



**NORWICH**  
City Council

## Cabinet

### SUPPLEMENTARY AGENDA

**Date:** Wednesday, 15 November 2023

**Time:** 17:30

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

**Committee members:**

**Committee officer:** Alex Hand

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## Agenda

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**7 Budget monitoring report - Quarter 2 2023-24**

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**Purpose:** This report sets out the council's overall financial position based on managers' forecasts to the end of September 2023 (Quarter 2); additional information based on more recent information has also been included. The report covers the council's General Fund and Housing Revenue Account (HRA) resources and includes information in relation to both its revenue and capital position.

**8 Corporate Risk Register - Quarter 2 2023-24**

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**Purpose:** This report provides an update to the council's corporate risk register based on the position for quarter two (September 2023).

### EXEMPT ITEMS:

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

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

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

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**\*13 Corporate Risk Register - Quarter 2 2023-24 (Exempt appendix - para 3)**

- This report is not for publication because it would disclose information relating to the financial or business affairs of any particular person (including the authority holding that information)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

Date of publication: **Wednesday, 08 November 2023**



**Committee name:** Cabinet

**Committee date:** 15/11/2023

**Report title:** 2023/24 Quarter 2 – budget monitoring report

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

**Report from:** Interim Chief Finance Officer

**Wards:** All wards

**OPEN PUBLIC ITEM**

### **Purpose**

This report sets out the council's overall financial position based on managers' forecasts to the end of September 2023 (Quarter 2); additional information based on more recent information has also been included. The report covers the council's General Fund and Housing Revenue Account (HRA) resources and includes information in relation to both its revenue and capital position.

### **Recommendation:**

It is recommended that the cabinet:

- 1) Notes the forecast **£3.260m underspend** on the general fund revenue account and the **£2.015m overspend** on the Housing Revenue Account (HRA)
- 2) Notes the forecast **£0.486m underspend** against the general fund and the **£0.297m underspend** against the HRA capital programmes.
- 3) Notes the areas of significant variances contained within the report.
- 4) Notes the detailed breakdown of capital programme variances.
- 5) Notes the carry-forward of unspent 2022/23 capital budgets for utilisation in 2023/24 and future years as approved under delegation by the interim chief finance officer.
- 6) Notes the re-profiling of capital budgets as approved under delegation by the interim chief finance officer resulting in the revised capital programme set out in Appendix 1.
- 7) Approves the proposed virement within the 2023/24 HRA capital programme as set out in Appendix 2.

- 8) Notes the virements and additions to the 2023/24 General Fund capital programme approved under delegation by the interim chief finance officer as set out in Appendix 2.
- 9) Recommends to Council, the removal of £6.250m of General Fund budgets and £4.306m of HRA budgets from the 2023/24 General Fund and HRA capital programmes as set out in Appendix 2.

### **Policy framework**

The council has five corporate priorities, which are:

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

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

## 1. General Fund Revenue

- 1.1. Table 1. below sets out the estimated outturn position for general fund services which identifies a £3.260m underspend.
- 1.2. The underspend is driven by one-off factors (higher interest rates) and no requirement to refund the reserve for a use that did not take place in 2022/23. While the Bank of England has indicated that interest rates will stay higher for longer, and the council will take account of it in the Medium Term Financial Plan, this benefit is short term and cannot be relied upon to support long term spending plans.

**Table 1 – Estimated outturn position**

Directorate	Budget £'000s	Forecast £'000s	Variance £'000s
Chief Executive	267	260	(7)
Corporate Financing	(24,144)	(26,957)	(2,773)
Corporate and Commercial Services	7,179	7,347	168
Community Services	9,677	9,183	(494)
Development & City Services	7,061	6,907	(154)
<b>Total</b>	<b>(0)</b>	<b>(3,260)</b>	<b>(3,260)</b>

### Key variances

- 1.3. The provisional outturn report to Cabinet on the 14<sup>th</sup> June, identified that the council was able to make up for a lower level of section 31 Grants (£2.8m) in 2022/23 without recourse to reserves. The use of reserves, and their replenishment formed part of the approved 2023/24 budget and so the 2023/24 budget now represents a potential underspend in the current year.
- 1.4. Overall parking income appears to be returning to pre-COVID levels and is currently forecast to be £0.750m above budget. However, concerns remain around the economy, including the impact of inflation and interest rates on spending patterns meaning that this area will need to be monitored carefully for the remainder of the year.
- 1.5. The Medium-Term Financial Strategy (MTFS) report to the 12<sup>th</sup> July Cabinet identified a revenue pressure arising from a need to support the cashflow of one of the council's wholly owned companies. An estimated provision has been included with any drawdowns subject to a formal loan agreement. This pressure has reduced by £0.750m as it is now believed that the company will no longer require funds in-year and accounts for the majority of movement from the previous period.
- 1.6. The pay award has now been incorporated in the service base budgets as it was confirmed 1<sup>st</sup> November 2023.

## 2. General Fund revenue position

### 2.1. Chief Executive and Corporate Financing

Table 2a sets out below that within the Chief Executive's area a minor underspend is forecast.

**Table 2a – Chief Executive forecast**

Directorate	Budget £'000s	Forecast £'000s	Variance £'000s
Chief Executive	267	260	(7)

## 2.2. Corporate Financing

Table 2b sets out that within Corporate Financing an estimated underspend of £2.8m is forecast. Table 2c summarises the key issues for this area, including performance against agreed the main saving areas shown in table 2d.

**Table 2b – Corporate Financing forecast**

Directorate	Budget £'000s	Forecast £'000s	Variance £'000s
Corporate Financing	(24,144)	(26,957)	(2,773)

**Table 2c – Corporate Financing – key issues**

Summary issues	Detailed	£'000
Transfer to reserves now not required	Budget provision was made for a transfer to reserves to replace an expected drawdown in 2022/23. The improved outturn position meant this was no longer required.	(2,828)
Net impact of interest received and redistribution to HRA	Improved performance as interest rates have increased, leading to higher investment returns.	(467)
Loan to Companies	Council has given a short term cash flow loan to NCSL. The Council has prudently impaired it in line with regulations. The improved forecasted position of the council has reduced the need for additional loans in the immediate future.	500
Other minor variances		22
<b>Total</b>		<b>(2,773)</b>

**Table 2d - Savings Tracker (Corporate financing)**

Saving/ update	£'000	Status (R, A, G)
Increased investment returns target. Higher interest rates and an expectation of interest rates remaining higher for longer means that the target is expected to be achieved with a high probability of it being exceeded. Overall cash balances are slightly lower than anticipated due to capital expenditure and loans made being at higher levels than anticipated. An element of interest received is payable to the HRA and so any additional benefits are shared.	1,773	G
Debt refinancing. Opportunities to refinance debt at lower interest rates or deferral of reborrowing until rates become more favourable.	1,423	G
Prepayment of pension fund secondary contributions has already taken place with the benefit spread over the three years' covering the valuation period.	81	G
<b>Total</b>	<b>3,277</b>	



### 2.3. Corporate and Commercial Services

Table 3a below sets out that within Corporate and Commercial Services an estimated overspend of £0.2m is forecast. Table 3b summarises the key issues for this area, including performance against agreed the main saving areas shown in Table 3c.

**Table 3a – Corporate and Commercial forecast**

<b>Service</b>	<b>Budget £'000s</b>	<b>Forecast £'000s</b>	<b>Variance £'000s</b>
Corporate & Commercial Services	476	777	301
Finance, Audit & Risk	866	860	(5)
HR & Organisational Development	737	789	52
Legal & Procurement	1,822	1,833	11
Revenues & Benefits	3,278	3,088	(190)
<b>Total</b>	<b>7,179</b>	<b>7,347</b>	<b>168</b>

**Table 3b – Corporate and Commercial Services – key issues**

<b>Summary issues</b>	<b>Detailed</b>	<b>£'000</b>
Increase in election running costs	The costs involved with running elections and electoral registration functions has risen over recent years as the costs involved in hiring venues and increased postal costs particularly have risen. An elections reserve exists to smooth the uneven incidence of elections and it may be possible to offset some of the overspend once the position becomes clearer.	84
Senior vacancies being covered by interim staff	A recruitment campaign to recruit to a number of vacant senior posts in the directorate commenced at the end of August. These include the Executive Director of Resources, S151 officer and the Head of Finance, Audit and Risk posts which are currently being covered by interim resources.	301
Vacancies held and additional grant received	Within the revenues and benefits service a restructure is being launched shortly and to avoid putting staff at risk vacancies are being held with peaks in work being managed through a resilience contract and staff working additional hours. Furthermore, the council received notification post budget setting of new burdens grant monies.	(190)
Other minor variances		(27)
<b>Total</b>		<b>168</b>

**Table 3c - Savings Tracker (Corporate and Commercial)**

<b>Saving/ update</b>	<b>£'000</b>	<b>Status (R, A, G)</b>
Stretch targets associated with system implementation projects are currently red pending go live status and process improvements.	125	R
Service review savings across finance, revenues and benefits are on track for delivery	95	G
Reduced contribution to insurance reserve continues to be achievable	102	G
Agreed contract reductions and other changes to budgets are all being delivered with spend being reduced accordingly.	151	G
Increase in income from recovery of court costs is on target	40	G
<b>Total</b>	<b>513</b>	

## 2.4. Community Services

Table 4a below sets out that within Community Services Directorate an estimated underspend of £0.5m is forecast. Table 4b summarises the key issues for this area, including performance against the agreed saving areas shown in Table 4c.

**Table 4a – Community Services forecast**

<b>Service</b>	<b>Budget £'000s</b>	<b>Forecast £'000s</b>	<b>Variance £'000s</b>
Community Services	407	472	65
Customers, IT & Digital	5,371	5,398	27
Strategy, Engagement & Culture	2,693	2,625	(68)
Housing & Community Safety	1,206	688	(518)
<b>Total</b>	<b>9,677</b>	<b>9,183</b>	<b>(494)</b>

**Table 4b – Community Services – key issues**

<b>Summary issues</b>	<b>Detailed</b>	<b>£'000</b>
Additional grant	The amount of homelessness grant received has now been confirmed at a level higher than budgeted	(333)
Recharges	Higher recharge to HRA due to increased support	(134)
Other minor variances		(27)
<b>Total</b>		<b>(494)</b>

**Table 4c - Savings Tracker (Community Services)**

<b>Saving/ update</b>	<b>£'000</b>	<b>Status (R, A, G)</b>
Stretch targets associated with system implementation projects are currently Red pending go live status and process improvements.	40	R
All other agreed savings proposals are on track	465	G
<b>Total</b>	<b>505</b>	

## 2.5. Development & City Services

Table 5a below sets out that within Development and City Services Directorate an estimated underspend of £0.2m is forecast. Table 5b summarises the key issues for this area, including performance against agreed the main saving areas shown in Table 5c.

**Table 5a – Development and City Services forecast**

Service	Budget £'000s	Forecast £'000s	Variance £'000s
Development & City Services	556	555	(1)
Environment Services	3,848	2,979	(869)
Planning & Regulatory Services	2,360	2,410	50
Property & Economic Development	297	963	666
<b>Total</b>	<b>7,061</b>	<b>6,907</b>	<b>(154)</b>

**Table 5b – Development and City Services – key issues**

Summary issues	Detailed	£'000
Waste contract rebate	The waste contract rebate has been agreed at a higher level than the budgeted amount.	(184)
Increased parking income	Car parking performance has been strong so far this year; a £750K over recovery of income is forecast for the year. The remainder of the year is uncertain, so will continue to monitor performance, providing further updates between now and year end. Additional parking service overtime costs is reducing this underspend, by £52K.	(698)
Vacant property	Across the investment portfolio income is above target (£115k) however, there are increased costs of £433k. This principally relates to increased void costs (business rates and void service charge) from some void properties resulting in the increased costs along with a net negative position on Carrow House.	318
Other minor variances		90
<b>Total</b>		<b>(154)</b>

**Table 5c - Savings Tracker (Development and City Services)**

<b>Saving/ update</b>	<b>£'000</b>	<b>Status (R, A, G)</b>
Rental income from Carrow House is now not expected to be achieved as a tenant has not been identified	(50)	R
There have been delays to the commencement of service reviews in property services and environmental services. The estimated level of savings has also reduced.	(81)	R
Property Services restructure	(37)	R
The revised charging structure for HMO licensing is delivering above the level of estimated income.	38	G
The unachieved saving from the 2022/23 NCSL contract review has been achieved in 2023/24.	67	G
Markets Income exceeding savings target.	19	G
Parking in the parks exceeding savings target.	5	G
Pool car savings exceeding savings target.	3	
The remaining savings proposals are anticipated to remain on track for delivery at the agreed levels	1,132	G
<b>Total</b>	<b>1,096</b>	

**3. Housing Revenue Account Revenue (HRA)**

Table 6 sets out below that overall, the HRA is projected to be overspent by £2.015m for the year. Table 6a sets out the major variations against the budget.

**Table 6 – Summary forecast position**

<b>Directorate</b>	<b>Budget £'000s</b>	<b>Actual £'000s</b>	<b>Forecast £'000s</b>
General Management	15,492	15,658	166
Special Services	9,290	9,322	32
Repairs & Maintenance	16,119	17,851	1,732
Rents, Rates, & Other Property Costs	6,030	6,326	296
Provision for Bad Debts	430	430	0
Depreciation & Impairment	22,160	22,160	0
Adjustments & Financing items	5,929	5,929	0
Garage & Other Property Rents	(2,320)	(2,364)	(44)
Dwelling Rents	(62,571)	(62,521)	50
Service Charges - General	(8,243)	(8,475)	(232)
Interest Received	(2,104)	(2,104)	0
Miscellaneous Income	(82)	(67)	15
Amenities shared by whole community	(130)	(130)	0
<b>Total</b>	<b>0</b>	<b>2,015</b>	<b>2,015</b>

**Table 6a – HRA – key issues**

<b>Summary issues</b>	<b>Detailed</b>	<b>£'000</b>
Increased repairs and maintenance costs	Increased contract costs plus additional void costs arising from extra works and associated asbestos costs.	1,732
Increased volume of decants	Active targeting of potential disrepair cases to reduce legal costs; decant costs including alternative	220

	accommodation also impacted by inflation.	
Vacancies held	A recruitment campaign is being developed to fill several vacancies.	(125)
Other minor variances		188
<b>Total</b>		<b>2,015</b>

## 4. Capital

### 4.1. General Fund

Table 7 sets out below that overall, the General Fund capital programme is projected to be underspent by £0.486m for the year. Table 7a sets out the major variations against the revised capital budget.

**Table 7 – General Fund capital forecast**

Directorate	Budget £'000s	Revised Budget £'000s	Forecast £'000s	Variance £'000s
Community Services	5,334	6,402	6,083	(319)
Corporate & Commercial Services	161	499	499	0
Development & City Services	23,099	14,939	14,772	(167)
<b>Total</b>	<b>28,594</b>	<b>21,840</b>	<b>21,354</b>	<b>(486)</b>

Unspent 2022/23 General Fund capital budgets totalling £9.902m were approved to be carried forward under delegation by the interim chief finance officer.

Subsequently, 2023/24 General Fund capital budgets totalling £12.405m have been re-profiled into future years, plus £6.250m of GF budgets that cabinet are requested to recommend to Council be removed from the five-year capital programme.

In addition, Council approved the addition of £0.020m to the 2023/24 GF capital programme to meet the additional costs of implementing an audio system in the Mancroft Room on 26th September 2023 and the Interim Chief Finance Officer approved the GF virement of £0.017m of unspent Tourism Support Package funding to meet the increased tender costs of the Ketts Heights project and the addition of £0.113m to the disabled facilities grant budget to reflect the unanticipated additional grant from DLHUC.

**Table 7a – General Fund capital programme – key issues**

Summary issues	Detailed	£'000
<b>Towns Fund</b>	<p>In 23-24 the Towns Deal Fund was £0.08m overspent. Due to covid, inflation and external international influences on material availability and costs, overall construction costs have increased, for example timbers costs have significantly increased and issues with supply of stone being delayed, has increased demand and costs.</p> <p>The St Giles Project was removed due to the above cost pressures, redirecting funding within the TF Programme. The NCC Towns Fund Programme team, including finance, are managing the costs and scrutinising and challenging additional costs, whilst also</p>	(80)

	continuing to value engineer wherever possible.  Overall, the Towns deal Fund over the life of all the projects is £0.171m underspent, with frequent cost monitoring to stay within budget.	
<b>Disabled Facilities Grant</b>	Additional unanticipated grant received from DLUHC via Better Care Fund. Policy to be reviewed to enable additional grants to be made. Approval to be sought to carry-forward any underspend for use in future years.	(263)
Other variances		(143)
<b>Total</b>		<b>(486)</b>

#### 4.2. Housing Revenue Account (HRA) – capital forecast

Table 8 sets out below that overall the HRA capital programme is projected to be underspent by £0.297m for the year. Table 8a sets out the major variations against the revised capital budget.

**Table 8 – HRA – capital forecast position**

Directorate	Budget £'000s	Revised Budget £'000s	Forecast £'000s	Variance £'000s
Community Services	22,057	20,478	20,250	(227)
Development & City Services	13,599	13,067	12,997	(70)
<b>Total</b>	<b>35,656</b>	<b>33,544</b>	<b>33,247</b>	<b>(297)</b>

Unspent 2022/23 HRA capital budgets totalling £6.851m were approved to be carried forward under delegation by the interim chief finance officer.

Subsequently, 2023/24 HRA budgets totalling £2.363m have been re-profiled into future years, plus £4.306m of HRA budgets that cabinet are requested to recommend to Council be removed from the five-year capital programme.

Cabinet are requested to approve the virement of £0.500m of HRA capital budget from the domestic heating/boiler upgrade budget to support the additional demand on HRA disabled adaptation upgrades and £0.246m from the HRA windows upgrades budget to support additional costs of HRA doors upgrades.

**Table 8a – HRA capital programme – key issues**

Summary issues	Detailed	£'000
<b>HRA Upgrades – Electrical</b>	Potential underspend may arise due to profiling of works but programme to be reviewed during quarter 3.	(150)
Other variances		(77)
<b>Total</b>		<b>(227)</b>

### 4.3. Capital Next Steps

4.3.1. For the quarter 3 monitor and as part of the budgetary preparation work, the Council will be carrying out a detailed review of the capital profiled spend over the Medium Term Financial Plan. This will build upon the work undertaken in 2023/24 to ensure there are robust underpinnings to forecasts, budgetary estimates and timeframes for delivery. This is particularly important because it impacts directly upon cashflow management and borrowing decisions by the council.

## 5. Consultation

5.1.1. There has been no specific consultation on these proposals.

## 6. Implications

### 6.1. Financial and resources

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

6.1.2. This report is primarily for information and no decisions are requested.

### 6.2. Legal

6.2.1. In considering its financial and non-financial performance, the Cabinet is supporting the Council fulfil its duties under s.151 of the Local Government Act 1972 to ensure there are arrangements in place for the proper administration of its financial affairs, and under s.3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

## 7. Statutory considerations

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



<b>Consideration</b>	<b>Details of any implications and proposed measures to address:</b>
Children and Adults Safeguarding	This report does not have direct safeguarding implications; it provides an update on the financial progress made in delivering agreed services and programmes, the implications of which will have been considered elsewhere.
Environmental Impact	This report does not have direct environmental implications; it provides an update on the financial progress made in delivering agreed services and programmes, the implications of which will have been considered elsewhere.

## 8. Risk management

<b>Risk</b>	<b>Consequence</b>	<b>Controls required</b>
The council does not understand or manage its resources appropriately.  Budget overspend.	A potential overspending position or failure to deliver the outcomes intended from the resources allocated.  Unexpected need to draw on reserves	Management actions where an overspend is indicated.  Where underspends are apparent decisions on resource re-allocation or transfers to reserves as appropriate.

## 9. Other options considered

9.1.1. As the report is primarily for information no other options have been considered.

## 10. Reasons for the decision/recommendation

10.1.1. It is important for the Cabinet to understand the council's financial performance and to highlight corrective actions where significant variances are apparent.


**Background papers:** None

**Appendices:** None

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## Appendix 1

### Revised Capital Programme

Capital Programme	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	5-Year Total
Rside Leisure repl plant/equip	183	33	56	-	-	272
TF make space at the halls	600	2,589	-	-	-	3,189
BEIS Sustainable warmth grant GF	3,086	-	-	-	-	3,086
UK Shared Prosperity Fund	68	-	-	-	-	68
IT Investment Fund	83	75	75	75	75	383
Wide Area Network Refresh 2023/24	100	-	-	-	-	100
CX & digital strategy	7	-	-	-	-	7
Mobile Handsets Refresh 2022-27	25	45	45	40	-	155
Empty Homes Grant	34	35	-	-	-	69
Disabled Facilities Grant	2,217	1,440	1,440	1,440	1,440	7,977
<b>GF - Community Services Total</b>	<b>6,402</b>	<b>4,217</b>	<b>1,616</b>	<b>1,555</b>	<b>1,515</b>	<b>15,306</b>
ERP system	499	-	-	-	-	499
Revenues & Benefits Programme Improvements	-	40	-	-	-	40
<b>GF - Corporate and Commercial Services Total</b>	<b>499</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>539</b>
Tennis Courts Surface Refurbishment	122	-	-	-	-	122
LTA tennis Courts refurbishment - AC1058	222	-	-	-	-	222
Park Play Equipment Refurbishment	375	75	75	75	75	675
Parking in Parks (phase 2)	38	-	-	-	-	38
NCS Ltd establishment costs	493	1,177	110	100	100	1,980
GNGB Comm Accss Imp-20 Acre Wd	1	8	-	-	-	9
StAndrews MSCP edge protection	1,258	-	-	-	-	1,258
GNGB Football Pitch Imps	35	-	-	-	-	35
S106 Wensum Park Play Area	12	-	-	-	-	12
Levelling Up Fund Woodland Wrk	58	-	-	-	-	58
Sloughbottom Park Toilets TF	51	-	-	-	-	51
Wensum Park Stone Wall	20	-	-	-	-	20
S106 St Georges open space	86	-	-	-	-	86
Park toilet refurb Wen Hei Eat	200	-	-	-	-	200
Neighbourhood Priorities Fund	50	-	-	-	-	50
Regulatory Services Digitisation Project	288	412	-	-	-	700
Hay Hill Public Realm TF	2,046	-	-	-	-	2,046
Ketts Heights repairs/habitat	296	-	-	-	-	296
Castle Gardens	3	206	-	-	-	209
GNGB Marrt'sWy/HellsdnStnGrn	201	-	-	-	-	201
Transforming Cities Fund Contr	266	-	-	-	-	266
St Giles Public Realm TF	653	-	-	-	-	653
S106 Bowthorpe Clover HI Acs	41	-	-	-	-	41
Air Quality Monitoring Equip	5	-	-	-	-	5
Changing Places Fund	3	-	-	-	-	3
St Stephens Twrs Public Realm	7	57	-	-	-	64
Cycle Wayfinding	5	35	-	-	-	41
CIL Yare-Wensum Green Infrastr	2	-	-	-	-	2
CIL Contribution Strategic	1,256	1,259	1,759	1,699	1,673	7,646

<b>Capital Programme</b>	<b>2023/24 £'000</b>	<b>2024/25 £'000</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>	<b>5-Year Total</b>
Strategic Property Remediation Fund	420	1,830	-	-	-	<b>2,250</b>
Property Services IT	98	187	-	-	-	<b>285</b>
St Andrews Hall	200	1,200	-	-	-	<b>1,400</b>
LED Lighting in City Hall and District Lighting	103	180	90	-	-	<b>373</b>
Electrical Switch Gear Replacement	70	-	-	-	-	<b>70</b>
StJohn Maddrmt retaining wall	52	-	-	-	-	<b>52</b>
Rvrside Rd Yacht Stat rep Quay	19	10	10	10	10	<b>59</b>
New Carrow House	18	-	-	-	-	<b>18</b>
Demolition & Site Maintenance	200	-	-	-	-	<b>200</b>
Market Shops & Toilets - Roof	6	22	-	-	-	<b>28</b>
TF- Digital hub	263	2,063	-	-	-	<b>2,326</b>
Churchman House Cupola repairs	37	145	-	-	-	<b>182</b>
ACE Centre CCN TF	443	-	-	-	-	<b>443</b>
TF Compul Purch order rev fund	2,442	2,320	-	-	-	<b>4,762</b>
TF - Programme management	14	87	-	-	-	<b>101</b>
NCC Water Hygiene Contract	51	13	6	3	-	<b>73</b>
City Walls repair programme	40	40	40	40	40	<b>200</b>
Closed Churchyards repair prog	10	10	10	10	10	<b>50</b>
Traveller Site	1,005	-	-	-	-	<b>1,005</b>
City Hall Medium Term Future	-	-	-	-	-	<b>-</b>
CH ASHP/Secondary Glazing/LED	29	29	-	-	-	<b>58</b>
Min Energy Effic Standard MEES	43	-	-	-	-	<b>43</b>
Memorial Gardens Undercroft TF	-	-	-	-	-	<b>-</b>
Chantry/St Steph boundary wall	15	-	-	-	-	<b>15</b>
St Giles House Roof	-	-	-	-	-	<b>-</b>
Old Carrow House	59	-	-	-	-	<b>59</b>
2a Old Meeting Hse elec/boiler	-	-	-	-	-	<b>-</b>
OldMeetingHse rpl fire det sys	-	-	-	-	-	<b>-</b>
Earlham Cem railings replcmnt	150	150	-	-	-	<b>300</b>
Meeting Room Hybrid Tech	60	-	-	-	-	<b>60</b>
NRL Loan Facility	1,000	4,000	1,000	-	-	<b>6,000</b>
Norwich Preservation Trust Loan	-	1,000	-	-	-	<b>1,000</b>
<b>GF - Development &amp; City Services Total</b>	<b>14,939</b>	<b>16,515</b>	<b>3,100</b>	<b>1,937</b>	<b>1,908</b>	<b>38,399</b>
<b>GF - Total Capital Programme</b>	<b>21,840</b>	<b>20,772</b>	<b>4,716</b>	<b>3,492</b>	<b>3,423</b>	<b>54,243</b>

HRA upgrades - Property Services fees	691	691	691	691	691	<b>3,456</b>
HRA upgrades - Electrical	1,800	2,688	2,538	2,438	2,188	<b>11,650</b>
HRA upgrades - Whole House Improvements	890	1,200	1,000	1,000	1,000	<b>5,090</b>
HRA upgrades - Kitchens	1,596	1,238	1,653	2,363	2,163	<b>9,011</b>
HRA upgrades - Bathrooms	1,488	1,553	1,503	1,403	1,553	<b>7,498</b>
HRA upgrades - Heating/Boilers Communal	535	2,000	2,000	2,000	2,000	<b>8,535</b>
HRA upgrades - Heating/Boilers Domestic	1,170	2,050	1,750	1,750	1,750	<b>8,470</b>
HRA upgrades - Thermal Comfort	1,092	200	200	200	200	<b>1,892</b>
HRA upgrades - Solar Therml/Photovoltaic	746	500	500	500	500	<b>2,746</b>
HRA upgrades - Windows	650	2,750	2,750	2,750	2,750	<b>11,650</b>
HRA upgrades - Doors	1,341	400	400	235	235	<b>2,611</b>

<b>Capital Programme</b>	<b>2023/24 £'000</b>	<b>2024/25 £'000</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>	<b>5-Year Total</b>
HRA upgrades - Door Access Controls	727	719	703	623	727	<b>3,497</b>
HRA upgrades - Estate Aesthetics	550	250	200	200	200	<b>1,400</b>
HRA upgrades - HRA Shops	-	150	150	150	150	<b>600</b>
HRA upgrades - Sheltered Hsg Comm Facs	90	38	38	38	38	<b>240</b>
HRA upgrades - Re-Roofing	1,186	1,000	1,500	1,500	1,500	<b>6,686</b>
HRA upgrades - Structural	888	1,600	1,600	1,600	1,600	<b>7,288</b>
HRA upgrades - Lift Upgrades	139	75	50	75	75	<b>414</b>
HRA upgrades - Water Hygiene Upgrades	50	787	334	257	258	<b>1,686</b>
HRA upgrades - Disabled Adaptations	2,400	1,750	1,750	1,750	1,750	<b>9,400</b>
HRA Upgrades - Tower Blocks	-	3,125	3,125	3,125	3,125	<b>12,500</b>
HRA upgrades - Community Alarm	150	150	150	100	100	<b>650</b>
HRA upgrades - Compliance Upgrades	2,300	-	-	-	-	<b>2,300</b>
<b>HRA - Community Services Total</b>	<b>20,478</b>	<b>24,912</b>	<b>24,583</b>	<b>24,746</b>	<b>24,550</b>	<b>119,268</b>
Neighbourhood Priorities Fund	50	-	-	-	-	<b>50</b>
Demolition & Site Maintenance	120	570	70	70	-	<b>830</b>
New Build Opportunities	-	500	500	500	-	<b>1,500</b>
Capital Grants Housing Asscns	1,889	1,000	1,000	1,000	-	<b>4,889</b>
LANB Kings Arms	16	-	-	-	-	<b>16</b>
Threescore Acquisition	3,493	-	-	-	-	<b>3,493</b>
LANB-Goldsmith Street	29	-	-	-	-	<b>29</b>
HRA CP 20/21 Mile X Depot Site	2,200	10,936	12,711	11,071	6,560	<b>43,479</b>
Threescore phase 3	3,994	1,269	-	-	-	<b>5,263</b>
LANB Argyle Street	1,275	2,361	29	-	-	<b>3,665</b>
<b>HRA - Development &amp; City Services Total</b>	<b>13,067</b>	<b>16,637</b>	<b>14,310</b>	<b>12,641</b>	<b>6,560</b>	<b>63,214</b>
<b>HRA - Total Capital Programme</b>	<b>33,544</b>	<b>41,548</b>	<b>38,892</b>	<b>37,387</b>	<b>31,110</b>	<b>182,482</b>
<b>Total Capital Programme</b>	<b>55,384</b>	<b>62,321</b>	<b>43,608</b>	<b>40,879</b>	<b>34,533</b>	<b>236,726</b>

## Appendix 2

### Approved additions to GF capital programme to note

Capital Project	Current Budget	Approved Addition	Revised Budget
Disabled Facilities Grant	2,104	113	2,217
Meeting Room Hybrid Tech	40	20	60
<b>Total</b>	<b>2,144</b>	<b>133</b>	<b>2,277</b>

### Budgets proposed to be recommended to Council for removal from the GF capital programme

Capital Project	Current Budget	Proposed Removal	Revised Budget	Comment
Norman Centre replace boilers	165	(165)	0	Project to be reviewed. New budget to be requested when required.
Neighbourh'd CIL grant funding	335	(335)	0	Associated expenditure is revenue in nature; budget to be transferred to revenue.
City Hall Medium Term Future	5,750	(5,750)	0	Budget originally approved based on LUF funding bid. Bid unsuccessful therefore project to be reconsidered
<b>Total</b>	<b>6,250</b>	<b>(6,250)</b>	<b>0</b>	

### Budgets proposed to be recommended to Council for removal from the HRA capital programme

Capital Project	Current Budget	Proposed Removal	Revised Budget	Comment
LANB Hethersett	150	(150)	0	Project no longer going ahead.
New Build Opportunities	800	(800)	0	No suitable opportunities identified for completion in this financial year.
HRA upgrades - Whole House Improvements	2,500	(1,610)	890	HRA works to be reprofiled based on revised stock condition survey.
HRA upgrades - Heating/Boilers Communal	1,000	(465)	535	
HRA upgrades - Heating/Boilers Domestic	1,922	(252)	1,670	
HRA upgrades - Windows	1,000	(104)	896	
HRA upgrades - Estate Aesthetics	750	(200)	550	
HRA upgrades - HRA Shops	150	(150)	0	
HRA upgrades - Structural	1,014	(126)	888	
HRA upgrades - Water Hygiene Upgrades	500	(450)	50	
<b>Total</b>	<b>9,786</b>	<b>(4,306)</b>	<b>5,479</b>	

## Virements

The following virement within the GF capital programme has been approved by the interim chief finance officer:

Capital Project	Current Budget	Approved Virement	Revised Budget	Comment
Ketts Heights repairs/habitat	279	17	296	Additional costs of Ketts Heights project to be met from surplus funding from Tourism Support project.
Tourism Support package	17	(17)	0	
<b>Total</b>	<b>296</b>	<b>0</b>	<b>296</b>	

Approval is sought for the following proposed virement within the HRA capital programme:

Capital Project	Current Budget	Proposed Virement	Revised Budget	Comment
HRA upgrades - Heating/Boilers Domestic	1,922	(500)	1,422	Surplus funding in heating budget to be utilised to satisfy increased demand for disabled adaptations.
HRA upgrades - Disabled Adaptations	1,900	500	2,400	
HRA upgrades - Windows	1,000	(246)	754	Additional costs of door upgrade works to be funded from surplus window upgrade budget.
HRA upgrades - Doors	1,095	246	1,341	
<b>Total</b>	<b>5,917</b>	<b>0</b>	<b>5,917</b>	



**Committee name:** Cabinet

**Committee date:** 15/11/2023

**Report title:** 2023/24 Quarter 2 – Risk Register

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

**Report from:** Interim Chief Finance Officer

**Wards:** All wards

**OPEN PUBLIC ITEM**

### **Purpose**

This report provides an update to the council's corporate risk register based on the position for quarter two (September 2023).

### **Recommendation:**

It is recommended that the cabinet notes the identified risks and the direction of travel.

### **Policy framework**

The council has five corporate priorities, which are:

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

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

## **Introduction and background**

1. Heads of Service and other risk owners were asked to update their directorate and corporate registers to reflect the position at the end of quarter (September 2023)
2. The current Corporate Risk Register summary is shown at Appendix A.
3. The position at the end of quarter 1 (up to 30 June) was reported to Cabinet in September. This identified a number of changes to the corporate risk register at that point. There have not been significant changes in the Council's risk profile at the end of this quarter.
4. There are three risks contained within the exempt Appendix, one of which is showing an improved position in this quarter.
5. The risk environment in which the council operates remains relatively high risk as the financial environment is challenging both in terms of the economic and the funding. The government have recently confirmed that the local government financial settlement will be confirmed shortly before Christmas, which is likely to fall after Cabinet receives its medium term financial planning update in December.
6. The quarter 1 report highlighted the situation over nutrient neutrality. At that time, it was understood the government would be seeking to amend the Levelling Up and Regeneration Bill to resolve the nutrient neutrality challenge. This amendment was defeated, and so was not included in the final Levelling Up and Regeneration Act. The risk related to nutrient neutrality therefore remains unchanged at this stage.
7. The council keeps a watching brief on all key risk areas. In that same vein, the Council is also in the process of updating its risk management policy to ensure that risks are properly managed and that there is adequate guidance.

## **Consultation**

There has been no specific consultation on these proposals.

## **Implications**

### **Financial and resources**

8. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan 2022-26 and budget.
9. There are no proposals in this report that would reduce or increase resources.

## **Legal**

10. Identification and consideration of its corporate risks is an important governance function of the cabinet to ensure that appropriate action is being taken to ensure the Council takes lawful decisions and mitigates exposure to risk. The audit committee also exercises similar oversight and collectively this is designed to ensure that the council understands and is in a position to respond to risks as they arise.



## Statutory considerations

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

## Risk management

Risk	Consequence	Controls required
This is the risk register	Not managing risks would put the council at significant risks as noted within the report.	Risk Register

## Other options considered

11. As the report is primarily for information no other options have been considered.

## Reasons for the decision/recommendation

12. It is important for the Cabinet to understand the council's financial performance and to highlight corrective actions where significant variances are apparent.


**Background papers:** None

**Appendices:** None

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## Appendix A

Risk (inc reference)	Q1 2023/24		Q2 2023/24		Current direction	Last Review Date
	Residual risk score	Target risk score	Residual risk score	Target risk score		
CORP01 Council Funding Medium - Long Term	12	8	12	8	Static	12/10/2023
CORP03 Health & safety in the workplace	12	8	12	8	Static	11/10/2023
CORP06 Failure to respond to a critical, business continuity or emergency planning event	12	6	12	6	Static	11/10/2023
CORP07 Cyber security	15	15	15	15	Static	08/11/2023
CORP09 Failure to fulfil statutory or legislative responsibilities - safeguarding	15	12	15	12	Static	31/10/2023
CORP12 Contract management - governance	9	6	9	4	Static	21/09/2023
CORP14 Health and safety and compliance in council homes and buildings	15	4	15	4	Static	30/09/2023
CORP15 Failure to draw down £15m of Housing Infrastructure Fund (HIF) money previously secured from Homes England (HE) to assist with the delivery of Anglia Square.	12	8	12	8	Static	11/10/2023
CORP17 Failure to deliver acceptable levels of performance in regulatory services	12	8	12	8	Static	11/10/2023
CORP18 Failure to address Natural England advice on Nutrient Neutrality (NN)	15	10	15	10	Static	11/10/2023
CORP19 Housing regulation	12	9	12	9	Static	30/09/2023
CORP20 Cost of living (COL) crisis has a negative impact on the city and the council	20	12	20	12	Static	03/10/2023
CORP21 Climate Change risk to Council and its residents	16	12	16	12	Static	05/10/2023
CORP23 Impact of economic downturn on key council suppliers	12	8	12	8	Static	21/09/2023
CORP24 Temporary and Supported Accommodation - Reducing the Housing Benefit Subsidy gap	15	12	15	12	Static	20/09/2023