councillors and gain an understanding of how the council and the democratic process works.
- LGBT History Month – we have hosted events at City Hall for four years running and support groups working on related activities.
- Norwich Access Group regularly receives a grant. They are a local pressure group of disabled people who are actively involved in trying to improve access for disabled people to all aspects of life in the city of Norwich and its surrounding area. This group liaises with the council's food safety team on the Business Merit scheme, which recognises firms which provide added benefits for the health and wellbeing of their customers.
- Officers have supported a partnership of organisations who work around disability issues to collaborate in planning "Ability Pride" which is being led by Equal Lives. This event aims to explore and celebrate disabilities.
- When updating and developing our websites we used the feedback from disabled volunteers with visual impairments and learning disabilities. Our digital sharing platform has an external steering group and is aiming to achieve a AA rating for accessibility.
- We support the Women's Institute, which runs annual International Women's Day events.
- We provide financial and in-kind support to the Norwich Older People's Forum, including giving a small grant (£500) in 2017 and additional support with this in training the group in evaluating their practices.
- We have held the launch of annual Black History Month here at City Hall for the last six years (launch attended by the Lord Mayor or Sheriff and councillors) and supported groups working on events for this week. In 2016 this has included the Norwich Chinese community centre running a cultural exchange for Black History month which was a unique opportunity.
- Norwich Door-to-Door receive a grant to fund core costs delivering subsidised on demand ('dial a ride' type) accessible bus transport, for disabled and mobility-impaired residents.

- Age UK Norwich received a grant via a consortium that Norwich City council help fund to provide social welfare advice, casework and representation services in order to reduce financial and social exclusion and inequalities
- We organise regular networking sessions for individuals, groups, organisations, agencies, and councillors from or serving communities of interest city-wide and those active in neighbourhoods
- We organise workshops and one-to-one work focusing on capacity building of community groups from communities of interest to strengthen community leadership and to support community groups from communities of interest to take action themselves.
- We organise workshops on applying for funding and improving funding applications, as well as workshops on specific funds and meeting those funders.
- On-going community engagement at a neighbourhood level and specifically for communities of interest working across the city, supporting them to feel part of the city and its wider VCSE community.
- Ensuring communities of interest are represented in the co-design and development of new projects and are aware of opportunities available to engage with the council.
- We have recently received a grant for £150,000 from Sport England to develop a project which aims to understand and mitigate the barriers marginalised groups find when volunteering in local activities which promote physical activity.

If you would like further information about the contents of this report please contact the council by calling 01603 212273 or via email at strategy@norwich.gov.uk

Norwich City Council
SCRUTINY COMMITTEE

Item No 9

REPORT for meeting to be held on

Emerging position on the 2018/19 budget and Medium Term Financial Strategy

Summary:

To note latest financial forecasts, saving options, and capital plans which will inform budget setting for 2018/19.

Conclusions:

The report should enable the scrutiny committee to comment on the emerging position on the 2018 – 19 budget and Medium Term Financial Strategy (MTFS)

Recommendation:

To consider the report to cabinet on 13 December 2017 and agree any recommendations

Contact Officer:

Karen Watling, chief finance officer
KarenWatling@norwich.gov.uk

Report to	Cabinet	Item
	13 December 2017	
Report of	Chief finance officer (Section 151 Officer)	6
Subject	Emerging 2018/19 Budget, Medium Term Financial Strategy (MTFS) and HRA Business Plan	

Purpose

This report summaries the emerging position, as currently known, for the General Fund revenue budget, the HRA Business Plan, and the council's capital programme.

Recommendations

To:

- (1) approve the direction of travel currently being taken to establish robust and balanced budget proposals for the General Fund revenue budget and the MTFS including endorsing:
 - a) The principle that any general fund underspends from 2017/18 are considered for transfer to the earmarked spend to save reserve to support the delivery of the ongoing transformation programme.
 - b) The principle of creating earmarked reserves in relation to commercial property, loan interest income from Norwich Regeneration Limited, and one-off business rates growth income.
 - c) An increased drawdown of £107k from general fund reserves to balance the 2018/19 budget (subject to final budget estimates).
- (2) approve the proposed approach to extend the HRA Business Plan to 60 rather than the current 30 years.
- (3) approve the proposed approach to the setting of the General Fund capital programme, namely:
 - a) Establishing a capital programme that is affordable (looking over the 5 year MTFS planning horizon and the resources available) and achievable (i.e. better able to be physically delivered at the year-end).
 - b) That any new capital project of significant size, not included in the capital programme proposed to council in February 2018 for approval, is subject to a full business case review and subsequent approval by council within the relevant financial year.

Corporate and service priorities

The report helps to meet all the corporate priorities.

Financial implications

The report is about the emerging budget for 2018/19 and the medium term planning horizon. Consequently the whole report contains financial implications.

Ward/s: All Wards

Cabinet member: Councillor Kendrick - Resources

Contact officers

Karen Watling, chief finance officer	01603 212440
Hannah Simpson, strategic finance business partner	01603 212561
Shaun Flaxman, senior finance business partner	01603 212805

Background documents

None

Report

INTRODUCTION

1. This report summaries the emerging position, as currently known, for the General Fund revenue budget, the HRA Business Plan, and the council's capital programme.
2. It contains initial proposals for budget savings, capital investment, and Council Tax and HRA rental levels. The views of citizens, HRA tenants, and local businesses will be sought on these proposals, via the public budget consultation exercise, before the budget is discussed and approved by Council on 20 February 2018.
3. Some of the figures contained in this report are likely to change when the budget and MTFS are formally presented to council for approval. This is primarily because this report excludes any potential impacts and changes that may be contained in the 2018/19 Local Government Financial Settlement (due early December 2017). A full list of items that are likely to change when the budget is considered in February 2018 is shown in paragraph 27.
4. This report needs to be read alongside the chief executive's report entitled "Fit for the Future" tabled on the same agenda. The chief executive's report contains important context and strategy that is shaping the emerging financial position and proposals contained within this report.

Report Contents

- Overall Summary
- Local Government finance – economic and statutory context
- 2018/19 General Fund Revenue Budget and MTFS – 2018/19 to 2022/23
- Housing Revenue Account (HRA) Business Plan
- Capital Programme – 2018/19 to 2022/23
- Public consultation and next steps

OVERALL SUMMARY

General Fund

5. The general fund budget proposals reflect the continuing reduction in central government funding to local government, including a reduction in revenue support grant of £0.7m in 2018/19 with a further decrease of £0.8m in 2019/20 in line with the council's 4 year funding settlement. In order to set a balanced budget against this backdrop of funding reductions, net savings are being proposed of £1.4m in 2018/19 along with a £5 rise in the band D council tax rate and the use of general fund reserves.

6. The net savings currently proposed as being achievable for 2018/19 of £1.4m are below the £1.9m target set in the MTFS strategy agreed by council in February 2017. This reflects the increasing difficulty of finding further efficiencies and income generation opportunities to balance the budget as a preferred budget strategy rather than making budget savings by reducing front line services.
7. However, other budget estimates have been updated since February and the current overall budget position has marginally improved over a number of budget items by a total of some £400k. The largest favourable movement is a reduction in the council's current contribution to the pension fund deficit for admitted joint venture partners: Norwich Norse Environmental, BIFFA, and the airport (this reduction may change when the next Pension Fund valuation is undertaken for 2020/21). This means that, despite not meeting the £1.9m savings target, only £107k of additional reserves are proposed to be drawn down to balance the 2018/19 budget than that forecast in the February 2017 MTFS position.
8. A significant amount of the proposed savings is to be generated from maximising income generation and returns from assets, as agreed by council on 27 September 2016 as part of the four year financial sustainability plan submitted to DCLG. Such income generation does increase the council's risk profile hence the proposal for a set aside, in an earmarked reserve, of some of the new income generated to reduce risks and protect future income streams (see paragraph 13 below).
9. The proposals include the continuation of the approach, agreed last February in the MTFS, of increasing the revenue contribution to capital by £0.25m each year up to £1.5m. This will give the council some ability to maintain and upgrade its numerous and very diverse General Fund assets given that capital receipt income, the major source of funding for capital maintenance work on these assets, is forecast to fall in the future.
10. There is a continuation of the approach to utilise council reserves over the next 5 years to support the revenue budget and enable a strategic approach to cost reduction over the medium term. On this basis the reserves will come down to the prudent minimum levels by the end of 2022/23. After this year budget savings will still need to be made if any inflationary or demand-led increases in costs are not able to be offset by increased income from council tax and business rates. These savings however will need to be made without relying on reserve contributions to balance the budget.
11. The MTFS position shows that £7.82m of savings will be required over the four year period 2019/20 to 2022/23. This equates to a "smoothed" annual savings target of £1.955m.
12. Apart from the statutory need to balance the budget in the short and medium term, three other key principles underpin the figures presented in this report namely that:

- A strategic planned approach to cost reduction over the medium term as outlined in the chief executive's report "Fit for the Future".
- Some set aside of new net income generated by the council's commercial activities to safeguard the future income stream and to reduce the council's potential commercial risks.
- The use of one-off income to fund one off expenditure (either revenue or capital) rather than the on-going costs of delivering services.

13. This report therefore contains the following proposals:

- Underspend from the current financial year, 2017/18, will be transferred to the spend-to-save earmarked reserve to support the delivery of savings and efficiencies through the transformation programme: this is currently forecast to be some £0.56m.
- A proportion of the new net income generated above the MTFS savings target from commercial property acquisitions will be set aside in an earmarked reserve. This would be used to provide funding for any future void and rent free periods as well as any repairs/upgrades required to the property to help safeguard the future value of the investment and the rental income stream, thereby minimising the risk of holding these assets and of fluctuations in the income return.
- The fluctuations in net income received by the council from the on-lending to its company, Norwich Regeneration Limited, will be smoothed and managed by the establishment of an earmarked reserve. This will also provide a buffer in case the income is lower than anticipated due to the company not borrowing as much or as quickly from the council as planned (caused for example by delays in construction etc.)
- If the application to be part of the Norfolk business rates retention pilot is successful, the additional one-off income for the council (currently estimated at some £0.5m) will be set aside to fund one-off expenditure projects and not incorporated into the MTFS.

Housing Revenue Account (HRA)

14. The number of council homes in Norwich dropped below 15,000 for the first time in early 2017. This is a result of continuing high levels of properties sold under the Right-to-Buy legislation, with 163 dwellings being lost during the last financial year.
15. The HRA continues to balance the ongoing requirements of maintaining and upgrading homes, within the four year mandatory 1% rent reduction.
16. Uncertainty still exists around a possible significant determination being levied against Housing Revenue Accounts to compensate the private sector, following the extension of Right-to-Buy legislation.
17. The HRA business plan demonstrates that it should still be possible for HRA borrowing to be repaid with 27 years whilst providing 200 new council homes

by 2021. This is in addition to 241 social housing homes being delivered in partnership with Registered Providers and a further 285 new homes being constructed by the council's wholly owned company, Norwich Regeneration Ltd.

Capital programme

18. Whilst the proposed General Fund and HRA capital programmes will deliver the highest capital priorities for the council, the overall programme has been set at a reduced level from previous years that is affordable, includes robust estimates and is achievable in terms of actual delivery.
19. The General Fund capital programme currently does not therefore include significant large schemes, largely related to the regeneration of the City, that may proceed during 2018/19 or later years. These will be considered by cabinet and approval sought from council during the year based on robust business case analysis.

LOCAL GOVERNMENT FINANCE – ECONOMIC AND STATUTORY CONTEXT

Public Finances and the national economic context:

20. A summary of the key economic indicators, as at the time of writing this report (November 2017), is given below.

Bank Interest Rate: In November 2017 the Bank of England's Monetary Policy Committee (MPC) voted by a majority of 7–2 to increase the Bank Rate by 0.25% to 0.5%, the first increase since July 2007. As things stand, the MPC is expecting two further quarter-point increases in interest rates by the turn of the decade, which would then leave the rate at 1%.

Source: Bank of England

Inflation: The headline inflation figure, CPI (Consumer Price Index), rose to a five and a half year high of 3% in September and kept at this level during October 2017. Food and transport costs in particular have increased the CPI. National Treasury's target rate is 2%.

The Bank of England expects inflation to remain at 3% in the last quarter of 2017, much of it due to the fall in value of the pound since the Brexit vote. They predict we will see a gradual fall in the inflation rate which may reach 2.2% in 2020.

Source: Bank of England

GDP Growth: The Office for Budget Responsibility (OBR) now expects to see slower GDP growth over the forecast period, mainly caused by the under-performance of productivity in the UK economy. It has revised down its forecast for GDP growth by 0.5 percentage points to 1.5% in 2017, then growth slows in 2018 and 2019, before rising to 1.6% in 2022. The economic impact of the UK's departure from the European Union however remains uncertain.

Source: Autumn Budget 2017 and Office for Budget Responsibility

Unemployment Rate and Average Earnings: The UK unemployment rate remains at 4.3% (1.42m individuals) in November 2017 its lowest rate since 1975 - and down from 4.8% a year earlier. Average earnings, excluding bonuses, rose 2.2% in the three months to September 2017, compared with a year ago, but this is a decrease of 0.5% in real terms when accounting for inflation.

Source: Office for National Statistics

Public Sector Finances: The reductions in future GDP growth have knock-on effects for both public sector net borrowing and for future public sector expenditure as lessened economic growth equates to a reduced tax take.

Public sector net borrowing is now forecast to fall over the next four years to some £30bn in 2021/22, instead of the £20bn forecast in the Spring 2017 Budget Statement (and contrasted with the £10bn surplus forecast for 2019/20 in the Chancellor's 2016 Budget Statement).

The government's policy had been that after the four year funding settlement finishes in 2020/21, public sector funding would increase in line with inflation during the period of the next spending review (i.e. at about 2%). Lower GDP growth is likely to result in lower increases in public spending. Whilst revised targets are not published yet, and possibly are not likely to be until there is more formal planning for the next spending review, CIPFA warns that the overall increase in public sector funding post 2020/21 could be 1.5% rather than 2%.

Source: Office for Budget Responsibility and CIPFA

Local government finance after 2020/21:

21. In October 2015 the Government stated its intention that local government should retain 100% of taxes raised locally (above baseline funding) from 2019/20 onwards. However, this policy was not mentioned in the Queen's Speech earlier this year and it has now been acknowledged by government that, whilst it remains committed to the policy, the timetable has slipped with its introduction currently unknown.
22. The Communities and Local Government Committee has recently commenced an enquiry into the implementation of 100% retention of business rates seeking evidence on the consequences for councils of the longer implementation period and the related Fair Funding Review. The Fair Funding Review will set new funding baselines for every authority alongside

the introduction of 100% business rate retention (Source: *The Municipal Journal* 9/11/17).

2017 Chancellor's Autumn Budget Statement:

23. This briefing sets out the immediate factual headlines in relation to the key announcements made in the Chancellor's Autumn Budget Statement that potentially could impact on Norwich city Council.
24. **Business Rates:** changes announced were:
 - Bringing forward to 1 April 2018 the planned switch in indexation from RPI to the main measure of inflation (currently CPI). Based on the average of the last 4 years this will reduce LA income by around 0.9% per year.
 - Legislating retrospectively to address the so-called "staircase tax". Affected businesses will be able to ask the Valuation Office Agency (VOA) to recalculate valuations so that bills are based on previous practice backdated to April 2010 – including those who lost Small Business Rate Relief as a result of the Court judgement. The government will publish draft legislation shortly.
 - Continuing the £1,000 business rate discount for public houses with a rateable value of up to £100,000, subject to state aid limits for businesses with multiple properties, for one year from 1 April 2018.
 - Increasing the frequency with which the VOA revalues non-domestic properties by moving to revaluations every three years following the next revaluation, currently due in 2022. The government will consult on the implementation of these changes in the spring.
 - The budget states that local government will be fully compensated for the loss of income as a result of these measures.
25. The budget included the government's commitment to continue to pilot additional business rates retention for councils across England. In addition to the London pilot announced in the Budget, new pilots for 2018-19 will be announced following DCLG's assessment of recent applications to its scheme.
26. **Council Tax:** The budget announced that local authorities will be able to increase the council tax premium from 50% to 100% for empty homes.
27. **Universal Credit & Benefits:** To support Housing Benefit and Universal Credit claimants living in areas where private rents have been rising fastest, the government will increase some Local Housing Allowance rates by increasing Targeted Affordability Funding by £40 million in 2018-19 and £85 million in 2019-20.
28. Other reforms of Universal Credit (UC) were announced such as; removing the 7 day waiting period, Housing Benefit continuing for the first two weeks of UC, roll out of UC more gradually between Feb and Apr 2018, and longer recovery periods for advances.
29. **Disabled Facilities Grant:** the Budget will provide £42 million of additional funding for the Disabled Facilities Grant in 2017-18.

30. **HRA:** The Budget will lift Housing Revenue Account borrowing caps for councils in areas of high affordability pressure, so they can build more council homes. Local authorities will be invited to bid for increases in their caps from 2019-20, up to a total of £1 billion by the end of 2021-22. The government will monitor how authorities respond to this opportunity, and consider whether any further action is needed.
31. **Housing & Planning:** The Budget announces a package of new policy which aims to raise housing supply, through; additional financial support, introducing planning reforms (to ensure more land is available and to make better use of underused land) and providing funding in the construction sector.
32. The budget also announced consultations to come soon on reform of the planning system building on reforms in the Housing White Paper; strengthening policy on deallocating sites from plans, intervention where there is failure to progress local plans, first-time buyer led developments and increasing housing density in urban areas.
33. The government states it is determined to ensure that land released for housing is put to the best use. It will therefore consult on; strengthening the housing delivery test, expecting local authorities to bring forward 20% of their housing supply as small sites and speeding up the development process by removing exemptions.
34. The budget details that DCLG will launch a consultation with detailed proposals on; removing restriction of S106 pooling, speeding up the process of setting and revising CIL, allowing authorities to set rates which better reflect the uplift in land values between proposed & existing use, changing indexation of CIL rates to house price inflation rather than build costs and giving combined authorities and planning joint committees with statutory plan-making functions the option to levy a Strategic Infrastructure Tariff (SIT) in future.
35. A review panel will be set up, chaired by Sir Oliver Letwin, to explain the significant gap between housing completions and the amount of land allocated or permissioned, and make recommendations for closing it. The review will provide an interim report in time for Spring Statement 2018 and a full report at Budget 2018.
36. The government will develop a central register of residential planning permissions from local authorities to improve information on where permissions are held and progress towards them being built out.
37. The government will strengthen the ability of the Homes and Communities Agency (to be renamed Homes England) to use investment and planning powers to intervene more actively in the land market, in relation to; Land Assembly Fund, new Garden Towns, increasing the housing infrastructure fund, strategic planning in the south East, small sites infrastructure & remediation, Homes Building Fund for SME's, exploring options for housing guarantees and increasing the supply of affordable homes.

38. **Estate regeneration:** the Budget provides £400 million of loan funding for estate regeneration to transform run-down neighbourhoods and provide new homes in high-demand areas.
39. **Productivity/Investment Strategy:** The Budget announced the Government would be extending the National Productivity Investment Fund (NPIF) into 2022-23 and increasing the size of the fund to £31 billion. This money is targeted at areas crucial for productivity: housing, transport, R&D and digital communications.
40. The Budget announces a £1.7 billion **Transforming Cities Fund** to improve local transport connections and commits £385 million to projects to develop next generation 5G mobile and full-fibre broadband networks, both funded from the NPIF. The Budget also commits to specific improvements for the Tyne & Wear Metro, and rail and road connections in the Cambridge – Milton Keynes – Oxford corridor.
41. **National Minimum/Living Wages:** following the recommendations of the independent Low Pay Commission (LPC), the government will increase the NLW by 4.4% from £7.50 to £7.83 from April 2018. The government will also accept all of the LPC's recommendations for the other NMW rates to apply from April 2018.
42. **Public sector pay:** in 2018-19, for those workforces covered by an independent Pay Review Body (PRB), the relevant Secretary of State will shortly write to the PRB Chair to initiate the 2018-19 pay round, before later submitting detailed evidence outlining recruitment and retention data and reflecting the different characteristics and circumstances of their workforce. Each PRB will then make its recommendations in the spring or summer, based on the submitted evidence. Secretaries of State will make final decisions on pay awards, taking into account their affordability, once the independent PRBs report.
43. **Air Quality:** The budget announced that in support of the National Air Quality Plan published in July, the government will provide £220 million for a new Clean Air Fund. This will allow local authorities in England with the most challenging pollution problems to help individuals and businesses adapt as measures to improve air quality are implemented. The government is launching a consultation alongside Budget on options that could be supported by this fund.

Conclusion

44. In conclusion, the national economic and statutory context surrounding and influencing local government finance is currently very unpredictable and potentially volatile. The MTFS presented in this report, especially from 2020/21, is based largely on the current *status quo* continuing and does not take into account what could be fundamentally different economic and statutory conditions after the UK leaves the European Union (in 2019) and when the current four year financial settlement from government comes to an end in 2020/21.

45. The current level of price inflation necessitates cost increases to some of the Council's budgets such as utilities and contract costs and puts pressure on the National Joint Council for Local Government Services to increase the pay award for local government employees.
46. An increasing bank interest rate does have some impact on the amount of net income the Council can generate through purchasing commercial property and by on-lending to its company, Norwich Regeneration Limited, and potentially to other Joint Venture partnerships that maybe established for regeneration purposes. However, whilst the financial modelling for these show the returns are sensitive to interest rate increases, the expected increases in the next two years are marginal and are unlikely to impact on the overall financial viability of these projects.

GENERAL FUND REVENUE BUDGET AND MTFS

Forecast 2017/18 Outturn

47. The latest position on the General Fund, as at period 6, shows that it is forecast to underspend by £0.557m. This expected underspend has not been factored into the MTFS reserves level. Instead formal proposals will be included in the Budget Report going to Council in February 2018 to transfer any 2017/18 underspend to the earmarked invest-to-save reserve. This reserve will be used to support the delivery of savings and efficiencies through the transformation programme.

Provisional 2018/19 Revenue Budget

48. The provisional 2018/19 budget has been set following discussions with budget managers to determine achievable service budgets. All savings and growth items have been reviewed by the Corporate Quality Assurance Group led by the Chief Finance Officer and Head of Strategy and Transformation.
49. Table 1 below summaries the movements in the base budget (i.e. the current year's approved budget) to arrive at the provisional 2018/19 budget:

Table 1: Movements from the base 2017/18 budget – Figures are in £000s

2017/18 Budget Requirement	16,152
Budget movements:	
Inflation	1,222
Savings and additional income	(2,178)
Growth	819
Movement in recharges	(167)
Other movements: Increase in Revenue contribution to capital (per MTFS)	250
Other movements: Reduction in joint venture pension deficit contributions	(375)
Net reduction in grants including New Homes Bonus	971

Increase in contribution from reserves	(1,369)
2018/19 Budget Requirement	15,326

2017/18 Budget Resources	16,152
Budget movements:	
Reduction in revenue support grant	689
Decrease in retained business rates	416
Increase in council tax income	(279)
2018/19 Budget Resources	15,326

50. As at the time of writing this report the following figures included in the provisional budget are indicative for the reasons stated, of which the Business Rates income and MRP budget costs are the most provisional:

Information required to finalise the budget position:	Budget items impacted:
Awaiting final figures from Government to be released in the 2018/19 Local Government Financial Settlement	<ul style="list-style-type: none"> 2018/19 New Homes Bonus allocations Housing Benefit Administration Grant Universal Credit New Burdens funding Retained business rates tariff adjustments
Confirmation of 2018/19 pay award from the National Joint Council for Local Government Services	<ul style="list-style-type: none"> To estimate the 2018/19 pay award. Currently 2% assumed in 18/19 to allow for an annual pay settlement, payroll drift and the impact of the Living Wage.
Information yet to be received from Pension Fund actuaries	<ul style="list-style-type: none"> For the final pension deficit charge arising from the TUPE transfer of the Revenues and Benefits staff from LGSS
Revenue & Benefits will update forecasts by end of January 2018 for the NNDR1 return	<ul style="list-style-type: none"> Income from Business Rates currently in MTFS is very preliminary
The Town and Country Planning regulations have not yet been agreed and enacted by central government	<ul style="list-style-type: none"> 20% increase in Planning Fees, not included in MTFS

Current uncertainty surrounding councils' ability to purchase commercial property, particularly out-of-borough. Announcements on this were expected in the Autumn Statement.	<ul style="list-style-type: none"> Any change in government policy will impact on the amount of capital budget proposed for commercial property acquisitions and the assumed level of savings arising from new rental income streams
<p>The CFO and Capita Asset Services are currently reviewing how much the Council needs to borrow over the medium term given likely needs to borrow for on-lending to NRL and to fund other large redevelopment projects.</p> <p>In addition, LGSS Finance are also reviewing the possible back-dating of the current MRP calculation policy which could generate further budget savings. Proposals will be brought to Cabinet and Council in December and January respectively as part of the mid year Treasury Management review.</p>	<ul style="list-style-type: none"> The outcome of the decisions will impact on the budget requirements for the Minimum Revenue Provision (MRP) and interest costs arising from external borrowing contained within the MTFS.

2018/19 Growth and Savings Proposals

51. The MTFS approved by Council in February 2017 set out a net savings target for 2018/19, based on a 5-year smoothing savings strategy, of £1.920m.
52. At the time of writing this report, £1.359m of net savings are proposed although further work is still ongoing on the figures and finalising a few potential additions to the savings proposals (arising from further income generation and accounting changes). The shortfall against the target reflects the increasing difficulty of finding further efficiencies and income generation opportunities to balance the budget rather than making budget savings by reducing front line services.
53. The MTFS has been updated on the basis that the 18/19 shortfall is covered by an additional contribution from reserves. Despite the shortfall in the savings target, when considered in line with other budget updates the required use of reverses is only £107k higher than expected in last year's budget paper.
54. The net savings include £0.8m of budget growth (i.e. increases to the budget) as outlined in Appendix 1. The growth includes reductions in property rental income associated the approved asset review and disposal programme, as well as removing any savings that are not currently achievable or are now to be addressed through the wider organisational review set out in the Chief Executive's report entitled "Fit for the Future".

55. A summary of the proposed budget savings and growth is shown in **Appendix 1**, with items categorised as either revenue generation, service efficiencies, or accounting changes.

Medium Term Financial Strategy (MTFS)

56. Table 2 below shows the proposed budget for 2017/18 and the medium term financial projections for the 5 years to 2022/23.

Table 2: Medium Term Financial Strategy 2018/19 to 2022/23 – Figures are in £000s

	2018/19	2019/20	2020/21	2021/22	2022/23
Employees	20,480	21,718	22,626	23,560	24,525
Premises	10,446	10,676	10,889	11,107	11,329
Transport	283	289	295	300	306
Supplies & Services	16,007	16,219	16,544	16,875	17,212
Capital Charges	1,517	1,517	1,518	1,519	1,519
Housing Benefit Payments	56,580	56,580	56,580	56,580	56,580
Third Party Payments	4,419	4,517	4,607	4,699	4,793
Recharge Expenditure	17,489	17,489	17,489	17,489	17,489
Recharge Income	(26,037)	(26,037)	(26,037)	(26,037)	(26,037)
Contribution to Capital	800	1,050	1,300	1,550	1,800
Fee, charges, rental income	(25,144)	(25,803)	(26,171)	(26,571)	(26,959)
<i>Government Grants:</i>	(59,458)	(58,716)	(58,258)	(58,133)	(58,096)
New Homes Bonus	(804)	(487)	(87)	0	0
Benefit Subsidy	(56,877)	(56,877)	(56,877)	(56,877)	(56,877)
Benefit/CTS Admin grant	(933)	(886)	(845)	(807)	(770)
Other Grants	(844)	(466)	(449)	(449)	(449)
Subtotal budgets	17,382	19,499	21,382	22,938	24,461
Net Savings cumulative	0	(1,955)	(3,910)	(5,865)	(7,820)
Use of reserves	(2,056)	(2,249)	(2,038)	(1,304)	(504)
Budget requirement	15,326	15,295	15,434	15,769	16,137
Business Rates	(5,036)	(5,776)	(5,895)	(6,017)	(6,142)
Formula Funding (RSG)	(982)	(213)	0	0	0
Council Tax	(9,308)	(9,307)	(9,539)	(9,752)	(9,995)
Total funding	(15,326)	(15,295)	(15,434)	(15,769)	(16,137)

57. The key issues to highlight in the MTFS are:

- A significant growth in the Council's payroll cost (assuming current levels and numbers of staff employed) – see paragraphs 59 to 61.
- The assumed loss of Formula Funding (RSG) and New Homes Bonus (NHB) during the five year period (paragraphs 65 and 66).

- The planned use of reserves over the next five years to help balance the budget (Table 6).
- The amount of net savings needed to be delivered over the MTFS planning horizon (paragraph 80).
- The proposal that Council Tax should rise at 2% or an additional £5 per annum, whichever is the higher, over the life of the medium term planning horizon (paragraph 75).

58. The next part of this report gives some detail about the key figures in the 2018/19 budget and MTFS and the assumptions made.

Pay and Price Assumptions

59. Payroll-related inflation has been estimated at 2% in 18/19 to allow for an annual pay settlement, payroll drift and the impact of the Living Wage.
60. The 2016-18 pay agreement included a commitment to a future restructure of pay spines to meet the national living wage future challenge. In future years the expected payroll costs have been increased in anticipation the impact of these changes, although the exact financial implications are uncertain.
61. Additional estimates have been included for expected increases to pension deficit contributions; although these will be subject to the outcome of future triennial valuations of the pension scheme (the next one will take effect in 2020/21). The pension deficit costs from joint ventures are forecast at current levels and will be revised in line with the triennial valuations.
62. Inflation based on advice from the Office for Budget Responsibility (OBR) has been included on premises costs, supplies and services, and transport throughout the MTFS planning timeline. Inflation on income however is prudentially set at 1.5% to run approximately 1% below expenditure inflation.
63. A 1% growth driver, based on dwelling and population, has historically been applied to the Neighbourhoods, Citywide and City Development service areas. As growth has been restricted to a minimum with service areas expected to find compensating savings, this blanket growth assumption has been removed.

Contributions to capital

64. In line with the 2017/18 MTFS, an additional £250k has been included in the budgeted revenue contribution to capital in 2018/19. The updated MTFS continues to increase the budgeted over the life of the MTFS, by £250k per annum, so that by 2022/23 £1.5m is provided as a funding source to the capital programme along with a £300k contribution to cover the costs of the Homes Improvements Agency team.

Government Grants

65. The Council agreed to accept the 4-year settlement deal offered in the 2016-17 Local Government Finance Settlement. The 2018-19 budgets reflect the third year of the deal. No RSG is assumed from 2020/21 and it is anticipated that the Council's main funding settlement from Government is unlikely to change for 2018/19 although confirmation will not be received until the Local Government Finance settlement is announced sometime in December 2017.
66. No additional New Homes Bonus is included in the MTFS from 2018/19 onwards in light of uncertainty over future grant levels. We are awaiting confirmation of any 2018/19 allocations as part of the Finance Settlement.
67. Grants for future years have been estimated at 2017/18 levels, with the exception of Housing Benefit, Universal Credit, and Local Council Tax Support Administration Grants. These grants have been estimated based on the experience of the Head of Service for Revenues and Benefits in line with trends for other authorities moving to full universal credit service.

Business rates

68. The Council's 2018/19 retained income from business rates has been currently been assumed at the indicative baseline funding level as provided in the 2017-18 Local Government Settlement.
69. As at the time of writing this report we are assuming income of £5.036m for 2018/19 derived as shown in table 3 below.

Table 3: Business Rates Retained Income – Figures are in £000s

	2018-19
Business Rates Baseline (per 17/18 settlement figures)	£5,771
Less: Norwich Business Rates 2017/18 deficit distribution	(£1,038)
Plus: Section 31 grant earmarked reserve transfer against deficit	£303
Total business rates 2018/19	£5,036

70. The Chancellor announced in his Budget Statement that, as from April 2018, the multiplier inflation applied will switch from RPI to CPI, with local government being fully compensated for the loss of income from this measure. The income forecasts will be updated on the basis on the Chancellor's Budget and presented in the final budget papers. These revised budgets will also reflect any amendments to the baseline in the 2018/19 Financial Settlement and also the updated estimates as per the NNDR 1 return, due to Government by the end of January 2018.
71. The 2017/18 business rates deficit reflects the forecast outturn for the current year. Whilst part of this deficit is offset by additional S31 grant receipts, the position is being adversely impacted by reductions in the gross rateable values and increases in mandatory reliefs. The deficit forecast is provisional at this stage and will be updated to reflect the NNDR1 return submitted in January.

72. There remains a significant financial risk on business rates income from the impact of valuation appeals, in particular over the 2017 valuation list. Currently there is little information available regarding the level or impact of potential appeals.
73. The forecasts for retained Business Rates income from 2020/21 assume current baseline amounts and do not take into account, as they are currently unknown, the potentially significant changes in funding arising from 100% Business Rates Retention and the Fairer Funding Review. The MTFS also assumes an annual inflationary rise in NNDR (capped at 2%) plus an allowance of £200k per annum for any deficits arising on the Collection Fund each year.
74. Norwich City Council has agreed to be included in an application from all Norfolk Councils to be part of the Department for Communities and Local Government's 2018/2019 100% business rate retention pilots. If successful the additional one-off income for the Council (currently estimated at some £0.5m) would not be received until 2019/20. This figure has not been included in MTFS projections as being a one-off sum of funding it should be used for either spend to save or another one-off scheme/project. Norfolk councils will know if we have been successful in December when the Local Government Finance Settlement is released.

Council Tax

75. Any increase in the level of council tax is limited by referendum principles, which for a district council is set at a maximum of 2% or £5 each year. A £5 increase to the Band D rate is assumed in the 2018/19 budget figures (£177k additional income) with the maximum increase allowed included in the amounts shown in years 2 to 5. An increase in the council tax base of 0.5% is assumed for each year of the MTFS arising from estimated growth in the number of dwellings in the Council's area.
76. The proposed 2018/19 Band D rate for 2018/19 is therefore £254.01. Table 4 below shows the impact of the proposed increase for each council tax band. This only shows the Norwich City Council share of total council tax and does not include the amounts required from preceptors - Norfolk County Council and the Office of the Police and Crime Commissioner for Norfolk.
77. The figures shown will be reduced, for qualifying council tax payers, by the council's discount scheme (Council Tax Reduction Scheme) which will be approved by Council in January 2018. Currently the total cost of the CTR scheme is £13.7m, of which the Norwich share is £2.0m.

Table 4: Council tax increases 2017/18 to 2018/19, Bands A to H

Band	A	B	C	D	E	F	G	H
2017/18	£166.01	£193.67	£221.34	£249.01	£304.35	£359.68	£415.02	£498.02
Increase	£3.33	£3.89	£4.44	£5.00	£6.11	£7.22	£8.33	£10.00
2018/19	£169.34	£197.56	£225.79	£254.01	£310.46	£366.90	£423.35	£508.02

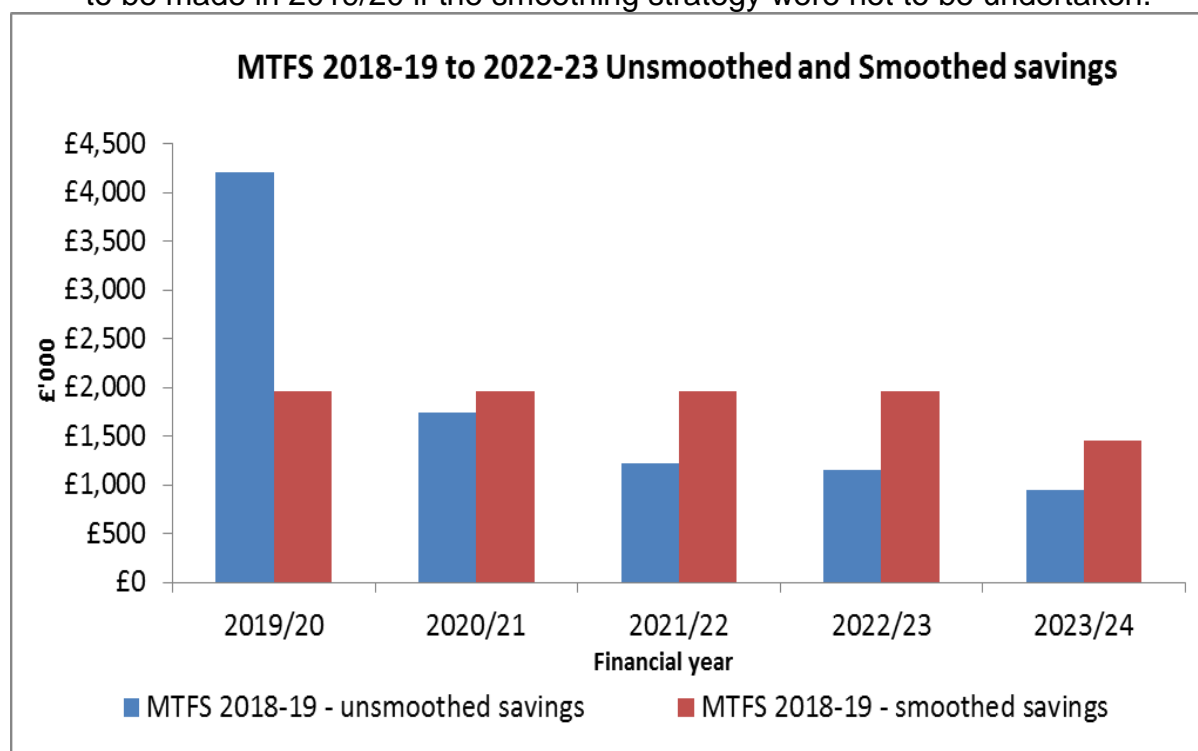
78. An allowance of 2.5% for non-collectible debt has been built into the Council Tax figures used in the MTFS. Historically this allowance has been sufficient to cover any non-recovery of Council Tax amounts.
79. A collection fund surplus receipt of £303k for 2018/19 and £75k each year thereafter has been built into the MTFS based on the current surplus level and past history. This will continue to be reviewed each year and distributions made to the precepting authorities.

Budget savings required over the life of the MTFS

Table 5: Smoothed net savings required 2019/20 to 2022/23

	2019/20	2020/21	2021/22	2022/23
	£000s	£000s	£000s	£000s
Assumed annual budget growth	£0,750	£0,750	£0,750	£0,750
Gross saving requirement	(£2,705)	(£2,705)	(£2,705)	(£2,705)
Net annual saving requirement	(£1,955)	(£1,955)	(£1,955)	(£1,955)

80. The MTFS now shows a need to make further net savings of £7.8m, assuming inflationary and demand-led growth of £0.75m per annum, over the next 4 years, which following the “smoothed” approach equates to £2.0m each year to 2022/23. The graph below shows the savings that would need to be made in 2019/20 if the smoothing strategy were not to be undertaken.



General Fund Reserves Position

Table 6: Estimated General Fund Reserves Position 2017/18 to 2018/19

	2018/19	2019/20	2020/21	2021/22	2022/23
	£000s	£000s	£000s	£000s	£000s
Balance B/Fwd.	(13,156)	(11,100)	(8,851)	(6,814)	(5,510)

Use of reserves	2,056	2,249	2,038	1,304	504
Balance C/Fwd.	(11,100)	(8,851)	(6,814)	(5,510)	(5,005)
<i>% of controllable spend</i>	<i>24%</i>	<i>19%</i>	<i>14%</i>	<i>11%</i>	<i>10%</i>

81. The prudent minimum level set for the general fund reserve remains unchanged at £4.161m. The smoothed MTFs brings the forecast reserves down to the PMB plus 20% by the end of 2022/23.
82. After 2023 savings will still need to be required to the extent that any inflationary increases in costs are not able to be offset by rises in council tax and business rates. These savings will need to be made without relying on reserve contributions to balance the budget.

HOUSING REVENUE ACCOUNT AND BUSINESS PLAN

Forecast 2017/18 Outturn

83. The latest position on the Housing Revenue Account, as at period 6, shows that it is forecast to underspend by £1.643m. This underspend has been factored into the updated HRA business plan.

Provisional 2018/19 Revenue Budget

84. The provisional 2018/19 budget has been set following discussions with budget managers to determine achievable service budgets. All savings and growth items have been reviewed by the Corporate Quality Assurance Group led by the Chief Finance Officer and Head of Strategy and Transformation.
85. The table below shows the proposed HRA revenue budget for 2018/19:

Table 7: Movements from the base HRA 2017/18 budget – Figures are in £000s

Division of Service	Original Budget 2017/18	Draft Budget 2018/19	Change
Repairs & Maintenance	13,815	13,427	(388)
Rents, Rates, & Other Property Costs	5,789	6,501	712
General Management	12,115	11,934	(181)
Special Services	5,090	4,813	(277)
Depreciation & Impairment	21,992	21,786	(206)
Provision for Bad Debts	223	190	(33)
Adjustments & Financing Items (including revenue contribution to capital)	20,030	12,034	(7,996)
Gross HRA Expenditure	79,054	70,685	(8,369)
Dwelling Rents	(57,692)	(56,968)	724
Garage & Other Property Rents	(2,169)	(2,228)	(59)
Service Charges – General	(8,374)	(8,414)	(40)
Miscellaneous Income	(85)	(115)	(30)
Amenities shared by whole community	(586)	(427)	159
Interest Received	(175)	(100)	75
Gross HRA Income	(69,081)	(68,252)	829

Total Housing Revenue Account	9,973	2,433	(7,540)
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86. The £7.54m movement from £9.973m to £2.433m is analysed in detail in appendix 2.
87. The gross expenditure of £70.68m exceeds the gross income of £68.25m, but this includes a revenue contribution of £11.14m in line with the planned reduction of reserves towards the recommended minimum balance.
88. As at the time of writing this report, the figures included in the provisional budget for the 2018/19 pay award have been assumed at 2% as confirmation is still awaited from the National Joint Council for Local Government Services.

Council Housing Rents

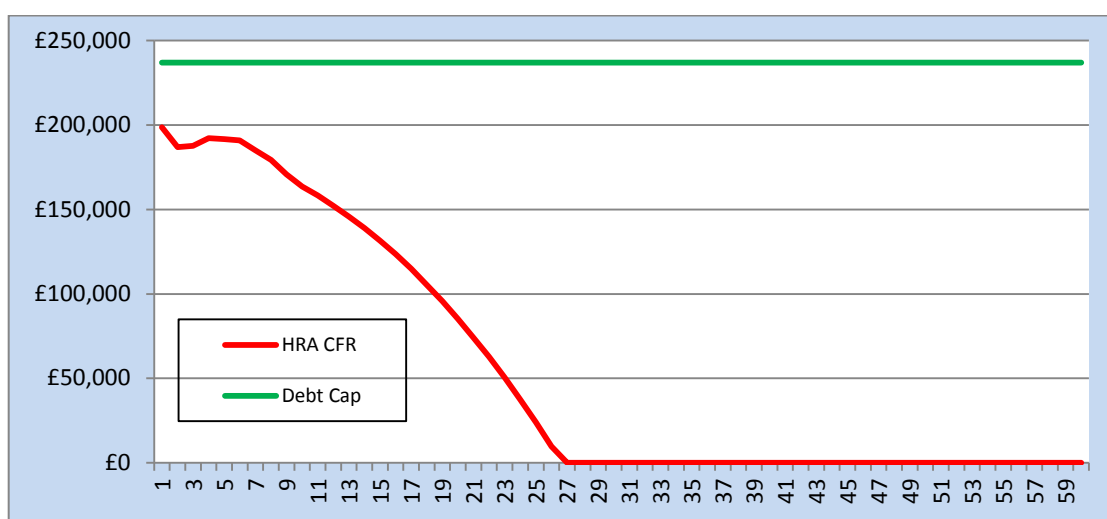
89. Historically, the level at which council housing rents were set was decided by Council in line with guidance set out by the government and information provided by the HRA Business Plan. However, in 2016/17 the government's rent policy was replaced by a mandatory minimum 1% reduction in rent for a four year period until March 2020, as set out in the Welfare Reform and Work Act 2016.
90. The enforced 1% rent reduction continues for 2018/19, which means that for HRA tenants, the average weekly rent will be £77.27 equating to an average reduction of £0.78.
91. It is proposed that garage rents are increased by 4%. This is in line with the government formula for dwelling rents prior to the implementation of the mandatory rent reduction, based on CPI as at the preceding September (3%) plus 1%.
92. In accordance with the constitution, levels of tenants' service charges will be determined by officers under delegated powers, in consultation with the portfolio holder and after engagement with tenant representatives.

HRA Business Plan

93. Financial planning for the HRA is based upon a business plan, which measures planned expenditure and income against the ability to repay borrowing.
94. Historically, the business plan has measured the repayment of borrowing over a 30 year period, however the model has recently been updated to extend projections over 60 years, which will enable further investment opportunities to be explored, such as additional new build schemes and the consideration of renewing rather than upgrading some housing stock.
95. The business plan relies upon a combination of known and assumed economic factors and government announcements to generate a financial forecast.

96. The Housing and Planning Act 2016 made provision for a determination to be imposed on Housing Revenue Accounts in order to compensate Registered Providers for financial losses incurred as a result of extended Right to Buy legislation. It has been indicated that the sum may represent a significant additional capital cost, but the government has still not provided any indication as to how this will be calculated or when this may become due. It is therefore not currently possible to estimate the cost to the council or draw up detailed plans to address this, and it has therefore been omitted from the HRA business plan at this stage.
97. The government has confirmed its intention to implement a new rent policy which will end the four year mandatory rent reduction and enable social housing rents to increase by CPI plus 1% from 2020/21. This has been included within the HRA business plan.
98. The chart below illustrates the impact on the draft HRA business plan and HRA borrowing requirement of the draft proposed 2018/19 budgets and HRA capital programme, with rent continuing to reduce by 1% for the next 2 years. This demonstrates that the borrowing can be repaid with 27 years.

Table 8: Repayment of HRA borrowing – Figures are in £000s



HRA Reserves Position

99. The draft proposed budgets will impact on the HRA balance as follows:

Table 9: HRA reserves

Item	£'000
Brought Forward from 2016/17	(30,387)
Forecast use of balances 2017/18	9,973
Carried Forward to 2018/19	(20,414)
Draft Budget 2018/19	2,433
Carried Forward to 2019/20	(17,981)

100. Based on the forecast use of balances remaining in line with the 2017/18 budget, a substantial resource still remains to fund capital expenditure in 2018/19. This will continue to reduce resources towards the recommended minimum balance and reduce the requirement to borrow.

CAPITAL PROGRAMME

101. The council owns and maintains an extensive range of assets including commercial property, housing, a market, heritage assets, walkways/paths and lighting columns. Major investment in these and new assets is funded from the capital programme, which in turn is resourced from the disposal of surplus assets, revenue contributions, grants and borrowing.
102. Currently, capital budgets are included within either the non-housing or housing capital programme, but it is proposed to amend the designations from 2018/19, to the General Fund and HRA capital programmes.
103. Historically, for many larger schemes, the capital programme has included the full budget requirement in the first year of the project rather than the spend required being profiled over the expected implementation timetable. Other schemes have been included in advance of a business case being finally approved or the cost or resource requirements being fully established. This has resulted in the capital programme total being largely “aspirational” and significantly underspent when projects do not proceed within the financial year.
104. All budget proposals included in the proposed capital programme have been assessed and prioritised by the Corporate Quality Assurance Group, after discussion with NPS and/or the Budget Manager, in an attempt to ensure that all schemes have a robust business case, and are achievable in the financial year. The CFO recommends this approach to be able to better forecast the Council’s cash flow position, a requirement needed in light of the Council’s likely need to borrow over the life of the medium term planning horizon.

General Fund Capital Programme

105. The current proposed General Fund capital programme for 2018/19 to 2022/23 is set out below and provided in full detail in appendix 3.

Table 10: Proposed GF Capital Programme 2018/19 – 2022/23 – Figures are in £000s

Funding Method	GF Programme	2018/19	2019/20	2020/21	2021/22	2022/23
Borrowing	Asset Acquisition	40,000	-	-	-	-
Borrowing	Capital Loans	-	11,510	12,040	440	-
Capital Receipts/ RCCO	Asset Investment	560	170	-	-	-
Capital Receipts/ RCCO	Asset Upgrade	915	1,230	1,400	1,400	1,400

Capital Receipts/ RCCO	Capital Contingency	100	100	100	100	100
Grants	Capital Initiatives	970	970	970	970	970
CIL	CIL Neighbourhood	150	-	-	-	-
Section 106	Section 106	20	-	-	-	-
Total GF Capital Programme		42,714	13,980	14,510	2,910	2,470

106. In addition to the schemes included above and detailed appendix 3, there are a number of other significant potential schemes, currently at an early planning stage. These will require detailed business cases, which once approved will be submitted to cabinet for recommendation to council for inclusion within the capital programme during the year. Such potential schemes include the redevelopment of the former Mile Cross depot site, the regeneration of the airport industrial estate with the County Council and a Joint Venture partner, replacing the Council's IT legacy systems, and the construction of purpose built temporary accommodation.

Schemes funded by external borrowing

107. Schemes that are proposed to be funded from borrowing include Commercial Property Acquisitions and On-lending (currently the programme only includes on-lending to Norwich Regeneration Limited) and they must demonstrate, through robust financial modelling, that they will generate a revenue income in excess of the borrowing costs before they go ahead.

Schemes funded from Capital Receipts and Revenue Contributions to Capital Outlay (RCCO)

108. The council's extensive and diverse asset portfolio presents a significant maintenance and upgrade liability, requiring continual investment. As many of these assets do not generate an income, it is not possible to fund the investment from borrowing and provision must be made to cover the costs from capital receipts or a revenue contribution instead.

109. Currently, the maintenance and upgrade requirements are identified by NPS as the need for work arises and are submitted to form part of the capital programme on an annual basis. This process does not allow longer term strategic planning and can result in high levels of investment being required at short notice which may exceed the funding available or the capacity available within NPS to manage the work. This short term perspective also has an impact on the maintenance revenue budget leading to increased "patch and mend" expenditure rather than strategic upgrading of the council's assets in line with a prioritised conditioning survey.

110. In addition, and as part of the changes required under CIPFA's Prudential Code, the council is required to publish a capital strategy, which must set out the long term context in which capital expenditure and investment decisions are made in line with the council's service objectives.

111. In order to address this, NPS have been asked to update a stock condition survey of all General Fund property assets. This will identify upcoming investment requirements and enable the council to prioritise these for inclusion in a five year rolling programme to be agreed up-front by Council.
112. The level of capital receipts generated from the sale of the council's property assets has fluctuated widely over the last five years. However, these are a finite resource and will not continue to generate similar levels of income in the future.
113. To mitigate against the anticipated reduction in future capital receipts, the council has introduced a revenue contribution to capital outlay (RCCO) into the MTFS. For 2017/18 this was set at £250,000 and it is proposed to increase this annually by £250,000 until it reaches £1.5m. Although this presents an additional strain on the General Fund revenue budget, it is considered essential that it is preserved if the Council's extensive range of assets are to be maintained in the future.
114. In line with the planned future available funding and the intention to only include schemes that are achievable within the financial year, it is proposed to limit the more "routine" capital maintenance/upgrade schemes to be funded from capital receipts and revenue contributions within a capital "envelope" total of £1.5m per annum. Bigger, one-off, projects may be included in addition to this depending on the Business Case, the need for the scheme, and the availability of capital receipts.
115. On occasions, as projects progress, it becomes apparent that due to unforeseen costs, it may be necessary for expenditure to slightly exceed the allocated budget. This can cause project delays as surplus funds are identified from alternative budgets or approval sought from Council to increase the capital programme. For 2018/19, a capital contingency budget of £100,000 is proposed, which can be utilised to vire small additional amounts to increase budgets as required, subject to the approval procedures set out in the Financial Procedures.

Grants, Section 106 and CIL Neighbourhood

116. Schemes that are proposed to be funded from grants form part of the work carried out by the Homes Improvement Agency which is funded by the Better Care Fund (including the Disabled Facilities Grant) received from Norfolk County Council.
117. Section 106 and CIL schemes are funded from existing resources earmarked for specific purposes.

HRA Capital Programme

118. The current proposed HRA capital programme for 2018/19 to 2022/23 is set out below and provided with additional detail in appendix 4.

Table 11: Current Proposed HRA Capital Programme 2018/19 – 2022/23 – Figures are in £000s

HRA Capital Programme	2018/19	2019/20	2020/21	2021/22	2022/23
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Council House Upgrade Programme	22,800	21,328	20,460	19,114	19,370
Site Development	100	50	50	50	50
New Build Social Housing	7,864	2,977	5,394	2,199	-
Grants to Registered Housing Providers	808	2,000	2,000	2,000	2,000
Total HRA	31,572	26,355	27,904	23,363	21,420

119. The proposed council house upgrade programme continues to maintain the Norwich Standard of improvement and the structural integrity of tenants' homes.
120. The New Build Social Housing budget includes the development of 105 new homes at Goldsmith Street by the HRA and the purchase of 76 homes from Norwich Regeneration Ltd (48 at Threescore in phase 2, 21 in phase 3 and 7 at Ber Street).
121. Grants to Registered Housing Providers are funded from retained one-for-one Right to Buy receipts in accordance with the principles agreed by cabinet on 7 October 2015.
122. All proposed HRA capital and revenue budgets are incorporated into the HRA Business Plan projections, which indicates that the planned expenditure remains affordable whilst maintaining the ability to repay borrowing within 30 years.

PUBLIC CONSULTATION AND NEXT STEPS

123. In line with the approach used in previous years, citizens, HRA tenants, partners and local businesses will be consulted on the proposed approach to meeting the savings target for 2018/19 and the proposed Council Tax and HRA rental levels. This consultation will also include the council tax reduction scheme despite there being no significant changes proposed for the scheme in 2018/19. The consultation opened on 29 November 2017 and will run until 17 January 2018.
124. The next steps for the budget and MTFS proposals are set out below:

Scrutiny to consider the "Emerging 2018/19 Budget and Medium Term Financial Strategy"	14 December
Cabinet to recommend the 2018/19 Council Tax Reduction Scheme	17 January
Council to approve the 2018/19 Council Tax Reduction Scheme	23 January
Scrutiny to consider the proposed General Fund revenue budget and MTFS, HRA Business Plan and capital programme	25 January
Cabinet to recommend the General Fund revenue budget and MTFS, HRA Business Plan and capital programme	7 February

Council to approve the General Fund revenue budget and MTFS, HRA Business Plan and capital programme	20 February
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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:	13 December 2017
Director / Head of service	Karen Watling
Report subject:	Emerging 2018/19 Budget, Medium Term Financial Strategy (MTFS) and HRA Business Plan
Date assessed:	28 November 2017
Description:	This integrated impact assessment covers the emerging position, as currently known, for the General Fund revenue budget, the HRA Business Plan, and the Council's capital programme.

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The emerging budget will secure continuing value for money in the provision of services to council tax payers and other residents of the city, as well as the provision of works and services to council tenants.
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The emerging budget and savings within this paper covers a wide range of council activity and spend. As a result it is not possible to provide a detailed assessment of, for example, the impact on residents and others with protected characteristics under The Equality Act at this level. Existing council processes for equality impact assessments should continue to be carried out at an appropriate time for the individual projects, activities and policies that constitute this budget and transformation programme.
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>The proposed capital programme will provide for improvements to the council's assets and the surrounding environment.</p> <p>The proposed housing capital programme will provide for the Norwich Standard for properties to be completed.</p>
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The proposed capital programme will provide for improvements in thermal and carbon efficiency.
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The risks underlying the emerging budgets, council tax and capital programme have been assessed and prudent provision made for the financial consequences of those risks both within the budgets and the recommended prudent minimum level of general fund and housing revenue account reserves.

Recommendations from impact assessment
Positive
None
Negative
None
Neutral
None
Issues
None

Appendix 1

Summary of General Fund Net Savings

Additional income generation	£'000
Net rental income from commercial property acquisition	(400)
Increased recovery of housing benefit overpayments	(300)
Car park additional income from approved tariff increases and higher car park usage	(129)
Bus shelter additional advertising income	(85)
Reviews of fees & charges, including: Garden waste subscription charges Allotment subsidy Food hygiene training and advice charges Bulky waste charges	(28)
Increases from other income generation, including: Income from Norman Centre and The Halls Alignment of budget with current taxi license income levels Contractual management fee income from Riverside Leisure Centre	(176)
Total additional income generation	(1,118)

Service reviews and efficiencies	£'000
Joint venture contract savings	(187)
Reduction in required repairs budget on general fund premises	(117)
Other service efficiencies, including: Business and relationship management service review Planning service review Enforcement service review additional savings (completed in 2017/18) Heigham Park grass tennis maintenance cost savings Asset reviews Review of TCV grant funding Service Reviews	(470)
Total savings from service reviews and efficiencies	(774)

Budget reduction from financing and reserves transfers	£'000
Reduction in debt financing expense due to scheduled loan repayments	(255)
Reduction in contribution to the Insurance earmarked reserve based on specialist advice	(31)
Total budget reduction from financing and reserves transfers	(286)

GROSS SAVINGS	(2,178)
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Growth items	£'000
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Loss of property rental due to disposals and vacant properties. This is in line with the approved disposal programme and review of the asset portfolio.	219
Partial removal of 17/18 customer contact & service standards model savings	127
Planned saving of business rates expenditure at Mile Cross depot not yet feasible while options for the site are considered	98
Increase in election costs due to there being only a City Council funded election for 2018/19	76
Reduction in budgeted joint venture profit share	75
Planned additional income from the cemeteries service now not considered achievable based on current income levels	50
Overestimation in planned 2017/18 savings from carbon management programme and night watchman	45
Reduction in contaminated waste shared income	40
Increased legal contract costs resulting from higher usage of the service by the Council and a reduced profit share. Offset in part by higher capitalisation of legal costs associated with commercial property acquisitions.	35
Tourism Information - unachieved 17/18 income	20
Housing Benefit overpayment reduction	17
Reduce public lighting costs - partially unachieved 17/18 savings item	10
Increased contribution to the Greater Norwich Growth Board	7
Total budget growth	819
NET SAVINGS	(1,359)

Housing Revenue Account Budgets 2018/19 - movements by type

Adjustment to Base	£'000
Reduction in revenue contribution to capital	(8,319)
Increase in corporate recharges	38
Other recharge changes	(167)
Total Adjustment to Base	(8,448)

Inflation	£'000
Contract/expenditure inflation	54
Staff salary inflation and increments	133
Pension added years and pension deficit inflationary adjustments	124
Total Growth and Inflation	311

Growth	£'000
Increase in corporate debt management costs	20
Increase in repair costs	333
Partial subsidy of sheltered housing support costs	100
Additional Specialist Support provided to HRA	14
Total Growth	467

Income Reduction	£'000
Forecast increase in void dwelling rate	24
Reduction in rents (mandatory 1% reduction)	700
Reduction in service charge income	148
Reduced rental income from commercial properties	8
Total Income Reduction	880

Savings	£'000
Reduction in HRA debt management costs	(365)
Service reviews	(128)
Reduction in premises costs	(48)
Reduction in housing rents bad debt provision	(58)
Reduction in insurance reserve	(32)
Other savings (individually under £10k)	(33)
Total Savings	(664)

Income Increase	£'000
Increase in income from garage rents	(51)
Increase in income from commercial property	(16)
Increase in court fees	(11)
Additional income (individually under £10k)	(10)
Total Increased income	(87)

Proposed General Fund Capital Programme

Funding	GF Programme	Project	2018/19 (£'000)	2019/20 (£'000)	2020/21 (£'000)	2021/22 (£'000)	2022/23 (£'000)
Borrowing	Asset Acquisition	Acquisition of income generating assets	40,000	-	-	-	-
Borrowing	Capital Loans	10-14 Ber Street on-lending	-	4,350	-	-	-
Borrowing	Capital Loans	Three Score phase 3 on-lending	-	5,105	12,040	-	-
Borrowing	Capital Loans	Three Score Phase 2 on-lending	-	2,055	-	440	-
Capital Receipts/ RCCO	Asset Upgrade	Hewett Yard communal toilet refurbishment	7	-	-	-	-
Capital Receipts/ RCCO	Asset Upgrade	Riverbank Stabilisation (River Yare And River Wensum)	83	33	33	33	-
Capital Receipts/ RCCO	Asset Upgrade	Royal Oak Court - Demolition	39	-	-	-	-
Capital Receipts/ RCCO	Asset Upgrade	City Hall – Fire system Detector Replacements	45	-	-	-	-
Capital Receipts/ RCCO	Asset Upgrade	City Hall – Fire System – Replace Gas extinguishing system control Panels	17	-	-	-	-
Capital Receipts/ RCCO	Asset Upgrade	St Giles MSCP Emergency Lighting Battery Replacement	16	-	-	-	-
Capital Receipts/ RCCO	Asset Upgrade	Community Centre replacement fire detection systems	21	-	-	-	-
Capital Receipts/ RCCO	Asset Upgrade	Riverside Leisure Centre – Replacement of end of life plant equipment	10	-	-	-	-
Capital Receipts/ RCCO	Asset Upgrade	Earlham Park Toilet replacement	87	-	-	-	-
Capital Receipts/ RCCO	Asset Upgrade	Eaton park path replacement	45	45	45	45	45
Capital Receipts/ RCCO	Asset Investment	Purchase of grounds maintenance equipment	560	170	-	-	-
Capital Receipts/ RCCO	Asset Upgrade	Credit and Debit card upgrade at St Andrews and St Giles MSCP	33	-	-	-	-
Funding	GF Programme	Project	2018/19 (£'000)	2019/20 (£'000)	2020/21 (£'000)	2021/22 (£'000)	2022/23 (£'000)

Capital Receipts/ RCCO	Asset Upgrade	CCC Refurbishment Project	304	-	-	-	-
Capital Receipts/ RCCO	Asset Upgrade	Hewett Yard refurbishment - surfacing	25	-	-	-	-
Capital Receipts/ RCCO	Asset Upgrade	Non Trafficked Pedestrian Bridges/Boardwalks	55	33	33	33	-
Capital Receipts/ RCCO	Asset Upgrade	Strangers Hall Stores Roof	28	-	-	-	-
Capital Receipts/ RCCO	Asset Upgrade	Riverside Footpath District Lighting Upgrade.	21	21	21	-	-
Capital Receipts/ RCCO	Asset Upgrade	City Hall Heating System	17	10	158	-	-
Capital Receipts/ RCCO	Asset Upgrade	Castle Museum Windows	33	-	-	-	-
Capital Receipts/ RCCO	Asset Upgrade	Hewett Yard refurbishment - roofing	15	-	-	-	-
Capital Receipts/ RCCO	Asset Upgrade	Pulls Ferry quay heading	17	-	-	-	-
Capital Receipts/ RCCO	Capital Contingency	Capital Contingency	100	100	100	100	100
Capital Receipts/ RCCO	Asset Upgrade	Additional Asset Upgrade Schemes to be identified in future years	-	1,088	1,110	1,289	1,355
Grants	Capital Initiatives	Home Improvement Agency Works	970	970	970	970	970
CIL Neighbrhd	CIL Neighbrhd	CIL Neighbourhood Projects 2018/19	150	-	-	-	-
Section 106	Section 106	Castle Gardens Improvements	14	-	-	-	-
Section 106	Section 106	Play Sector 3 & 4 Improvements	6	-	-	-	-
Total			42,714	13,980	14,510	2,910	2,470

Appendix 4

Proposed Housing Capital Programme

Project	2018/19 (£'000)	2019/20 (£'000)	2020/21 (£'000)	2021/22 (£'000)	2022/23 (£'000)
Home Upgrades	5,390	-	-	-	-
Window & Door Upgrades	1,655	-	-	-	-
Community Upgrades	570	-	-	-	-
Heating Upgrades	3,820	-	-	-	-
Thermal Upgrades	1,660	-	-	-	-
Preventative Upgrades	7,995	-	-	-	-
Independent Living Upgrades	750	-	-	-	-
Sheltered Housing Regeneration	250	-	-	-	-
Fees	710	-	-	-	-
Council House Upgrade Programme Future Years	-	21,328	20,460	19,114	19,370
Site Development	100	50	50	50	50
New Build Social Housing	7,864	2,977	5,394	2,199	-
Grants to Registered Housing Providers	808	2,000	2,000	2,000	2,000
Total	31,572	26,355	27,904	23,363	21,420

Norwich City Council
SCRUTINY COMMITTEE

Item No 10

REPORT for meeting to be held on 14 December 2017

Access to justice recommendations

Summary: This reports details the main points the committee discussed at the November meeting on access to justice.

Conclusions: This report summarises the key points regarding access to justice based on the November committee meeting and the evidence provided by the five speakers.

Recommendation: That the scrutiny committee considers the evidence provided at both the November meeting, and this meeting, to identify possible solutions and to consider any recommendations they may wish to make.

Contact Officer: Adam Clark
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01603 212273

Report

1. At the meeting on 23 November 2017, the scrutiny committee heard evidence from a number of groups regarding access to justice. The speakers were:

Janka Rodziewicz – Norfolk Community Advice Network (NCAN)

Gareth Thomas - Director of the UEA Law Clinic, and as a trustee of the Eastern Legal Support Trust

Judi Lincoln – Norfolk Community Law Service (NCLS)

Sue Bailey – President of the Law Society

2. The full minutes of the meeting are published on the council's website at this link;

<https://cmis.norwich.gov.uk/live/Meetingscalendar/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/408/Committee/4/SelectedTab/Documents/Default.aspx>

3. Members are asked to consider all the evidence from this meeting and to formulate any recommendations they may have.