

Cabinet

Date: Wednesday, 17 November 2021

Time: 17:30

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

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Agenda

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1 Apologies

To receive apologies for absence.

2 Declarations of interest

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

3 Public questions/petitions

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

4 Minutes

5 - 10

To agree the accuracy of the minutes of the meeting held on 13 October 2021.

5 East Norwich masterplan Stage 1

11 - 22

Purpose: To consider the approval of the Stage 1 masterplan and the agreement to process to Stage 2 of the masterplan.

6 Q2 21-22 Combined Assurance Report

23 - 108

Purpose: To report the progress against the delivery of the corporate plan priorities and key performance indicators and to provide an update on corporate risks for quarter 2 of 2021/22.

7 Scrutiny committee recommendations

109 - 114

Purpose: To consider the recommendations made by scrutiny committee on 15 July, 9 and 16 September 2021.

8 Non recoverable national non-domestic rates

115 - 118

Purpose: To provide an update on the position as at 21/20/2021 with regard to the write-off of non-recoverable national non-domestic rate (NNDR) debts and request approval for the write-offs of debts totaling £129,666.52 which are deemed irrecoverable.

9 Waste Contract Award for Comingled Recycling

119 - 126

Purpose: To consider approval for the extension of the existing contract with Norfolk Environmental Waste Services (NEWS) through the existing Joint Venture arrangements for the Recycling of Comingled Mixed Recyclate (Blue bin material) until 2027, and to agree the change in the charging mechanism for these services from a fixed to variable gate fee.

***10 Exclusion of the public**

Consideration of exclusion of the public.

EXEMPT ITEMS:

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

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

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

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***11 Waste Contract Award for Comingled Recycling - exempt information**

- 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.

***12 Managing Assets (Housing)**

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

***13 Exempt minutes**

- 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: **Tuesday, 09 November 2021**



Cabinet

17.30 – 19:05

13 October 2021

Present: Councillors Waters (chair), Harris (vice chair), Davis, Hampton, Jones, Kendrick, Oliver and Stonard

Apologies: Councillor Packer

Also present: Councillors Bogelein and Lubbock

1. Public Questions/Petitions

There were no public questions or petitions.

2. Declarations of interest

Councillor Harris declared a non-pecuniary interest in item 6 below as the council's appointee to the Broads Authority which had already considered the item.

3. Minutes

RESOLVED to agree the accuracy of the minutes of the meeting held on 8 September 2021.

4. Covid-19 Recovery Plan progress update

Councillor Waters, leader of the council presented the report. Norwich was one of the first cities in the country to publish a forward looking recovery plan and had worked alongside central government to ensure that its citizens and the most vulnerable within the city stayed safe and had access to the support they needed.

The changes brought about by the pandemic would have longevity and the council needed to adapt to those changes. The Recovery Plan was a testimony to work undertaken by several organisations, all political groups on the council and council staff which were all adapting to new ways of working and difficult circumstances.

The chief executive officer said that the council had been focussed on responding to the challenges of the pandemic in the first instance but was looking now at putting together a framework for moving forward.

The council continued to provide rapid support to its most vulnerable residents and local businesses. This support included topping up funding for self isolation

payments, continuation of the council tax reduction scheme, reforming debt advice services and pushing for more businesses to pay the living wage. The council, and its wholly owned companies, were also looking at taking on more apprentice roles to grow skills and employment opportunities within the city.

A challenging budget position framed all of the council's work but it was taking the initiative to balance the budget. There were still opportunities to invest in priorities whilst working on how the council used assets to generate income as well as unlocking land for development.

Councillor Davis, cabinet member for social inclusion, referred to paragraph 16 of the report which reported that levels of Universal Credit claims had increased, and clarified that these were claims for the Norwich Job Centre Plus area.

Councillor Bogelein commented that an all councillor briefing on the recovery plan would be useful and asked whether it would be possible to introduce a theme of reducing anti-social behaviour and violence in the city, including tackling addiction.

Councillor Waters, leader of the council, said that concerns around that topic were woven throughout the recovery plan and there was a cabinet member with responsibility for anti-social behaviour within their portfolio.

Councillor Lubbock commented that the recovery plan highlighted a range of different issues but it was nice to see what the council had been able to do successfully.

RESOLVED to note the progress made in the delivery of the COVID-19 recovery plan and the main actions contained within it.

5. Climate and environmental update

Councillor Hampton, cabinet member for climate change and digital inclusion, introduced the report. She highlighted the award winning carbon management plan, the retrofitting of council housing and the examples of collaborative working. There was a specific recommendation around area wide emissions being reduced to 0% by 2045 which was a renewal of the council's ambition and reflected the increasing urgency of the situation.

Councillor Lubbock referred to paragraph 25 of the report and said that she was not keen on some of the Transport for Norwich Strategy. She would like to see restrictions around vehicle movement within the city, including reviewing single occupancy vehicle, and improvements to the Park and Ride services.

Councillor Stonard, cabinet member for inclusive and sustainable growth, said that a paper had been put to the county council in December 2020 which was ambitious and included Councillor Lubbock's points. These were included in the strategy which was out for public consultation so the council had already pushed Norfolk County Council to be more ambitious.

Councillor Bogelein commented that although it was good to have a document showing what the council was doing, it did not acknowledge the scale of the issue or

how Norwich City Council contributed to climate change as Oxford University estimated 7 tonnes of carbon being produced which was higher than the estimate in the report. She asked whether the next phase would acknowledge increased CO2 emissions and the pathway to 0% emissions.

The environmental services manager said that although the base data did exclude emissions from some sources, it was the national data set and was a helpful tool for monitoring purposes. The council used other tools such as Tyndall Pathways and Catapult. A place-based calculator showed that Norwich was below the national average.

Councillor Lubbock commented that she hoped that the council would engage in a meaningful way with residents.

Councillor Waters, leader of the council said that there was a narrative going back for fifteen years on carbon reduction in the city and this dynamism would need to be recognised in the work of the 2040 vision and the Good Economy Commission to tackle climate change issues.

RESOLVED to note the report, the appended climate and environment update, note planned further work as set out in this cover report and endorse the revised city vision target regarding areawide emissions.

6. Norfolk Strategic Flooding Alliance Strategy

Councillor Oliver, cabinet member for environmental services presented the report. She said that the strategy had been formed as a countywide response to flooding risks. The aims were to reduce flood risk and increase water management strategy.

Norfolk County Council was the lead authority for the strategy but had a duty to co-operate with other local authorities. Norwich City Council had a statutory responsibility however, to ensure that adequate precautions were in place.

Councillor Harris, deputy leader and cabinet member for social housing said that she was please to see the work happening between different authorities and the strategy was a good example of partnership working.

Councillor Bogelein said that although it was an evidence based document, it did not identify the work around increased risk due to climate change. The executive director of development and city services said that although it was not specifically mentioned, the Environment Agency was part of the group and provided data for modelling and responding to risk.

RESOLVED to endorse the Norfolk Strategic Flooding Alliance Strategy.

7. Medium Term Financial Strategy Corporate Overview

Councillor Kendrick, cabinet member for resources presented the report. Assumptions were updated as information came through from central government

but there was still a need to save £10.6m over the next four years. There would need to be a draw down on reserves to balance the budget.

Themes had been identified within the report which would be put to public consultation later in the year.

The executive director of corporate and commercial services said that the council had been given an opportunity to go into a business rates pool with other Norfolk local authorities. This was a positive step forwards and meant that the council would receive additional revenue.

Councillor Bogelein asked for an indication of confidence in decreasing the gap between incoming and outgoing funds. The executive director of corporate and commercial services said that it was not possible to give an answer as the council did not yet know what its settlement figure was. The senior leadership team were looking at all opportunities for efficiencies and income increases.

RESOLVED to:

- (1) note the current MTFS projections and approach to updating key assumptions; and
- (2) endorse the approach and timetable for setting the 2022/23 budgets.

8. Risk Management Policy and Strategy

Councillor Kendrick, cabinet member for resources presented the report. The report had already been considered by the council's audit committee and formed a fundamental element of the risk management framework. He highlighted the updated document at appendix one to the report which guided officers through the process of identifying risks.

Councillor Bogelein asked if there was an update on including climate change as a risk. The chief executive said that if specific risks were linked to climate change, they would be included in the register in the usual way. There was already a programme of work on issues such as flooding and carbon management.

RESOLVED to approve the council's risk management policy and strategy.

9. Award of contract for the installation of a New District Heating System at Barnards Yard, Norwich

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

Work had been undertaken to replace the gas pump and instead install a pump that used wastewater which was more efficient than ground or air source pumps. Eighty-five dwellings would benefit from the installation.

She highlighted paragraphs 9-14 of the report which gave details of the new system.

The installation would involve an extensive amount of work which would also rationalise the car park and improve the aesthetic of the yard. A resident liaison officer would also be on site.

The project was at phase two which was due for completion by 31 March 2022.

RESOLVED to approve the award of a contract for the installation of a new district heating system at Barnards Yard, Norwich to J Tomlinson Limited. The contract is valued at £1,829,505.02.

10. The award of contract for leaseholder insurance

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

The contract was aligned with other policies so should be up for renewal in April 2022. The broker was withdrawing from the field, so the policy needed to be re-tendered. The tender process would be managed by Cambridgeshire County Council with full leaseholder consultation which would happen in December 2021.

The award of contract was time critical which was the reason for seeking a delegation.

RESOLVED to:

- (1) approve the delegation of the decision to award the contract for leaseholder insurance to the Director of Community Services, in consultation with the portfolio holder for Social Housing; and
- (2) award the contract for the period commencing 1 April 2022 for a term of three years with an option to extend for an additional two.

11. Carrow House refurbishment – supplementary agenda item

Councillor Stonard, cabinet member for sustainable and inclusive growth presented the supplementary report. He said that it was an urgent item which needed to be considered by cabinet which had been agreed by the chair of the scrutiny committee.

The contractor was unable to carry out works within the original costs due to increases in materials.

12. Exclusion of the public

RESOLVED to exclude the public from the meeting during consideration of the exempt appendix to item 11 on the grounds contained in the relevant paragraphs of Schedule 12A of the Local Government Act 1972 (as amended).

***13. Carrow House refurbishment – supplementary agenda item exempt appendix (para 3)**

The executive director of development and city services presented the exempt appendix.

(an exempt minute exists for this item).

14. Carrow House refurbishment – supplementary agenda item

Having considered the report and the exempt appendix, it was:-

RESOLVED to approve the award of a contract for the refurbishment of Carrow House as described in the exempt appendix.

15. Exclusion of the public

RESOLVED to exclude the public from the meeting during consideration of the items *16 and *17 (below) on the grounds contained in the relevant paragraphs of Schedule 12A of the Local Government Act 1972 (as amended).

***16 Managing Assets (Non-Housing)**

Councillor Kendrick, cabinet member for resources presented the report.

RESOLVED to approve the disposal of the land as outlined in the report

***17. Managing Assets (Housing)**

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

RESOLVED to approve the disposal of land from the Housing Revenue Account as described in the report.

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CHAIR



Committee Name: Cabinet

Committee Date: 17/11/2021

Report Title: East Norwich stage 1 masterplan

Portfolio: Councillor Stonard, Cabinet member for inclusive and sustainable growth

Report from: Executive director of development and city services

Wards: Thorpe Hamlet, Lakenham

OPEN PUBLIC ITEM

Purpose

To consider the approval of the Stage 1 masterplan and the agreement to proceed to Stage 2 of the masterplan.

Recommendation:

To approve the Stage 1 masterplan and agree to proceed to Stage 2.

Policy Framework

The Council has three corporate priorities, which are:

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

This report meets the corporate priorities People living well, Great neighbourhoods, housing and environment, and Inclusive economy.

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

- Provide means for people to lead healthy, connected and fulfilling lives
- Maintain a clean and sustainable city with a good local environment that people value
- Continue sensitive regeneration of the city that retains its unique character and meets local needs
- Mobilise activity and investment that promotes a growing, diverse, innovative and resilient economy

This report helps to update the local plan for Greater Norwich by informing production of a supplementary planning document for East Norwich which will support delivery of the Greater Norwich local plan's policies. Once adopted the GNLP will replace the Joint Core Strategy for Broadland, Norwich and South Norfolk which currently forms a key part of the local plan for Norwich.

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

- Housing, regeneration and development: this specifically includes the action of commencing the masterplanning process for the regeneration of East Norwich with the potential to deliver 4,000 new homes and create 6,000 new jobs; this work began in March 2021 and is well underway as noted in the main body of this report. Also, the masterplan will identify required infrastructure to ensure the regeneration of East Norwich in a timely manner. The acquisition of Carrow House by the city council gives it a stake in the regeneration of the wider area.
- Business and local economy: the masterplan will identify opportunities to promote sustainable travel in the city centre, with a focus on walking and cycling. The masterplan and acquisition of Carrow House is part of the Town Investment Plan which has secured £5m funding for investing in the East Norwich as part of the wider £25m investment programme.
- Climate change and the green economy: the masterplan and eventual supplementary planning document to be produced in stage 2 of the process will help ensure that future the regeneration of East Norwich is delivered to the highest possible environmental standards.

Report Details

Purpose

1. The East Norwich sites (comprising the Deal Ground, Utilities site, and the recently available Carrow Works site) present a once in a generation regeneration opportunity for Norwich, with the potential to transform this part of the city and deliver wider benefits for Greater Norwich and the wider region.
2. The purpose of this report is to seek approval for Stage 1 East Norwich masterplan, which has now been completed, and for progressing to Stage 2 of the masterplan. Funding is already committed to enable the work to progress to the next stage.
3. Members of the consultant team will be available at the meeting to respond to members' questions if required.

Background

4. The city council has been committed to maximising the regeneration potential of East Norwich for many years. This includes involvement in and commissioning of previous evidence studies and through determination of planning applications for example. In 2018 the council commissioned a [study](#) to explore the opportunities presented by the availability of the Carrow Works site: 'A Vision for East Norwich' (5th Studio, 2018). This study highlighted the scale of the opportunity in East Norwich to support sustainable growth of the city, and has helped inform the masterplan vision.
5. A report to Cabinet on [10 June 2020](#) highlighted the opportunity offered by the vacation of the Carrow Works site by Britvic/Unilever to act as a catalyst for regeneration of long-term vacant sites in East Norwich, suffering from a range of constraints to create a sustainable, high quality new district of the city. That report approved the terms of reference for a new partnership – the East Norwich Partnership – to steer development of a masterplan for East Norwich and agreed a draft brief as the basis for procurement of a masterplan.
6. Following the procurement exercise, Cabinet at its meeting on [10 February 2021](#) resolved to award a contract for multidisciplinary professional advice on the East Norwich Masterplan for the period 1 March 2021 to 31 March 2022. The consultant team appointed following that decision is led by Avison Young, and includes Allies and Morrison masterplanners, Hydrock, and RPS.
7. Production of a masterplan for the East Norwich sites is required to support policy in the emerging Greater Norwich Local Plan (GNLP). The draft plan (submitted to the Secretary of State in July 2021) identifies the East Norwich Strategic Regeneration Area and allocates this area under a single strategic allocation for residential led mixed-use development to include in the region of 4,000 new homes. The masterplan brief includes provision of a supplementary planning document for East Norwich to support the policy. The capacity of the site in the emerging policy is based on the 5th Studio work referred to above but

the policy makes clear that the housing capacity will be subject to detailed masterplanning.

8. It should be noted that Sustainable Development Panel has been briefed throughout the masterplan process. Comments from the recent Panel meeting on 9th November will be presented to Cabinet for consideration.
9. The masterplan work is in two stages. The key output of the Stage 1 masterplan, which is the subject of this report, is a high-level masterplan based on a preferred option, providing a clear understanding of the strategic infrastructure needs and other abnormal costs and the impact of this on the deliverability and viability of the scheme.
10. The outputs of Stage 2 of the process will include an Infrastructure Delivery Plan and refined Strategic Viability Assessment of the preferred option masterplan, informing a refined version of the masterplan. It will also provide evidence to support the allocation of the East Norwich allocation in the GNLP and for future planning applications. As noted above a key output will be the development of a supplementary planning document for east Norwich to support the GNLP policy.

Governance and budget

11. The East Norwich Partnership (ENP) is a public-private sector partnership led by Norwich City Council, and chaired by Cllr Stonard. The council is also the accountable body for procurement, managing relevant budgets, and project management. The ENP's purpose is for partners to work together in developing a masterplan for the East Norwich area that is deliverable and will address the need for investment in substantial new social and economic infrastructure to unlock the development potential of the site, enabling sustainable growth in this location.
12. Membership comprises: Norwich City Council, Norfolk County Council, South Norfolk Council, the Broads Authority, Homes England, Network Rail, New Anglia Local Enterprise Partnership, and landowners of the Deal Ground / May Gurney site, Carrow Works, and the Utilities sites.
13. As noted under Implications below, financial commitment to date for the masterplan work totals £675,000. This comes not only from the public sector sources (including the city council, Norfolk County Council, Norwich Towns Fund, Norfolk County Council, the Broads Authority, Homes England, Network Rail, and the Norfolk Strategic Fund) but also from the landowners of the Deal, Utilities and Carrow Works sites who are key stakeholders in the regeneration of this area. The landowners and other funding partners are engaged in the masterplan development process through the East Norwich Steering Group which oversees progress on the masterplan.
14. This level of partner support has been instrumental to help drive the masterplan forward and demonstrates partners' commitment to work positively towards the regeneration of this area.

15. It should be noted that the council and the Towns Fund each contributed £100,000 towards masterplanning costs, and the council also recently acquired Carrow House through the Towns Fund which gives the council a landowner stake in the delivery of regeneration in East Norwich.
16. There is regular reporting on progress with the masterplan through the Towns Fund governance arrangements. This includes the Norwich Town Deal Board which provides strategic leadership to develop and deliver the Towns Fund projects, and the Internal Programme Board which oversees reporting, performance, delivery etc. for each project.

Stage 1 masterplan – development and content

17. The purpose of the stage 1 masterplan, available to view on the council's website [here](#), is to provide a clear understanding of the development potential of the East Norwich area in terms of a range of land uses including housing, employment and community/social infrastructure and the strategic infrastructure required to deliver these, taking into account estimates of abnormal development costs and an understanding of the impact these have on the deliverability and viability of the scheme. It is not a blueprint for development but instead provides a framework for the comprehensive regeneration of the East Norwich area for the long term, to help promote, direct and coordinate its development.
18. The Stage 1 masterplan is informed by a robust and comprehensive evidence base which has fed into the development of concept masterplan options. This includes desktop and site analysis of technical information, and an extensive process of stakeholder engagement.
19. The first stage of engagement involved an extensive process of 'listening and learning', involving one to one meetings with a range of stakeholders including ENP members and neighbouring landowners as well as member briefings, community workshops, meetings with statutory consultees, as well public drop-in sessions in late July over 2 days. These public events were very well received with over 180 people attending overall. Attendees were invited to complete an online survey which generated over 220 responses on a range of issues including the vision for the site, opportunities for potential uses including housing, open space, community facilities, employment, sustainability, transport, access and heritage assets. This engagement helped build the evidence base on which the concept masterplan was developed and has raised the profile of the masterplan in the wider community.
20. The second stage of engagement involved another public event over two days (15th and 16th October) where the consultants fed back the messages received from stakeholders regarding key themes and priorities for East Norwich and outlined initial concepts for the area which respond positively to these issues. Again this event was very well attended with almost 200 attendees. An on-line survey again took place and has informed the final version of the masterplan.
21. Details of the engagement process to date, including a summary of engagement feedback and how the masterplan has responded to this, are set

out in sections 10 and 11 of the Masterplan document. In addition details of engagement are set out on the council's [website](#).

22. In developing the concept masterplan the consultants have identified three primary strategic objectives for East Norwich including:

- Celebrating Norwich's waterfront: by extending and celebrating the waterfront in east Norwich to create vibrant new riverside environments, support new and existing wetland habitats, and support water-based activities and enterprises.
- Connecting the city with the Broads: there is potential for opening new connections for all modes between the city and the Broads. The sites have long played a significant role in the city's industrial history but have been largely inaccessible in recent years.
- Framing the future with the past: by making the most of the great historical significance of east Norwich, particularly the Carrow Works site which includes Carrow Abbey and many listed buildings, with new development complementing existing buildings, to form connected neighbourhoods supporting a vibrant mix of uses, activities, tenures and environments.

23. The masterplan acknowledges the biggest challenges to be addressed which are flooding, the complex underground infrastructure particularly on the Utilities site, the adjacent mainline railway line and associated activities, and access to the sites which is most constrained on the Deal Ground and Utilities sites.

24. The challenge is also to create characterful places that are responsive to the river location and to existing development at Trowse for example, and to create opportunities to enhance landscape setting. To address this the masterplan proposes 4 distinct 'character areas' based on Carrow Works with its industrial heritage and listed buildings, Trowse village and Deal Ground which contains a significant amount of flood zone and open space, Waterside North based on the Utilities site on the north bank of the Wensum, and Waterside East which straddles the Wensum adjacent to Carrow Works and Norwich city football club. The masterplan proposals reflect the differing characteristics of these areas.

25. The masterplan consists of a series of strategies including the following:

- a heritage strategy, setting out how the masterplan responds to the site's significance in terms of heritage and the built environment. The site's rich history is a unique asset and opportunity for the masterplan. The heritage strategy includes the retention of key built heritage assets and a framework for how their setting can be improved;
- a movement strategy dealing with all principal modes of travel and outlining how the area can help deliver radically improved connections between the city centre and the Broads. The masterplan presents an opportunity to create a sustainable new quarter of the city as an extension to the city core with major improvements to the walking and cycling network and an improved public transport network;
- a public realm strategy highlighting key spaces and connections within the masterplan area which offer opportunities to create durable and flexible environments;

- a land use strategy based on a mix of uses including residential and non-residential uses. The latter will be critical to the long-term success of the masterplan and creation of a desirable place to live, work and visit;
- A building height strategy sets out a contextual and sensitive approach to building heights, which varies across the sites in response to differing local characteristics.
- The masterplan also includes strategies for flood risk and mitigation, utilities, energy and ecology.

26. The concept masterplan also promotes a co-ordinated approach to infrastructure delivery noting that, to some extent, all the sites within the masterplan area will rely on provision across the masterplan area as a whole and that further work will be required in Stage 2 to identify how and when this infrastructure will be delivered. Key critical pieces of infrastructure are required to ensure that the full potential of the masterplan is met through a coordinated approach. These include new bridge infrastructure, roads, sustainable pedestrian and cycling connections, marinas, provision of a new school and appropriate community infrastructure, and public open and play space (not an exhaustive list) which is set out in figure 53.

27. Key elements of resulting masterplan include:

- Creation of new strong pedestrian and cycle connections east-west from the city centre/King Street to Whitlingham, and north-south to the Yarmouth Road, sustainably linking the sites into the surrounding neighbourhoods. Critical to this is new infrastructure in the form of an upgraded pedestrian and cycle underpass between Carrow Works and the Deal Ground, a pedestrian and cycle bridge between Carrow Works and Geoffrey Watling Way, and a new pedestrian and cycle bridge between the Deal Ground and Whitlingham Country Park.
- All modes vehicular connections through the sites particularly through the May Gurney and Deal Ground sites into the Utilities site, with new bridges across the Yare and Wensum.
- Bus routes potentially through Carrow Works, with possibility for a bus route in future through the Deal Ground linking to the north side of the Wensum.
- New marinas to potentially include a boating marina on the Utilities site and a small leisure marina on the Deal Ground site.
- Creation of a web of green spaces and public spaces within the sites.
- Landscape, ecology and planting proposals with opportunities to achieve biodiversity net gain across the sites
- A significant proportion of homes fronting open spaces and/or the water
- A land-use strategy responding to the sites' constraints, specifying a mix of uses including housing, employment, creative industries, community facilities, ancillary retail, etc, across the sites, and an indication of site density with highest buildings generally close to the River Wensum frontage. The intention is that parking ratios will be kept very low.
- Social and community infrastructure including a two form entry primary school with contributions towards secondary school place provision, and appropriate community health facilities.

Site capacity and viability

28. The masterplan scheme that has been designed by Allies and Morrison will deliver 3,469 residential units with 33% affordable housing, and 731,700 sq ft of commercial floorspace. Affordable units are assumed to be 85% for social rent and 15% for shared ownership which is in line with the policy in the adopted Joint Core Strategy. The overall level of housing development is somewhat lower than that envisaged in the allocation policy in the emerging GNLP (4,000 units) but not significantly so, given the site constraints.
29. The emerging masterplan viability work suggests that the overall East Norwich development proposition will create some financial value, however there are likely to be challenges in terms of the relationship between the timing of costs and revenue. This is not uncommon in developments of this scale and complexity at this stage, and cost / value data is invariably highly sensitive subject to input assumptions.
30. The masterplan is structured to support delivery and viability but in order to unlock the potential of East Norwich, major upfront infrastructure investment is likely to be required. As noted in the masterplan this will need to be considered in further detail in stage 2 of the process. The challenges of funding necessary infrastructure are considered likely to be overcome, especially given the current partnership arrangements with all stakeholders working together to plan infrastructure delivery. The masterplan notes that a joined up approach to funding across both the public and private sector can be considered. The focus of stage 2 of the masterplan will be to look in greater detail at the timing of costs / receipts and develop appropriate strategies for both securing upfront investment and capture long term value to repay that investment.

Conclusions

31. It is important to note that the Stage 1 masterplan is intended to be a high level document which will be worked up in greater detail in Stage 2, particularly in relation to infrastructure provision, phasing, deliverability and viability.
32. The proposals address the objectives of the masterplan brief including delivery of sustainable connections, creating a diverse new quarter of the city making the most of the existing building stock on the Carrow Works site, provision of required infrastructure including new roads and bridge and social/community infrastructure, making the most of the river frontage, protection and enhancement of heritage assets, respect and enhance nature and biodiversity, addressing the implications of a potential replacement of Trowse rail bridge, provision of infrastructure to allow low-carbon shared heating and power, delivery of flood resilience, and promotion of healthy streets and healthy living.
33. Whilst high level, its proposals are based on robust evidence, flexibility and long-term thinking to ensure the development is sustainable in the longer term. It is informed by an extensive process of public and stakeholder engagement taking on board the views of the key partners including landowners.
34. The GNLP public examination hearings will be held in early 2022 and, whilst the Stage 2 work may not be completed by then, the fact that the Stage 1

masterplan has been produced and that the Partnership members, including landowners and national agencies such as Homes England and Network Rail, are working together in a positive manner should give the Inspectors confidence in terms of the site's eventual deliverability.

35. The Stage 1 masterplan will be considered by members of the Greater Norwich Development Partnership on 15th November, which includes members from South Norfolk, Broadland and the Broads Authority. Feedback from this meeting will be reported to Cabinet.
36. The council has achieved much in relation to East Norwich in the last couple of years as noted above, particularly in setting up the East Norwich Partnership and getting buy-in from key partners. It is rare that landowners can be part of such an opportunity and this is key to the success of the project to date and in moving forward. The Stage 1 masterplan shows what can be achieved with the commitment of all key partners, with huge potential benefits for the city and wider region. Stage 2 is required to further refine the masterplan on the basis of a more detailed understanding of viability and deliverability, and to produce a supplementary planning document to support emerging GNLP policy.
37. The Stage 2 process is anticipated to run from November 2021 to March 2022, and will deliver:
 - An infrastructure delivery plan and refined Strategic viability assessment
 - A refined masterplan
 - An evidence base to support planning applications and the allocation in the Greater Norwich Local Plan, and
 - A draft supplementary planning document (SPD) for East Norwich.
38. There will be further engagement on the draft SPD which will be subject to public consultation, expected in February-March 2022. Following that the intention is that the SPD will be adopted by the Greater Norwich authorities alongside the adoption of the GNLP in autumn 2022.
39. The recommendation is for members to approve the Stage 1 masterplan and agree to proceed to Stage 2.
40. For information the original masterplan brief includes a reference to a Stage 3, focused on the preparation of a detailed business case to unlock enabling funding to ensure the successful delivery of the overall scheme. Stage 3 falls outside the contract with Avison Young, but the Stage 2 work described above will feed into this further anticipated stage of work.

Consultation

41. Details of the engagement process to date, including a summary of engagement feedback and how the masterplan has responded to this, are set out in sections 10 and 11 of the Masterplan document. In addition details of engagement are set out on the council's [website](#). Members of Sustainable Development Panel have also been kept informed by regular reports throughout the Stage 1 process.

Implications

Financial and Resources

42. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan 2019-22 and Budget.
43. There are no proposals in this report that would reduce or increase resources. Partnership funding is in place to cover the costs of the masterplan production as noted in previous reports to Cabinet and Sustainable Development Panel.
44. Financial commitment to date for the masterplan work totals £675,000 from the following sources: Norwich City Council, Norfolk County Council, Norwich Towns Fund, Norfolk County Council, the Broads Authority, Homes England, Network Rail, the landowners of the Deal, Utilities and Carrow Works sites, and the Norfolk Strategic Fund. As noted earlier in the report the city council has contributed £100k to the project.
45. The overall level of funding covers the cost of the masterplan consultants, project management costs and other costs including commissioning of any additional work required to the end of the contract (anticipated at the end of March 2022).
46. The table below sets out the total project financial commitment of £675k, the payment that has been made to date, and what is due in Stage 2.

East Norwich Master Plan Total Commitment of Funds	Total Commitment	Stage One	Stage Two
	£000s	£000s	£000s
TOTAL FUNDING	675	482	193

47. Forecasted costs to the end of the project are currently £600k against a budget of £675k, with costs within the budget framework for this project.

Forecasted Costs	Full Project Forecast to Mar-22
Costs	£000s
Forecast	600
Budget	675
Variance	75

Legal

48. There are no legal issues arising from this report.

Consideration	Details of any implications and proposed measures to address:
Equality and Diversity	This report does not have any direct implications for the council's equality and diversity considerations.
Health, Social and Economic Impact	This report does not have any direct implications for the council's health, social and economic considerations.
Crime and Disorder	This report does not have any direct implications for the council's crime and disorder considerations.
Children and Adults Safeguarding	This report does not have any direct implications for the council's Safeguarding Policy statement.
Environmental Impact	The masterplan will have implications for the council's environmental impact considerations. Impacts that are being specifically addressed through the masterplan include the need to manage traffic impact on the strategic road network in the east of the city which is at capacity, to address key areas of landscape and biodiversity value and the setting of heritage assets, to address and mitigate flood risk, to address and mitigate environmental impacts from adjacent activities and site contamination, and to address navigation rights in relation to the River Wensum part of the Broads network.

Risk Management

Risk	Consequence	Controls Required
This report is an update on the significant progress made to date and does not have any specific operational, financial, compliance, security, legal, political or reputational risks to the council. As noted in the report, funding for stage 2 of the masterplan is already committed. The masterplan is part of the Towns Deal project; risks have been identified as part of that project.	N/a	N/a

Other Options Considered

49. The production of a masterplan for East Norwich is a major opportunity to drive forward the regeneration of that area. Stage 1 is complete but stage 2 is required to further refine the masterplan work and produce an SPD to support local plan policy. The recommendation includes agreement to move to stage 2 subject to approval of the stage 1 report. Given that good progress has been made to date, and we are in the middle of the masterplanning process, the consideration of other options is not relevant at this stage.

Reasons for the decision/recommendation

50. The reason for the recommendation is that approval of the Stage 1 masterplan is required prior to moving forward to Stage 2.

Background papers: none

Appendices: 1 (Stage 1 Masterplan, [here](#))

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Committee Name: Council

Committee Date: 17/11/2021

Report Title: Combine Assurance Report, Q2 2021/22

Portfolio: Councillor Waters, Leader of the council

Report from: Executive director of community services

Wards: All Wards

OPEN PUBLIC ITEM

Purpose

To report progress against the delivery of the corporate plan priorities and key performance indicators and to provide an update on corporate risks for quarter 2 of 2021/22.

Recommendation:

To:

1. Review progress on the key performance indicators for this quarter and the corporate risk register;
2. Note the financial forecast for 2021/22 general fund, HRA and capital programme;
3. Note the consequential balances of the general fund and HRA reserves;
4. Approve the principle of transferring the underspend on borrowing costs of £0.591m to the Budget Risk Reserve to support the 2022/23 budget position as detailed in Section 1.2;
5. Approve the virements within the HRA as set out in Annex 3;
6. Approve the reprofiling between years of capital budgets as set out in Annex 4;
7. Suggest future actions and / or reports to address any areas of concern.

Policy Framework

The Council has three corporate priorities, which are:

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

This report meets the Healthy Organisation corporate priority

Report Details

1. This report sets out progress against the key performance indicators (KPIs) that track delivery of the corporate plan priorities. This is the tenth quarterly performance report for the corporate plan 2019-2022.
2. This report also provides the current financial outlook for the council, as well as the corporate risk register, which highlights key corporate risks.
3. The corporate plan 2019-22 established three corporate priorities: people living well; great neighbourhoods, housing and environment; and inclusive economy. It also contained the objective of maintaining a healthy organisation. The performance framework aims to measure progress against these through KPIs which monitor delivery of activities and services which contribute to these objectives.
4. This report provides an update on performance against indicators for quarter one of 2020-21. Performance reporting for indicators in this report is based around a traffic light concept where green is on target, amber provides an early warning for possible intervention and red suggests intervention is necessary
5. The report appendices give further report across corporate performance, finance and risk at the directorate level. Relevant annexes have been provided and are referred to throughout the report.

Consultation

6. No consultation was required in creating this report.

Implications

Financial and Resources

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

General Fund

8. It is recommended that Cabinet agree the principle of setting the borrowing costs underspend of £0.591m aside into an earmarked reserve to support the budget position in 2022/23. This action would result in the current £0.278m underspend being adjusted to a forecast pressure of £0.313m. This will require therefore actions to address the forecast pressure over the remaining two quarters of 2021/22. The Corporate Leadership Team will work with service lead during Q3 to review:
 - assumptions and forecast across all services;
 - all non-essential spend and consider pausing;
 - all non-essential recruitment and potentially pause recruitment until 2022;
 - the potential for accelerating service transformation proposals to bring forward any potential savings;
 - potential drawdown on the established risk reserve for 2021/22.

An update will be provided as part of the Q3 Assurance Report.

9. The forecast borrowing underspend assumes no further general fund borrowing in 2021/22. The Executive Director, Corporate and Commercial Services will however continue to monitor the projected borrowing rates and may elect to take out additional loan financing in line with the approved Treasury Management Strategy if beneficial to the longer-term financial position.

Housing Revenue Account

10. Annex 2 sets out requested budget virements in relation to the HRA revenue budget. Additional cost pressures of £1.3m have been included within the 2021/22 forecasts to address issues identified through an internal review of health, safety and compliance in the authority's council homes. Further detail on the council's response and funding for the identified costs can be found in the Cabinet report of 12th November and in Appendix A (section A.1.2).
11. There is a financial risk in relation to the housing maintenance contract with potential additional costs arising within the Housing Revenue Account as a result of ongoing negotiations about services. It is expected that Cabinet will be updated on the final position in due course and any outcomes incorporated within future forecasts.

Legal

12. There are no legal implications relevant to this report.

Statutory Considerations

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

Risk Management

13. Financial risks to the forecast budget position are detailed within the report.

Risk	Consequence	Controls Required
There are no risks identified specific to this decision. This report includes the Council's Corporate Risk position.	n/a	n/a

Other Options Considered

14. The paper recommends adjustments to the approved budgets, the alternative option is to retain the existing budgets.

Reasons for the decision/recommendation

15. The decision to set aside the general fund underspend on borrowing costs into an earmarked reserve is to support the 2022/23 budget position. The recommendations to approve virements and the re-profiling of the capital budgets is to assist in the robust financial management of the council's budgets in line with the financial regulations.

Background papers: the report refers to additional documents throughout, supplying these as annexes within the relevant sections.

Appendices: Combine Assurance Report, Qtr2 2021-22

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Combined Assurance Quarterly Report

Q2 2021-22

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1. Executive summary

1.1. Performance

- Details of all KPIs are provided in Annex 1, which will allow you to see the data broken down by directorate and corporate priority and compare performance with past quarters.
- The performance sections of the directorate appendices include summaries of directorate performance, quarterly successes and challenges, and a case study to provide context and narrative for one or more dimensions of the reported data.
- At a corporate level, this quarter sees a positive move overall from last quarter, with a proportional decrease in red indicators and an overall increase in amber and green indicators.
- The target level for KPI 8, 'Number of households living in temporary accommodation,' was revised at the agreement of the portfolio holder after the Q1 reporting cycle. It now reports green for both Q1 and the current quarter.

Figure 1: Q2 KPI performance by directorate

Directorate	Red	Amber	Green	Monitoring data	Not completed	No data this quarter	Total
Community Services	1	4	6	2	0	0	13
Corporate and Commercial Services	1	1	2	0	0	0	4
Development & City Services	1	3	2	0	0	4	10
Total	3	8	9	2	1	4	27

Figure 1.1: Q2 KPI performance by corporate priority

Corporate Priority	Red	Amber	Green	Monitoring data	Not completed	No data this quarter	Total
People living well	1	1	4	0	0	0	6
Healthy organisation	0	3	4	2	0	0	9
Inclusive economy	0	0	0	0	0	2	2
Great neighbourhoods	2	4	2	0	0	2	10
Total	3	8	10	2	0	4	27

1.2. Finance

General Fund Review: The forecast revenue outturn for the general fund at Q2 shows a £0.278m underspend.

There are a number of pressures being identified in services including around the delivery of 2021/22 budget savings, housing benefit subsidy recovery levels, lower income levels from continued Covid-19 impacts and lower levels of salary underspends than assumed in the corporate vacancy factor. Further details on the variances are shown the directorate summaries.

The service pressure are being offset by reduced corporate financing costs, which includes additional forecast income from the government's sales, fees and charges scheme (£0.200m), lower forecast borrowing costs (£0.591m) and a reduction in the forecast contribution to capital (£0.280m).

The additional grant income is providing partial compensation for reduced income relating to Covid-19 in areas including car park charges, planning fees and income from cultural and leisure sales.

The council budgeted to borrow £55m in tranches during 2021/22. To date this year, the council has taken out two fixed rate 50-year loans with PWLB; one for £5m at an interest rate of 1.64% and another £10m at an interest rate of 1.70%. Cashflows are currently benefiting from government grant money in relation to business rates (due to be repaid later in the year) and therefore the current forecast assumes no further general fund borrowing in 2021/22. This has meant an in-year forecast saving on borrowing costs.

16. It is recommended that Cabinet agree the principle of setting the forecast borrowing costs underspend of £0.591m aside into an earmarked reserve to support the budget position in 2022/23. This action would result in the current £0.278m underspend being adjusted to a forecast pressure of £0.313m going forwards. This will require actions to address the resulting forecast pressure over the remaining two quarters of 2021/22. The Corporate Leadership Team will work with service lead during Q3 to review:
- assumptions and forecast across all services;
 - all non-essential spend and consider pausing;
 - all non-essential recruitment and potentially pause recruitment until 2022;
 - the potential for accelerating service transformation proposals to bring forward any potential savings;
 - potential drawdown on the established risk reserve for 2021/22.

An update will be provided as part of the Q3 Assurance Report.

The £10m additional borrowing taken on 2nd November will reduce the current forecast underspend by around £70k but lock in favourable rates of interest over the next 50 years. The Executive Director, Corporate and Commercial Services will however continue to monitor the projected borrowing rates and may elect to take out additional loan financing in line with the approved Treasury Management Strategy if beneficial to the longer-term financial position.

Potential risks

Housing benefit subsidy recovery figures have been adjusted to take into account recent trends as the year progresses. The current forecast shows a £0.236m overspend in relation to the net subsidy position. A further £0.236m should be noted as a risk at this stage.

£0.157m is built into the budget as a saving in respect of waste contract savings. As a result of taking a longer term view it is likely this saving will not be achieved in 21/22, with further work being undertaken

on the future contractual options. This position will continue to be reviewed, with any final pressure mitigated through the Budget Risk earmarked reserve.

£0.575m is built into the budgets in respect of savings arising through staff vacancies. At Q2 £0.218m of this has been achieved. The forecasts include a further £0.213m expected to be achieved. The remaining £0.144m has yet to be identified. The position will be updated and reported in subsequent months.

Figure 1.2

	Current budget (£000)	Forecast outturn (£000)	Forecast variance (£000)
Chief Executive	267	255	(12)
Chief Executive	267	255	(12)
Corporate Financing	(21,549)	(22,546)	(997)
Corporate Financing	(21,549)	(22,546)	(997)
Corporate & Commercial Services	426	414	(12)
Revenues & Benefits	3,069	3,198	129
Finance, Audit & Risk	722	691	(31)
HR & Organisational Development	740	742	1
Legal & Procurement	1,783	1,771	(12)
Corporate & Commercial Services	6,741	6,816	75
Community Services	324	471	146
Customers, IT & Digital	3,629	3,725	96
Strategy, Engagement & Culture	3,716	3,542	(174)
Housing & Community Safety	1,101	1,358	257
Community Services	8,770	9,095	325
Development & City Services	390	411	21
Environment Services	4,542	5,091	549
Planning & Regulatory Services	2,202	2,210	8
Property & Economic Development	(1,363)	(1,610)	(247)
Development & City Services	5,771	6,102	331
	0	(278)	(278)

A full breakdown of these figures is included in the relevant appendices below.

The forecast for the general fund has reduced by £0.351m since Q1. The key areas of movement are shown in the table below:

Figure 1.3

Area	Movement in forecast from Q1 (£000)	Comments
Investment Properties	(226)	Net forecast underspend in relation to investment properties compared to budget. The 21/22 budgeted income incorporated an assumed £0.4m reduction based on assumed pressures relating to Covid-19. The current forecast is largely due to improved income levels; revised rental agreements, income from properties not budgeted and properties not disposed of as originally anticipated.
Interest on external loans	(100)	Reduction in forecast borrowing costs based on current loans position. The forecast now assumes no further external borrowing to be taken by the general fund in 2021/22.
Other	(25)	
Total movement	(351)	

A number of additional grants have been received in 21/22 as detailed in **Annex 1**.

A number of budget virements were approved in accordance with the financial procedures and actioned in Q2 as detailed in **Annex 2**.

Council Tax: The Collection Fund includes all income generated from council tax and business rates that is due in the year from council taxpayers and ratepayers. Q2 forecasts have been provided however there remain uncertainties over the level of student exemptions (this will be clarified during Q3), bad debt levels and how the end of the furlough scheme will impact on council tax reduction scheme levels. Updated estimates will be provided in Q3. Any surplus or deficit on business rates will be distributed in subsequent years.

Figure 1.4

	Budget £000s	Forecast £000s	(Surplus) / deficit £000s
Total Council Tax Collection Fund Income	(75,777)	74,962	815
Norwich City Council Share	(10,277)	10,185	92

Business Rates: Despite substantial business rates reliefs, Covid-19 is expected to impact on the level of business rates collected as companies struggle with cash flow or cease trading. The forecasts have been updated to reflect the estimated changes in the taxbase, reliefs and collection rates. Updated estimates will be provided in Q3 and the final outturn will depend on how the economy and employment levels perform in the coming months. Any surplus or deficit on business rates will be distributed in subsequent years.

Figure 1.5

	Budget £000s	Forecast £000s	(Surplus) / deficit £000s
Norwich City Council Retained Income Share	(6,250)	(6,320)	(70)

HRA revenue: The forecast revenue outturn for the Housing Revenue Account at Q2 shows a £0.535m overspend.

Additional cost pressures of £1.3m have been forecast to address issues identified through an internal review of health, safety and compliance in our council homes. Further detail on the council's response and funding of the costs can be found in Cabinet report of 12th November and in Appendix A (section A.1.2).

During Q2 several other service pressures have been identified and Cabinet approval is sought for virements to reallocate expected budget underspends to meet these additional costs (see **Annex 2**).

Potential risks

There is a potential risk surrounding delivery of the full repairs programme; action is currently being taken to increase capacity, but there remains a challenge in delivering against the full budget.

There is a financial risk in relation to the housing maintenance contract with potential additional costs arising within the Housing Revenue Account as a result of ongoing negotiations about services. It is expected that Cabinet will be updated on the final position in due course and any outcomes incorporated within future forecasts. This risk is included within the Corporate Risk Register, however due to commercial sensitivity it is not published as part of this report. Members will be circulated a copy of the risk item to provide further context.

Figure 1.6

Housing Revenue Account	Budget (£000)	Forecast Outturn (£000)	Forecast Variance (£000)
General Management	14,120	14,883	764
Special Services	5,212	4,819	(393)
Repairs & Maintenance	13,844	13,598	(246)
Rents, Rates, & Other Property Costs	5,687	5,528	(160)
Provision for Bad Debts	721	721	0
Depreciation & Impairment	23,264	23,320	56
Adjustments & Financing items	5,433	5,433	0
Garage & Other Property Rents	(2,148)	(2,112)	36
Dwelling Rents	(57,985)	(57,808)	177
Service Charges - General	(7,813)	(7,594)	220
Interest Received	0	0	0
Miscellaneous Income	(82)	0	82
Amenities shared by whole community	(254)	(254)	0
Housing Revenue Account	(0)	535	535
Key variances:			
Savings/increased income			
Repairs fund - responsive repairs. In some areas costs are falling and some workstreams are delayed.			(750)
Voids repairs underspend forecast based on NNBL's existing resourcing. A business case has been submitted by NNBL for the use of sub-contractors but not yet approved. If approved, the underspend may reduce			(250)
Other minor variances			(42)

Budget pressures – overspends/loss of income	
Emerging pressures in relation to the housing maintenance contract and compliance work.	1,351
Dwelling properties' void rate slightly higher than anticipated	226
Total forecast variance	535

The forecast for the HRA has increased by £0.171m since Q1. The key areas of movement are shown in the table below:

Figure 1.7: HRA forecast variance movement since Q1:

Area	Movement in forecast from Q1 (£000)	Comments
Various	1,319	Emerging pressures in relation to the housing maintenance contract and compliance work.
Repairs	(750)	Mainly due to reduction in general repairs and exterior painting requirement
Void repairs	(250)	Reduction in void works based on current requirements
Other	(148)	
Total movement	171	

Reserves:

The prudent minimum level of General Fund reserves has been assessed as £5.1m for 2021/22. The budgeted and forecast outturn's impact on the 31 March 2020 balance brought forward is shown in figure 1.6 and shows the General Fund balance is expected to continue to exceed the prudent minimum balance.

Figure 1.8 – general fund reserves

	£000s
Balance as at 1 April 2021	(9,980)
Forecast outturn as at 31 March 2022	(419)
Forecast balance as at 31 March 2022	(10,399)

The prudent minimum level of Housing Revenue Account reserves has been assessed as £5.844m. The budgeted and forecast outturn's impact on the 31 March 2021 balance brought forward is shown in figure 1.7 and shows the General Fund balance is expected to continue to exceed the prudent minimum balance.

Figure 1.9 – HRA reserves

Item	£000s
Balance as at 1 April 2021	(43,368)
Budgeted contribution from reserves 2021/22	10,640
Forecast reduction in budgeted contribution from reserves	(9,519)
Forecast outturn as at 31 March 2022	535
Forecast balance as at 31 March 2022	(41,712)

The 2021/22 budget included a transfer from reserves of £10.6m to provide funding for the HRA revenue contribution to capital. In light of the current HRA capital forecasts, the contribution from reserves has been reduced by £9.519m. The works will be completed in future years, so while the funds will continue to be held within the reserve for these projects, the expected HRA balance at the year end is now expected to be higher.

Capital Forecasts:

The forecast capital outturn for the general fund at Q2 shows a £7.816m underspend. Forecast underspends relate mainly to revised implementation timelines for a number of Towns' Fund projects.

It is recommended that Cabinet approve the reprofiling of £7.180m of the 21/22 general fund capital budgets into future years to reflect the current forecast project timelines. If this reprofiling is taken into account, the 21/22 forecast shows a £0.636m underspend. Details of the proposed reprofiled budgets is set out in **Annex 4**.

Figure 1.10

Capital Programme	Budget (£000)	Actual to date (£000)	Forecast outturn (£000)	Forecast variance (£000)
General Fund	26,195	5,019	18,380	(7,816)
HRA	50,019	8,663	37,209	(12,810)
	76,214	13,682	55,588	(20,626)

The forecast capital outturn for the HRA at Q2 shows a £12.810m underspend. The forecasts include predicted underspends on the upgrade programme in relation to windows, structural, heating and whole house improvements. There have also been changes to the profiling of spend on new build schemes at Threescore, Mile Cross & Argyle Street.

It is recommended that Cabinet approve the reprofiling of £3.057m of the 21/22 HRA capital budgets into future years to reflect the current forecast project timelines. If this reprofiling is taken into account, the 21/22 forecast shows a £9.753m underspend. Details of the proposed reprofiled budgets is set out in **Annex 4**.

1.3. Risk

- The corporate register has been updated to reflect feedback received from the action owners. The Corporate Register contained in **Annex 5**.

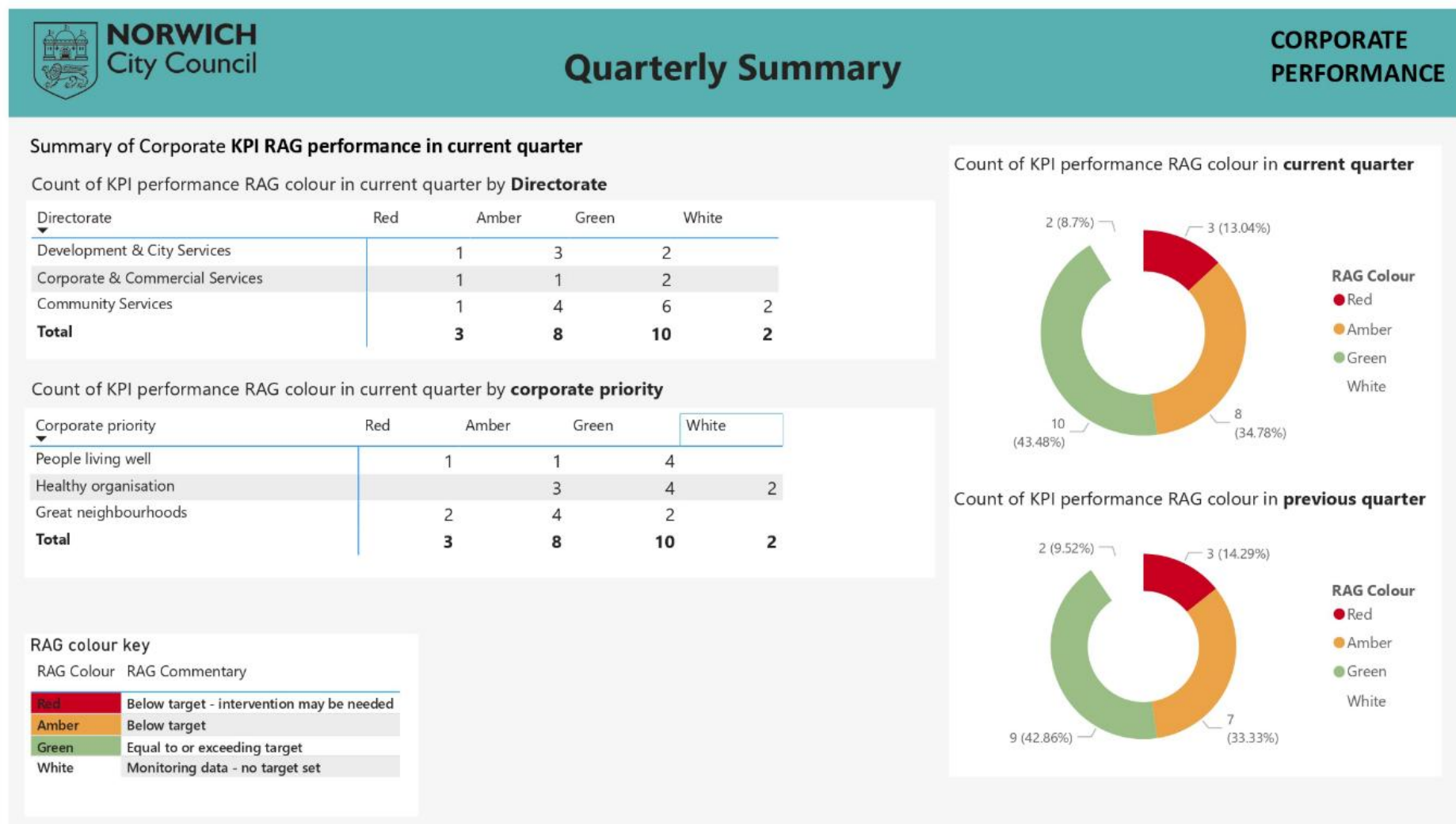
	Q1 2021/22		Q2 2021/22		
	Current residual	Target	Current residual	Target	Movement from Q1
R1: Council Funding Medium-Long Term	15	10	15	10	↔
R2: Commercialisation	8	8	8	8	↔
R3: Health & safety in the workplace	8	8	12	8	↑
R4: Further Waves of Covid-19	20	12	12	12	↓
R5: Impact of Brexit	15	15	15	15	↔
R6: Business Continuity/Emergency Event	12	12	12	12	↔
R7: Cyber Security	12	12	12	12	↔
R8: Data Protection Compliance	12	12	9	9	↓
R9: Failure to fulfil statutory or legislative responsibilities - safeguarding	15	12	15	12	↔
R10: Removed due to commercial confidentiality					
R11: Antisocial behaviour	16	6	16	6	↔
R12: Contract Management – Governance	12	9	12	9	↔
R13: Waste & Recycling	12	4	12	4	↔
R14: Health, Safety and Compliance in council homes and buildings			20	8	New
R15: Anglia Square			16	8	New

- Two new risks have been included in relation to Housing Compliance and the ability to draw down HIF grant funding to assist in the delivery of Anglia Square. The Q1 risk in relation to Cyber Security and GDPR has been split into two individual risks for Cyber Security and Data Protection Compliance.
- The review of risk scoring has resulted in an increased in the residual score for Health & Safety in the workplace and a reduction for Further Waves of Covid-19.
- The risk in relation to the impact of Brexit will be reviewed in detail during Q3 to re-assess the current risks relating to the UK's exit from the European Union. The review will consider where specific service impacts may need to be included and managed as part of either the corporate risk register or directorate risk registers.
- Two risks have been de-escalated from the Corporate Risk Register and will continue to be monitored within Directorate Risk Registers. These risks relate to increases in homelessness and temporary accommodation and the Council's short term funding position in relation to Covid-19.
- Work is underway to identify risks associated with climate change. Previous analysis has been updated based on the latest Met Office assessment of the impacts of climate change for Norwich, and initial

risk areas identified. Further discussions are taking place in each directorate to identify more detailed risks based on this updated assessment.

- The Shareholder Panel provide the opportunity for the council to monitor and challenge the risks within its wholly owned companies – Norwich City Services Ltd and Norwich Regeneration Ltd.

Annex 1: Performance slides



Community Services KPIs

CORPORATE PERFORMANCE

KPI Performance

Indicator	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021
% of corporate complaints responded to within stated timescales					65.88	57.65
% of customer contact that takes place through digital channels	37.90	31.70	30.80	31.60	41.03	43.29
% of customer's responding as satisfied with service	82.40	79.70	76.50	74.90	81.20	79.19
% of FOI requests responded to within statutory timescales					64.61	84.16
% of households who asked for help who were prevented from homelessness	79.50	80.40	88.20	71.20	66.00	64.00
% of properties with a current valid gas safety certificate					99.84	99.84
% of rent collected (excluding arrears brought forward)					98.06	97.91
% people feeling safe	65.00	63.80	72.50	59.90	62.00	62.00
% reduction of CO2 emissions from Local Authority operations		2.50				9.00
Average re-let time in days (standard re-lets only)					26.00	52.00
IT System availability expressed as a percent of time available during core hours	99.70	99.90	99.90	99.90	99.95	99.94
Number of households living in temporary accommodation					37.00	39.00
Total number of private sector insulation measures completed	25.00	40.00	44.00	35.00	83.00	50.00

Further KPI details for current quarter

KPI_Ref	Service	Indicator	Frequency	Target	Intervention	Polarity
CPI: 22	Environmental strategy	Total number of private sector insulation measures completed	Quarterly	50.00	45.00	High is good
CPI: 8	Housing	Number of households living in temporary accommodation	Quarterly	62.00	68.00	Low is good
CPI: 27	IT	IT System availability expressed as a percent of time available during core hours	Quarterly	99.00	90.00	High is good
CPI: 6	Housing	Average re-let time in days (standard re-lets only)	Quarterly	21.00	25.00	Low is good
CPI: 21	Environmental strategy	% reduction of CO2 emissions from Local Authority operations	Annual	3.00	2.70	High is good
CPI: 11	Early intervention & community safety	% people feeling safe	Quarterly	60.00	54.00	High is good
CPI: 5	Housing	% of rent collected (excluding arrears brought forward)	Quarterly	98.75	97.75	High is good
CPI: 7	Housing	% of properties with a current valid gas safety certificate	Quarterly	100.00	99.80	High is good
CPI: 9	Housing	% of households who asked for help who were prevented from homelessness	Quarterly	66.00	60.00	High is good
CPI: 25	Customer contact	% of FOI requests responded to within statutory timescales	Quarterly	0.00	0.00	High is good
CPI: 23	Customer contact	% of customer's responding as satisfied with service	Quarterly	76.00	70.00	High is good
CPI: 24	Customer contact	% of customer contact that takes place through digital channels	Quarterly	45.00	0.40	High is good
CPI: 26	Customer contact	% of corporate complaints responded to within stated timescales	Quarterly	0.00	0.00	High is good



KPI Performance

Indicator	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021
Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement					34.00	24.00
Business Rates Collection – the amount of in year business rates plus arrears from old years collected (target set according to budget requirement)					113.53	102.77
Council on track to remain within General Fund budget (£)	1,298,687.00	784,456.00	-1,302,790.00	-2,822,631.00	73,786.00	-277,642.00
Council Tax Collection – the amount of in year council tax plus arrears from old years collected (target set according to budget requirement)					98.07	99.28

Further KPI details for current quarter

KPI_Ref	Service	Indicator	Frequency	Target	Intervention	Polarity
CPI: 1	Revenue and Benefits	Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement	Quarterly	21.00	23.10	Low is good
CPI: 3	Revenue and Benefits	Business Rates Collection – the amount of in year business rates plus arrears from old years collected (target set according to budget requirement)	Quarterly	100.00	99.00	High is good
CPI: 4	Finance	Council on track to remain within General Fund budget (£)	Quarterly	0.00	500,000.00	Low is good
CPI: 2	Revenue and Benefits	Council Tax Collection – the amount of in year council tax plus arrears from old years collected (target set according to budget requirement)	Quarterly	100.00	99.00	High is good



KPI Performance

Indicator	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021
% household waste sent for reuse, recycling, composting (reporting on previous quarter)	38.00	41.00	37.70	37.50	38.80	39.60
% of planning applications determined in time	93.00	91.00	91.00	92.00	85.00	88.00
% of planning decisions upheld after appeal (where council has won)	88.00	79.00	80.00	75.00	88.00	85.00
Number (of total) (%) of food premises rated 0,1 or 2 (non-broadly compliant), moving to a compliant rating of 3, 4 or 5 against the Food Hygiene Rating System following intervention by food safety officers	87.90	91.40	92.50	94.30	93.00	94.00
Number of affordable homes built, purchased or enabled by the council				21.00		
Number of new homes completed						166.00
Number of private rented sector homes made safe			4.00			
Total amount of income paid by tenants occupying the council's investment property portfolio expressed as % of target income (reporting on previous quarter)					93.40	94.20

Further KPI details for current quarter

KPI_Ref	Service	Indicator	Frequency	Target	Intervention	Polarity
CPI: 10	Environmental services	% household waste sent for reuse, recycling, composting (reporting on previous quarter)	Quarterly	40.00	36.00	High is go
CPI: 15	Planning	% of planning applications determined in time	Quarterly	90.00	81.00	High is go
CPI: 14	Planning	% of planning decisions upheld after appeal (where council has won)	Quarterly	66.00	59.40	High is go
CPI: 12	Environmental health	Number (of total) (%) of food premises rated 0,1 or 2 (non-broadly compliant), moving to a compliant rating of 3, 4 or 5 against the Food Hygiene Rating System following intervention by food safety officers	Quarterly	80.00	72.00	High is go
CPI: 19	Planning policy	Number of new homes completed	Annual	477.00	429.00	High is go
CPI: 16	City Development	Total amount of income paid by tenants occupying the council's investment property portfolio expressed as % of target income (reporting on previous quarter)	Quarterly in arrears	95.00	85.50	High is go

All KPI details

CORPORATE PERFORMANCE

KPI Ref	Corporate_Priority	Directorate	Indicator	Frequency	Reports
CPI: 20	Inclusive economy	Development & City Services	Value of external funding leveraged to support council development and place-shaping priorities (£)	Annual	Q4
CPI: 22	People living well	Community Services	Total number of private sector insulation measures completed	Quarterly	
CPI: 16	Healthy organisation	Development & City Services	Total amount of income paid by tenants occupying the council's investment property portfolio expressed as % of target income (reporting on previous quarter)	Quarterly	
CPI: 13	Great neighbourhoods	Development & City Services	Number of private rented sector homes made safe	Annual	Q4
CPI: 19	Great neighbourhoods	Development & City Services	Number of new homes completed	Annual	Q2
CPI: 8	People living well	Community Services	Number of households living in temporary accommodation	Quarterly	
CPI: 18	Great neighbourhoods	Development & City Services	Number of affordable homes built, purchased or enabled by the council	Annual	Q4
CPI: 12	People living well	Development & City Services	Number (of total) (%) of food premises rated 0, 1 or 2 (non-broadly compliant), moving to a compliant rating of 3, 4 or 5 against the Food Hygiene Rating System following intervention by food safety officers	Quarterly	
CPI: 27	Healthy organisation	Community Services	IT System availability expressed as a percent of time available during core hours	Quarterly	
CPI: 2	Healthy organisation	Corporate & Commercial Services	Council Tax Collection – the amount of in year council tax plus arrears from old years collected (target set according to budget requirement)	Quarterly	
CPI: 4	Healthy organisation	Corporate & Commercial Services	Council on track to remain within General Fund budget (£)	Quarterly	
CPI: 3	Healthy organisation	Corporate & Commercial Services	Business Rates Collection – the amount of in year business rates plus arrears from old years collected (target set according to budget requirement)	Quarterly	
CPI: 6	Great neighbourhoods	Community Services	Average re-let time in days (standard re-lets only)	Quarterly	
CPI: 1	People living well	Corporate & Commercial Services	Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement	Quarterly	
CPI: 17	Inclusive economy	Development & City Services	Area of underused council land brought into productive use (m2)	Annual	Q4
CPI: 21	Great neighbourhoods	Community Services	% reduction of CO2 emissions from Local Authority operations	Annual	Q2
CPI: 11	People living well	Community Services	% people feeling safe	Quarterly	
CPI: 5	Great neighbourhoods	Community Services	% of rent collected (excluding arrears brought forward)	Quarterly	
CPI: 7	Great neighbourhoods	Community Services	% of properties with a current valid gas safety certificate	Quarterly	
CPI: 14	Great neighbourhoods	Development & City Services	% of planning decisions upheld after appeal (where council has won)	Quarterly	
CPI: 15	Great neighbourhoods	Development & City Services	% of planning applications determined in time	Quarterly	
CPI: 9	People living well	Community Services	% of households who asked for help who were prevented from homelessness	Quarterly	
CPI: 25	Healthy organisation	Community Services	% of FOI requests responded to within statutory timescales	Quarterly	
CPI: 23	Healthy organisation	Community Services	% of customer's responding as satisfied with service	Quarterly	
CPI: 24	Healthy organisation	Community Services	% of customer contact that takes place through digital channels	Quarterly	
CPI: 26	Healthy organisation	Community Services	% of corporate complaints responded to within stated timescales	Quarterly	
CPI: 10	Great neighbourhoods	Development & City Services	% household waste sent for reuse, recycling, composting (reporting on previous quarter)	Quarterly	

Annex 2: Grants

Unbudgeted grants received in 2021/22:

Quarter reported	Grant	Type	Value (£000)	Details
Q1	New Burdens funding for the business support grants.	Revenue	228	Funding to support the administration of Business Support Grants
Q1	Test & Trace Admin Costs	Revenue	58	Funding to support the administration of Track & Trace Payments
Q1	Elections	Revenue	44	Additional funding allocations to support Returning Officers in delivering the May 2021 local elections in a COVID-secure way.
Q2	Rough sleeper initiative	Revenue	310	Additional grant award over original budget, based on revised allocations from MHCLG
Q2	Contain Outbreak Management	Revenue	245	Additional funding in 21/22 to assist with Covid-19
Q2	Homelessness Prevention grant	Revenue	125	Funding to support vulnerable renters
Q1	Land release fund - MHCLG	Capital	150	MHCLG's Land Release Fund to bring forward housing development at Argyle Street

Additional grants received in 2021/22 where the council has acted as the distributor of funding:

Quarter reported	Grant	Type	Value (£000)	Details
Q1	Test & Trace Support Discretionary Payments	Revenue	102	Test and Trace Discretionary Support payments
Q2	Test & Trace Support Main Scheme Payments	Revenue	17	Test and Trace Main Scheme Support payments

Annex 3: Q2 revenue virements

The following general fund virements were approved and processed in Q2 in relation to the salary vacancy factor. The vacancy savings budget is held centrally within each GF directorate. Savings due to vacancies at the end of Q2 have been identified and the corresponding salary and pension budgets amended accordingly. This will be reviewed regularly and updates provided in subsequent reports.

Cost Centre	Approved 2021/22 Budget (£000)	Virement	Revised budget (£000)
Development & City Services - 610015	(150,690)	45,600	(105,090)
Notice Processing - 644020	59,427	(13,600)	45,827
Environmental Services Team - 431071	517,677	(32,000)	485,677
Community Services - 314035	(236,020)	53,380	(182,640)
Private Sector Leasing Scheme - 410040	182,393	(7,990)	174,403
Housing Options - 410060	1,002,877	(18,490)	984,387
Sport & Leisure Development - 312020	128,794	(9,440)	119,354
Culture & Events - 314030	138,578	(17,460)	121,118
Corporate & Commercial Service - 512020	(188,290)	118,980	(69,310)
Professional Finance - 510050	832,487	(23,600)	808,887
Internal Audit - 514010	196,950	(55,380)	141,570
Personnel Services - 530020	686,604	(40,000)	646,604
	3,170,787	0	3,170,787

The following general fund virements were approved and processed in Q2 in relation to utilisation of earmarked reserves:

Area	Approved 2021/22 Budget (£000)	Virement	Revised budget (£000)	Comments
Covid recovery team - 522080	0	301	301	Utilisation of Containing Outbreak Management Fund earmarked reserve
City Hall - 290000 - repairs	55	32	87	Utilisation of GF Repairs earmarked reserve - additional works required iro City Hall refurbishment
Head of City Development - 600070	0	58	58	Utilisation of Commercial Property earmarked reserve - Commercial Property Manager
West End Gardens	0	44	44	Utilisation of West End Gardens earmarked reserve - MHCLG funding
Business Change earmarked reserve:				
Head of City Development - 600070	58	63	121	Client Asset Project Manager
Communications Team - 310020	310	16	326	Communication officer to support Future Shape Norwich programme
Procurement Team - 540010	0	36	36	Towns Fund Procurement support
Professional finance - 510050	0	28	28	Restructuring costs

Area	Approved 2021/22 Budget (£000)	Virement	Revised budget (£000)	Comments
Invest to Save earmarked reserve:				
Project Place general fund	310	151	461	Funding for the transfer of building repairs and maintenance services to Norwich City Services Ltd, and property services to Norwich City Council, as approved at Cabinet in September 2021
Head of City Development - 600070	121	13	134	Consultant costs iro of workplace planning for City Hall
Additional earmarked reserves utilisation	0	(742)	(742)	Adjustment to earmarked reserve utilisation budgets
Total	854	0	854	

Note: a further virement will be processed to reflect the additional HRA Invest to Save fund utilisation in relation to the transfer of building repairs and maintenance services to Norwich City Services Ltd, and property services to Norwich City Council, as approved at Cabinet in September 2021.

The following HRA virements require cabinet approval:

Due to the implementation of the Housing Delivery team and required additional specialist resource the following virements are requested. The following budgets have been identified as having an in-year forecast underspend. It is proposed to utilise these budgets to fund the required work:

Area	Approved 21/22 Budget (£000)	Proposed Virement (£000)	Revised Budget (£000)
Housing Delivery Team Staff Costs	0	90	90
Additional Specialist Resource	0	194	194
Collection Team Staff Costs (underspend)	1,313	(45)	1,268
Home Ownership Staff Costs (underspend)	291	(30)	262
Estates Management Improvements (budget not required)	210	(210)	0
Total	1,814	0	1,814


Annex 4: Capital virements


After a review of the capital programme, Cabinet will be asked to approve the following reprofiling virements:


		2021/22 (£000)	2022/23 (£000)	2023/24 (£000)	2024/25 (£000)	2025/26 (£000)	5 Year Budget Total (£000)
Existing approved budgets:							
AK0000	Empty Homes Grant	69	-	-	-	-	69
AA1182	Norman centre replace boilers	165	-	-	-	-	165
AB5202	GNGB Football Pitches	40	35	-	-	-	75
BC0000	Park Toilet Refurb	200	-	-	-	-	200
AB1959	TF Make Space at the halls	1,000	-	-	-	-	1,000
AA1912	Rside Leisure repl plant/equip	22	-	-	-	-	22
AC1959	St Andrews replace elect dist	17	-	-	-	-	17
AD1959	St Georges Kitch Elec upgrade	6	-	-	-	-	6
AI5100	LANB - Three Score Phase 3	4,660	7,510	2,200	210	-	14,580
AP5100	LANB Argyle Street	1,300	1,803	-	-	-	3,103
AB1005	Mile Cross Depot Site	1,960	13,240	11,690	2,010	420	29,320
BG0000	TF Compulsory Purchase Order revolving fund	4,924	-	-	-	-	4,924
AA2015	TF East Norwich	4,090	-	-	-	-	4,090
AA1019	TF public realm improvements at Hay Hill	700	1,680	-	-	-	2,380
AZ0000	TF public realm improvements at St Giles	300	1,320	-	-	-	1,620
Annual Total		19,453	25,588	13,890	2,220	420	61,571


Proposed expenditure profile:							
AK0000	Empty Homes Grant	-	69	-	-	-	69
AA1182	Norman centre replace boilers	-	-	165	-	-	165
AB5202	GNGB Football Pitches	-	75	-	-	-	75
BC0000	Park Toilet Refurb	-	66	134	-	-	200
AB1959	TF Make Space at the halls	98	902	-	-	-	1,000
AA1912	Rside Leisure repl plant/equip	-	22	-	-	-	22
AC1959	St Andrews replace elect dist	-	17	-	-	-	17
AD1959	St Georges Kitch Elec upgrade	-	6	-	-	-	6
AI5100	LANB - Three Score Phase 3	3,180	7,510	3,680	210	-	14,580
AP5100	LANB Argyle Street	578	2,525	-	-	-	3,103
AB1005	Mile Cross Depot Site	1,105	13,240	12,545	2,010	420	29,320
BG0000	TF Compulsory Purchase Order revolving fund	-	4,924	-	-	-	4,924
AA2015	TF East Norwich	4,005	86	-	-	-	4,090
AA1019	TF public realm improvements at Hay Hill	150	2,230	-	-	-	2,380
AZ0000	TF public realm improvements at St Giles	100	1,520	-	-	-	1,620
Annual Total		9,216	33,191	16,524	2,220	420	61,571

Annex 5: Corporate Risk Register

Risk: 1. Council Funding Medium- Long Term			Owner: Executive director of corporate and commercial services				Category: Finance & Resources		Risk Direction:	
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Consequence	Likelihood	Score	Risk Strategy	Consequence	Likelihood	Score
<ul style="list-style-type: none">• Council fails to identify and plan for enough savings over the medium term.• Non-delivery of identified savings• New national funding arrangements reduce government funding (Fairer Funding, Business Rates Retention, New Homes Bonus)• Economic uncertainty increase volatility on business rates and council tax• Risk of inflation on costs and pension deficit increases.• Lack of capital resources to fund the council’s asset base – implications	<ul style="list-style-type: none">• Councils financial position goes into deficit, reducing confidence in financial strength and governance• Unplanned use of reserves reducing capacity and flexibility and compromising stability.• Section 114 notice• Government intervention• Failure to deliver Council Plan• Adverse comments by poorer perception of Council by stakeholders.• Overspends arising from activity not in service plans.	<ul style="list-style-type: none">• Reviewed all the assumptions within the MTFS and updated.• Corporate budget planning guidance issued• CLT review of budget options and MTFS refresh• Cabinet give due consideration to latest forecasts and options to close any gap identified during the review of MTFS assumptions.• Consultation will be completed where required for all proposals approved in Feb 2022 budget.• Restructure senior management team to improve service delivery and drive forward transformation programme.• Started process of service reviews to generate efficiencies• Utilising invest to save reserve to deliver transformation programme• Refresh cabinet briefing on the MTFS.	Jun 20	5	2	10	Manage	5	3	15
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Cabinet approve the revised MTFS at Full Council		Executive director of corporate and commercial services CLT		Complete	Total short and long term savings included in the 2021/22 budget of £3.95m. Updates from service areas highlight 19% at risk (£0.74m) with the risk reserve set at £0.7m.		
			All budget proposals are monitored on a monthly basis		Executive director of corporate and commercial services		Monthly	Financial reporting continues to CLT on a monthly basis with a dedicated session established at CLT as part of its assurance workplan on a quarterly basis.		
			MTFS refresh to be reported to cabinet				Oct 21	Complete		
			Comments: The Council is working towards a sustainable budget that does not utilise reserves. Current plans incorporate the use of reserves to bring the general fund reserve back to the risk assessed minimum requirement. Once the detail of the spending review 2021 is available to the council in December 2021, further consideration will be given to how the council can address the medium term financial challenges as funding for the next three years should be clarified.							


Risk: 2. Commercialisation (investment property, NRL, other commercial income sources)			Owner: Executive director of corporate and commercial services				Category: Finance & Resources		Risk Direction:	
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Consequence	Likelihood	Score	Risk Strategy	Consequence	Likelihood	Score
<ul style="list-style-type: none">Lack of depth of skills and knowledge to manage commercial activities (reliance on several key staff)	<ul style="list-style-type: none">NRL – losses in the company result in additional revenue costs to the General FundNon-delivery of budgeted income levels to support general fundIneffective management of the property portfolio leads to reducing income and poor use of assets	<ul style="list-style-type: none">Asset Management StrategyAddressed recommendations from the internal audit review of NRL governance.Completed a thorough review of the Council’s approach to housing commissioning and structure.Independent assurance sought on NRL business plan for 21/22 prior to approval of business cases for development proposed in to.NRL Board have commissioned independent advice to aid development of the 2022/23 business plan.Shareholder panels for NRL and NCSL are established and have participated in the development of the business plans and will approve the final business plan for onward approval by cabinet.	Jun 20	4	2	8	Manage	4	2	8
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Following Cabinet approval, new and revised structures will be put in place for the management of all non HRA properties.		Executive director of development and city services		Dec 21	New and revised structures – Recruitment of delivery director completed. Recruitment of rest of team ongoing and should be completed by December		
			Produce a new asset management strategy.		Executive director of development and city services		Feb 22	Production underway. Timetable has slipped due to be complete during the autumn.		
Comments: The council stopped its programme of commercial property acquisitions in March 2020 following changes to the Public Works Loan board lending terms. Emerging guidance in this area will continue to be monitored.										

Risk: 3. Health & safety in the workplace			Owner: Executive director of development and city services				Category: Finance & Resources		Risk Direction:	
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Consequence	Likelihood	Score	Risk Strategy	Consequence	Likelihood	Score
<ul style="list-style-type: none">Covid-19 and risk of spreading infection across the workplace.	<ul style="list-style-type: none">New way of working has the potential to change the council's culture and make it a more modern organisation which supports a flexible approach to work/life balance for staff.Impact of Covid-19 and duties to ensure social distancing and requirements to ensure safety in the workplace are addressed	<ul style="list-style-type: none">Improved IT capabilities to allow more staff to work from home were developed and rolled out quickly, which has enabled the majority of staff to work from home since March.Virtual council meetings are being held in order to limit the risk of spreading the disease through close contact, although the organisation will revert to 'face to face' meetings in the council chamber and committee rooms when it is appropriate to do so.Hand sanitiser dispensers introduced across workplace.Desk policy to ensure limited capacity adhered to & 2m social distancing observed.Mandatory e-learning modules for staff.Implemented changes to internal layout and other safety measures within city hallMental health working group in place to support staff wellbeing & resilienceCovid Risk AssessmentProvision of PPERisk assessments written for F2F meetings in City HallIT roll out to support agile working	May 20	4	2	8	Manage	4	3	12
			Risk Control Action							
			Action		Owner		Target Date	Update		
			City Hall Recovery Group formed		Executive director of corporate and commercial services		Ongoing	Monthly meetings taking place being chaired by Exec Director		
			Accommodation assessment		HoPED		Nov 2021	Assessment of room/ desk occupancy and city hall capacity ongoing		
			Production of simplified service area risk assessments		HoP+RS and other HOS		complete			
			Formation of H & S board		Executive director of development and city services		Oct 2021	Following discussion at CLT. ToR has been agreed, first meeting end October.		
			Comments: <ul style="list-style-type: none">City Hall Covid Recovery Group formed to look at workplace issues to ensure compliance with government guidance. Now meeting monthly.Service area recovery plans completed, and summary report produced.14 Mental Health First Aiders have been trained to provide a first point of contact across the organisationRisk assessments written for face-to-face meetings in the council chamber and other meeting rooms							


Risk: 4. Further waves of Covid-19:			Owner: Chief Executive				Category: Customer	Risk Direction:		
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Consequence	Likelihood	Score	Risk Strategy	Consequence	Likelihood	Score
<ul style="list-style-type: none">Adverse impacts associated with further restrictions and pressures associated with Covid-19 that will have on the city, council and local services	<ul style="list-style-type: none">Lack of government funding to support local businesses resulting in local business failuresEconomic uncertainty increase volatility on business rates and council taxInsufficient government funding to local authorities to support the delivery of additional Covid -19 related activitiesFinancial pressure due to down turn in income leading to financial instabilityIncrease in unemploymentIncrease in claims for benefits and consequential impact on staff workloads	<ul style="list-style-type: none">Delivery of business support grants and self isolation support paymentsOngoing work with the Norwich BID and Norfolk Chambers of CommerceTCG and SCG have been stood down: Health Protection Board, attended by Chief Executive, providing oversight, with relevant NRF cells still operatingLocal Coordinating Group re-established to oversee partnership response and internal Covid Facilities Group re-established for internal matters,C-19 Support Officer provided in the city to give advice and support to businesses and the publicCentral Covid team established to provide coordinated oversight of marshalling, testing, vaccinations, contact tracing and self-isolation.Continued funding of Financial Inclusion Consortium and bids to Community Renewal Fund as mitigation to economic and deprivation risksClose management of COMF budgets and exploration of re-charging opportunitiesWorking with Local Outbreak Management plan colleagues to scenario plan and ensure	Jun 20	4	3	12	Manage	4	3	12
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Work with the Norwich BID, Norfolk Chambers of Commerce, police and Norfolk County Council to review and implement physical measures and signage in the city centre to support social distancing.		Executive director of development and city services		Ongoing	New posters, signage and toolkits sent to businesses based on new comms messaging and sector specific guidance changes. Further updates will be provided based on 19 July unlocking. Awaiting data from Public Health on lack of compliance for scheduling visits. This has been updated with all taking part in Local Coordination Groups (LCGs) which meet fortnightly and review all possible actions needed and work together to take action.		
Use its licensing powers to support businesses – particularly those in the hospitality sector – where appropriate to vary the use of outside space, whilst ensuring that people with disabilities can move around the city safely		Executive director of development and city services		Ongoing	Business as usual delivery					
Implementation of lessons from scenario planning via Public Health		Executive Director of Community Services		Ongoing	Covid team is now one single team with funding secured until at least Mar 22. Escalation route in place for events to LCG for any concerns and Public Health attendance at SAGs if needed. Coordination of additional resource requirements in the event of surge planned and ready for					

		response is fit for purpose				implementation. Agreed response to tourism risk is in place via transport and housing options was put in place for summer but not needed. LCG continue to monitor good practice regarding outbreak management. Debrief from tabletop scenario complete and learnings used in surge planning.
			Working via Safety Advisory Group to ensure careful scrutiny of public realm events	Executive Director of Community Services	Ongoing	New guidance produced via NRF social distancing cell and escalation routes confirmed. Public Health have an open invitation to invite them to SAGs where needed
			Communications	Executive Director of Community Services	Ongoing	Communications NRF cell continues with targeted comms and outreach to vulnerable groups. Winter planning in train with Norwich BID and local businesses targeting the night time economy and how to continue to go out over the festive period but safely.
			Continue to deliver grants and wider support to businesses.	Executive director of corporate and commercial services	Ongoing	BAU
			To work effectively with partners through effective networks to minimise spread of virus, provide clarity of local message and for us to provide an effective local track and trace service	Chief Executive	Ongoing	LCG convened fortnightly with key stakeholders including County Council Director of Public Health, East Anglia University. Action plan in place including deployment of Covid officers, more visible communications e.g. regular press conferences, continued review of data to identify hotspots and continued local contact tracing system. Dedicated covid team and management in place within budget and continued shifting of resource as needed depending on current circumstances.
			Comments:			


This corporate risk will be reviewed in detail during Q3 to assess the current risks relating to the UK's exit from the European Union. The review will consider where specific service impacts may need to be included and managed as part of either the corporate risk register or directorate risk registers.

Risk: 5. Impact of Brexit			Owner: Chief Executive				Category: Customer	Risk Direction:		
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Consequence	Likelihood	Score	Risk Strategy	Consequence	Likelihood	Score
<ul style="list-style-type: none">Continued uncertainty over the nature of the UK's exit from European Union.Risks associated with potential no deal scenario	<ul style="list-style-type: none">Public disorder eventsFood availability (panic buying/stockpiling) - Increased prices for food and fuelPossible disruption to fuel suppliesStaffing issues (EU nationals)Inclement weather may have increased impactsFlood season September – April (impacts on Coastal Districts – provision of mutual aid)Staffing resilience managing concurrent events (e.g. Covid, Brexit, severe weather)Potential political developments (elections/referendums) – these would place increased pressure on some district councils.Increases in environmental crimes i.e. fly tipping etc., as advised by the Environment AgencySignificant impact in cost of labour and resources	<ul style="list-style-type: none">Membership & participation in Norfolk Resilience Forum (NRF)NRF multi-agency plans to deal with significant eventsNRF Brexit StrategyBusiness Continuity PlansBrexit Communications PlanNational guidance/ toolkitsStrategic Brexit Lead Officer	Apr 20	3	5	15	Manage	3	5	15
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Monitor the situation, awaiting further government guidance		Emergency Planning Manager/ Environmental Health & Protection Manager		Ongoing	EPM engaged with NRF EU transition working group. Continuing to monitor any impacts		
Information sharing through NRF structures		Emergency Planning Manager		Ongoing	NRF EU Transition strategy reviewed and updated to reflect our current position.					
Participation in NRF Brexit planning meetings		Emergency Planning Manager		Ongoing	Risk assessment reviewed and updated in the strategy. Government Reasonable Worse Case Scenarios used to inform our activities. Update from 22/4 meeting: quiet in terms of immediate impact; supply chain issues seem to be calming down from a business perspective; deadlines ahead which may present challenges (30/6). Group agreed to stand down, can be reinstated quickly if there is a need to. Issues of concern can be escalated through MAFG. 5/7 – Meetings still on pause, no intel to cause concern at present. Not directly Brexit related, media article has					


						highlighted concerns around food supply chain due to acute shortage of HGV drivers
			Promotion of EU Settlement Scheme	Emergency Planning Manager	Ongoing	Working with comms and service areas to proactively promote the EU Settlement Scheme. Leaflet included in council tax bills; scripts and posters shared with service areas; leaflets and posters sent to businesses; text burst sent to residents. We will continue to promote. TC – 5/7: EU Settlement Scheme closed on 30 June. The scheme has introduced a criteria set for late applications if there are reasonable grounds for missing the deadline. Cllr Walters sent letter to government asking for the deadline to be extended.
			<p>Comments: Impacts from NRF Brexit Strategy</p> <p>Trade deal between the UK and EU finalised late December 2020.</p> <p>Proactive promotion and targeted comms to encourage EU nationals to register for EU Settlement Scheme. If individuals do not register they will become unlawfully resident, in breach of UK immigration laws and could be forcibly removed. They will not be entitled to benefits or support and classed as having No Recourse to Public Funds. Housing to consider if there are implications on housing stock and their service area. This could potentially result in greater numbers of rough sleepers.</p> <p>6/10: Nothing further to report. NRF meetings still on pause, no further intel.</p>			

Risk: 6. Failure to respond to a critical, business continuity or emergency planning event			Owner: Chief Executive				Category: Processes & Systems	Risk Direction:		
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Consequence	Likelihood	Score	Risk Strategy	Consequence	Likelihood	Score
<ul style="list-style-type: none">• Occurrence of a significant event:<ul style="list-style-type: none">○ Loss city hall○ Denial of access to City Hall○ ICT failure○ Contractor collapse○ Supply chain failure○ Severe weather events○ Loss of power○ Sea level rise○ Fuel shortages○ Communications failure○ Pandemic• The Council, businesses and members of the public in the city will also be at risk from the local effects of climate change in the medium to long term.• Insufficient staff representation across strategic, tactical and operational levels to ensure resilience, effective response and enable full engagement within NRF structures	<ul style="list-style-type: none">• Council/service s unable to function.• Increase in demand on Council services• Vulnerable service users unable to access services• Reputational damage	<ul style="list-style-type: none">• Business continuity plans in place• Service areas Business Impact Analysis and Business Continuity Plans• Work Area Recovery location for Customer Contact• ICT Disaster Recovery Plan• Incident Management Team response to business continuity incidents.• BMG TTX - Exercise Appleyard 1 (14/12/16)• BMG TTX - Exercise Appleyard 2 (26/7/17)• Service area business continuity exercises• Insurance policies• Asset register• Emergency planning strategy in place and maintained• Incident specific response plans• Rest centre and community centre plans• Full participation in Norfolk Resilience Forum meetings• Review of NRF risk assessments and Norfolk Community Risk Register• Norfolk Emergency Response Guidance NRF multi-agency plans for specific risks• Participation in training and exercises• Good contract governance• Services areas to raise at supplier engagement meetings potential risk of contractor for early warning.• Service areas to gain knowledge of alternative suppliers that could deliver key services.• Links in-place to other stakeholder BCPs – e.g. Biffa and NCSL• Service areas to flag with contract	Apr 20	4	3	12	Manage	4	3	12
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Consider reinstating Business Continuity Steering Group for effective business continuity management to provide a mechanism for monitoring and implementing measures to enhance business resilience		Executive director of development and city services		Mar 22	New Internal Governance Boards introduced as part of new management structure. Business continuity to be reported to Workforce Board once set up and asap with a review of all BIAs and BC Plans required Autumn of 2021.and thereafter adoption of Corporate Business Continuity Plan by December 2021. 6/10: It is recommended BC report the new H&S Board – Sarah Ashurst to include in the new Terms of Reference. 1 st meeting to be held on 22/10/21. Following discussion with Ex Director and HoS, it was agreed to extend the deadline to March 22 in light of workload and resource pressures across all services.		
			Emergency Management Strategy		Executive Director of development and city services		completed	6/10: EMS approved by Cabinet. Strategy published and circulated		
Senior managers trained to gold, silver and bronze response levels		Emergency Planning Manager		Ongoing	6/10: strategic training delivered 21/6. Strategic and tactical aide-memoires circulated. Further training/exercise planned for 22/11/21					


		<p>managers risk of supplier collapse due to Covid or issues with supply change due to Brexit.</p> <ul style="list-style-type: none"> • Completion of outstanding actions from previous EP and BC exercises • Emergency planning duty officer rota and procedures in place • Emergency planning arrangements reviewed and updated • Business continuity plans reviewed 	<p>Comments:</p> <p>TC - 5/7/21: Strategic emergency management training for all of CLT and Heads of Service undertaken 21 June. Gold/Silver response rota introduced to ensure resilience and cover. Elected Members role in emergency planning training undertaken on 25 June. Additional Emergency Planning Duty Officers identified and training is being delivered to further improve resilience of front-line response staff. Complete review of all rest centres is planned to ensure they are still appropriate and fit for purpose. Service Area Business Impact Analysis and Continuity Plans will be reviewed in the Autumn of 2021 to enable the wholesale review of the Corporate Business Continuity Plan. The service transformation will consider the role of a second Emergency Planning Officer (potential for a career grade post) to ensure continuity of service provision for the future.</p> <ul style="list-style-type: none"> • Ebola 2014 • Surface Water Flooding events - 2014, 2015 and 2016 • Severe weather incidents: Gales - 23/2/17; 13/9/17;18/1/18; Snow - 26/2--2/3/18; and 16/3/18 • Coastal tidal surge mutual aid – 5/12/13; 23/11/15; 13/1/17 • Demos/marches/protests impacting on council activities • Post Grenfell activities – MHCLG data collection 2017-18; Exercise Burleigh 24/4/18 • Mile Cross Recycling Centre fire 26/7/18 • Ashbourne Tower gas leak 14/11/18 • Bluebell Road – suspected IED 23/11/18 • Brexit planning 2018-19 • COVID-19 response <p>This risk has been combined with the previous risk 13 “Occurrence of a significant event”. Risk 13 to be deleted.</p>
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Risk: 7. Cyber Security			Owner: Executive director of community services				Category: Processes & Systems	Risk Direction:		
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
<ul style="list-style-type: none">• lack of staff awareness and training in relation to cyber security.• An IT vulnerability allows a Cyber-attack on the corporate data network• Failure to address the IT recommendations of IT Health assessments in a timely fashion.• Non-compliance with the Data Integrity Principle (GDPR).	<ul style="list-style-type: none">• The Cyber-attack on the local authority in NE England is estimated to have cost £10m.• Loss of IT systems (such as Web services, Email, Payments, Public Access, Corporate information etc) for several days, weeks or even months)• IT systems don't meet service transformational expectations.• Customer services disrupted• Financial impact of prolonged IT shutdown• Political & reputational risk• Non-compliance with Payment Card Industry standards which results in financial fines.• Non-compliance with Public Sector Network which results in possible loss of DWP information affecting the Benefits' Service.	<ul style="list-style-type: none">• Corporate Information Group – monitor information assurance related issues.• Independent annual Cyber health assessments provides for a friendly warning of vulnerabilities• Firewalls & Security Products• Internal audit of cyber security	Jun 20	4	3	12	Manage	4	3	12
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Programme to replace legacy IT systems Link to Data Protection Compliance Risk actions.		Head of Customers, IT & Digital		Sep 23	An extensive programme of work is in place to replace and refresh legacy systems, detail contained within IT roadmap, which sets out projects and timelines over medium term.		
Review the need to insure against cybersecurity attacks.		Head of Customers, IT & Digital		Dec 21	The compliance work for PSN has been completed. An independent assessment scheduled for w/c 18 th October to verify work taken over the summer to address vulnerabilities. Following assessment an action plan will be developed identifying priority actions based on risk.					
Refresh the Staff Awareness Programme Link to Data Protection Compliance Risk actions.		Head of Customers, IT & Digital		Complete	Mandatory training for all staff and contactors launched 4 th October 2021; the deadline for completion is 12 November 2021. SLT requested this be refreshed annually.					

			Address the vulnerabilities identified from the IT Health Assessment	Head of Customers, IT & Digital	Nov 21	<p>The Executive Summary has been presented to CLT on 16th June. An action plan is active and Critical and High vulnerabilities are being worked on to be completed for September 2021.</p> <p>* An independent assessment scheduled for w/c 18th October to verify work taken over the summer to address vulnerabilities. The report is expected w/c 8th November.</p>
			Review of IT Process/Policy Documentation	Head of Customers, IT & Digital	Nov 21	<p>Corporate Information Assurance Group re-established with the new SIRO. Policy review underway, with action plan to identify priorities.</p> <p>IT Technical Policy review is complete.</p>
			Training session in November 21 to include cyber-attacks and their potential impact	Emergency Planning Manager	Nov 21	
			Comments:			


Risk: 8 Data Protection Compliance			Owner: Executive director of community services				Category: Processes & Systems	Risk Direction:		
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
<ul style="list-style-type: none">• Technical or procedural non-compliance with UK Data Protection legislation• Unauthorised access to, loss or disclosure of personal data	<ul style="list-style-type: none">• Regulatory / Financial penalties. The Information Commissioner’s Office (ICO) can impose fines of up to £17.5 million or 4% of the total annual worldwide turnover in the preceding financial year, whichever is higher.• Legal action. Data subjects can bring compensation claims based on material or non-material damage including distress for non-compliance.• Political & reputational damage.	<ul style="list-style-type: none">• Mandatory e-learning modules on Data Protection.• Corporate Information Group – monitor information assurance related issues.	Jun 20	3	3	9	Manage	3	3	9
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Replace legacy IT systems with those capable of meeting UK GDPR requirements (incl. retention, disposal and subject rights). Links to Cyber Security Risk actions.		Head of Customers, IT & Digital		Sep 23	Ongoing. An extensive programme of work is in place to replace and refresh legacy systems, detail contained within IT roadmap, which sets out projects and timelines over medium term.		
			Deliver staff awareness. Links to Cyber Security Risk actions.		Head of Customers, IT & Digital		Dec 2021 Oct 2022	Mandatory training for all staff and contactors launched 4 th October 2021; the deadline for completion is 12 November 2021. SLT requested this be refreshed annually. CLT approved the development of additional bespoke training for those in who process more personal data or have additional responsibilities for it (Information Asset Owners, HR, managers, procurement and contract managers).		

			Review Data Protection / Information Assurance Policies	Head of Customers, IT & Digital	Mar 2022	<p>A new 'Appropriate Policy Document' has been drafted and published on Norwich.gov covering the processing of special category data. Further work required to identify areas where NCC processes criminal data as a 'Competent Authority'.</p> <p>Both the IT User Security Policy and Records Management Policy have been redrafted, approved by the Corporate Information Assurance Group, and is scheduled for consideration at JCNC on 15 Nov 2021.</p> <p>All policies will be reviewed on an annual or bi-annual basis once published.</p>
			Review Data Protection / Information Assurance Processes and Documentation	Head of Customers, IT & Digital		<p>The Information Security Incident procedure is under review and is scheduled to be discussed at Corporate Information Assurance Group on 19 Nov 2021.</p> <p>It is recognised that the Retention Schedule requires a significant review to appropriately reflect our current processing activities. This is scheduled to commence in Q1 2022.</p> <p>It is recognised that the Records of Processing Activity register requires a review to better reflect our current processes. This is scheduled to commence in Q2 2022. Whilst a legal requirement this offers little useful application or risk assurance.</p>
			Comments:			


Risk: 9. Failure to fulfil statutory or legislative responsibilities - safeguarding.			Owner: Executive director of community services				Category: Customer		Risk Direction:	
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
<ul style="list-style-type: none">• Lack of understanding the statutory and legislative responsibilities.• Lack of awareness of legislative changes and new legislation.• Failure to implement statutory duties and responsibilities.• Lack of required skills knowledge and experience of key officers tasked to fulfil statutory or legislative responsibilities.• Insufficient organisational capacity.• Ineffective procedures and processes.• Lack of clarity of roles and ownership of legislative responsibilities (H&S, safeguarding, equality etc.).• Delegation of responsibilities where services are with a contractor.	<ul style="list-style-type: none">• Financial costs in compensation & fines• Intervention if complete failure• Acting illegally• Negative impact on the Council's reputation• Wrong decision being made• Harm, abuse, accident or death linked to failure of the Council to act within safeguarding arrangements• Being held to account by overseeing organisations (e.g. children safeguarding) maybe included in reputation	<ul style="list-style-type: none">• Communication Strategy to ensure implementation• Corporate Governance Group in place to oversee compliance• Legal Services in place to provide support• Positive approach to checking compliance with legislation• Professional leads identify legal requirements• Quality assurance processes in place for contracted services• Suitably trained and qualified staff and mandatory reading of key documents for all officers	Apr 20	4	3	12	Manage	5	3	15
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Review risks, impact, mitigations, ownership and actions		Housing Operations Director		Dec 21			
			Increase officer confidence in information sharing and understanding of when and how to do so appropriately		Early Intervention & Community Safety Manager		on-going	The Training audit is on-going as staff are recruited to key roles and inducted into the organisation. A targeted programme of safeguarding training is planned. To be updated following review		
			Safeguarding policy and risk embedded into contractors' and sub contractors' policy and practice		Early Intervention & Community Safety Manager		on-going	Safeguarding champions from NPS attend meetings to create the link into their organisation and the contractors that we work with. To be updated following review		
			Maintain safeguarding champion knowledge, understanding, confidence		Early Intervention & Community Safety Manager		on-going	safeguarding champions meet every two months and assess their knowledge requirements . To be updated following review		
			Embed learning across council teams		Early Intervention & Community Safety		Ongoing	There are regular learning sessions for Neighbourhoods staff. Learning from		

				Manager		Complex Case Strategy Meetings and Safeguarding Adult Reviews is shared at bi-monthly champions meetings for wider organisational dissemination.
			Comments: Populated from 2019-20 section 11 self-assessment action plan			


Risk 10 – Removed due to commercial confidentiality.

Risk: 11. Antisocial behaviour			Owner: Executive director of community services				Category:		Risk Direction:	
				Target Risk				Current Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
<ul style="list-style-type: none">Failure to adequately manage risk to residents affected by antisocial behaviour	<ul style="list-style-type: none">Death or serious injury to residentMental well-of resident being impactedEscalation of issues leading to increased service demand and/or cost	<ul style="list-style-type: none">Ensure risk assessment process being followed throughout the antisocial behaviour processNew ASB team fully staffed	Oct 20	2	3	6	Manage	4	4	16
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Successful recruitment to new team so it is fully staffed		Early Intervention & Community Safety Manager		Dec 21	Recruitment to key posts is underway. There are two dedicated staff undertaking triage work to manage risk with all reports of ASB.		
			New ASB team trained on and conversant with ASB risk assessment procedures		Early Intervention & Community Safety Manager		on going	Completed and will be on-going. Temporary and new officers trained on corporate and national service standards.		
			Residents know how to report ASB to the council		Early Intervention & Community Safety Manager		on-going	Updates to ASB web pages completed. ASB Matrix completed to aid CCT staff when dealing with incoming ASB complaints. Flow charts for staff are prepared for staff for common ASB issues to help identify processes involved in dealing with ASB matters.		
			Review of new ASB response arrangements to ensure effective	Early Intervention & Community Safety Manager	on-going	New process and standards agreed in addition to targets set to improve performance. Customer touch points increased 6 times in first six weeks. This includes a minimum of 1 in-person visit to the victim.				

			<p>Comments:</p> <p>CLT 24/2 agreed to add to corporate register</p> <p>As part of new structure ASB has moved to housing and community Safety Service within community services directorate. Full review of ASB service underway.</p>
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Risk: 12. Contract Management – Governance			Owner: Executive director of corporate and commercial services				Category: Processes & Systems	Risk Direction:		
				Target Risk				Current Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Consequence	Likelihood	Score	Risk Strategy	Consequence	Likelihood	Score
<ul style="list-style-type: none">Contract management strategy out of date / not being adhered toResourcing of contract management and training inadequateClarity of service area accountability & roles and responsibilities poorContract managers not fully aware of the risks to service delivery in their contractsInadequate SLA/KPIs/MI identified in tender/contracts documents withLack of escalation of contract issuesPoor due diligence pre-award and during contract	<ul style="list-style-type: none">Third party relationships and contracts not managed appropriately causing:<ul style="list-style-type: none">contract value not realised / obligations not carried outPoor performanceFinancial loss / poor value for moneyLegislative requirements not met / regulatory / legal fine or censureReputational impactLack of visibility of supplier performance	<ul style="list-style-type: none">Use of framework agreements provides a level of due diligenceRevised contract management frameworkRobust guidance on obligations and roles and responsibilities for contract managementTraining to be delivered to all contract managers and officers in procurement team‘Driving value through our supply chain’ corporate group to monitor value for money delivery in contracts and share practiceIA coverage in audit plansContract performance reviews in line with frameworkProcurement strategy implementation plan	Aug 20	3	3	9	Assess	4	3	12
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Refresh contract management strategy to become contract management framework, including assessing standard documentation to support effective contract management		Head of Legal and Procurement		Mar 22	This has been identified as an area of focus within the procurement strategy implementation plan. This work will be completed in tandem with the annual contract performance reviews identified below		
			Delivery of contract management fundamentals training		Business Relationship & Procurement Manager		Jan 22	To enhance existing organisational knowledge in the short term, we intend to provide training for lead managers in contract management. Beyond this, we will need to deliver specific training on an ongoing basis to support managers in adhering to the contract management framework.		
			Develop and deliver contract management training based on the framework <ul style="list-style-type: none">NCLS officersNCC officers		Business Relationship & Procurement Manager		Sept 22			
			Undertake contract performance reviews for Platinum and Gold graded contracts		Contract Managers		Dec 21	The contract performance review asks Contract Managers to confirm compliance with expected contract standards, providing evidence to support this. Key outcomes from this review will be reported to CLT.		
Undertake commercial contracting challenge diagnostic to understand procurement maturity and potential high risk		Head of Legal and Procurement and Business Relationship and		Mar 22	The diagnostic is an externally commissioned exercise to help the Council understand its relative strengths in commissioning and procurement to then					

			areas for further action	Procurement Manager		identify further action. The outcomes of this will be reported to the Future Shape Norwich: Driving value through our supply chain group to identify priority areas.
			Comments: Recent limited assurance audit opinions on both NNBL and waste services contract management. Priority resources have been assigned to review these contracts and improve the performance and outcomes achieved.			

Risk 13: The Council’s approach to waste and recycling becomes financially, environmentally and contractually unsustainable			Owner: Executive Director Development & City Services				Category:	Risk Direction:		
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
<ul style="list-style-type: none">• The Council’s Waste Management services operate in a highly regulated environment. This regime covers the type of collection services that must be provided to households and businesses, and how material can be processed. There are a number of policy and contractual challenges that the Council must address between now and 2024, including the review of the collection contract with Biffa, our recycling processing with NEWS, and our response to the proposals in the proposed Environment Bill	<ul style="list-style-type: none">• Risk to service delivery as a result of appropriate contracts not being in place• Service become financially unsustainable• Services provided do not comply with new regulatory regime• Council cannot deliver the objectives of the Environment Strategy as they relate to waste minimisation and recycling• Significant reputational impact on the Council	<ul style="list-style-type: none">• Comprehensive review of financial and contract strategies to identify and address potential barriers to new contracts being agreed with suppliers• Review and redesign of service to ensure that it meets current and future regulatory requirements• Staff development programme focussing on procurement, waste strategy and contract management to be designed and delivered	May 2021	2	2	4	Manage	4	3	12
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Contract strategy for Biffa to be developed and agreed by CLT		Head of Environment Services		Mar 22	HoES attended CLT in July and resources agreed to allow resources to be released to enable actions identified below to be delivered.		
			Contract strategy for NEWS to be developed and agreed by CLT		Head of Environment Services		Nov 21	Anticipated that report will be taken to Cabinet in Nov to agree way forward		
Waste Strategy to be reviewed to address financial, regulatory and climate challenges		Head of Environment Services		Mar 22						
Comments: Request from CLT in May 2021 for this risk to be added to register.										

Risk 14: Health, Safety and Compliance in council homes and buildings			Owner: Executive Director of Community Services					Risk	New	
							Direction:			
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
<ul style="list-style-type: none">• The council fails to meet its statutory, legislative, and regulatory requirements in relation to Health, Safety and Compliance• The council fails to return its homes and buildings to full compliance within an acceptable period and as expected by the Regulator of Social Housing	<ul style="list-style-type: none">• Risk of serious detriment to tenants and leaseholders• Regulator of Social Housing takes enforcement action against the council• Planned programmes of work to council homes are delayed to ensure H & S and compliance work is prioritised• Cost increase in relation to contract works, insurance and management of homes	<ul style="list-style-type: none">• Capacity, skills and expertise to be recruited within NCC• Insourcing of JV (NPSN) including health, safety and compliance function• Compliance Improvement Plan (CIP) to be developed to include a suite of supporting plans• Remedial works trackers across all areas• Housing Health Safety and Compliance Board• Monthly reporting to RSH• Quarterly reporting to Cabinet• Sufficient capital and revenue budget provision• Increased contractor capacity to deliver CIP	October 2021	4	2	8	Manage	5	4	20
			Risk Control Action							
			Action		Owner	Target Date	Update			
			CIP and suite of documents including Recovery Plan (what we are doing to support/achieve recovery to 100% compliance)		Housing Operations Director	Dec 21				
			Dashboard (the data that shows progress)							
			Building Safety Bill Act requirements							
			Risk assessment plus impact and mitigations							
Recruitment to be completed		Exec director of community services	Dec 21							
Budget provision to be recommended for approval November Council		Exec director of community services	Nov 21							
Remedial Works Trackers		Housing Operations Director	Dec 21							

			Contractor Capacity	Housing Operations Director	Ongoing to Dec 22	
<ul style="list-style-type: none"> • Comments: The Regulator of Social Housing has found NCC in breach of the Home Standard. The RSH served NCC with a Regulatory Notice on the 27th of October 2021 setting out details of the breach. 						

Risk 15: Failure to be able to draw down £15m of HIF money previously secured from Homes England and under contract to assist with the delivery of Anglia Square			Owner: Executive Director Development & City Services					Risk Direction:	New		
				Target Risk				Current Residual Risk			
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score	
<ul style="list-style-type: none">Failure to be able to draw down £15m of funding previously secured from Homes England in order to assist delivery of Anglia Square redevelopmentHIF funding needs to be spent by March 2024 at latest. Current HE advice is this means not only being drawn down by the Council from HE but also being able to evidence delivery of eligible infrastructure before payments are drawn downFollowing refusal of previous planning application for the site timetable is challenging insofar as a revised application is due to be submitted in March 2022. Earliest possible planning decision issued likely to be autumn 2022. Start on site prior to 2023 unlikely	<ul style="list-style-type: none">Threat to the redevelopment of Anglia Square – continued blight on northern City CentreNew housing and commercial development not delivered – needs remain unmetLoss of future Council tax and business rates income to CouncilReputational risk to council through failure to draw down allocated funding	<ul style="list-style-type: none">Regular liaison with Weston Homes and Colombia Threadneedle to ensure that consultation and processing of application is handled promptlyRegular engagement with Historic England to minimise prospects of objections/request for call-in of applicationEngagement with Homes England to understand parameters around HIF funding	2/11/21	4	2	8		4	4	16	
			Risk Control Action								
			Action		Owner		Target Date	Update			
			Engagement with Weston Homes re planning application		Sarah Ashurst		On going	Pre -application engagement/consultation on track			
			Engagement with Historic England		Graham Nelson		Quarterly	Meetings with Regional Director scheduled			
			Engagement with Homes England		Graham Nelson		On-going	Regular liaison meetings with HE and occasional meetings re Anglia Square.			
Commission detailed advice on state aid rules post Brexit and definition of eligible infrastructure for HIF funding		Graham Nelson		March2022	Meeting scheduled with HIF staff to explore additional capacity funding						
Comments:											

Risk scoring matrix

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

Appendix A. Community Services

A.1. Performance

A.1.1. Summary of performance

Community Services has thirteen KPIs, twelve of which report quarterly and one annually. For this quarter, the directorate reports 6 green indicators, 4 amber, 1 red and 2 white (monitoring data—no target set). The white indicators are response times to FOI requests and corporate complaints. Though these KPIs are owned by Customers, IT and Digital, the commentary rightly demonstrates that the performance against these indicators is ultimately spread across the council. The data is then given per directorate for each indicator. Target and intervention levels for these indicators have been drafted, to come into effect for 22-23.

For the one red indicator (housing KPI for average re-let time in days), context about the challenges around the repairs and maintenance service is provided in the next section.

A.1.2. Successes and challenges

Successes

Great work continues through our housing teams, with a number of successful bids for funding made, including the below (see also the case study in A.1.3):

We were successful in leading a Norfolk-wide bid to MHCLG (now Dept for Levelling Up, Housing and Communities) securing £330,000 to help provide people leaving prison access accommodation in the private rented sector who would otherwise be rough sleeping. The bid was a Norfolk-wide application in conjunction with Probation partners (regionally and locally) and the other six district local housing authorities. The money will fund four housing options workers (for a period of 12 months) in areas of high demand in Norfolk to help people find and retain these homes.

This fund is part of joint working with the Ministry of Justice and has been developed to complement the MoJ's recently announced Community Accommodation Service (CAS), which will provide interim accommodation for people who are homeless on leaving custody, for up to 12 weeks. For Local authorities (like Norwich), the aim is to build a pathway for those who would otherwise be homeless on leaving prison, before moving onto their own tenancy through the schemes this funding will unlock.

Challenges

Following an internal review which identified concerns relating to health, safety and compliance in our council homes we made a self-referral to the Regulator Social Housing (RSH) at the end of July this year. Our self-referral set out the emerging position relating to compliance. We have been working with the RSH, providing information, and sharing plans for actions and improvement since July. In response to the review, we have developed and implemented a range of actions and plans to return us to full compliance. These include:

- Housing Compliance Board – to monitor progress, agree resources and liaise with RSH
- Compliance Improvement Plan
- Reviewing arrangements for delivery of compliance works
- Prioritising programmes of work – electrical inspections, water hygiene inspections
- Completing outstanding fire risk assessments in tower blocks
- Appointing water hygiene contractors
- Appointing skills and expertise in house

This area of work will be our highest priority over the coming months and will require re-profiling of existing priorities, additional resources, funding, and focused leadership to ensure that progress towards full compliance is maintained.

Performance relating to repairs and maintenance services continues to be challenging. Backlogs which arose during Covid continue, and performance across repairs and maintenance services has fallen during Q2. Discussions are underway with contractors to address the challenges with procurement of additional capacity to address the backlog emerging as the most likely approach to improve performance prior to NCSL taking delivery of services in April 2022.

A.1.3. Case Study

Norfolk PRS Access scheme for ex-offenders (12 month project)

Norwich City Council were successful in a £330,000 bid to help people leaving prison into secure private rented sector accommodation. We are leading on this 12-month project working with a variety of partners in the voluntary and statutory sector to support an estimated 85 ex-offenders in Norfolk. The project will fund four specialist housing advisers (based within Norfolk Housing options teams) who will provide support to clients to access and sustain their new tenancies. While we are currently in mobilisation phase, recruiting housing advisors for the project, we have already helped 3 people into housing.

Temporary Domestic Abuse safe accommodation project

Using some of our Covid Outbreak Management Funding, we are funding 4 beds in safe accommodation for women fleeing domestic abuse. This project, funded until the end of March 2022, will deliver much needed accommodation with housing related support for women fleeing domestic abuse, and will help us meet new duties under the Domestic Abuse Act.

Mobilising to address disabled need in housing

August alone saw the council's home improvement team deliver £225k of disabled adaptation improvements to residents' homes, with a similar level of investment continuing into Autumn. This is the highest level of investment in disabled adaptations over the last eight years, significantly higher than the previous record of £160k in a single month. The team have completed 161 adaptations across all tenures this financial year, with 91 of these being council tenants. The team is working at pace to reduce the waiting list for disabled adaptations which has increased due to recent disruption. The team's work is programmed up until Christmas with eight further adaptations each week being completed.

Digital Inclusion

The Good Economy Commission's trial of an emergency data bank has so far proved hugely successful. Many people are not able to sign up for phone contracts due to financial or logistical reasons, so our fund allows them to receive emergency mobile data (usually within 24 hours) so they can stay connected. In total 64 SIMS have been provided to 52 residents in need as part of the scheme.

A.2. Finance

A.2.1. Community Services revenue budget

The forecast outturn for the directorate at Q2 shows a £0.325m overspend.

The directorate has a vacancy savings budget of £0.236m. At Q2, £0.053m of the target has been achieved and salary budgets have been amended to reflect this. £0.091m has been forecast to be achieved by the end of the financial year with the remaining £0.091m of savings not yet identified.

A.2.2. Key variances

Figure 3.1: Community Services key variances

Community Services	Budget (£000)	Forecast Outturn (£000)	Forecast Variance (£000)
Community Services	324	471	146
Customers, IT & Digital	3,629	3,725	96
Strategy, Engagement & Culture	3,716	3,542	(174)
Housing & Community Safety	1,101	1,358	257
Community Services	8,770	9,095	325
Key variances:			
Savings/increased income			
Riverside Leisure centre - The budget assumed full Business Rates would be payable, but centres is now eligible for 80% rate relief. The government also gave 100% rate relief for the first 3 months of 21/22 and 66% rate relief for the remainder of the year.			(98)
One-off grant from the land registry for digitalising land charges			(95)
Sport England grant in respect of Riverside Leisure Centre			(88)
Budget pressures – overspends/loss of income			
IT contract savings not expected to be achieved in 21/22			175
Housing Improvement Agency - original budget included recharges to capital iro recharges. These elements cannot be charged to capital so will remain in the GF.			106
Postage savings not expected to be achieved in 21/22			100
Vacancy factor savings not yet identified			91
Private Sector Leasing - net overspend forecast based on current occupancy and income levels			87
Other minor variances			47
Total forecast variance			325

Further detail is shown in **appendix 1**

The forecast for the service has reduced by £0.035m since Q1.

Figure 3.2 – movement since Q1

Area	Movement in forecast from Q1 (£000)	Comments
Riverside Leisure Centre	(98)	Unbudgeted grant from Sport England in relation to Riverside Leisure Centre
Other	63	
Total movement	(35)	

A.2.3. Savings tracker

The savings tracker summary for the directorate is shown below:

Figure 3.3

	Total Budget Savings (£)	Element of Saving at Risk (£)	Key savings at risk: £100,000 IT contract reductions £70,000 postage costs reduction
Complete	(549,003)	-	
Green	(62,300)	-	
Amber	(460,084)	223,677	
Red	0	-	
	(1,071,387)	223,677	

A.2.5. Housing Revenue Account revenue budget

HRA revenue: The forecast revenue outturn for the Housing Revenue Account at Q2 shows a £0.535m overspend.

Additional cost pressures of £1.3m have been forecast to address issues identified through an internal review of health, safety and compliance in our council homes. Further detail on the council's response and funding of the costs can be found in Cabinet report of 12th November and in Appendix A (section A.1.2).

During Q2 several other service pressures have been identified and Cabinet approval is sought for virements to reallocate expected budget underspends to meet these additional costs (see **Annex 2**).

Potential risks

There is a potential risk surrounding delivery of the full repairs programme; action is currently being taken to increase capacity, but there remains a challenge in delivering against the full budget.

There is a financial risk in relation to the housing maintenance contract with potential additional costs arising within the Housing Revenue Account as a result of ongoing negotiations about services. It is expected that Cabinet will be updated on the final position in due course and any outcomes incorporated within future forecasts. This risk is included within the Corporate Risk Register, however due to commercial sensitivity it is not published as part of this report. Members will be circulated a copy of the risk item to provide further context.

Figure 3.4

Housing Revenue Account	Budget (£000)	Forecast Outturn (£000)	Forecast Variance (£000)
General Management	14,120	14,883	764
Special Services	5,212	4,819	(393)
Repairs & Maintenance	13,844	13,598	(246)
Rents, Rates, & Other Property Costs	5,687	5,528	(160)
Provision for Bad Debts	721	721	0
Depreciation & Impairment	23,264	23,320	56
Adjustments & Financing items	5,433	5,433	0
Garage & Other Property Rents	(2,148)	(2,112)	36
Dwelling Rents	(57,985)	(57,808)	177

Service Charges - General	(7,813)	(7,594)	220
Interest Received	0	0	0
Miscellaneous Income	(82)	0	82
Amenities shared by whole community	(254)	(254)	0
Housing Revenue Account	(0)	535	535
Key variances:			
Savings/increased income			
Repairs fund - responsive repairs. In some areas costs are falling and some workstreams are delayed.			(750)
Voids repairs underspend forecast based on NNBL's existing resourcing. A business case has been submitted by NNBL for the use of sub-contractors but not yet approved. If approved, the underspend may reduce			(250)
Other minor variances			(42)
Budget pressures – overspends/loss of income			
Emerging pressures in relation to the housing maintenance contract and compliance work.			1,351
Dwelling properties' void rate slightly higher than anticipated			226
Total forecast variance			535

The forecast for the HRA has increased by £0.171m since Q1. The key areas of movement are shown in the table below:

Figure 3.5: HRA forecast variance movement since Q1:

Area	Movement in forecast from Q1 (£000)	Comments
Various	1,319	Emerging pressures in relation to the housing maintenance contract and compliance work.
Repairs	(750)	Mainly due to reduction in general repairs and exterior painting requirement
Void repairs	(250)	Reduction in void works based on current requirements
Other	(148)	
Total movement	171	

A.2.7. General Fund Community Services capital budget

The forecast capital outturn for the directorate at Q2 shows a £1.427m underspend.

Figure 3.6:

	Budget (£000)	Actual to date (£000)	Forecast outturn (£000)	Forecast variance (£000)
GF - Community Services	3,950	341	2,524	(1,427)

A full breakdown by project is attached in **appendix 3**

A.2.8. HRA Community Services capital budget

The forecast capital outturn for the directorate at period Q2 shows a £8.129m underspend.

Figure 3.7:

	Budget (£000)	Actual to date (£000)	Forecast outturn (£000)	Forecast variance (£000)
HRA	31,180	6,716	23,052	(8,129)

A full breakdown by project is set out in **appendix 4**.

A.3. Risk

Directorate items included on the Corporate Risk Register are summarised below:

Q2 2021/22	Current residual	Target	Movement from Q1
Sustained increase in homelessness and temporary accommodation	9	9	Moved to Directorate Risk register
R7: Cyber Security	12	12	↔
R8 Data Compliance	9	9	↓
R9: Failure to fulfil statutory or legislative responsibilities - safeguarding	15	12	↔
R10: Removed due to confidentiality			
R11: Antisocial behaviour	16	6	↔
R14: Health, Safety and Compliance in council homes and buildings	20	8	NEW

Annex A1: Community Services General Fund Revenue Budget

CC	CC Description	Budget (£000)	Actual to Date (£000)	Forecast out-turn (£000)	Forecast variance (£000)
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Community Services

310030	Head of Comms & Culture	0	37	38	38
314035	Community Services	324	185	408	84
420020	Director of Neighbourhoods	0	25	25	25
		324	247	471	146

Customers, IT & Digital

321020	IT Services	1,094	1,031	1,135	41
321025	IT Infrastructure	552	368	586	34
321026	IT Applications	575	296	565	(10)
321027	Norwich City Services Ltd IT	0	52	48	48
321030	Systems Support	286	223	309	23
321040	Service Improvement	264	201	269	5
520040	Land Searches	(129)	(176)	(141)	(12)
550010	Customer Contact Team	848	617	790	(59)
550040	Mail Handling Team	139	284	165	26
		3,629	2,896	3,725	96

Housing & Community Safety

170000	Community Centres	79	60	80	1
410030	Homelessness	782	(640)	704	(79)
410031	Rough Sleepers	0	23	23	23
410040	Private Sector Leasing Scheme	(41)	(35)	46	87
410045	Syrian Refugee Programme	(19)	(10)	3	22
410060	Housing Options	(81)	494	(7)	74
410130	Housing Improvement Agency Tm	(29)	193	77	107
410140	Housing partnerships	111	372	142	31
411020	Contributions to HRA	254	0	254	0
412020	Non-HRA Housing Properties	(19)	(17)	(25)	(6)
644060	Closed Circuit TV	64	22	61	(3)
		1,101	460	1,358	257

CC	CC Description	Budget (£000)	Actual to Date (£000)	Forecast out-turn (£000)	Forecast variance (£000)
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Strategy, Engagement & Culture

170101	Norman Centre, Bignold Road	186	86	196	10
190710	St Andrews & Blackfriars Halls	288	63	259	(29)
310020	Communications Team	371	225	369	(2)
310060	Social Policy/Arts Grants	301	242	301	0
312020	Sport & Leisure Development	172	55	173	2
312040	Riverside Swimming Centre	267	72	81	(186)
313010	Tourist Information	42	(57)	96	54
314030	Culture & Events	191	15	182	(9)
320100	Head of Transformation	113	68	121	8
321050	Policy & Performance	199	202	165	(34)
321070	Fit for the Future	145	86	148	3
420060	Commissioning	39	12	39	0
420070	Financial Inclusion	184	60	181	(2)
420140	Community Enabling	287	126	270	(16)
420141	Active Hours	0	9	9	9
420160	Early Interventn & Comm Safety	78	30	87	9
510035	Project Place	461	135	461	0
522080	Covid recovery team	301	(22)	301	0
630010	Environmental Strategy	93	73	103	10
		3,716	1,481	3,542	(174)

Directorate Totals

8,770	5,084	9,095	325
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Annex A2: Community Service General Fund Capital Budget

HOS	GF Capital Expenditure Programme	Current Budget (£000)	Actual at P6 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
CID	IT Investment Fund - AA5206	88	0	88	0	Anticipated full use of budget in year
CID	IT Trans Digital platform Dev - AF5206	0	0	0	0	Expenditure on new laptops and peripherals completed and funded in 20.21.
HCS	CCTV replacement - AA5205	0	(6)	0	0	
HCS	DFG Residents Contribution - AQ0000	0	0	0	0	
HCS	CCTV replacement - AA5205	0	(8)	0	0	Project complete. Retention payable but accrual raised.
HCS	Disabled Facilities Grant - AA5207	1,140	98	900	(240)	Resources to be redistributed to increase spend on HIA/DFG in this financial year
HCS	HIA - Housing Assistance - AB5207	300	(11)	300	0	Resources to be redistributed to increase spend on HIA/DFG in this financial year.
HCS	Empty Homes Grant - AK0000	69	0	0	(69)	Project to commence in 2021/22.
HCS	DFG Residents Contribution - AQ0000	-	(13)	0	0	
SEC	Customer centre redesign - AA1000	25	0	25	0	
SEC	Chapelfield Gardens Improve TF - AA1063	68	42	68	0	Water upgrade complete. Electrical upgrade estimated January 2022, dependent on UKPN actions and timing.
SEC	Norman Centre replace boilers - AA1182	165	0	0	(165)	Repairs to boilers have extended life using revenue; Replacement reprofiled to 2023/24.
SEC	Community Centres - Upgrades - AA1184	60	0	60	0	EPC's being commissioned.
SEC	Cadge Road re-roofing works - AA1197	39	0	39	0	Expected works to be completed in full by end Jan 2021
SEC	Rside Leisure repl plant/equip - AA1912	22	0	0	(22)	To be carried over to 22/23 as per Opening Brief
SEC	St Andrew's Hall refurbishment - AA1959	267	182	267	0	Project progressing. Delivery of concert seating scheduled for November.

HOS	GF Capital Expenditure Programme	Current Budget (£000)	Actual at P6 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
SEC	TF make space at the halls - AB1959	1,000	0	98	(902)	Project fund reprofiled due to delays. Remaining budget to be carried forward to 22/23
SEC	St Andrews replace elect dist - AC1959	17	0	0	(17)	To be carried over to 22/23 to form part of TF project
SEC	St G's Kitch Elec upgrade - AD1959	6	0	0	(6)	To be carried over to 22/23 as per OB as part of wider TF project
SEC	CILN Community Enabling - AD5200	4	0	2	(2)	Some additional spend expected on a new Stuff Hub in Thorpe Hamlet shortly. Reprofile/review into 22/23 may be required.
SEC	CIL Crowdfunding match funding - AL5200	15	5	10	(5)	Due to Covid-19 delays for VCSEs it is anticipated that one further match funding up to £5k may be made in this financial year..
SEC	BEIS Green Homes Grant - BA0000	566	4	566	0	
SEC	CIL NeighbourhoodProjects18/19 - ZZ8039	42	0	42	0	
SEC	CILN CommunitySkillsMileXGrant - AT5200	10	0	10	0	
SEC	CILN The Feed Grant - AS5200	48	48	48	0	Roll over from 2020/21. Being used as projects present and expecting currently that this will be used by year end as that presents 1-2 projects only with average allocation amounts.
		3,950	341	2,524	(1,427)	

Annex A3: Community Services HRA Capital Budget

HRA Capital Expenditure Programme	Current Budget (£000)	Actual at P6 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
Replacement Tenancy & Est Man - AG5206	220	97	220	0	-
Electrical - 5110	3,602	1,335	3,602	0	-
Whole House Improvements - 5120	1,332	(2)	682	(650)	. A review of the contracting arrangements for WHI has impacted delivery. Programme will be reprioritised in Q3.
Kitchens - 5121	1,558	905	1,558	0	0
Bathrooms - 5122	2,254	881	2,254	0	
Heating/Boilers Communal - 5130	5,064	205	2,773	(2,291)	. Project start dates have been amended to reflect resources and priorities in this financial year.
Heating/Boilers Domestic - 5131	3,177	1,128	2,927	(250)	Small (0.6%) forecast underspend against budget as a result of variations in number of replacements required and installations completed.
Thermal Comfort - 5140	26	0	3	(23)	Money committed to date is retention release on a contract completed in a previous year.
Solar Therml/Photovoltaic - 5141	714	3	714	0	Contract award pending outcome which may result in reprofiling of programme.
Windows - 5150	2,900	457	1,000	(1,900)	Funding to be reprofiled to support interim repairs to windows pending comprehensive Tower survey.
Doors - 5151	881	222	881	0	
Door Access Controls - 5160	482	31	362	(120)	Awaiting leaseholder consultation
Estate Aesthetics - 5161	769	8	450	(319)	New contract awarded.
Vehicle Hardstanding - 5163	205	37	140	(65)	No further large schemes planned, only minor capital works
Sheltered Hsg Comm Facs - 5171	135	5	135	0	

HRA Capital Expenditure Programme	Current Budget (£000)	Actual at P6 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
Re-Roofing - 5180	963	(8)	883	(80)	
Structural - 5181	3,791	933	2,400	(1,391)	Reprofiling of forecast spend following validation surveying and delays to tendering process. S20 leasehold consultation required.
Tower Block Regeneration - 5182	1,537	484	1,000	(537)	Forecast underspend as awaiting costs of Rises and Laterals at Normandie Tower prior to stage 2 Leaseholder consultation to commence.
Lift Upgrades - 5183	154	0	0	(154)	Lift contract is currently out for retendering due to procurement requirements .
Disabled Adaptations - 5190	1,127	(64)	870	(257)	
Stairlifts - 5191	51	21	36	(15)	P6 forecast based on demand.
Community Alarm - 5192	205	37	130	(75)	Underspend is due to costs coming in under estimated budgetary costs for two schemes.
Catton Grove CC replace EDB - AA1186	9	0	7	(2)	Tender response lower than forecast.
Comm centre assets HRA impact - BB0000	25	0	25	0	0
	31,180	6,716	23,052	(8,129)	

Annex A4: Community Services HRA revenue budget

CC	CC Description	Budget (£000)	Actual to Date (£000)	Forecast out-turn (£000)	Forecast variance (£000)
710020	Head of Neighbourhood Housing	1,177	478	1,816	639
710030	Tenancy Services Manager	153	38	153	(0)
710050	Tenancy Support	89	43	95	6
710110	Unallocated Costs	4,454	0	4,579	126
710120	Neighbourhood Services	2,556	823	2,701	146
710125	Domestic Abuse Co-ordination	67	(11)	34	(33)
710130	ASB Team	1,023	312	1,163	140
710145	Specialist Support Team	462	134	459	(4)
710150	Innovation & Improvement Team	674	208	685	12
710170	Collection Team	2,471	488	2,260	(211)
710180	Home Ownership Team	826	129	782	(44)
710210	Area Housing Offices	38	20	39	1
710220	HRA Properties Disposal	14	0	3	(10)
710230	Void Dwelling Management	116	50	113	(4)
721020	Estates Management	2,860	806	2,484	(377)
721040	District Heating	560	210	560	0
722020	Sheltered Housing	344	98	335	(10)
722025	Sheltered Hsg Tenancy Mgmnt	830	183	835	5
723100	Caretakers - Mobile	111	30	108	(3)
723200	Caretakers - Static	328	109	321	(7)
723300	Caretakers - Supervisors	95	31	94	(0)
723400	Caretakers - Apprentices	84	28	83	(1)
730020	HRA Repairs	11,551	(211)	11,471	(79)
730025	HRA Repairs Sheltered Housing	50	4	50	0
730040	HRA Repairs Tenant Contrib	(534)	(77)	(450)	83
730080	HRA Repairs - Void Properties	2,777	(1,062)	2,527	(250)
740010	General HRA Premises	5,687	2,496	5,528	(160)
740020	Provision for Bad Debts	721	0	721	0
740030	Central Expenses	23,264	0	23,320	56
740040	MIRS (SMHRAB) Reversing Items	(10,343)	0	(824)	9,519
740045	MIRS (SMHRAB) Non-Reversing	15,777	0	6,258	(9,519)
740080	Rents - Shops & Shop Flats	(799)	(392)	(768)	31
740090	Rents - Other land & buildings	(78)	(31)	(72)	5
740100	Rents - Adjustments	194	54	145	(49)
740110	Rents - Estate Properties	(58,179)	(30,005)	(57,954)	226
740120	Rents - Garages	(1,271)	(650)	(1,271)	0
740140	Service Charges - Tenants	(6,806)	(3,426)	(6,587)	219
740141	Service Charges - Leaseholders	(1,008)	(169)	(1,007)	1
740170	Miscellaneous Income	(82)	6	0	82
740190	General Fund Contribution	(254)	0	(254)	0
		0	(29,255)	535	535

Appendix B: Corporate and Commercial Services

B.1 Performance

B.1.1 Summary of performance

Corporate & Commercial Services has four KPIs, all of which report quarterly. At the time of reporting, the directorate observed one red indicator, one amber and two green. The red indicator around processing new Housing Benefits claims saw a marked improvement from the previous quarter, cutting the processing time by ten days.

B.1.2. Successes and challenges

Successes:

- While Housing Benefit (HB) processing speeds still remain outside the 21 day target Q2 has seen a vast improvement compared to Q1, with average assessment times reduced by 10 days (34 days down to 24). The service has worked hard to clear a number of older claims, alongside the newly received, while also balancing other priority workstreams such as Track & Trace Self-isolation Payments and Discretionary Housing Payments. This has improved the age profile of outstanding new claims, with the majority awaiting assessment in the 1-21 day age bracket.
- The updated risk management strategy and policy was approved by Cabinet in October.
- The finance and audit teams contributed to the first combined quarterly assurance report to Cabinet in September, bringing together the financial, risk and performance data.

Challenges:

- Recruitment will commence shortly in finance for several roles in light of retirements and turnover. Recent experience has found recruitment to both permanent and interim roles has been challenging. The team will work closely with HR to progress the recruitment and promote roles.
- The finance team is continuing to work alongside service leads and the strategy team to identify and assess budget options for 2022/23 and beyond. This will continue to be a significant and challenging exercise during the next quarter ahead of Budget Council in February 2022. Alongside this work the team will need to support the external audit process for the 2020/21 Statement of Accounts.

B.1.3 Case Study

Our new [non-commercial debt policy](#) has created a strong foundation on which we have been able to start to build much stronger holistic, wraparound support for vulnerable customers in debt, while at the same time maintaining an income for much-needed services.

Our focus has been to strengthen and build on our collaborative working – working across services and departments to find solutions together. This means, in particular, our most vulnerable customers experience a ‘no wrong door approach’ – they don’t have to navigate around multiple departments in cases where more than one debt is owed, nor are at risk of falling through the gaps.

The Standard Financial Statement is in place, the [Debt Respite Scheme](#) has been implemented, and a new debt management flag ensures officers are aware when a resident may need more support to manage their debt. Staff from multiple teams meet briefly every week to highlight residents they may be aware of that are struggling, to ensure their needs are met.

We continue to build on this success, including looking at best practice from other leading authorities with a focus currently on:

- maintaining collection rates while continuing to provide support for people during difficult periods
- early intervention tools – being able to support people before they reach crisis.

In the case of Council Tax, for example, our commitment is to make sure we take personal circumstances into account when making decisions about debt collection methods and the impact any debt recovery would have on the individual.

As part of this process, we are also running a pilot where cases that would previously have been sent to Enforcement Agents (with additional fees of up to £310 charged to the debtor) will now be put through a process to recover the debt without the application of fees.

We're piloting a new approach with our debt enforcement agents in which customers will be contacted by email, text, and phone-call where we hold the necessary details, or written to where other contact details are not held.

If customers don't engage in response, we'll also carry out a visit to try to secure an arrangement for payment and signpost to services that can help customers manage their debt.

B.2 Finance

B.2.1 Corporate & Commercial Services revenue budget

The forecast outturn for the directorate at Q2 shows a £0.075m overspend.

The directorate has a vacancy savings budget of £0.188m. At Q2, £0.119m of the target has been achieved and salary budgets have been amended to reflect this. The remainder of the saving is expected to be achieved by the end of the financial year.

B.2.2 Key variances

Figure 3.1: Corporate & Commercial Services key variances

Corporate & Commercial Services	Budget (£000)	Forecast Outturn (£000)	Forecast Variance (£000)
Corporate & Commercial Services	426	414	(12)
Revenues & Benefits	3,069	3,198	129
Finance, Audit & Risk	722	691	(31)
HR & Organisational Development	740	742	1
Legal & Procurement	1,783	1,771	(12)
Corporate & Commercial Services	6,741	6,816	75
Key variances:			
Savings/increased income			
Net additional new burdens grant funding not forecast to be utilised in relation to distribution of business support grants			(45)
Other minor variances			(55)
Budget pressures – overspends/loss of income			
Net housing benefit forecast position mainly due to lower than anticipated housing benefit subsidy recovery rates - partially offset by increase in identified overpayments and reduction in overall debt			175
Total forecast variance			75

Further detail is shown in **appendix 1**

The forecast variance for the service has reduced by £0.047m since Q1. The key areas of movement are shown in the table below:

Figure 3.2 – movement since Q1

Area	Movement in forecast from Q1 (£000)	Comments
Housing Benefit	(78)	Movement in net Housing Benefit subsidy position, based on recovery rates and debt movement
Employees	(71)	Net reduction in forecast relating to salaries and associated costs, mainly due to vacancies
Revs & Bens	170	Increase in the amount of New Burdens funding anticipated to be utilised than forecast in Q1
Other	(68)	
Total movement	(47)	

B.2.3 Corporate Financing revenue budget

The forecast outturn for the directorate at Q2 shows a £0.997m underspend. This reflects a £0.018m reduction since Q1.

Figure 3.3: Corporate Financing key variances

Corporate Financing	Budget (£000)	Forecast Outturn (£000)	Forecast Variance (£000)
Corporate Financing	(21,549)	(22,546)	(997)
Key variances:			
Savings/increased income			
Lower than budgeted borrowing costs based on current loans position			(591)
Reduction in revenue contribution to capital as Homes Improvement Agency adaptations work forecast to be fully funded from Disabled Facilities Grant			(280)
Government grants - higher estimated recoverable amount based on sales, fees and charges performance in Q1			(200)
Budget pressures – overspends/loss of income			
Other minor variances			74
Total forecast variance			(997)

Further detail is shown in **appendix 2**

B.2.4 Savings tracker

Figure 3.4:

	Total Budget Savings	Element of Saving at Risk	Additional savings	Key savings at risk: £35,000 Finance capital recharges
Complete	(115,893)	-	(7,400)	
Green	(1,258,000)	-	(590,000)	
Amber	(91,000)	35,000	0	
Red	0	-	0	
	(1,464,893)	35,000	(597,400)	

B.2.5 Outstanding debt

The current outstanding sundry debt for the directorate at the end of Q1 was £0.191m across 83 invoices.

The total outstanding debt relating to housing benefit overpayments at the end of Q2 is £5.227m. This is a £0.251m reduction since the end of 2021/22. The corresponding forecast reduction in bad debt provision is reflected in the overall housing benefit forecasts.

B.2.6 Corporate & Commercial Services capital budget

The forecast capital outturn for the directorate at Q2 shows a £0.031m underspend.







Figure 3.5:

Capital Programme	Budget (£000)	Actual to date (£000)	Forecast outturn (£000)	Forecast variance (£000)
GF - Corporate and Commercial Services	995	110	964	(31)

A full breakdown by project is attached in **appendix 3**

B.3 Risk

Directorate items included on the Corporate Risk Register are summarised below:

	Q2 2021/22		  
	Current residual	Target	Movement from Q1
Council Funding Short Term	8	8	Moved to Directorate Risk register
R1: Council Funding Medium-Long Term	15	10	
R2: Commercialisation	8	8	
R12: Contract Management – Governance	12	9	

Annex B1: Corporate and Commercial Services revenue budget

CC	CC Description	Budget (£000)	Actual to Date (£000)	Forecast out-turn (£000)	Forecast variance (£000)
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Corporate & Commercial Services

512020	Corporate & Commercial Services	426	173	414	(12)
		426	173	414	(12)

Finance, Audit & Risk

510050	Professional Finance	449	487	421	(28)
511070	Business Grants Covid 19	0	(63)	0	0
514010	Internal Audit	71	42	68	(3)
514015	External Audit	81	(160)	83	2
515030	Operational Finance	121	88	120	(1)
		722	395	691	(31)

HR & Organisational Development

530010	Personnel Corporate Costs	126	7,260	126	0
530020	Personnel Services	545	237	546	1
530050	Learning & Development	70	49	69	(0)
		740	7,545	742	1

Legal & Procurement

315010	Civic Expenses	140	12	112	(27)
510040	BRM Team	0	0	0	0
512010	Insurance	261	848	261	0
512015	NCS Ltd Insurance	0	2	0	0
520010	Members Expenses	476	222	473	(3)
520015	Electoral Registration	93	9	82	(11)
520020	Committee Secretariat	266	114	293	26
520030	Council Elections	215	237	263	49
521010	Legal Services	0	46	(16)	(16)
540010	Procurement Team	184	455	144	(40)
550080	Corporate Business Services	149	96	158	10
		1,783	2,040	1,771	(12)

Revenues & Benefits

515010	NNDR Admin	(147)	(331)	(214)	(67)
515020	Council Tax Admin	1,419	449	1,441	22
516010	HB Private Sector Rent Allwns	(46)	(248)	325	372
516020	HB Public Sector Rent Rebates	901	1,158	704	(197)
516040	Benefits Admin (HB + CTB)	942	276	942	0
		3,069	1,304	3,198	129

Corporate & Commercial Services Total

6,741	11,458	6,816	75
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Annex B2: Corporate Financing General Fund revenue budget

CC	CC Description	Budget (£000)	Actual to Date (£000)	Forecast out-turn (£000)	Forecast variance (£000)
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Corporate Financing

510030	Corporate Management	(1,506)	88	(1,429)	77
511010	Debt Management Expenses	0	137	0	0
511020	Financial Arrangements	(1,139)	3,271	(1,667)	(528)
511030	MIRS (SMGFB) Reversing Items	48	0	(232)	(280)
511060	MIRS (SMGFB) Non-Reversing	(17,212)	0	(17,212)	0
511080	CT + NNDR Pool Income	154	(17,762)	154	0
511090	Corporate Financing	(2,257)	(396)	(2,523)	(266)
511100	General Fund Contingency	363	0	363	0
Corporate Financing Total		(21,549)	(14,662)	(22,546)	(997)

Annex B3: Corporate and Commercial Services General Fund capital budget

Project	Current Budget (£000)	Actual at Q1 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
NCS Ltd establishment costs - AA2013	841	110	841	0	September cabinet approved re-profiling on budget. 22/23 allocation brought forward to 21/22. Allocation between Intangibles and VPE in accord with cabinet report.
Finance System - AB5206	51	(0)	20	(31)	Anticipated full usage in year to complete implementation
HR System - AC5206	7	0	7	0	Anticipated full usage in year to complete implementation
Capital contingency - AH0000	95	0	95	(0)	Contingency fund expected to be fully utilised
	995	110	963	(31)	

Appendix C: Development and City Services

C.1. Performance

C.1.1. Summary of performance

Development and City Services has ten corporate KPIs, four of which only report annually in Q4. Of the six that report this quarter, one is red, three amber and two green.

The next section provides further context for the performance against CPI 19: Number of new homes completed, which reported red this quarter.

C.1.2. Successes and challenges

In terms of performance it is worth commencing with the challenge. This quarter saw the publication of the housing output indicator. This is published annually and covers the year ending March 2021. The annual target for housing delivery across the City is 477 net new homes to be delivered which is set in accordance with the apportionment of needs across Greater Norwich as identified in the joint core strategy. Clearly this is not an indicator which the Council directly controls as most delivery takes place through the private sector. However, it can have a considerable influence through its own house building activities (both building of new Council homes and through the activities of Norwich Regeneration Ltd), its housing enabling activities, wider regeneration/economic development initiatives and through the operation of its planning policies and development management function.

Housing delivery across Norwich fell sharply in the year ending March 2021 to a level considerably below target so is recorded as red. Delivery in 2020/21 was 300 new homes, a significant fall compared to delivery in the previous two years which were 495 (in 19/20) and 927 (in 20/21).

This fall in construction levels was not predicted prior to the pandemic hitting. From the pipeline of sites with planning permission it had been expected that delivery would continue at rates similar to the previous year. This shows the sudden impact of the pandemic on the construction sector as many construction sites across the city were required to stop work in spring 2020 and whilst it was possible for construction to resume within months new working practices requiring social distances did have a considerable impact and slowed the rate of development particularly on flatted development. It is noticeable that the impact of the pandemic was greater on housebuilding activity in Norwich and rates of development have been less severely impacted in surrounding areas where the proportion of flatted development is typically much lower.

The fall in housebuilding rates is not good news for the City. Not only does the construction sector provide an important source of employment and economic development activity, the homes provided assist with meeting identified housing needs. How the market is recovering is being closely monitored and the Council is doing what it can to assist.

This rather emphasizes the importance of delivering against key regeneration priorities such as Anglia Square, bringing forward the East Norwich development and supporting the Council's own housing building programme and the activities of Norwich Regeneration Ltd. Progress in regeneration matters is referred to further below, but following the grant of detailed planning permission for a further phase of the Three Score development at Bowthorpe in October construction on the next phase of 76 homes is due to commence in the new year.

Also key to stimulating the housing market will be the revolving fund that has been secured as part of the Towns Deal. This should give the Council a powerful tool to identify and tackle the many stalled development sites across the city and so provide a valuable source of new housing, but also address derelict and underused sites that frequently blight communities across the City.

All other indicators being reported for Development and City Services remained either green or amber as reported in Q1. However, it should be noted that performance improved in all three indicators being reported as amber in this quarter compared to Q1 albeit not by enough to move them green. Some positive highlights are brought out in the case study below.

C.1.3. Case Study

Enabling opportunities in the city

Following the easing of government Covid-19 restrictions, we adapted our support approach to be more around communications, influencing and behaviour change, rather than direct intervention, and it was decided that our dedicated public-facing team of Covid-19 support officers were to be stood down.

While the evident sadness and challenges of the pandemic is still very much present there have been some opportunities for organisations such as ours to rethink approaches and Covid-19 showed that as soon as there is a strong enough incentive, things can change and move quickly, which can lead to outstanding innovations and ideas.

An example of this was Norwich City Services Ltd performing deep street cleans including Prince of Wales Road, Gentlemans Walk and Hayhill and removing graffiti from private properties within the city centre. The company also provided additional support in The Close (Cathedral ground), collecting bins and litter picking as well as tidying up city centre highway shrub beds.

The council and partners have also taken major steps forward in terms of our regeneration and development programmes this quarter, including work to build five new homes on site at the former derelict Kings Arms pub in Mile Cross Road as well as moving forward with the council's first modular build site with partners Broadland Housing at Lakenfields due to complete in Q3.

The delivery of the £25m Town Deal funded programme has also come on leaps and bounds with all eight project plans having now received the green light from the government and the first of the projects, City College's Digi-Tech factory, opened and ready for students in September. The East Norwich masterplan is progressing well and the purchase of key site, Carrow House, this quarter acts as a key component to unlocking the potential for thousands of new homes and jobs in Norwich.

Plans for the regeneration of Anglia Square remains a top priority for the city council and Weston Homes have started to re-engage with the community and interest groups following the Secretary of State's refusal of the original planning permission.



Digi-tech factory (City College Norwich)



Councillor's Gail Harris and Vivian Thomas at the Kings Arms site development



Three Kings Lane – before and after graffiti removal (NCSL)

C.2. Finance

C.2.1. Development and City Services revenue budget

The forecast outturn for the directorate at Q2 shows a £0.331m overspend.

The directorate has a vacancy savings budget of £0.151m. At Q2, £0.046m of the target has been achieved and salary budgets have been amended to reflect this. £0.053m has been forecast to be achieved by the end of the financial year with the remaining £0.052m of savings not yet identified.

C.2.2. Key variances

Figure 3.1: Development and City Services key variances

Development & City Services	Budget (£000)	Forecast Outturn (£000)	Forecast Variance (£000)
Development & City Services	390	411	21
Environment Services	4,542	5,091	549
Planning & Regulatory Services	2,202	2,210	8
Property & Economic Development	(1,363)	(1,610)	(247)
Development & City Services	5,771	6,102	331
Key variances:			
Budget pressures – overspends/loss of income			
Off street car parks - forecast reduction in income from season tickets, contract parking & fees compared to budget			269
Reconciliation relating to the 20/21 payments due from Norfolk County Council in respect of on-street parking shows additional income accounted for in 20/21 will not be received. There is no overall financial impact, but a movement between financial years needs to be recognised, hence the overspend in 21/22.			134
Integrated waste management stretch target not expected to be achieved in 21/22			68

Environmental services stretch target not expected to be achieved in 21/22	53
Other minor variances	84
Savings/increased income	
Net forecast underspend in relation to investment properties. Largely due to increased income; revised rental agreements, income from properties not budgeted and properties not disposed of as originally anticipated.	(277)
Total forecast variance	331

Further detail is shown in **annex C1**

The forecast for the service has reduced by £0.239m since Q1. The key areas of movement are shown in the table below:

Figure 3.2 – movement since Q1

Area	Movement in forecast from Q1 (£000)	Comments
Investment Properties	(226)	Net increase forecast income in relation to investment properties
Other	(13)	
Total movement	(239)	

C.2.3. Savings tracker

Figure 3.3 – Development and City Services savings tracker:

	Total Budget Savings	Element of Saving at Risk	Key savings at risk: £225,000 Biffa contract savings – it is anticipated that £175k of this shortfall will be funded from the risk reserve, so is not included in the forecast at this stage. To be reviewed in P7 £55,000 cashless parking £38,000 parking in parks £25,000 cemeteries income £52,000 NPS core fee £53,000 environmental services contractual savings
Complete	(176,405)	-	
Green	(593,851)	-	
Amber	(245,966)	109,979	
Red	(380,044)	368,044	
	(1,396,266)	478,023	

The savings tracker summary for the directorate is shown below. It reveals a number of key challenges that are still being tackled in delivering the savings required. The main areas of challenges are highlighted in the table to the right, which are currently rated as either red or amber. This tends to be driven by the timing of when the saving can be introduced rather than whether the saving can be made or not. The services are working hard to introduce the savings and through doing this should be able to clarify the extent to which the savings will be able to delivered in year to inform future forecasting.

C.2.4. Outstanding debt

The current outstanding debt for the directorate at the end of Q2 was £2.393m across 1,620 invoices. This is an increase of £0.808m since Q1. A full review is to be undertaken with the aim of identifying old debt which is unlikely to be recovered and writing-off accordingly.

C.2.5. Development and City Services general fund capital budget

The forecast general fund capital outturn for the directorate at Q2 shows a £6.358m underspend.

£4.824m of the Q2 variance relates to Towns' Fund compulsory purchase order budget. This project has been reviewed and approval sought to reprofile is sought as part of the Cabinet Q2 Assurance Report.

Figure 3.4:

Capital Programme	Budget (£000)	Actual to date (£000)	Forecast outturn (£000)	Forecast variance (£000)
GF – Development and City Services	21,250	4,569	14,892	(6,358)

A full breakdown by project is attached in **annex C2**

C.2.6. Development and City Services HRA capital budget

The forecast HRA capital outturn for the directorate at Q2 shows a £4.682m underspend.

£3.746m of the Q2 variance relates to new build projects and £ 0.827m relates to Ailwyn Hall redevelopment; the budgets are likely to be re-profiled for utilisation in 2022/23.






Figure 3.4:

Capital Programme	Budget (£000)	Actual to date (£000)	Forecast outturn (£000)	Forecast variance (£000)
HRA – Development and City Services	18,839	1,947	14,157	(4,682)

A full breakdown by project is attached in **annex C3**

C.3. Risk

Directorate items included on the Corporate Risk Register are summarised below:

	Q2 2021/22		  
	Current residual	Target	Movement from Q1
R3: Health & safety in the workplace	8	8	
R13: Waste & Recycling	12	4	
R15: Anglia Square	16	8	NEW

Annex C1: Development and City Services revenue budget

CC	CC Description	Budget (£000)	Actual to Date (£000)	Forecast out-turn (£000)	Forecast variance (£000)
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Development & City Services

600040	Director of Regen & Developmnt	0	2	0	0
610015	Development & City Services	390	199	411	21
		390	201	411	21

Environment Services

100000	Markets	(466)	(275)	(470)	(3)
130000	Cemeteries	(48)	(28)	(53)	(5)
150000	Allotments	8	(23)	11	3
160000	Open Spaces	2,334	1,116	2,359	25
420150	Neighbourhood Operations	12	13	12	0
421010	Arboricultural services	193	51	193	(0)
421020	Mousehold Heath Conservators	205	79	204	(1)
421030	Highways Ground & Tree Maint	84	(1)	67	(17)
421040	Fringe Project	25	22	24	(1)
431020	Street Cleansing	1,592	799	1,582	(10)
431050	Environmental Services	(52)	1,329	0	53
431071	Environmental Services Team	759	228	726	(32)
431080	Integrated Waste Management	2,712	356	2,774	62
630070	Highways/Landscp Imprv & Maint	(91)	20	(65)	26
643020	Off Street Car Parks	(686)	(226)	(463)	223
643040	Multi-Storey Car Parks	(1,427)	(622)	(1,373)	54
643050	Multi-Storey Car Parks Staff	202	95	232	30
644010	On & Off Street Enforcement	(978)	509	(976)	1
644015	Bus Lane Enforcement	0	(19)	0	0
644020	Notice Processing	(51)	41	(62)	(10)
644030	Dispensations	0	(34)	0	0
644050	On Street Operations	(20)	(124)	114	134
644080	Permit Parking	0	(435)	0	0
644100	Housing Contract	0	(7)	14	14
644120	Earlham Park	(4)	0	0	4
645030	Public Area Lighting	241	59	241	0
		4,542	2,923	5,091	549

CC	CC Description	Budget (£000)	Actual to Date (£000)	Forecast out-turn (£000)	Forecast variance (£000)
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Property & Economic Development

110000	Livestock Markets - Group	3	(28)	3	0
120000	Conveniences	76	23	59	(18)
140000	Depots	5	4	7	2
180000	Buildings & Land	62	(83)	38	(24)
190000	Property Stewardship	231	112	231	(0)
210000	Economic Development	(50)	(30)	(53)	(2)
220000	Investment Properties	(3,477)	(3,218)	(3,754)	(277)
230000	Land Held for Future use	(0)	(0)	(0)	0
240000	Other Land	0	0	0	0
250000	Assets Used by Others	(32)	(15)	(19)	13
260000	Airport Industrial Estate	(24)	(441)	0	24
270000	Externally Granted Rights	18	12	25	7
280000	River Assets	12	3	12	0
290000	City Hall	1,048	469	1,033	(15)
290001	Pool Cars - City Hall	0	4	0	0
290003	Swanton Road	0	22	5	5
410070	Strategy & Development	4	73	4	0
510010	Residual Airport Joint	0	0	0	0
510020	Airport Appropriation a/c	(257)	(355)	(256)	1
600070	Head of City Development	205	58	191	(14)
610010	Economic Development Unit	336	16	284	(52)
620045	East Norwich Masterplan	0	72	0	0
620046	East Norwich Programme Mngmnt	0	68	0	0
620070	Towns Fund	93	(1,025)	93	0
620080	City Growth & Development	13	(8)	37	25
630060	Concessionary Bus Scheme	34	8	34	0
640210	NPS Joint Venture	(8)	819	70	78
640215	Maintenance Recharges NP&Rs	380	0	380	0
640220	Norwich NORSE Joint Venture	(40)	247	(40)	0
641150	Strategic Property	5	4	9	4
641160	Valuation & Property Mgmnt	0	(3)	(3)	(3)
		(1,363)	(3,192)	(1,610)	(247)

Planning & Regulatory Services

410010	Private Sector Housing	(27)	(53)	(18)	8
520070	Licensing	(42)	(87)	2	43
522040	Food, Health & Safety	666	222	663	(4)
522050	Environmental Protection	536	232	533	(4)
522060	Public Safety & Emergency Plan	39	44	57	18
522070	Emergency Events	0	12	0	0
600030	Greater Norwich Growth Board	44	30	44	0
620010	Planning Management Account	72	23	72	0
620015	Norfolk Strategic Framework	(8)	(122)	(8)	0
620030	Building Regulations NonCharge	91	6	91	0
620040	Planning Policy	446	254	446	(0)
620050	Conservation Dsgn & Landscape	194	121	199	5
620060	Development Management	190	(59)	131	(59)
		2,202	623	2,210	8

Directorate Totals

5,771	556	6,102	331
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Annex C2: Development and City Services general fund capital budget

HOS	GF Capital Expenditure Programme	Current Budget (£000)	Actual at P6 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
ENV	Eaton Park path replacement - AA1009	52	3	52	0	-
ENV	Wensum Park Stone Wall - AA1079	20	0	20	0	Works Ordered
ENV	Ketts Heights repairs/habitat - AA1112	109	3	50	(59)	P6 Commitments have been made to continue work with support from consultants. Full tender of works likely to be let in 22/23 therefore carry forward of budget likely to be required.
ENV	Earlham Cem railings replcmnt - AB1037	105	0	105	0	Carry-forward and 2021/22 budget reprofiled into future years as part of carry-forward report.
ENV	Waterloo Pk works to relet - AB1654	36	4	36	0	Lighting works ordered lift works pending
ENV	CILN 20 Acre Wood - AB5200	3	0	3	0	Forecast outturn matches c.fwd budget from 21/22
ENV	GNGB Football Pitch Imps - AB5202	40	0	0	(40)	Extension of the football season to complete the leagues due to covid meant that the window was missed.
ENV	Park toilet refurb Wen Hei Eat - BC0000	200	0	0	(200)	Works not expected to complete this year
PRS	Hay Hill Public Realm TF - AA1019	700	3	150	(550)	The spend profile had been adjusted in line with the revised project programme, Procurement of specialist consultants is being progressed to facilitate detailed design.
PRS	Air Quality Monitoring Equip - AA2017	50	0	50	0	Currently out to tender



HOS	GF Capital Expenditure Programme	Current Budget (£000)	Actual at P6 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
PRS	CIL Contribution Strategic - AE5200	1,393	0	1,393	0	Latest CIL forecasts confirm full utilisation of budget in 21/22.
PRS	GNGB Marrrt'sWy/HellsdnStnGrn - AN5202	145	1	145	0	Project spend still under review. Revised forecast will be available for P.7.
PRS	Transforming Cities Fund Contr - AW0000	530	0	200	(330)	Payment being made to County for works in King Street, Thorpe Road and St Stephens Road. £329,676 to be carried forward into 2022/23.
PRS	St Giles Public Realm TF - AZ0000	300	2	100	(200)	The spend profile had been adjusted in line with the revised project programme, Procurement of specialist consultants is being progressed to facilitate detailed design.
PED	Memorial Gardens Undercroft TF - AA1012	75	1	74	(1)	This requires listed building consent submitted June 2021, decision awaited, still targeting spend in year but there is a risk to this due to the delays in planning.
PED	Norwich Parks tennis expansion - AA1058	392	117	392	0	Carry forward of budget from 20.21. Works at Lakenham Rec/Heigham Park and Harford Park should be completed in 21/22.
PED	Earlham Park toiletreplacement - AA1064	96	99	114	18	Addn costs due to old foundation removal and new reqd result in extra site time, toilet hire and NPSN Fees
PED	Sloughbottom Park Toilets TF - AA1076	52	1	63	11	Identifying potential virement to support £11k overspend.



HOS	GF Capital Expenditure Programme	Current Budget (£000)	Actual at P6 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
PED	CILN Bowers Avenue Play Area - AA1133	25	25	25	(0)	
PED	River Wensum Pontoon replace - AA1210	12	0	12	0	No start to date but scheduled for completion by March 22
PED	2a Old Meeting Hse elec/boiler - AA1224	12	0	12	0	Quotes being obtained - this will need listed building consent which is yet to be submitted so spend in year will be tight but currently aiming for completion by end of March.
PED	StJohn Maddrmkt retaining wall - AA1255	70	0	70	0	Awaiting ground investigation results. Given investigations spend in year will be tight. Currently put to budget but may require carry forward.
PED	Guildhall (N&N Festival) TF - AA1287	161	43	161	0	Being delivered by Norfolk and Norwich Festival who are on site due to complete November 2021
PED	Ber Street 85-91 re-roofing - AA1364	41	0	41	0	Start date Oct/Nov completed by Dec 21
PED	Townshnd House Digital Hub TF - AA1391	72	8	72	0	MEES project expenditure on budget
PED	Exchange St 38 shop refurb - AA1437	61	0	61	0	Start date 18.10.21 completion December 2021
PED	4a Guildhall Hill remedy dilap - AA1465	86	0	86	0	Investigation works in progress. Drainage works will be identified



HOS	GF Capital Expenditure Programme	Current Budget (£000)	Actual at P6 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
PED	Swanton Road Anti-Waste - AA1546	0	0	0	0	Project complete and funded in 20/21
PED	Rvrside Rd Yacht Stat rep Quay - AA1694	8	1	8	0	Completed
PED	Hurricane Way 22 Solar PV - AA1730	101	0	101	0	Full PSDS budget to be applied. Provides £110K of funding.
PED	OldMeetingHse rpl fire det sys - AA1791	11	0	11	0	Resource secured to progress - listed building consent required and could cause delay to project and possible need for carry forward
PED	Riverbank stabilisation - AA1911	0	0	0	0	Investigation works carried out and funded in 20/21
PED	Heigham Park Tennis Pavilion - AA2014	175	5	85	(90)	Completion will slip into 22/23, so a proportion will need to be carried forward and an underspend is predicted but can be sure until quotes are returned
PED	Carrow House, King Street TF - AA2015	4,090	2,449	4,253	163	Acquisition has taken place - actual costs fees surveys and legals slightly over budget
PED	West End Street PlayAR MUGA TF - AA2016	80	45	80	0	Project completion in P7
PED	GNGB Castle Gardens - AA5202	50	0	50	0	21/22 Budget reprofiled. £100K transferred to 22/23.
PED	Eaton Pk Changing Rm shwr repl - AB1009	0	0	0	0	Project completed and funded in 20/21
PED	Motor Cycle Park - AB1021	0	0	0	0	
PED	TF- Digital hub - AB1391	235	44	235	0	Anticipated consultancy costs and project management costs



HOS	GF Capital Expenditure Programme	Current Budget (£000)	Actual at P6 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
PED	20 Hurricane Way demolition - AB1728	0	0	0	0	Budget vired to Capital Contingency and St Andrews MSCP Suicide Prevention Measures
PED	St Andrews suicide prevention - AB1857	10	0	10	0	Complete
PED	AFI Lawrence House Lift Refurb - AB2010	190	0	190	0	Contractor to be appointed October 21
PED	Park Depots demolition - AD0000	0	(7)	0	0	Retention still to be paid but accrual raised 20/21
PED	GNGB Riverside Wk Access Imps - AD5202	60	0	60	0	
PED	St Giles MSCP lighting upgrade - AE1856	14	1	14	0	RW chasing NPSN for final invoice.
PED	CCAG2 Fifers/Ives/Heyford Rdbt - AE5204	0	0	0	0	
PED	Riverside Fpath DLighting upgr - AF0000	0	0	0	0	
PED	St Giles Suicide prev measures - AF1856	10	0	10	0	Works to be completed by March 22
PED	GNGB UEA Eaton boardwalk ext - AG5202	28	1	2	(26)	Additional funding award confirmed from GNGB of £17,000 in order to complete the works. However due to delays with Procurement, weather has now broken and site inaccessible for works until spring. Contractor award imminent. Anticipate carry forward of £25,604 (£42,604 inclusive of additional £17,000 award).
PED	City Hall heating system - AH1000	461	304	461	0	Works commenced but additional cost due to asbestos issues - forecast will be reviewed for P6 but may be possible to fund from Salix funding left over from air source heat pump project
PED	GNGB Earlham Millenium Green - AI5202	10	4	10	0	



HOS	GF Capital Expenditure Programme	Current Budget (£000)	Actual at P6 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
PED	City Hall Kitchens & Toilets - AJ1000	1	1	1	0	NPSN to determine outstanding budget (after Norse have submitted their invoices for costs to date). Works in 2021/22 will be in line with the budget remaining - virement of remaining budget to benches project being considered
PED	CILN Netherwood Green - AK5200	17	0	0	(17)	Tree work will be completed in autumn 2022
PED	Capital Grants Housing Asscns - AM0000	0	135	0	0	
PED	GNGB Comm Accss Imp-20 Acre Wd - AM5202	63	1	63	0	Budget set at 20.21 c/fwd £57K plus £6k budget included in the 21.22 programme.
PED	CIL Yare-Wensum Green Infrastr - AO5200	3	3	3	0	Final GNGB CIL funded fees in 21.22.
PED	Digitech Factory CCN TF - AX0000	1,500	1,000	1,500	0	Project complete
PED	ACE Centre CCN TF - AY0000	3,100	0	3,100	0	Project is estimated to spend the majority of its funding in this FY & may be some slippage into 22/23 depending upon any slippage of contracted building works. Will have a clearer picture by P8.
PED	Min Energy Effic Standard MEES - BD0000	40	0	0	(40)	Installation unlikely this year due to need for further investigations and negotiations on lease
PED	City Walls repair programme - BE0000	40	1	40	0	
PED	Closed Churchyards repair prog - BF0000	10	0	10	0	
PED	TF Compul Purch order rev fund - BG0000	4,924	56	100	(4,824)	Only preliminary costs anticipated in 2021/22 with first acquisition in 2022/23.
PED	TF Programme - branding - BH0000	118	0	0	(118)	Towns Fund branding expenditure has been re-classified as revenue.



HOS	GF Capital Expenditure Programme	Current Budget (£000)	Actual at P6 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
PED	TF - Programme management - BI0000	47	13	47	0	
PED	S106 Castle Green Play Project - EV5201	65	4	50	(15)	P6. Anticipated start date for project 1 Dec 2021. Projected spend to end of financial year £50k (plus the CIL funds under separate project code) but works and payments likely to extend into 22/23 with probable carry forward required.
PED	S106 Bowthorpe Southern Park - EX5201	5	4	4	(1)	
PED	S106 Play Sector 3 & 4 Imps - EY5201	6	0	0	(6)	Requires adjustment to contribute to Bowers Avenue project and reduce NHCIL element
PED	S106 Bowthorpe Clover HI Acs - FF5201	41	0	5	(36)	Member of staff has returned from maternity leave allowing project to progress. It will not be possible to complete main construction works in remainder of 21/22 therefore carry forward of £35,636 into 2022/23 required.
PED	S106 Bunkers Hill - Entrance - FL5201	30	1	30	0	
PED	Tourism Support package - ZZ5021	212	193	202	(9)	Clutter removal and literary themed seating commissioned from Norfolk County Council. £9,000 underspend forecast and may require carry forward.
PED	CCAG2 20 mph areas (yellow) - AN5204	0	0	0	0	
PED	CH ASHP/Secondary Glazing/LED - AM1000	627	0	627	0	Air source heat pump & LED lighting scheme has been resubmitted to BEIS and revised schedule for delivery in 21/22 has been approved. Planning and tender process must be completed by end of P8 21/22. Delivery date extended until the end of P11



HOS	GF Capital Expenditure Programme	Current Budget (£000)	Actual at P6 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
						21/22.
PED	CityHall chamber bench consvtn - AL1000	34	0	45	11	
PED	20 Hurricane Way Fencing - AA1728	0	0	0	0	
		21,250	4,569	14,892	(6,358)	



Annex C3: Development and City Services HRA capital budget

GF Capital Expenditure Programme	Current Budget (£000)	Actual at P6 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
Demolition & Site Maintenance - AA5100	50	(0)	50	0	P6 - plans to spend on getting feasibility work on
HRA New Housing 23 The Crofts - AA5211	5	0	5	0	
HRA New Housing 22 Globe Place - AA5212	1	0	1	0	
HRA New Housing 29 Boundary Rd - AA5213	2	0	2	0	
HRA New Housing 11 Hudson Way - AA5214	3	0	3	0	
HRA New Hsg 165 Spring Bank - AA5215	21	0	21	0	
HRA New Hsg 68 Caddow Road - AA5216	11	0	11	0	
HRA NewHsg 30/32 Old Palace Rd - AA5218	0	0	0	0	
HRA New Hsing 77 Barnesdale Rd - AA5219	3	0	3	0	
HRA New Housing 57 Peverell Rd - AA5220	21	0	21	0	
HRA New Hsg 73 West End St - AA5221	21	0	21	0	
HRA New Hsng 157 Armes Street - AA5222	5	9	5	0	
HRA New Housing 45 Clarkson Rd - AA5223	259	241	259	0	P6 - property acquired
HRA New Hsg 334 Gertrude Road - AA5224	144	128	144	0	P6 - property acquired
HRA CP 20/21 Mile X Depot Site - AB1005	1,960	12	1,105	(855)	P6 - Forecast from delivery team based upon commencing enabling works and completing design to RIBA stage 3. Spend re-profiled in future years
New Build Opportunities - AB5100	3,368	0	3,368	0	P6 - C/fwd of £1.793m for 6 acquisitions and Land Acquisition - remainder for further land acquisition
LANB-Goldsmith Street - AD5100	34	(50)	34	0	P6 - £34k for minor works remaining on site
LANB-Brazengate - AE5100	0	(15)	0	0	P6 - Accrual raised. Net expenditure £nil in 21/22



GF Capital Expenditure Programme	Current Budget (£000)	Actual at P6 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
Threescore phase 3 - AI5100	4,660	89	3,180	(1,480)	P6 - Forecast from delivery team - spend re-profiled in future years
LANB - Northumberland Street - AJ5100	689	0	0	(689)	P6 - Land disposed and project cancelled
Capital Grants Housing Asscns - AM0000	2,000	1,074	1,891	(109)	P6 - forecast based upon grants approved to date
LANB Argyle Street - AP5100	1,300	(23)	578	(722)	P6 - Revised forecast from delivery team - project delayed and spend re-profiled for future years.
LANB Kings Arms - AQ5100	932	27	932	0	
Ailwyn Hall redevelopment - AR5100	827	3	0	(827)	Scheme unlikely to progress further in this financial year.
Threescore phase 3 - AI5100	2,000	0	2,000	0	Approved loan funding for NRL TSC Phase 3.
HRA New HSG 21 Harpsfield Road - AA5226	326	272	326	0	
HRA New HSG 83 Mousehold St. - AA5225	197	180	197	0	
	18,839	1,947	14,157	(4,682)	



Committee Name: Cabinet

Committee Date: 17/11/2021

Report Title: Scrutiny recommendations to cabinet

Portfolio: Councillor Kendrick, cabinet member for resources

Report from: Executive director of community services

Wards: All Wards

OPEN PUBLIC ITEM

Purpose

To consider the recommendations made by scrutiny committee on 15 July, 9 and 16 September 2021.

Recommendation

To consider whether to adopt all or some of the recommendations from the scrutiny committee.

Policy Framework

The Council has three corporate priorities, which are:

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

This report meets the corporate priorities for people living well and great neighbourhoods, housing and the environment.

Report Details

1. The main topic for the scrutiny committee on 15 July was air pollution from woodburning. A report was prepared by the council's public protection officer which reviewed wood and coal burning from domestic fires and its contribution to pollution from particulate matter. The report looked at current pollution levels in Norwich, regulatory requirements, health implications and public awareness. The committee also heard from Emeritus Professor Claire Reeves from the University of East Anglia who spoke about sources of pollution and the movement of pollution through the atmosphere and illustrated her points using a slideshow. Campaign group Mum's for Lungs submitted written evidence which was circulated to the committee. The committee decided that it would like to continue this discussion at the next meeting to hear from other speakers who had different viewpoints before any recommendations were made.
2. At the meeting held on 9 September the committee continued the discussion on air pollution from woodburning. The meeting was held virtually in order to allow the member of the public who originally submitted the topic to attend and address the committee. A representative from the Stove Industry Alliance (SIA) also attended and spoke to the committee on the work of the SIA in promoting the benefits of woodburning stoves to consumers. The representative said that DEFRA recognised that there were errors in some of the evidence used to gather data for their study into domestic wood burning, and that the SIA had ongoing discussions over 5 years with the government on the evidence of air pollution produced by the new modern eco models. The representative said that he found the attention given by local authorities to this issue to be helpful. The member of the public spoke to the committee and explained that he had been diagnosed with two lung conditions and need to be careful with avoiding air pollution, for instance he said that he could not have his windows open when neighbours were using their wood burners. The member of the public referred to the effects of air pollution on those with health conditions, children and the elderly and suggested that the government should take the issue more seriously in view of its policies on climate change and ban wood burning in urban areas. The committee then made a number of resolutions which were ratified at the in person meeting held on 16 September.
3. At the meeting held on 16 September the following resolutions regarding air pollution from woodburning were ratified to be brought forward to cabinet:

Recommendation	Rationale	Implications / resource requirements
1. Prepare a communications strategy for residents.	The committee heard evidence that the effects of wood burners can be harmful. Wood burners should be certified, clean and use fuel with the 'ready to burn' logo to reduce air pollution from woodburning. Clear communications in accordance with a strategy would help residents and	Officer time for preparing and delivering the strategy Using existing social media communication channels, the website, e-leaflets and eCitizen would keep costs down.

	local businesses understand "the effects of wood burners and how to use them responsibly".	
2. Submit the committee's findings to the Chair of the all party parliamentary group on Air Quality.	That a summary of the committee's findings and resulting actions be sent to the Chair of the all -party parliamentary group on Air Quality to support their work.	Officer time to prepare correspondence.
3. Work with public health partners on health education regarding respiratory problems.	The committee heard that when compared to the effects of smoking, for example, there is very little public health education on the effects of air pollution.	Officer time to engage with public health partners over an extended period of time.
4. Investigate the level of solid fuel burning in City Council owned properties.	The committee heard that there are 68 council owned properties which use solid fuel appliances as the main source of heating. Further investigation could be undertaken with a view to ending solid fuel burning in council properties to reduce air pollution.	Officer time. Potential cost in replacing solid fuel appliances in 68 council properties, subject to investigation.
5. Enforcement against burning of wet leaves on bonfires on Council properties.	As recommendation 7. A member raised the topic of bonfires on domestic properties, primarily from burning garden waste. It was suggested that residents should be reminded to use their brown bins for this waste as bonfires constitute a statutory nuisance for smoke and fume.	Officer time for communication Using existing social media communication channels, the website, e-leaflets and eCitizen would keep costs down. Officer time and IT resource for building a new process for enforcement action, actual enforcement, and follow-up.
6. Write to Norwich MPs about resources available to support employees working in licensed premises.	The committee heard that fires and wood burners in restaurants and licensed premises will be causes of air pollution (and the resulting health concerns) that employees may not be aware of. If an employee wished to challenge an employer for using non certified fuels there is very little support from Trade	Officer time to prepare correspondence.

	Unions or the Health and Safety Executive. This lack of support could be raised as an area of concern by writing to local MPs.	
7. To discourage the use of bonfires across the whole of the city and encourage people to use their brown bins and composting.	As recommendation 5. A member raised the topic of bonfires on domestic properties, primarily from burning garden waste. It was suggested that residents should be reminded to use their brown bins for this waste as bonfires constitute a statutory nuisance for smoke and fume.	Officer time Using existing social media communication channels, the website, e-leaflets and eCitizen would keep costs down.

4. At its meeting on 16 October, the scrutiny committee reviewed a range of TOPIC suggestions put forwards by members and agreed to allocate the following scrutiny topics to meetings in the current civic year. Members will be asked for questions in advance of the meeting so that they can be passed to the speaker/s to facilitate the committee holding effective debate:
 - October - Review of the environmental strategy following Covid-19.
 - November - The emerging new social inclusion agenda following Covid-19.
 - January - A sustainable, inclusive Norwich economy following Covid-19.
5. It was agreed postpone the additional meeting of scrutiny on 4 November 2021 to scrutinise the business plans of Norwich City Services Ltd and Norwich Regeneration Limited. The meeting will now be held on 2 December to tie in when the NCSL and NRL business plans are reported to Cabinet in December.
6. Following Councillor Oliver's' appointment to Cabinet, two external member committee appointments were made. The council's substitute member on the Norfolk Countywide Community Safety Partnership Scrutiny Sub Panel is Councillor Stutely. Cllr Stutely was also appointed as the council's representative on the Norfolk Health Overview and Scrutiny committee.

Consultation

7. Ward councillors, portfolio holders, the public or other stakeholders have not been consulted (statutorily or otherwise). However the public are encouraged to submit topics for scrutiny via an interactive form on the council's website.

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 2019-22 and Budget.
9. Any impact on resources resulting from this report will be accommodated within existing budgets or the relevant approvals will be sought if additional budget is required.

Legal

10. No specific legal advice has been sought or provided.

Statutory Considerations

Consideration	Details of any implications and proposed measures to address:
Equality and Diversity	None at this stage
Health, Social and Economic Impact	None at this stage
Crime and Disorder	None at this stage
Children and Adults Safeguarding	None at this stage
Environmental Impact	The recommendations have the potential to reduce sources of pollution in the city by educating residents on the impact of air pollution from woodburning.

Risk Management

Risk	Consequence	Controls Required
None at this stage		

Other Options Considered

11. There have been no other options considered for this report, as it is a factual report based on the outcome of committee meetings that have already taken place.

Reasons for the decision/recommendation

12. This report will allow cabinet to make a decision on whether or not to take forward some or all of the recommendations from the scrutiny committee meetings held on 15 July and 9 and 16 September 2021.

Background papers: none

Appendices: none

Contact Officer: scrutiny liaison officer

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Committee Name: Cabinet
Committee Date: 17/11/2021
Report Title: NNDR over £50k write-off's

Portfolio: Councillor Kendrick, cabinet member for resources
Report from: Executive director of corporate and commercial services
Wards: All Wards

OPEN PUBLIC ITEM

Purpose

To provide an update on the position as at 21/10/2021 with regard to the write-off of non-recoverable national non-domestic rate (NNDR) debts and request approval for the write-off of debts totaling £129,666.52 which are deemed irrecoverable.

Recommendation:

To approve the write off £129,666.52 of NNDR debts which are now believed to be irrecoverable and are covered within the bad debt provision for 2021/22.

Policy Framework

The Council has three corporate priorities, which are:

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

This report meets the inclusive economy corporate priority

The cost to the collection fund of write offs is shared as follows: Central Government 50%, Norwich City Council 40% and Norfolk County Council 10%. However, each year an assessment of debt is undertaken to set a Bad Debt provision within the Collection Fund.

These write-offs of £129,666.52 will mean that there will be £2,751,612.15 left in the bad debt provision for 2021/22.

Report Details

1. National Non-Domestic Rate income for 2021/22 was initially estimated at around £76m. Due to the impact of Covid19 and the increased discounts and grants of around £25m that have been introduced by Central Government, we are currently estimating that we will need to collect around £51m this year.
2. Significant work is undertaken by the Revenues and Benefits team to pursue all outstanding debt. However, there are debts where despite these attempts, it is believed to be irrecoverable.
3. There will unfortunately always be debts where despite our best efforts, it is believed to be irrecoverable. This is often because the company owing the money has become insolvent.
4. In the year to 21/10/2021, £276,727.24 of NNDR debt has been written off.
5. The reason for this report is that debts of £129,666.52, require cabinet approval for write-off, because of the value. The write-offs relate to two companies.
6. The first is in respect of Britannia Enterprises Norwich C.I.C who went into liquidation on 24/10/2019. The creditors report dated 24/11/2020 states there is unlikely to be a distribution to unsecured creditors. The total debt across the companies two accounts is £73,697.85.
7. The second is in respect of Peacocks Stores Limited who went into administration on 09/11/2020. The first annual report to 18/05/2021 states any dividend to unsecured creditors will be prescribed part only (usually 1-2p/£). If or when any dividend is received, the debt can be written back on again to take this into account. The total write-off at this stage is £55,968.67.
8. The cost to the collection fund of these write offs is shared as follows: central government 50%, Norwich City Council 40% and Norfolk County Council 10%. Norwich City Councils share of write-offs to date for 2021/22 including the ones proposed in this report is £162,557.51.
9. Each year an assessment of debt is undertaken to set the bad debt provision within the collection fund. These write offs will be charged in full against the provision for 2021/22.

Consultation

1. These write-offs have been brought to the attention of Annabel Scholes in her capacity as S151 Officer and the Corporate Leadership Team, ahead of this report being submitted to Cabinet for approval.

Implications

Financial and Resources

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

Statutory Considerations

Consideration	Details of any implications and proposed measures to address:
Equality and Diversity	None
Health, Social and Economic Impact	None
Crime and Disorder	None
Children and Adults Safeguarding	None
Environmental Impact	None

Risk Management

Risk	Consequence	Controls Required
The report demonstrates that the council is aware and monitors risks to the collection of its income.	While there is a loss of income to the council, government, and the county council, writing off debt that is irrecoverable is best practice to ensure accurate financial reporting.	The council has set a bad debt provision, and this write off is within that provision demonstrating good financial management.

Other Options Considered

N/A

Reasons for the decision/recommendation

These write-offs have been brought to the attention of Annabel Scholes in her capacity as S151 Officer and the Corporate Leadership Team prior or being placed on the agenda for this meeting and the recommendation is that Cabinet approve the report as the debt is unrecoverable.

Appendices: None

Contact Officer: Revenues and Benefits Operations Manager
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Committee Name: Cabinet

Committee Date: 17/11/2021

Report Title: Contract Award for Comingled (Blue Bin) Recycling Contract

Portfolio:	Councillor Oliver, Cabinet member for environmental services
Report from:	Executive director of development and city services
Wards:	All Wards
OPEN PUBLIC ITEM	
KEY DECISION	

Purpose

To consider approval for the extension of the existing contract with Norfolk Environment Waste Services (NEWS) through the existing Joint Venture arrangements for the Recycling of Comingled Mixed Recyclate (Blue bin material) until 2027, and to agree the change in the charging mechanism for these services from a fixed to variable gate fee, as out lined in this report.

Recommendations:

To agree:

1. To approve the extension of the existing contract for Comingled Mixed Recyclate (Blue Bin material) with NEWS to 2027, and approve the change to the charging mechanism from a fixed to variable gate fee; and
2. The Executive Director of Development and City Services is delegated authority to approve variations to the contract to ensure improved control and oversight for all partners is incorporated into the contract as part of the allowed extension.

Policy Framework

The Council has three corporate priorities, which are:

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

This report meets the “Great neighbourhoods, housing and environment” priority.

This report addresses the strategic action in the Corporate Plan relating to maintaining a clean and sustainable city with a good local environment that people value.

This report helps to meet the Environment and Procurement adopted policies of the Council.

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

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

Report Details

Introduction

Norwich City Council Waste Strategy and National Initiatives

1. The Norwich City Council is committed to reducing its impact on the environment, and has committed to an ambitious programme of Carbon reduction through:
 - (a) The City Vision agreed in 2018, when it was agreed that today’s actions meet the needs of the present without compromising the future;
 - (b) The declaration of a Climate Emergency in 2018;
 - (c) The adoption of the Environmental Strategy in 2020, which set targets for Carbon emissions, (zero operational emissions, Carbon Neutral City by 2050), and improving participation in recycling services, particularly the weekly Food Waste collection service.
2. The Environment Act will receive Royal Assent this autumn, and includes proposals for:
 - (a) A Deposit Return Scheme for Drinks Containers;
 - (b) Extended Producer Responsibility for Packaging, whereby producers and retailers will pay for efficient and effective collection and processing of most forms of packaging, and;
 - (c) Consistency in Collection Services, i.e. Councils will be required to provide household collection services for a wider range of materials including glass, paper, cardboard, cans, plastics, food waste and garden waste.
3. These proposals will significantly influence the Council’s waste, recycling, and street cleaning services over the next 10 years. Services and contracts need to be redesigned deliver current and future environmental and financial sustainability.

Processing of Comingled (Blue Bin) material (NEWS Contract)

4. As part of this process, the Council is reviewing its waste collection and processing contracts.
5. The Council's existing recycling processing contract is managed through a Joint Venture between Norfolk's seven District / Borough / City Councils and the County Council. The contract is with Norse Environmental Waste Services (NEWS), and expires in September 2024, with an option to extend to 2027.
6. The contract with NEWS is a significant one for the Council, and if current expenditure was continued would be worth £2.5 million over the next 6 years. The 2021/22 expenditure for this service is anticipated to be £0.416m.
7. The contract cost is currently based on a fixed price gate fee, where the Council pays a set fee for every tonne delivered to NEWS' Material Recycling Facility at Costessey. Fluctuations in the commodity market over the last 2 years have affected the viability of this approach.
8. The Joint Venture and NEWS have therefore developed longer term proposals that will manage financial risks more effectively. Examples of these risks include:
 - (i) instability in fuel markets, and
 - (ii) the imposition of higher quality standards for material being exported to overseas processors.
9. A failure to agree on the modification of the current contract / arrangements could result in the need to procure these services directly from the market. Recent market testing has shown that the Council would obtain better value and improved performance in the longer term by securing an extension with NEWS. This will also provide stability during a period of significant change in national waste policy and legislation, which in turn will lead to changes in the volume and composition of waste collected by Councils. Finally, it will continue to allow Norfolk's Councils manage their material locally, adhering to the proximity principle outlined in the UK's waste management legislation.
10. It is therefore proposed that the Council amends the existing terms of the contract with NEWS to introduce a variable gate fee, linked to the value of the commodities that we recycle in our blue bins (cans, plastic, paper etc), and extend it from now until 2027, 6 further years in total. It is acknowledged that this could result in increased costs in the short term. However, the benefits of this approach would be to:
 - (a) Mitigate the risk of potential service failure due to financial unviability
 - (b) Minimise the effect of potential significant price increases, particularly in years 4 to 6, as detailed above
 - (c) Improve our ability to respond to the future changes in national waste policy and legislation mentioned in the introduction to this report, for example where improved quality of material collected reduces our processing costs

(d) Build on the existing effective relationships with our partner Council and
NEWS

11. The change to a variable gate fee represents a significant change to the contract in terms of the Public Contracts Regulations. It is therefore envisaged that this will be achieved through a direct award of an extension through revised Teckal compliant Joint Venture arrangements, which will include a strengthening of the current decision making arrangements through the Operational Liaison Board
12. The 7 other Councils within the Joint Venture are also in the process of obtaining approval to amend and extend the contract. It is clear that this partnership approach will deliver Best Value for all of the Councils involved in terms of economies of scale, and improved governance. These benefits would not be available to individual Councils if they decided to re-procure these services individually. North Norfolk District Council, Broadlands District Council and South Norfolk District Council have already agreed to this
13. The details and explanation of this approach are set out in part 2 of this report which is exempt from publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Consultation

14. Not applicable

Implications

Financial and Resources

15. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan 2019-22 and Budget.
16. Detailed costings to support the proposed variable gate fee approach have been developed using data collected over the last 2 years. Due to the fluctuating nature of the actual gate fee pricing, developing a financial model for the new Recycling Contract has therefore been challenging. However, what can be modelled is the Council's reasonable maximum financial exposure to risk over the next 3 years, and the potential growth and savings that could be realised during this period.
17. The revised variable gate fee approach will result in the Council paying an annually changing base gate fee, which we will know by the time that the budget is set for 2022/23. Budgets each year will need to be updated to reflect the latest projections.
18. The data over the last two years shows the highly variable nature of the costs and the variable fee will therefore present the opportunity for the council to benefit when the prices fall but also bear the risk of price increases.

This additional budget risk will need to be considered annually and incorporated into the decisions about the level of the budget risk reserve and/or prudent minimum reserve balance.

Legal

19. The Service has consulted with the Council's Monitoring Officer and legal advisors on the legitimacy of the proposed approach. Their advice is as follows:
20. The current contract with NEWS was awarded under regulation 12 of the Public Contracts Regulations 2015, which allows authorities to award contracts to companies which are owned and controlled by the authorities themselves. Legal advice has been obtained on behalf of the partner Councils which has indicated that whilst this remains a permissible route, recommendations have been made to improve the control and oversight the partners have over NEWS which will be implemented to allow the extension to proceed.

Statutory Considerations

Consideration:	Details of any implications and proposed measures to address:
Equality and Diversity	None
Health, Social and Economic Impact	None
Crime and Disorder	None
Children and Adults Safeguarding	None
Environmental Impact	<p>It is envisaged that, in the longer term, the adoption of the measures in the UK Government's Environment Bill in relation to</p> <ul style="list-style-type: none"> • The Deposit Return Scheme • Extended Producer Responsibility for Packaging, and • Consistency of collections services <p>will increase recycling, reduce waste to landfill and reduce Council's impact on the environment.</p> <p>However, the new contractual arrangements will have minimal impact on this in the short term</p>

Risk Management

Risk	Consequence	Controls Required
Financial Gate fee is higher than model (medium)	Additional budget pressures arising over the life of the medium-term financial strategy	<p>Establish sufficient budget through robust modelling. The introduction of the ceiling gate fee will provide a maximum financial exposure in each year. This will be known in advance of setting the annual budget and therefore provide a cap to the short-term financial risk exposure.</p> <p>This risk exposure to be considered in establishing the required level of the budget risk reserve and prudent minimum balance, thereby providing a mitigation for increases in gate fees.</p> <p>Intensive scrutiny of NEWS' gate fee by Council's within the Joint Venture.</p>
Legal	Risk of challenge by NEWS' competitors (low)	Ensure that arrangements in place comply with Teckal requirements, in particular improving control of decision making through the NEWS Operational Liaison Board

Other Options Considered

21. Through the review of current arrangements, 3 other options were considered as follows:

- a) Procure these services ourselves,
- b) Procure these services jointly with other Council's within the partnership, or
- c) Allow the contract to continue unchanged until 2024.

Reasons for the decision/recommendation

22. Modification of the current contract / arrangements will minimise the impact of market fluctuations on the cost of processing our blue bin material and may even result in savings being realised.

23. Recent market testing has demonstrated that, if the Council were to procure this service from the market now, there would be a significant potential increase in costs.

24. Reprovisioning these services will also:

- a) Build on the existing effective relationships with our partner Councils and NEWS, and
- b) Improve our ability to respond to future changes in national waste policy and legislation

Background papers:

None

Report

This report is in two parts. Financial information relating to this report is contained in the second part of the report.

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