

### **Scrutiny committee**

**Date:** Thursday, 29 January 2015

**Time:** 16:30

**Venue:** Mancroft room

**City Hall, St Peters Street, Norwich, NR2 1NH**

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

This is for members only and is not part of the formal scrutiny meeting which will follow at 16:30.

The pre-meeting is an opportunity for the committee to make final preparations before the start of the scrutiny committee meeting. The public will not be given access to the Mancroft room before 16:30.

**For further information please contact:**

#### **COMMITTEE MEMBERS:**

##### **Councillors:**

Wright (chair)

Maxwell (vice chair)

Barker

Bogelein

Carlo

Galvin

Haynes

Herries

Howard

Manning

Packer

Ryan

Woollard

**Committee officer:** Lucy Green

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## **Information for members of the public**

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

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



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

## Agenda

### 1 Apologies

To receive apologies for absence

### 2 Public questions/petitions

To receive questions / petitions from the public (notice to be given to committee officer in advance of the meeting in accordance with appendix 1 of the council's constitution)

### 3 Declaration of interest

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

### 4 Minutes

7 - 10

**Purpose** - To approve the accuracy of the minutes of the meeting held on 18 December 2014.

**Working style of the scrutiny committee and a protocol for those attending scrutiny**

11 - 12

### 5 Scrutiny committee work programme 2014 - 2015

13 - 24

**Purpose** - To note the scrutiny committee work programme and agree any potential topic(s) that may be tested against the TOPIC analysis for future inclusion onto the programme. For the assistance of members, the cabinet forward agenda is also included.

### 6 Corporate Plan 2015 - 2020

25 - 58

**Purpose** - To consider the report to cabinet on the 4 February 2015 on

the new Corporate Plan 2015 - 2020 and agree and recommendations.

<b>7</b>	<b>Pre-scrutiny of the proposed budget 2015-16</b>	<b>59 - 114</b>
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**Purpose** - To determine any recommendations to cabinet of the proposed budget for 2015 - 16.

8	Draft environmental strategy 2015-2019	115 - 172
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**Purpose** - To consider the draft environmental strategy.

<b>9</b>	<b>Verge and pavement parking update</b>	<b>173 - 176</b>
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**Purpose** - To update members on progress to control verge and pavement parking.

**Note:** At the scrutiny committee held on 27 November 2014 the following was resolved in relation to the discussion members had on the street-scene and road safety overview item; to consider arrangements to establish a task and finish group to review grass verges and road safety.

As part of this and the need for further overview before members take the decision when forming their future work programme, the attached update has been compiled for the committee. Members are therefore asked to consider this paper in their own time and feedback any further questions and comments to the scrutiny officer that can be followed up with officers.

## 10 Exclusion of the public

**Purpose** - Consideration of exclusion of the public.

**\*11 Pre-scrutiny of the proposed budget appendix 5**

- This report is not for publication because it would disclose information relating to any individual as in para 1 of Schedule 12A to the Local Government Act 1972.
- 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: **Thursday, 22 January 2015**



**SCRUTINY COMMITTEE****16:30 to 18:35****18 December 2014**

Present: Councillors Maxwell (vice chair in the chair), Barker, Bogelein, Carlo, Galvin, Haynes, Herries, Howard, Manning, Packer, Ryan and Woollard

Apologies: Councillors Howard and Wright

**1. Declarations of interest**

There were no declarations of interest.

**2. Minutes**

**RESOLVED** to agree the minutes of the meeting held on 27 November 2014 subject to the following amendments:

- (1) At item 5, to amend resolution (3) to read “ask the scrutiny officer to circulate a report on the current situation relating to progress on and barriers to, 20mph speed limits in residential areas.”
- (2) At item 6, Scrutiny committee work programme 2014- 2015, to include a resolution for a report on verges to be brought to the January meeting of the scrutiny committee; and
- (3) At item 7, to include Councillor Herries as a member of the task and finish group.

**3. Scrutiny committee work programme 2014-2015**

**RESOLVED** to:

- (1) Ask the Scrutiny officer to invite the County Councillors for the Norwich City wards to the meeting of the scrutiny committee on 26 February looking at Street scene and road safety; and

- (2) Note the scrutiny committee work programme.

#### **4. Draft equality information report**

(Councillor Harris, cabinet member for customer services, was present for this item)

The cabinet member for customer services presented the report. She thanked officers and members for their work on the report.

The Policy and performance manager highlighted that this year; both the median and average salaries for women were higher than for men. This bucked the regional and national trends.

In response to a member's question, the head of HR and learning said that data was collected on employee disabilities and reasonable adjustments within the work place, however, much of this data would not be published as it may identify individuals. The Policy and performance manager said that for the next equality information report, he could look at breaking disabilities down by factors such as gender and age but anything below that could be too specific.

Discussion ensued in which members spoke about celebrating diversity within all aspects of council work. The Policy and performance manager said that the council would not want to cut across the work being undertaken by advocacy groups and the role of the council was to support such groups. The Executive head of strategy, people and neighbourhoods said that the council took a holistic approach to diversity.

#### **RESOLVED to ask:**

- (1) the Policy and performance manager to ensure that the draft equality information report is brought to the scrutiny committee on an annual basis before going to cabinet
- (2) cabinet to consider including low socio-economic status as an addition to the protected characteristics in the next report
- (3) the Head of local neighbourhood services to prepare a report on best practice in other councils and organisations with regards to tackling transphobia and transphobic hate crime
- (4) cabinet to consider including a further breakdown of disability including protected characteristics and hidden disabilities ensuring that individuals are not identified; and
- (5) council to take an integrated positive approach to further promoting diversity as a positive element within our city whilst building on the work undertaken with communities of interest.



## 5. Draft corporate plan 2015 – 2020 and transformation programme 2015-2016

The Executive head of strategy, people and neighbourhoods presented the report and answered member's questions. He said that some targets were still being compiled by relevant officers but that the scrutiny committee would have a chance to see the draft plan again in January 2015 after the close of the public consultation. Revised targets for measure SCL4 were circulated as follows:

SCL4 Residual waste measure Kgs	2012/13 426	2013/14 440	2014/15 (est) 448	2015/16 420	2016/17 396	2017/18 375
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He said that nothing within the corporate plan was delivered solely by Norwich City Council but it reflected those measures in which the council had a significant impact.

A member expressed concern that only a summary of the transformation programme was included within the public consultation but not a link to the full document. It was agreed that this could be included in the next consultation.

The Policy and performance manager said that measure VMF8 looked at customer satisfaction with engagement with the council. This measure covered all opportunities for engagement, including opportunities to influence policy making decisions.

### RESOLVED:

- (1) With five voting in favour and six against, not to include an additional measure in the corporate plan to gauge satisfaction with opportunities to influence council policy
- (2) With nine voting in favour, none against and two abstentions, to consider the corporate plan again after the 2015 general election, to assess it against the new government's programme.
- (3) To ask cabinet to consider using -
  - i. the figure for HCHS as a percentage of total people threatened as homeless
  - ii. a suite of measures within the Environmental strategy relating to cycling within the city
- (4) To ask officers to include a link to the transformation programme when next consulting on the corporate plan.

**6. Exclusion of the public**

**RESOLVED** to exclude the public from the meeting during consideration of item \*7 below on the grounds contained in paragraph 3 of schedule 12a of the local government act 1972 (as amended).

**7. Draft corporate plan 2015 – 2020 and transformation programme 2015-2016 annex D**

Members considered annex D and the Executive head of strategy, people and neighbourhoods answered their questions.

**RESOLVED** to note annex D of the Draft corporate plan 2015 – 2020 and transformation programme 2015-2016

CHAIR

## Working style of the scrutiny committee and a protocol for those attending scrutiny

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



# ITEM 5

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE ORGANISATION OFFICER CABINET PORTFOLIO COUNCILLOR	REASON FOR TOPIC REQUEST AND OUTCOME SOUGHT
30 Sept 2014	<b>Draft corporate plan</b> – early stage development scrutiny	Councillor Brenda Arthur and Russell O'Keefe	To consider the draft plan when it is in an early stage of development prior to the commencement of a public consultation exercise in October.
30 Sept 2014	<b>Private rented housing market</b>	Councillor Bert Bremner, Russell O'Keefe, Paul Swanborough, Emma Smith and Andy Watt	To consider and look at ways in which the council is able to safeguard tenants in the private rented sector in its work.
30 Sept 2014	<b>Final draft of the agreed scrutiny work programme</b>	Councillor James Wright and Steve Goddard	To agree the scoping element to the agreed topics on the work programme which was set at the 17 July meeting of the scrutiny committee
16 Oct 2014	<b>Welfare reform</b>	Councillor Alan Waters, Councillor Brenda Arthur, Councillor Gail Harris, Bob Cronk, Adam Clark and Boyd Taylor	To look at and evaluate what advice and sign posting is offered to see if it is meeting need and is easily accessed. Ask how those entitled to help who are not coming forward can be reached.
27 Nov 2014	<b>Street scene and road safety overview</b>	Councillor Mike Stonard and Andy Watt with officers from the county council, police and health service.	In forming an overview and understanding of road casualty trends in Norwich and the work that is carried out to reduce casualties, the committee wishes to look at evidence based ways to keep the City's roads safe.
27 Nov 2014	<b>Quarter 2 performance monitoring</b>	Councillor Brenda Arthur and Russell O'Keefe	Identification of any causes for concern and note successes arising from this 6 monthly look at performance monitoring data
27 Nov 2014	<b>Progress update of the task &amp; finish group; Self-esteem and aspiration in communities</b>	Russell O'Keefe and Councillor Lucy Galvin	For the committee to note the progress made by the task and finish group.

<b>DATE OF MEETING</b>	<b>TOPIC FOR SCRUTINY</b>	<b>RESPONSIBLE ORGANISATION OFFICER CABINET PORTFOLIO COUNCILLOR</b>	<b>REASON FOR TOPIC REQUEST AND OUTCOME SOUGHT</b>
18 Dec 2014	<b>Draft corporate plan (and transformation programme)</b>	Councillor Brenda Arthur and Russell O'Keefe	Ongoing scrutiny to consider the draft plan, the transformation programme and the development of the corporate plan towards the end of the public consultation.
18 Dec 2014	<b>Annual equality information report</b>	Councillor Gail Harris and Russell O'Keefe	Pre scrutiny of the report before it goes to cabinet.
15 Jan 2015 (Special meeting)	<b>Rough sleeping and homelessness – challenges and response</b>	Councillor Bert Bremner and Russell O'Keefe	Review of the evidence around the challenges and response to rough sleeping and homelessness and consideration of the council's draft rough sleeping strategy
29 Jan 2015	<b>Pre – scrutiny of the proposed policy and budget framework</b>	Councillor Brenda Arthur and Russell O'Keefe	To make suggestions to cabinet regarding the proposed budget's ability to deliver the council's overarching policy framework (corporate plan).
29 Jan 2015	<b>Environmental strategy</b>	Councillor Mike Stonard and Russell O'Keefe	Pre-scrutiny of the draft strategy before it goes to cabinet.
29 Jan 2015	<b>Verge side issues update</b>	Councillor Mike Stonard and Andy Watt	A briefing paper to outline the likely direction of any council activity in this area and the possible options for the council and the implications for the council of any measure that may be used.
26 Feb 2015	<b>Pavement and street scene safety</b>	Councillor Mike Stonard, Andy Watt	Overview of the pavement and street scene safety such as trips and falls and winter maintenance around Norwich. To assess issues that may impact on people's safety around the City.

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE ORGANISATION OFFICER CABINET PORTFOLIO COUNCILLOR	REASON FOR TOPIC REQUEST AND OUTCOME SOUGHT
19 Mar 2015	<b>Annual review of scrutiny</b>	Councillor James Wright and Steve Goddard	To agree the annual review of the scrutiny committee's work 2014 to 2015 and recommend it for adoption by council.
19 March 2015	<b>Report of the task &amp; finish group; Self-esteem and aspiration in communities</b>	Councillor Lucy Galvin and Russell O'Keefe	For the task and finish group findings to be presented to the scrutiny committee for adoption.

# FORWARD AGENDA: CABINET, COUNCIL, SCRUTINY AND AUDIT COMMITTEES, and MEMBER BRIEFINGS 2014-2015



**NORWICH**  
City Council

## ALLOCATED ITEMS

Meeting	Report	Purpose	Portfolio holder Senior Officer	Report signed off by	Management Clearance	Cabinet Briefing / Portfolio Holder?	Exempt? If yes – which paragraph?
<b>COUNCIL 27 JAN</b>	Council Tax reduction scheme	To agree the Council Tax reduction scheme and discounts and exceptions.	Cllr Waters		Anton Bull	PH	No
<b>SCRUTINY 29 JAN</b>	Pre – scrutiny of the proposed policy and budget framework	To make suggestions to cabinet regarding the proposed budget's ability to deliver the council's overarching policy framework (corporate plan).	Cllr Arthur Justine Hartley, Chief finance officer EXT 2440		Justine Hartley	PH	No
<b>SCRUTINY 29 JAN</b>	Draft environmental strategy.	Pre-scrutiny of the draft strategy before it goes to cabinet.	Cllr Stonard Russell O'Keefe Executive head of service for strategy, people and neighbourhoods.		Russell O'Keefe		
<b>CABINET 4 FEB</b>	Draft environmental strategy.	To approve adoption of the environmental strategy	Cllr Stonard Russell O'Keefe Executive head of service for strategy, people and neighbourhoods. EXT 2908 Richard Willson Environmental strategy manager EXT 2312	21 Jan	Russell O'Keefe	PH	No





## ALLOCATED ITEMS

Meeting	Report	Purpose	Portfolio holder Senior Officer	Report signed off by	Management Clearance	Cabinet Briefing / Portfolio Holder?	Exempt? If yes – which paragraph?
<b>CABINET 4 FEB</b>	Duty to Cooperate: options report.	To agree how Norwich City Council will meet the requirement to cooperate on strategic matters in local plan making.	Cllr Stonard Graham Nelson EXT 2530 Mike Burrell EXT 2525	21 Jan	Dave Moorcroft	PH	No
<b>CABINET 4 FEB</b>	Norwich City Council response to Greater Anglia franchise consultation.	To seek cabinet approval of the council's representation.	Cllr Stonard Tony Jones City growth and development coordinator EXT 2234 Andy Watt Head of city development services EXT 2691	21 Jan	Dave Moorcroft	CB	No
<b>CABINET 4 FEB</b>	Draft corporate plan 2015 – 2020 and transformation programme 2015 - 16	To consider the proposed amendments to the Corporate Plan.	Cllr Arthur Russell O'Keefe, Executive head of strategy, people and neighbourhoods EXT 2908 Phil Shreeve, Policy and performance manager EXT 2356	21 Jan	Russell O'Keefe	CB	No
<b>CABINET 4 FEB</b>	Policy and Budget framework	To consider the draft policy and budget framework	Cllr Arthur Justine Hartley, Chief of finance	21 Jan	Justine Hartley	CB	No



## ALLOCATED ITEMS

Meeting	Report	Purpose	Portfolio holder Senior Officer	Report signed off by	Management Clearance	Cabinet Briefing / Portfolio Holder?	Exempt? If yes – which paragraph?
			officer EXT 2440				
<b>CABINET 4 FEB</b>	CIL neighbourhood funding element - <b>KEY DECISION</b>	To agree the projects to be funded from the community element of the Community infrastructure Levy (CIL) for 2015-6	Cllr Arthur Andy Watt Head of city development services EXT 2691 Gwyn Jones City growth and development manager EXT 2364	21 Jan	Dave Moorcroft	PH	No
<b>CABINET 4 FEB</b>	Revenue budget monitoring 2014-15: Period 09	To provide an update on the financial position as at 30 November 2014, the forecast outturn for the year 2014/15, and the consequent forecast of the general fund and housing revenue account balances.	Cllr Waters Justine Hartley, Chief finance officer EXT 2440 Neil Wright, Service accountant EXT 2498	21 Jan	Justine Hartley	PH	No
<b>CABINET 4 FEB</b>	Capital budget monitoring 2014-15: Quarter 3	To provide an update on the financial position of the capital programmes as at 31 December 2014 and forecast outturns for the year 2014-15, and the estimated carry- forwards to 2015-16.	Cllr Waters Justine Hartley, Chief finance officer EXT 2440 Neil Wright, Service accountant EXT 2498	21 Jan	Justine Hartley	PH	No



## ALLOCATED ITEMS

Meeting	Report	Purpose	Portfolio holder Senior Officer	Report signed off by	Management Clearance	Cabinet Briefing / Portfolio Holder?	Exempt? If yes – which paragraph?
<b>CABINET 4 FEB</b>	Treasury Management Strategy 2015-16	To detail the council's prudential indicators for 2015- 16 through to 2017-18 and set out the expected treasury operations for this period.	Cllr Waters Justine Hartley, Chief finance officer EXT 2440 Neil Wright, Service accountant EXT 2498	21 Jan	Justine Hartley	PH	No
<b>CABINET 4 FEB</b>	Constitution review	To review appendices 4, 8 and 9.	Cllr Waters Andy Emms Democratic services manager EXT 2459 Jackie Rodger Senior committee officer EXT 2033	21 Jan	Anton Bull	PH	No
<b>CABINET 4 FEB</b>	General fund revenue budget and non- housing capital programme 2015-16	To set a budgetary requirement, council tax requirement and level of council tax and to approve the non-housing capital programme, both for the financial year 2015-16	Cllr Waters Justine Hartley, Chief finance officer EXT 2440 Neil Wright, Service accountant EXT 2498	21 Jan	Justine Hartley	PH	Yes (Para. 3)
<b>CABINET 4 FEB</b>	Housing Rents and Budgets 2015-16	To propose for approval the Housing Revenue Account	Cllr Bremner Justine Hartley,	21 Jan	Justine Hartley	PH	Yes (Para. 3)



## ALLOCATED ITEMS

Meeting	Report	Purpose	Portfolio holder Senior Officer	Report signed off by	Management Clearance	Cabinet Briefing / Portfolio Holder?	Exempt? If yes – which paragraph?
		budget for 2015-16, council housing rents for 2015-16, the prudent minimum level of HRA reserves 2015-16, the housing capital plan 2015-16 to 2019-20; and the housing capital programme 2015-16.	Chief finance officer EXT 2440 Neil Wright, Service accountant EXT 2498				
<b>CABINET 4 FEB</b>	Future options for NCAS – <b>KEY DECISION</b>	To outline the options for the future of the NCAS service.	Cllr Bremner Tracy John Head of housing EXT 2939 Nigel Andrews Tenancy support manager EXT 2572	21 Jan	Russell O'Keefe	PH	Yes (Para. 3)
<b>COUNCIL 17 FEB</b>	Policy and Budget framework	To consider the draft policy and budget framework	Cllr Arthur Justine Hartley, Chief finance officer EXT 2440	21 Jan	Justine Hartley	CB	No
<b>SCRUTINY 26 FEB</b>	Pavement and street scene safety	Overview of the pavement and street scene safety such as trips and falls and winter maintenance around Norwich. To assess issues that may impact on people's safety around the city.	Cllr Stonard Andy Watt Head of city development services EXT 2691		Dave Moorcroft	PH	No
<b>CABINET 11 MAR</b>	Quarterly Performance Report		Cllr Arthur Roger Denton				



## ALLOCATED ITEMS

Meeting	Report	Purpose	Portfolio holder Senior Officer	Report signed off by	Management Clearance	Cabinet Briefing / Portfolio Holder?	Exempt? If yes – which paragraph?
			Performance and Research Officer EXT 2535				
<b>CABINET 11 MAR</b>	Establishing a local housing company – <b>KEY DECISION</b>	To approve the establishment of a local housing company to allow the council to take forward development.	Cllr Bremner Andy Watt Head of city development services EXT 2691 Gwyn Jones City growth and development manager EXT 2364		Dave Moorcroft	PH	No
<b>CABINET 11 MAR</b>	Affordable Housing Supplementary planning document (SPD)	To approve adoption of the revised Affordable Housing SPD.	Cllr Stonard Graham Nelson		Dave Moorcroft	CB	No
<b>CABINET 11 MAR</b>	Mountergate West phase 2 – KEY DECISION	To approve the entering into collaboration agreement with the Great Hospital to take forwards the development of housing on the Mountergate West site.	Cllr Bremner Andy Watt Head of city development services EXT 2691 Gwyn Jones City growth and development manager EXT 2364		Dave Moorcroft	PH	Yes (Para. 3)



## ALLOCATED ITEMS

Meeting	Report	Purpose	Portfolio holder Senior Officer	Report signed off by	Management Clearance	Cabinet Briefing / Portfolio Holder?	Exempt? If yes – which paragraph?
<b>CABINET 11 MAR</b>	Safeguarding and safer communities	To report the activities the council is undertaking to meet its safeguarding duties and responsibilities and to seek approval for a number of proposed actions.	Cllr Harris Bob Cronk Head of local neighbourhood services EXT 2373		Russell O'Keefe	PH	No
<b>AUDIT 17 MAR</b>							
<b>COUNCIL 17 MAR</b>							
<b>SCRUTINY 19 MAR</b>	Annual review of scrutiny	To agree the annual review of the scrutiny committee's work 2014 to 2015 and recommend it for adoption of the council	Cllr Wright Steve Goddard	<b>11 Mar</b>	<b>Steve Goddard</b>	<b>PH</b>	<b>No</b>
<b>SCRUTINY 19 MAR</b>	Report of the task and finish group; self-esteem and aspiration in communities	For the task and finish group finding to be presented to the scrutiny committee for adoption.	Cllr Galvin Russell O'Keefe		Russell O'Keefe		
<b>COUNCIL 26 MAY</b>							

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

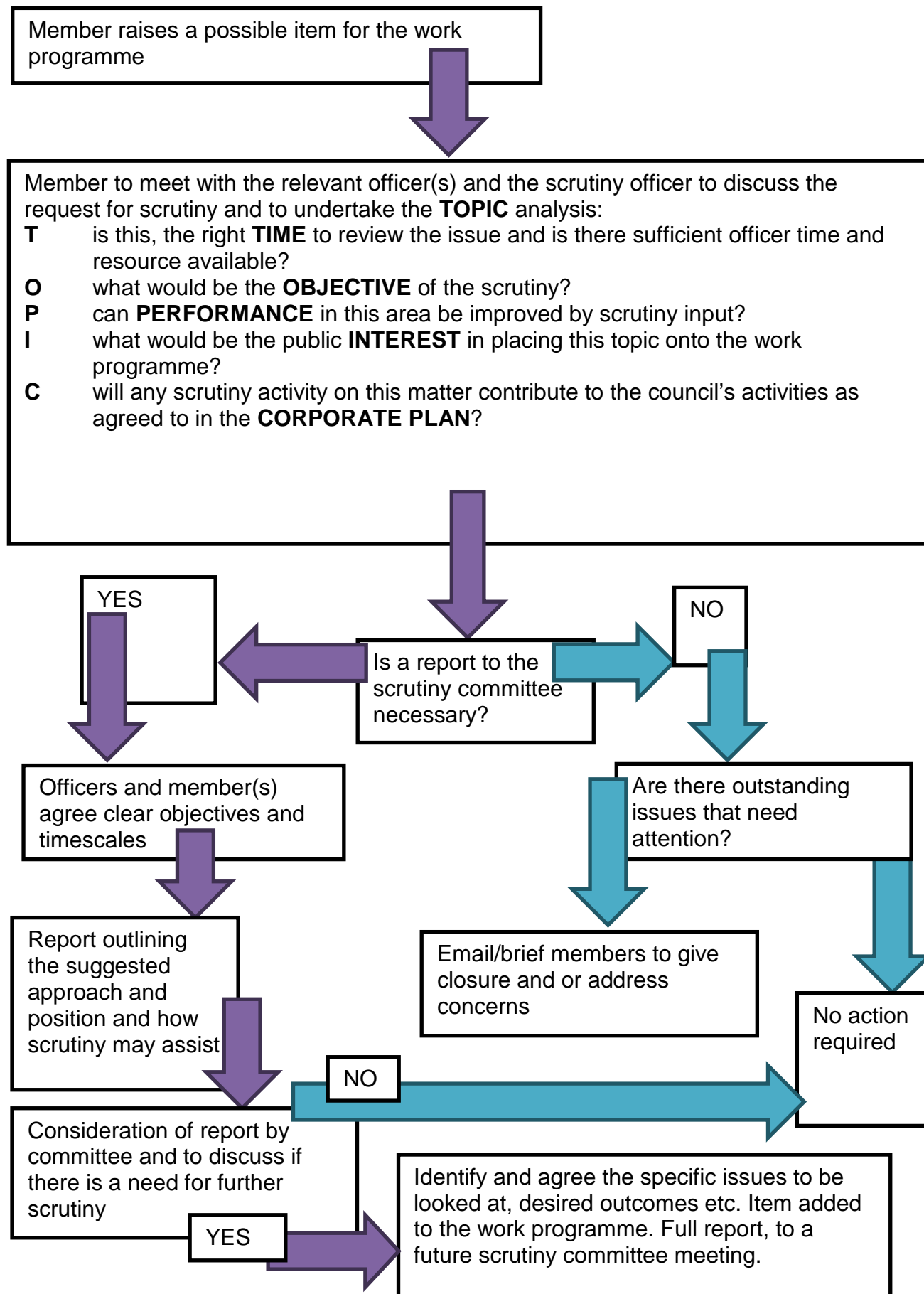
Once the TOPIC analysis has been undertaken, a joint decision should then be reached as to whether a report to the scrutiny committee is required. If it is decided that a report is not required, the issue will not be pursued any further. However, if there are outstanding issues, these could be picked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

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

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

**Specific, Measurable, Attainable, Relevant and Time-bound**

## Guidance flow chart for placing items onto the scrutiny committee work programme





**Norwich City Council**  
**SCRUTINY COMMITTEE**  
**ITEM 6**

**REPORT for meeting to be held on 29 January 2015**

**Corporate Plan 2015 - 2020**

**Summary:** The enclosed report to cabinet on 4 February 2015 sets out the work undertaken to develop a new Corporate Plan 2015-2020 and asks cabinet to recommend it to council for approval.

This report, therefore, provides scrutiny with an opportunity to pre-scrutinise the report to cabinet and make recommendations to cabinet on the new corporate plan

**Conclusions:** The report should enable the scrutiny committee to determine any recommendations they would wish to make to cabinet on the new Corporate Plan 2015 -2020

**Recommendation:** To consider the report to cabinet on the 4 February 2015 on the new Corporate Plan 2015 - 2020 and agree any recommendations.

**Contact Officer:** Russell O'Keefe, Executive head of strategy, people and neighbourhoods  
Phone: 01603 212908  
Email: russello'keefe@norwich.gov.uk



**Report to** Cabinet  
4 February 2015  
**Report of** Executive head of strategy, people and neighbourhoods  
**Subject** Draft Corporate Plan 2015-2020

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**Purpose**

To consider the draft corporate plan 2015-2020.

**Recommendations**

To recommend the draft corporate plan 2015-2020 to Council for approval

**Corporate and service priorities**

The report helps to meet all the corporate priorities.

**Financial implications**

The costs of taking forward the corporate plan are built into the draft budget for 2015/16

**Ward/s:** All wards

**Cabinet member:** Councillor Arthur – Leader of the council

**Contact officers**

Russell O'Keefe, executive head of strategy, people and neighbourhoods 01603 212908

Phil Shreeve, policy, performance and partnerships manager  
01603 212356

**Background documents:**

None

# Report

## The new draft corporate plan framework 2015-2020

1. The council's current corporate plan 2012-2015 will end in March 2015. Work has therefore been progressing to develop a new corporate plan. The corporate plan sets out the overall strategic direction of the council including its vision and priorities. This guides everything the council will do for the city and its residents and visitors for the period. As such, the plan acts as the overarching policy framework for the council.
2. A new corporate plan for the period 2015-2020 has been developed through a number of methods including:
  - Analysing information on levels of need in the city such as looking at demographics, strengths, opportunities, inequalities and challenges.
  - Assessing the current environment the council operates in, including the national and local economic climate and policy and legislation for local government.
  - Looking at the potential future factors that may impact on Norwich and the council e.g economic, social, environmental etc.
  - Discussions with councillors including an all councillor workshop.
  - Specific discussions with partner organisations
  - Assessing the future resourcing likely to be available to deliver a new corporate plan.
  - Formal review by scrutiny and cabinet.
3. In line with the approach we have used previously a consultation has been carried out on the draft corporate plan framework for 2015-2020 with citizens and organisations. A copy of a summary of the results of the consultation can be found at Annex A. Based on the results of the consultation no further changes are proposed.
4. At Annex B is a copy of the full new draft corporate plan 2015-2020 which has been developed from the framework (with the supporting text now included). Scrutiny will be considering this final draft on the 29 January alongside the draft budget for 2015/16 and any recommendations made to cabinet will be provided in time for the meeting.

## Annex A – Summary of consultation results on corporate plan priorities

Across the whole consultation a total of 239 responses were received from groups or individuals who did not classify themselves as a member of staff. These data represent the results from those 239 responses. No data has been weighted

Responses were first sought on suggestions for priorities for the council using free text format. Early results analysed by the research company suggest that of the 173 responses the top five can be grouped into very broad headings as follows (percentages represent the percentage of those mentioning this topic from those who responded to this question):

1. Environment (recycling, clean city etc.) 32%
2. Economic growth / focus 26%
3. Maintain a good name for Norwich 21%
4. Quality housing for all 18%
5. Support the community (inc. public services) 17%

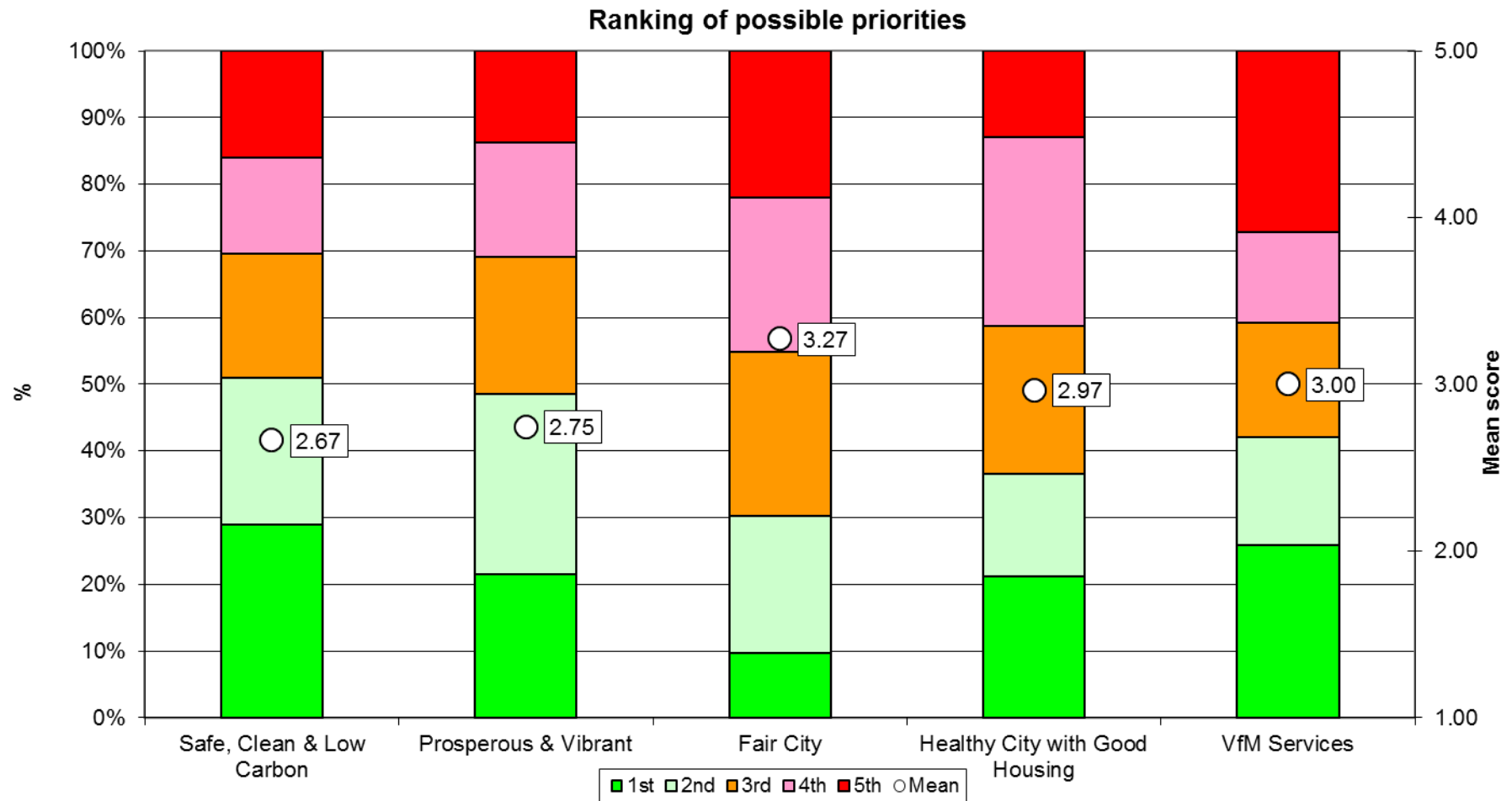
Broadly these fit within the draft priorities and actions within the draft corporate plan 2015-2020. Further detailed work will be undertaken moving forward to go through all the responses and assess them against, for example, services we deliver and approaches we use.

Respondents were then asked to rank from 1 to 5 their order of preference of the proposed corporate plan priorities. As in previous years data are presented in two ways; the numbers and spread across those preferences and also a mean score showing what the average of all those choices would be (the lower the mean, the more favourable the response). It is presumed in very general terms that scores 1 and 2 indicate broad support and values 4 and 5 broad opposition. Each option elicited between 195 and 221 responses:

Priority	1	2	3	4	5	Mean	Net Support
Safe, Clean & Low Carbon City	29.00%	22.00%	18.50%	14.50%	16.00%	2.67	20.50
Prosperous & Vibrant City	21.57%	26.96%	20.59%	17.16%	13.73%	2.75	17.65
Fair City	9.74%	20.51%	24.62%	23.08%	22.05%	3.27	-14.87
Healthy City with Good Housing	21.15%	15.38%	22.12%	28.37%	12.98%	2.97	-4.81
Value for Money Services (VfM)	25.79%	16.29%	17.19%	13.57%	27.15%	3.00	1.36

The “net support” figure shows the difference between broad support (values 1 and 2) and broad opposition (values 4 and 5). Taking this nuanced view looking at VfM

services for example shows how on one perspective this is the second most supported priority with 26% ranking it at 1. However more ran it as the least important, suggesting a divergence of views. The data can also be represented graphically:



This shows the spread of rankings alongside the mean scores, enabling a more rounded perspective of the responses.

Other individual responses to the priorities included :

- One resident (supported by a councillor) suggesting 'To promote physical and mental well-being of Norwich residents.'

**Response:**

**This would already be encompassed within the Healthy City with Good Housing priority and work on mental health will form part of the Healthy Norwich action plan.**

- A petition was presented at Council on 14<sup>th</sup> January worded "We, the undersigned, call on our elected representatives to make preventing catastrophic climate change a top level priority in corporate plans and all policy areas, for example procurement of goods and services, investment strategies, transport and trade relationships."

**Response:**

**This would already be encompassed within the Safe, Clean and Low Carbon City priority and actions and projects delivered through the new environmental strategy.**



Respondents were also asked about their support or otherwise for the extension of 20mph zones:

To what extent do you support the proposals to extend 20 mph speed limits in Norwich		
Answer Options	Response Percent	Response Count
Strongly agree	43.62%	82
Slightly agree	13.30%	25
Neither agree nor disagree	11.17%	21
Slightly disagree	5.85%	11
Strongly disagree	25.53%	48
Don't know	0.53%	1
<i>answered question</i>		<b>188</b>
<i>skipped question</i>		<b>51</b>

<b>Net approval:</b>	<b>25.53%</b>
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## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	4 February 2015
<b>Head of service:</b>	Russell O'Keefe
<b>Report subject:</b>	Draft Corporate Plan 2015-2020
<b>Date assessed:</b>	20 January 2015
<b>Description:</b>	To consider the draft corporate plan 2015-2020.

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The corporate plan has been developed alongside the council's draft budget to ensure the necessary resources are in place for its deliver.
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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

(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The risks of delivering the council's new corporate plan is managed in line with the council's risk management strategy.

Recommendations from impact assessment
Positive
Negative
Neutral
Issues



**DRAFT CORPORATE PLAN 2015-2020**

## Contents

No	Section	Page No
1	Foreword by the leader of the council	
2	The council and the city	
3	Strategic direction of the council	
4	Council priorities and key actions	
5	Performance measures and targets	
6	Delivering the plan	



## **1. Foreword by the leader of the council**

To be added in by the leader of the council prior to publishing the final designed version of the document.

## **2. The council and the city**

Norwich City Council is one of four Councils that provide services to the City of Norwich along with Broadland District Council, South Norfolk Council and Norfolk County Council.

The City Council is responsible for approximately 60% of the urban area of the City, including the historic city centre, covering a population of approximately 135,900 people (Source: 2013 midyear estimates, Office of National Statistics ONS).

Norwich is an innovative, creative city with big ambition for both the place and the people who live here. The fastest growing economy in the east of England, it is home to the headquarters of 50 major companies, is in the top shopping destinations in the country, and is the regional cultural capital. Yet in sharp contrast to this outward economic prosperity, Norwich has a low-wage economy and high levels of deprivation.

Norwich's position as a regional centre means there are high levels of inward travel into the City for work, shopping, cultural and leisure activities. This means that many of the services the City Council provides are used by people who live outside of the City, placing additional pressures on Council resourcing.

In the next section there is more detail on the economic, social, health, cultural and environmental picture of the City.

### **Norwich - facts and figures**

Norwich has been a success story for almost 1,000 years. It is a modern city with a historic heart. It is vibrant and growing fast. Its economic, social, cultural and environmental influence is out of proportion to its size, and extends far beyond its boundary. Norwich's importance to the people of Norfolk and the wider region is clear.

But it is also a city that hides significant inequality. While the city has many positive aspects, it also has many of the severe issues that urban city centres can experience, poor educational attainment, poor health, and above average crime and antisocial behaviour, although this is reducing. Below we set out some key facts about the City.

### **Summary of the social picture**

- Levels of socio-economic deprivation are the third highest in the region and 70<sup>th</sup> (out of 326) in England (Source: Index of Multiple Deprivation 2010, Average of Scores)
- 25.2 per cent of housing is council rented, compared to only 5.7 per cent in Norfolk (Source: Census 2011, ONS)
- 88 per cent of school leavers staying on to further education, compared with 90 per cent across Norfolk (Source: Year 11 leavers activity data, Norfolk County Council, Norfolk Insight)
- 7.1 per cent of the working age population is claiming Incapacity Benefit or Severe Disablement Allowance (Source: May 2014, Department of Work and Pensions (DWP) and Norfolk Insight)
- Over the three years to 2014, overall crime reduced by 7.7 per cent (Source: Crime statistics, Norfolk Police)
- For the 12 months ending March 2014 there were 8,200 incidents of anti-social behaviour in Norwich, which was a year-on-year reduction of 7.5 per cent.
- 31.8 per cent of children in Norwich are affected by income deprivation which is the 30th highest percentage nationally. It is the highest percentage of any district council and the highest percentage in the eastern region (Source: Index of Multiple Deprivation 2010, IDACI)

### **Summary of the environmental picture**

- Over the lifetime of our Carbon Management Programme, Norwich City Council reduced its carbon emissions by 26%. (Source: Norwich City Council)
- University of East Anglia (UEA) and Norwich Research Park are internationally recognised for excellence in environmental, health and life sciences. (Source: UEA Climatic research unit)
- Norwich City Council has increased household recycling and composting to around 38 per cent and reduced residual waste per household. The dry recycling rate (i.e. paper, glass, metals and plastics) for Norwich city council stands at 27.5%. (Sources: Norwich City Council/ WasteDataFlow)

### **Summary of the economic picture**

- 28 per cent of Norwich's adult population is qualified to degree level and above, higher than the national (27%) and Norfolk (22%) averages. (Census 2011)
- Around 128,000 people work in the Norwich urban area with 48,400 workers commuting to the city each day. (Sources: 2013 Business Register and Employment Survey and 2011 Census)
- 39 per cent of jobs in the county are based in the Norwich urban area. (Source: 2013 BRES)

- Norwich is ranked 14<sup>th</sup> in the UK as a retail centre and the sector accounts for 13% of employment in the city. (Source: UK Retail footprint, CACI Venuescore)

### **Summary of the cultural picture**

- Highest level of culture per capita in the UK. (Source: locallife.co.uk)
- Prime examples of architecture including Norwich 12, the UK's finest collection of heritage buildings in a medieval cityscape. (Source: Norwich Heart)
- Bid shortlisted for UK City of Culture 2013. (Source: UK City of Culture 2013)
- Major sporting facilities including football, athletics, Olympic swimming pool etc. (Source: Norwich City Council)
- Three regional media businesses (BBC, Anglia and Archant). (Source: Norwich City Council)
- High-profile arts calendar including the Norfolk and Norwich Festival, the largest festival in the country. (Source: Norwich City Council)
- Writers' Centre Norwich delivering world-class literary events. (Source: Norwich City Council)
- Norwich has been awarded UNESCO City of Literature status. The first city in England to achieve this. (Source: Norwich City Council)
- Highly regarded arts institutions including Norwich Castle Museum and Art Gallery, Norwich University College of the Arts and the Sainsbury Centre for Visual Arts. (Source: Norwich City Council)
- Five theatres, including the Theatre Royal – the most successful regional theatre in the UK. (Source: Norwich City Council)
- 75 formal play areas and 17 all-weather games areas. (Source: Norwich City Council)

### **Summary of the health picture**

- The health picture overall for Norwich is mixed, though average life expectancy is close to the national average for men and slightly above the national average for women. (Source: Health Profiles 2014, Public Health England)
- But this masks differences within the city, for example men in the most deprived areas of the City have an average life expectancy that is 9 years shorter than in the least deprived areas. For women the difference is 4 years. (Source: LG Inform Plus/ Public Health England)
- Many key health measures are significantly worse in Norwich than in the rest of the county. (Source: Health Profiles 2014, Public Health England)
- Significant health issues with high levels of teenage pregnancy, mental health problems and drug and alcohol misuse. (Source: Health Profiles 2014, Public Health England)
- Low levels of malignant melanoma and diabetes. Fewer obese adults. (Source: Health Profiles 2014, Public Health England)

- Lower than average children's population, and higher proportions in the younger adult age ranges (16 to 24 and 25 to 39). (Source: 2013 mid-year population estimates, ONS)
- Lower than average road deaths and injuries. (Source: Health Profiles 2014, Public Health England).
- Low levels of malignant melanoma and diabetes. Fewer obese adults. (Source: Health Profiles 2013, Public Health England)
- Lower than average children's population, and higher young people's population (16 to 24). (Source: 2012 mid-year population estimates, ONS)
- Lower than average road deaths and injuries. (Source: Health Profiles 2013, Public Health England).

### **3. Strategic direction of the council**

The council's strategic direction sets out our overall vision, priorities and values for the next five years. This will guide everything we will do as an organisation and how we will go about it. The strategic direction is shown in the diagram on the next page and covers the following elements:

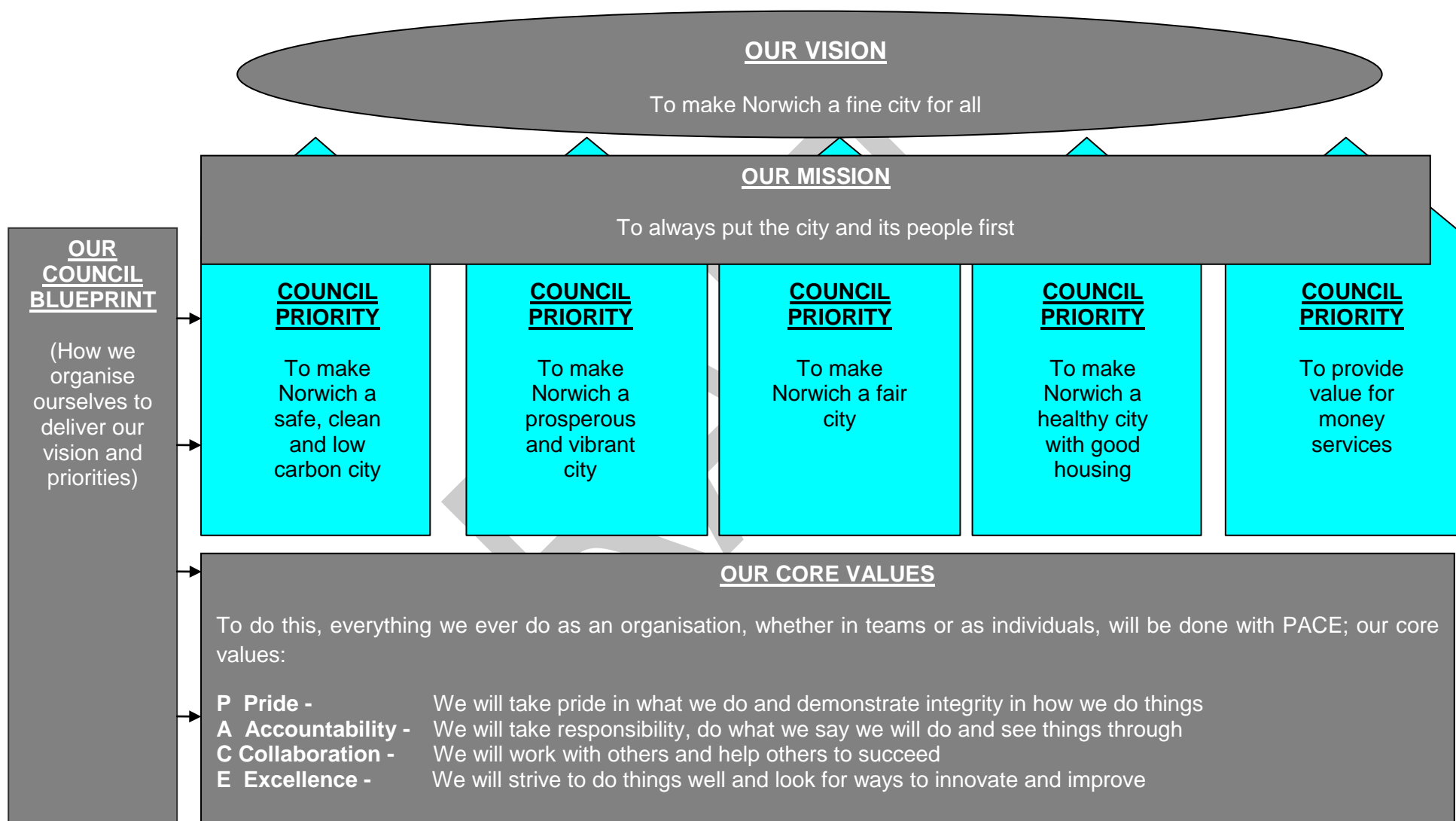
- **Our vision** - overall this is what as a council we aim to achieve for the city and its citizens
- **Our mission** – this is the fundamental purpose of the council – so basically what we are here for
- **Our priorities** – these are the key things we aim to focus on achieving for the city and its residents to realise our vision over the next five years
- **Our core values** – these drive how we will all work and act as teams and employees of the council.

Taken together these summarise what we promise to do and be as a council over the next five years for the city and its residents.

Our strategic direction has been developed through a number of methods including:

- a) Analysing information on levels of need in the city such as looking at demographics, strengths, opportunities, inequalities and challenges.
- b) Assessing the current environment the council operates in, including the national and local economic climate and policy and legislation for local government.
- c) Looking at the potential future factors that may impact on Norwich and the council e.g economic, social, environmental etc.
- d) Discussions with councillors including an all councillor workshop.
- e) Specific discussions with partner organisations
- f) Consultation with citizens and organisations in the City.
- g) Assessing the future resourcing likely to be available to deliver a new corporate plan.

Also mentioned in the diagram is the council's blueprint. This is a separate document that can be found on our website at [www.norwich.gov.uk](http://www.norwich.gov.uk) and guides how we organise ourselves to deliver the priorities.



## **4.0 Council priorities and key actions**

### **Council priority- Safe, clean and low carbon city**

We want to ensure that Norwich is safe and clean for all citizens and visitors to enjoy and that we create a sustainable city where the needs of today can be met without compromising the ability of future citizens to meet their own needs.

To support this priority we will work with our citizens and partners to enable and deliver the following key actions over the next five years:

- To maintain street and area cleanliness.
- To provide efficient and effective waste collection services and reduce the amount of waste sent to landfill.
- To work effectively with the police to reduce anti-social behaviour, crime and the fear of crime.
- To protect residents and visitors by maintaining the standards of food safety.
- To maintain a safe and effective highway network in the City and continue to work towards 20mph zones in residential areas.
- To mitigate and reduce the impact of climate change wherever possible and protect and enhance the local environment.
- To reduce the council's own carbon emissions through a carbon management programme.

### **Council priority – Prosperous and vibrant city**

We want Norwich to be a prosperous and vibrant city in which businesses want to invest and where everyone has access to economic, leisure and cultural opportunities.

To support this priority we will work with our citizens and partners to enable and deliver the following key actions over the next five years:

- To support the development of the local economy and bring in inward investment through economic development and regeneration activities.
- To advocate for an effective digital infrastructure for the City.
- To maintain the historic character of the City through effective planning and conservation management.
- To provide effective cultural and leisure opportunities for people in the City and encourage visitors and tourists to the City.

### **Council priority – Fair city**

We want Norwich to be a fair city where people are not socially, financially or digitally excluded and inequalities are reduced as much as possible.

To support this priority we will work with our citizens and partners to enable and deliver the following key actions over the next five years:



- To reduce financial and social inequalities
- To advocate for a living wage across the City
- To encourage digital inclusion so local people can take advantage of digital opportunities
- To reduce fuel poverty in the City through a programme of affordable warmth activities

### **Council priority – Health city with good housing**

We want to ensure that people in Norwich are healthy and have access to appropriate and good quality housing.

To support this priority we will work with our citizens and partners to enable and deliver the following key actions over the next five years:

- To deliver our annual Healthy Norwich action plan with our key partners to improve health and wellbeing in the City.
- To support the provision of an appropriate housing stock in the City including bringing empty homes back into use and building new affordable homes.
- To prevent people in the City from becoming homeless through providing advice and alternative housing options.
- To improve the council's own housing stock through a programme of upgrades and maintenance and provide a good service to tenants.
- To improve the standard of private housing in the City through advice, grants and enforcement and supporting people's ability to live independently in their own homes through provision of a home improvement agency.

### **Council priority – Value for money services**

The council is committed to ensuring the provision efficient, effective and quality public services to residents and visitors. Whilst we will continue to face considerable savings targets over the next five years, we will continue to protect and improve those services our citizen's value most as much as we possibly can.

To support this priority we will work with our citizen's and partners to enable and deliver the following key actions over the next five years:

- To engage and work effectively with customers, communities and partner organisations, utilising data and intelligence and collaborative and preventative approaches to improve community outcomes.
- To continue to reshape the way the council works to realise our savings target and improving council performance wherever possible.
- To improve the efficiency of the council's customer access channels.

- To maximise council income through effective asset management, trading and collection activities.

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## 5. Key performance measures and targets

To ensure we are achieving our priorities and delivering the key actions that support them we develop and monitor key performance measures. We use these to test how we are doing. These are shown in the table below.

WHAT WE AIM TO ACHIEVE (OUR PRIORITIES)	SAFE, CLEAN AND LOW CARBON CITY		PROSPEROUS AND VIBRANT CITY		FAIR CITY		HEALTHY CITY WITH GOOD HOUSING		VALUE FOR MONEY SERVICES	
WHAT WE WILL DO TO ACHIEVE OUR PRIORITIES WORKING WITH OUR PARTNERS AND RESIDENTS (KEY ACTIONS)	To maintain street and area cleanliness		To support the development of the local economy and bring in inward investment through economic development and regeneration activities		To reduce financial and social inequalities		To deliver our annual Healthy Norwich action plan with our key partners to improve health and wellbeing in the City		To engage and work effectively with customers, communities and partner organisations, utilising data and intelligence and collaborative and preventative approaches to improve community outcomes.	
	To provide efficient and effective waste collection services and reduce the amount of waste sent to landfill		To advocate for an effective digital infrastructure for the City		To advocate for a living wage across the City		To support the provision of an appropriate housing stock in the City including bringing empty homes back into use and building new affordable homes		To continue to reshape the way the council works to realise our savings target and improving council performance wherever possible.	
	To work effectively with the police to reduce anti-social behaviour, crime and the fear of crime		To maintain the historic character of the City through effective planning and conservation management		To encourage digital inclusion so local people can take advantage of digital opportunities		To prevent people in the City from becoming homeless through providing advice and alternative housing options		To improve the efficiency of the council's customer access channels	
	To protect residents and visitors by maintaining the standards of food safety		To provide effective cultural and leisure opportunities for people in the City and encourage visitors and tourists to the City		To reduce fuel poverty in the City through a programme of affordable warmth activities		To improve the council's own housing stock through a programme of upgrades and maintenance and provide a good service to tenants		To maximise council income through effective asset management, trading and collection activities	
	To maintain a safe and effective highway network in the City and continue to work towards 20mph zones in residential areas						To improve the standard of private housing in the City through advice, grants and enforcement and supporting people's ability to live independently in their own homes through provision of a home improvement agency			
	To mitigate and reduce the impact of climate change wherever possible and protect and enhance the local environment									
	To reduce the council's own carbon emissions through a carbon management programme									
HOW WE MEASURE WHAT WE ARE ACHIEVING (KEY MEASURES AND PROJECTS)	% of streets found clean on inspection	% of people satisfied with waste collection	Number of new jobs created/ supported through council funded activity	Amount of funding secured by the council for regeneration activity	Delivery of the reducing inequalities action plan	% of people saying debt issues had become manageable following face to face advice	Delivery of the Healthy Norwich action plan	Relet times for council housing	% of residents satisfied with the service they received from the council	Council achieves savings targets
	% of people feeling safe	Residual household waste per household (Kg)	Number of new business start ups	Provision of free wi-fi in City Centre	% increase in the number of contractors, providers and partner organisations paying their employees a	Delivery of the digital inclusion action plan	Number of empty homes brought back into use	Number of new affordable homes delivered on council land or purchased from developers	% of council partners satisfied with the opportunities to engage with the council	Avoidable contact level

					living wage					
	% of food businesses achieving safety compliance	% of residential homes on a 20mph street	Planning quality measure	% of people satisfied with leisure and cultural facilities	Number of private sector homes where council activity improved energy efficiency	Timely processing of benefits	Number of people prevented from becoming homeless	Number of people who feel that the work of the home improvement agency has enabled them to maintain independent living	Channel shift measure	% of income owed to the council collected
	Number of accident casualties on Norwich roads	% of adults living in the City Council's area who cycle at least once per week	Number of visitors to the City				% of council properties meeting Norwich standard	% of people satisfied with the housing service	% of income generated by the council compared to expenditure	% of customers satisfied with the opportunities to engage with the council
	Reduction in CO2 emissions for the Norwich area	Reduction in CO2 emissions from local authority operations					Number of private sector homes made safe			Delivery of local democracy engagement plan
	% of people satisfied with parks and open spaces	Measure relating to bus usage								
	% of people satisfied with their local environment									
<b>KEY SERVICES CONTRIBUTING</b>	City wide services	Local neighbourhoods service	City development service	Local neighbourhood services	Policy, performance and partnerships	Local neighbourhood services	Policy, performance and partnerships	City development service	All services	All services
	City development services	Customer contact service	Planning service	Policy, performance and partnerships	Customer contact service	Business relationship management service	Housing service	Customer contact service		
	Policy, performance and partnerships	Environmental strategy	Business relationship management service	Culture and communications service	Environmental strategy					
			Customer contact service							

For each of the key performance measures the council sets targets it aims to achieve. These are set out in detail in service plans and progress is reported on these to as part of the performance report to the Council's cabinet and scrutiny committee. Specific targets for 2018/19 and 2019/20 will be developed as part of the annual review of the plan in 2016/17.

Key Performance Measures	Targets		
	2015/16	2016/17	2017/18
<b>Council priority- Safe, clean and low carbon city</b>			
% of streets found clean on inspection	94%	94%	94%
% of people satisfied with waste collection	85%	85%	85%
% of people feeling safe	76%	77%	78%
Residual household waste per household (Kg)	420	396	375
% of food businesses achieving safety compliance	90%	90%	90%
% of residential homes on a 20mph street	32.6%	40.4%	48.1%
Number of accident casualties on Norwich roads	Less than 400	Less than 400	Less than 400
% of adults living in the City Council's area who cycle at least once per week	23%	25%	27%
Reduction in CO2 emissions for the local area	2.4%	2.4%	2.4%
Reduction in CO2 emissions from local authority operations	2.2%	2.2%	2.2%
% of people satisfied with parks and open spaces	75%	75%	75%
Measure relating to bus usage	Options for this are still being explored with Norfolk County Council. Final targets will be taken to scrutiny and cabinet for consideration.		
Percentage of people satisfied with their local environment	75%	78%	80%

<b>Council priority – Prosperous and vibrant city</b>			
Number of new jobs created/ supported by council funded activity	300	300	300
Amount of funding secured by the council for regeneration activity	250,000	250,000	250,000
Number of new business start ups	100	100	100
Provision of free wi-fi in City Centre	Yes	Yes	Yes
Planning service quality measure	Options for this are still being explored with the national Planning Advisory Service. Final targets will be taken to scrutiny and cabinet for consideration.		
% of people satisfied with leisure and cultural facilities	85%	90%	95%
Number of visitors to the City	10,927,000	11,200,000	11,424,000
<b>Council priority – Fair city</b>			
Delivery of the reducing inequalities action plan	Yes on target	Yes on target	Yes on target
% of people saying debt issues had become manageable following face to face advice	84%	86%	88%
Delivery of the digital inclusion action plan	Yes on target	Yes on target	Yes on target
Timely processing of benefits	100%	100%	100%
Number of private sector homes where council activity improved energy efficiency	150	150	150
% increase in the number of contractors, providers and partner organisations paying their employees a living wage	10%	12%	14%
<b>Council priority – Health city with good housing</b>			
Delivery of the Healthy Norwich action plan	Yes on target	Yes on target	Yes on target
Relet times for council housing	16 days	16 days	16 days
Number of empty homes brought back into use	20	20	20
Number of new affordable homes developed on council land or purchased	80	180	320

from developers			
Number of people prevented from becoming homeless	450 Please note these targets are being turned into percentages	450	450
Number of people who feel that the work of the home improvement agency has enabled them to maintain independent living	100	100	100
% of council properties meeting Norwich standard	97%	97%	97%
% of people satisfied with the housing service	77%	77%	80%
Number of private sector homes made safe	100	100	100
<b>Council priority – Value for money services</b>			
% of residents satisfied with the service they received from the council	93%	93%	93%
Council achieves savings targets	As per MTFS	As per MTFS	As per MTFS
% of council partners satisfied with the opportunities to engage with the council	80%	80%	80%
Avoidable contact levels	15%	15%	15%
Channel shift measure	5%	10%	20%
% of income owed to the council collected	95%	95%	95%
% of income generated by the council compared to expenditure	43.2%	44.2%	45.2%
% of customers satisfied with the opportunities to engage with the council	50%	52%	54%
Delivery of local democracy engagement plan	Yes	Yes	Yes

## **6. Delivering the plan**

This document sets out the overall strategic direction for the council in the 2015-20 period. This plan is underpinned by a range of strategic and operational plans, which set out in more detail how our vision and priorities will be delivered. These plans contain more specific targets, which are allocated to teams, contractors and employees to deliver.

Progress against targets is monitored and reviewed regularly through the council's performance management framework. This includes monthly performance reports to portfolio holders.

Overall progress on delivering the corporate plan is then formally reported quarterly to the council's cabinet and scrutiny committee. The council also publishes an annual performance review as part of its statement of the accounts. This can be found on the council's website at [www.norwich.gov.uk](http://www.norwich.gov.uk).

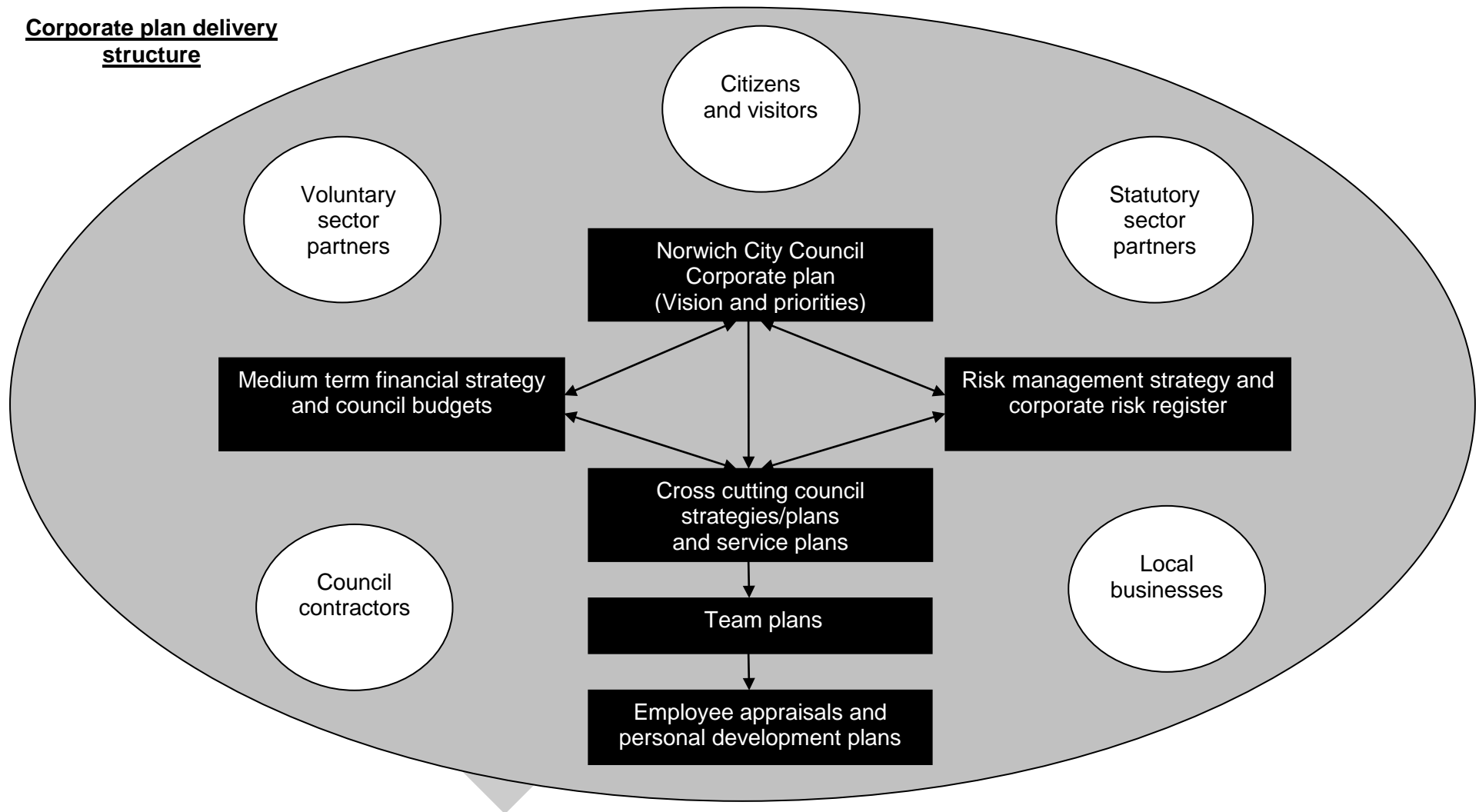
This corporate plan 2015-20 sits alongside the council's budgets and Medium Term Financial Strategy. These documents ensure that resources are available for the delivery of the corporate plan.

The corporate plan 2015-20 also links closely to the council's risk management strategy and corporate risk register. The council has a comprehensive approach to risk management which ensures that all strategic risks are appropriately identified, managed and mitigated against.

The diagram below summarises how our priorities, actions and performance targets are delivered through delivery plans, financial plans and agreed staff actions.



**Corporate plan delivery structure**





**Norwich City Council**  
**SCRUTINY COMMITTEE**  
**ITEM 7**

REPORT for meeting to be held on 29 January 2015

**Pre – scrutiny of the proposed budget for 2015/16**

**Summary:**

The scrutiny committee meeting of 29 January will carry out pre-scrutiny of the council's proposed budget for 2015/16.

The purpose of the session is to comment on the proposed budget and make suggestions to cabinet regarding the proposed budget's ability to deliver the council's proposed overarching policy framework (the draft corporate plan 2015-2020).

Council will be meeting to consider the corporate plan 2015-2020 and set the budget for the financial year 2015/16 at its meeting of 17 February 2015.

**Conclusions:**

The principles of budget scrutiny are provided in this report. Committee members are reminded of the link between the draft corporate plan 2015-2020 and the need to set a budget capable of delivering this.

**Recommendation:**

To determine any recommendations to Cabinet on the proposed budget for 2015/16.

**Contact Officer**

Justine Hartley, Chief Finance Officer

01603 212440

## **1. The legal framework for financial scrutiny**

- 1.1 Local Government Act 2000 – “it is the responsibility of the full council, on the recommendations of the executive (cabinet), to approve the budget and council tax demand. The role of scrutiny in the financial process is to hold the executive (cabinet) to account and to ensure that decisions are in the best interests of the community. Some scrutiny of budget setting and other financial planning processes is therefore essential”.
- 1.2 All members of the council need to have an understanding of how council spending matches against the priorities of the organisation set out in the corporate plan. As elected councillors, members need to ensure that budget will enable the council to deliver them effectively.

## **2. The role of budget pre-scrutiny**

- 2.1 The scrutiny committee should seek to test, check, and evaluate the proposed budget through challenge. This may, if necessary, lead to advice and recommendations to the cabinet. The cabinet can use this as part of the testing of their proposed budget.

## **3. Key question**

- 3.1 Will the budget as presented deliver the council's corporate plan 2015-2020 (which is included earlier on the scrutiny committee agenda)? By the process of overview, the scrutiny committee will need to check that the budget plans are robust and realistic.
- 3.2 Over the course of the year scrutiny committee members monitor certain aspects of service delivery and performance against funding and at times review certain specific services. The main way in which this is achieved is through the scrutiny of the performance monitoring reports.

## **4. Effective pre budget scrutiny**

- 4.1 Effective pre-budget scrutiny involves:
  - (a) checking that financial planning and the draft budget is sufficient to deliver the council's draft corporate plan;
  - (b) reviewing the draft budget to ensure that it is consistent with the council's commitments and spending plans;

- (c) reviewing proposals within the draft budget relating to savings or growth in line with the financial plan.



**Report to** Cabinet  
4 February 2015  
**Report of** Chief finance officer  
**Subject** General fund revenue budget and non-housing capital  
programme 2015/16

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Item

7(a)

## Purpose

To set a budgetary requirement, council tax requirement and level of council tax and to approve the non-housing capital programme, for the financial year 2015/16.

## Recommendations

That cabinet recommends to council:

- a) that the council's budgetary requirement for the 2015/16 financial year be set to £17,056m ([para 6.1](#));
  - b) that the proposed general fund budgets for 2015/16 be approved, taking into account the savings, income and other budget movements set out in the report. ([para 6.3](#));
  - c) that the council's council tax requirement for 2015/16 be set at £8.315m and that council tax be set at £239.34 for Band D, which is an increase of 1.95% ([para 7.1](#)), the impact of the increase for all bands is shown in [table 7.2](#);
  - d) that the precept on the council tax collection fund for 2015/16 be set at £8.081m calculated in accordance with Sections 32-36 of the Local Government Finance Act 1992 as amended by the Localism Act 2011 ([para 7.1](#));
  - e) that all Section 31 Business Rates Relief grant monies be transferred to an earmarked general fund reserve to be applied to offset related business rates deficits as they arise ([para 8.2](#));
  - f) that the prudent level of reserves for the council be set at £4.474m in accordance with the recommendation of the Chief finance officer ([para 8.5](#));
  - g) that the proposed non-housing capital plan 2015/16 to 2019/20 ([para 9.8](#)) and the non-housing capital programme 2015/16 ([para 10.3](#)) be approved;
- and
- h) That cabinet delegates to the Executive head of regeneration and development and the Chief finance officer, in consultation with the Deputy leader and resources, the authority to agree the asset maintenance programme and the final scheme details, including any adjustment to the financial allocations of the section 106 works, provided that this investment is contained within the total budgetary provision shown in Table 10.3.

## **Corporate and service priorities**

The report helps to meet all the corporate priorities.

## **Financial implications**

This report sets out the proposed budget requirement for 2015/16 of £17.056m and the means by which this is to be financed, including through a proposed council tax of £239.34 per Band D property.

It also sets out the proposed capital programme for 2015/16, and the proposed capital plan illustrating how anticipated capital expenditure needs can be financed over the medium term.

**Ward/s:** All wards

**Cabinet member:** Councillor Waters – Deputy leader and resources

## **Contact officers**

Justine Hartley, Chief finance officer

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## **Background documents**

None



## Report

### 1. Contents of report

1.1 The contents of this report are set out as follows:

2. [Budgetary context](#)
3. [Medium Term Financial Strategy \(MTFS\)](#)
4. [Preparation of the 2015/16 budget](#)
5. [Budgetary resources](#)
6. [Budgetary requirement – income and expenditure](#)
7. [Council tax precept](#)
8. [Report by the Chief finance officer on the robustness of estimates, reserves and balances](#)
9. [Capital resources and capital plan 2015/16 to 2019/20](#)
10. [Proposed capital programme 2015/16](#)
11. [Progress in reducing the council's carbon footprint](#)

Appendix 1 [Budget consultation results](#)

Appendix 2 [Movements in budgets 2015/16 by type](#)

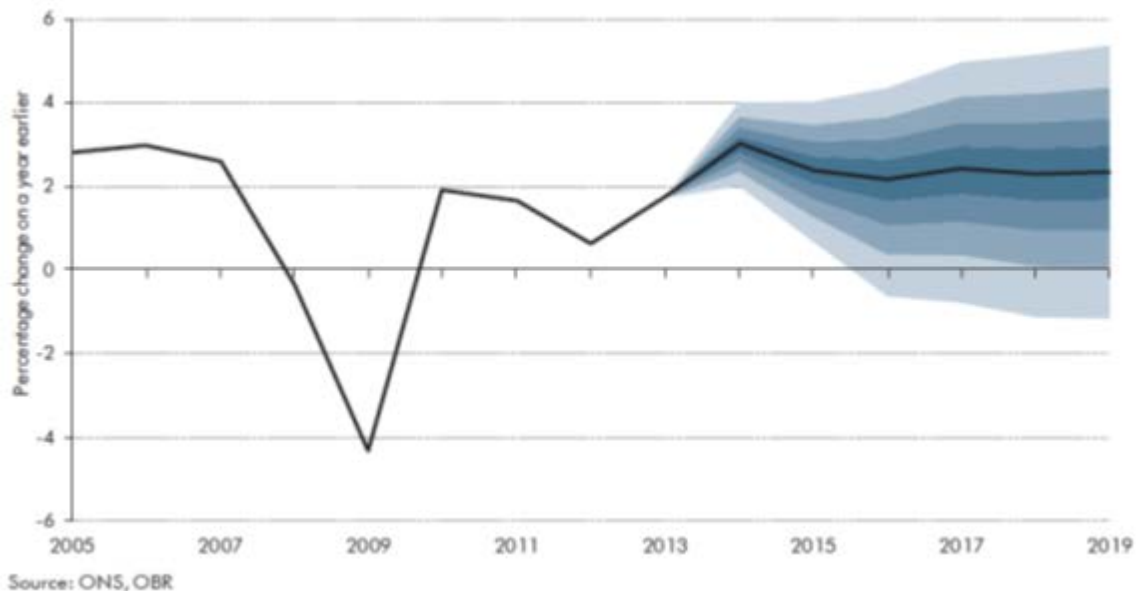
Appendix 3 [Key savings, income and growth from the transformation programme](#)

Appendix 4 [Calculation of prudent minimum balance](#)

### 2. Budgetary context

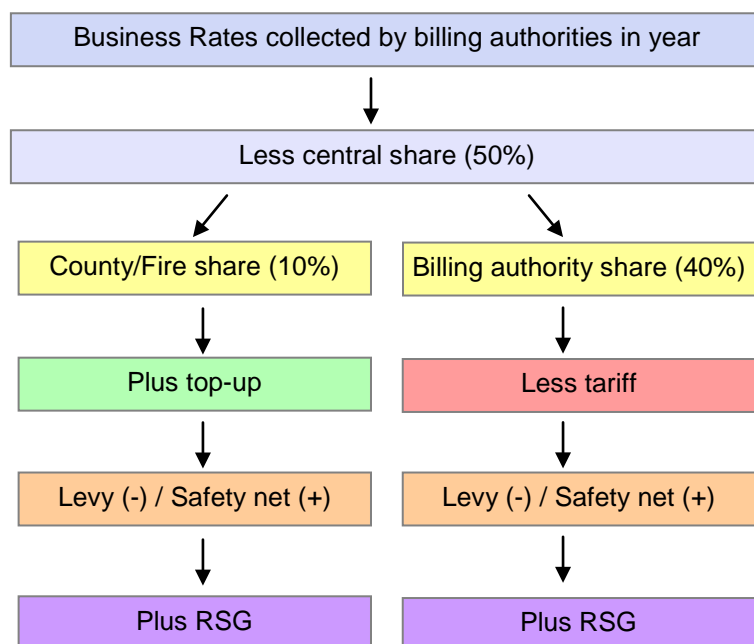
- 2.1 The strength of the UK economy in 2014 has meant that the Office for Budget Responsibility (OBR) has consistently revised up its forecasts for growth. The recovery continues to be driven primarily by consumer expenditure as opposed to business investment, despite wage growth lagging behind inflation for the majority of the year. Surging growth in the housing market in the first half of the year led to some speculation that there could be a housing bubble in the UK. However, after the Bank of England acted to tighten mortgage lending rules, growth has cooled significantly. It also expects some slowdown from the rapid growth of 2014 and the OBR is forecasting GDP growth to remain above 2.0% until at least 2019. Inflation, on the other hand, is expected to remain benign throughout the forecasted period and is not expected to hit the Bank of England's 2.0% target until 2017.

**Figure 2.1: GDP Growth** (Source: OBR)



- 2.2 Public Sector Net Borrowing (PSNB) has not fallen as expected this year but rather has continued to rise as the government struggles to reduce the budget deficit. PSNB is still forecast to fall each year and the OBR expects a budget surplus by 2019. Comparisons, however, between the March Budget and the Autumn Statement forecasts are difficult to make due to a change in accounting methodology which has seen the OBR adopt ESA10 rather than ESA95.
- 2.3 The **Business Rates Retention Scheme** replaced the Formula Grant system from 2013/14. The scheme takes the business rates collected in a geographical area during the year and applies various splits, additions and/or reductions to calculate an authority's final allocation. Part of the government's rationale in setting up the new scheme is to allow local authorities to retain part of the future growth in their business rates.
- 2.4 The diagram below illustrates how the scheme calculates funding for local authorities. Central government has decided that billing authorities such as Norwich City Council will receive 40% of the business rates collected in their area.

**Diagram 2.2: Business rates retention scheme**



- 2.5 The business rates collected during the year by billing authorities are split 50:50 between central government and local government. Central government's share will be used to fund Revenue Support Grant (RSG) and other grants to local government.
- 2.6 Each authority then pays a tariff or receives a top-up to redistribute business rates more evenly across authorities. The tariffs and top-ups were set in 2013/14 based on the previous 'Four Block Model' distribution and were due to be uprated by September 2013 RPI. However, this increase has been capped to 2%.
- 2.7 A levy and 'safety net' system also operates to ensure that a 1% increase in business rates is limited to a 1% increase in retained income, with the surplus funding any authority whose income drops by more than 7.5% below their baseline funding.
- 2.8 In the years where the 50% local share is less than local government spending totals, the difference is returned to local government via RSG. This is allocated pro-rata to local authorities' funding baseline.
- 2.9 Therefore, there is a specific need for billing authorities to accurately forecast future business rates. The Council has committed resources to this task but is hampered by the number of appeals on properties on our ratings list. Although progress has been made in settling appeals over the past year, there remains a backlog at the Valuation Office which presents a significant risk to forecasts.
- 2.10 The Government reimburses authorities for the impact of tax changes for small business and other additional business rate reliefs announced in the Autumn Statement each year by means of a Section 31 grant payment. The grant amount is based on actual costs as captured at year end via local authority returns. The grant is received in the year to which the business rates relate but is required to offset impacts on the general fund revenue account in the following two years.

### **3. Medium Term Financial Strategy (MTFS)**

- 3.1 The council's budget is underpinned by the MTFS. The financial projections underlying the MTFS have been revised to reflect changes in assumptions, the provisional Local Government Finance Settlement and the changing risk environment in which the council operates. Other budget pressures including inflation and demographic requirements have also been factored in to produce a projection of the council's medium term financial position.
- 3.2 The presentation of savings in the MTFS shows the net savings required to deliver a balanced budget. Items such as growth and decreases in income are now incorporated within the transformation programme and net off against the savings to be delivered.
- 3.3 A net reduction for 2015/16 of £0.969m has now been included within the budget. The MTFS shows a need to make further net savings of £11.6m over the next 5 years, which following the "smoothed" approach equates to £2.3m each year. This is an increase from the £1.9m of savings set out in the 2014/15 budget papers principally as a result of:
- Lower business rate revenues in 2014/15 than expected in the MTFS;
  - Removal of assumptions of new allocations of New Homes Bonus given the uncertainties surrounding the future of this grant;
  - Removal of assumed income streams associated with a proposed commercial arrangement which is not now certain to go ahead;
  - The assumption that future business rate deficits will offset section 31 grant received and the recommended transfer from general to earmarked reserves of section 31 monies received to date (see para 8.2).
- 3.4 In assessing the longer term financial stability of the council, consideration has been given balancing external factors, such as global and macro-economic risks that may cause the government to increase and/or extend its austerity measures, with the need to maintain services to the residents of Norwich. To a certain degree, the strong culture of forward planning and prudent financial management that exists within the Council mitigates these external risks and allows minimum reserve levels to be set below current reserve levels.
- 3.5 Payroll-related inflation has been estimated at 3.6%, to include estimates for an annual pay settlement, payroll drift and increases in pension contributions. Inflation has been allowed for on premises costs, supplies and services and transport at 2.0%, to reflect forecast changes in CPI.
- 3.6 Specific grant figures have been confirmed by the Department for Communities & Local Government for 2015/16. Grants for future years have been estimated at 2015/16 levels, except for New Homes Bonus and Housing Benefit / CTS Administration Grants. There is a significant level of uncertainty around the future of the new Homes Bonus grant so whilst current allocations of the grant have been left in for the remaining years that they are due to be paid, no new allocations of New Homes Bonus grant have been anticipated. Housing Benefit / CTS Administration Grants, have been assumed to decrease by 5% per year.

The MTFS assumes no increases in Council Tax beyond that recommended in this report for 2015/16.

- 3.7 Anticipated growth in business rates from 2014/15 to 2015/16 has not materialised largely as a result of the settling of appeals and this has put further pressure on the council's finances. In addition, the MTFS assumes all Section 31 business rate relief grant is transferred to an earmarked reserve and used to offset the impact of related business rate deficits in future years.
- 3.8 The table below shows the proposed budget for 2015/16 and the medium term financial projections for the 5 years to 2020/21.

**Table 3.1: Budget 2015/16 and medium term financial projections for 5 years to 2020/21**

	2015/16 Year 1 £000s	2016/17 Year 2 £000s	2017/18 Year 3 £000s	2018/19 Year 4 £000s	2019/20 Year 5 £000s	2020/21 Year 6 £000s
Employees	£17,381	£18,007	£18,583	£18,992	£19,410	£19,837
Premises	£9,209	£9,393	£9,581	£9,773	£9,968	£10,167
Transport	£272	£280	£288	£297	£306	£315
Supplies & Services	£15,313	£15,543	£16,009	£16,489	£16,984	£17,494
Capital Charges	£3,526	£3,526	£3,526	£3,526	£3,526	£3,526
Transfer Payments	£68,533	£68,533	£68,533	£68,533	£68,533	£68,533
Third Party Payments	£7,531	£7,612	£7,764	£7,920	£8,078	£8,240
Centrally Managed	£1,253	£1,279	£1,304	£1,330	£1,357	£1,384
Recharge Expenditure	£16,925	£16,925	£16,925	£16,925	£16,925	£16,925
Recharge Income	-£25,157	-£25,157	-£25,157	-£25,157	-£25,157	-£25,157
In-Year Savings	£0	£0	£0	£0	£0	£0
Receipts	-£24,454	-£24,821	-£25,193	-£25,571	-£25,955	-£26,344
Government Grants:	£0	£0	£0	£0	£0	£0
New Homes Bonus	-£2,356	-£2,356	-£1,681	-£1,167	-£742	-£317
PFI Grant	-£1,429	-£1,429	£0	£0	£0	£0
Benefit Subsidy	-£67,379	-£67,379	-£67,379	-£67,379	-£67,379	-£67,379
Benefit/CTS Admin Grant	-£1,227	-£1,209	-£1,145	-£1,081	-£1,018	-£954
Other Government Grants	-£503	-£503	-£503	-£503	-£503	-£503
<b>Subtotal budgets</b>	<b>£17,439</b>	<b>£18,245</b>	<b>£21,457</b>	<b>£22,928</b>	<b>£24,334</b>	<b>£25,767</b>
<b>Savings</b>	<b>0</b>	<b>-£2,315</b>	<b>-£4,630</b>	<b>-£6,945</b>	<b>-£9,260</b>	<b>-£11,575</b>
Contribution to/(from) bals	-£383	£451	-£1,204	-£1,091	-£888	£302
<b>Budget requirement</b>	<b>£17,056</b>	<b>£16,380</b>	<b>£15,622</b>	<b>£14,892</b>	<b>£14,186</b>	<b>£14,495</b>
Share of NNDR (Baseline)	-£4,645	-£5,218	-£5,378	-£5,566	-£5,777	-£6,002
Council Tax Freeze Grants	£0	£0	£0	£0	£0	£0
Formula Funding	-£4,096	-£3,000	-£2,000	-£1,000	£0	£0
Council Tax Requirement	-£8,315	-£8,162	-£8,244	-£8,326	-£8,409	-£8,493
<b>Total funding</b>	<b>-£17,056</b>	<b>-£16,380</b>	<b>-£15,622</b>	<b>-£14,892</b>	<b>-£14,186</b>	<b>-£14,495</b>

<b>New savings (smoothed)</b>		<b>£2,315</b>	<b>£2,315</b>	<b>£2,315</b>	<b>£2,315</b>	<b>£2,315</b>
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<b>Balance brought forward</b>	<b>-£8,186</b>	<b>-£7,803</b>	<b>-£8,254</b>	<b>-£7,050</b>	<b>-£5,959</b>	<b>-£5,071</b>
Contributions (to)/from I&E	£383	-£451	£1,204	£1,091	£888	-£302
<b>Balance carried forward</b>	<b>-£7,803</b>	<b>-£8,254</b>	<b>-£7,050</b>	<b>-£5,959</b>	<b>-£5,071</b>	<b>-£5,373</b>
<i>Relative to controllable spend</i>	<i>17%</i>	<i>17%</i>	<i>14%</i>	<i>12%</i>	<i>10%</i>	<i>10%</i>

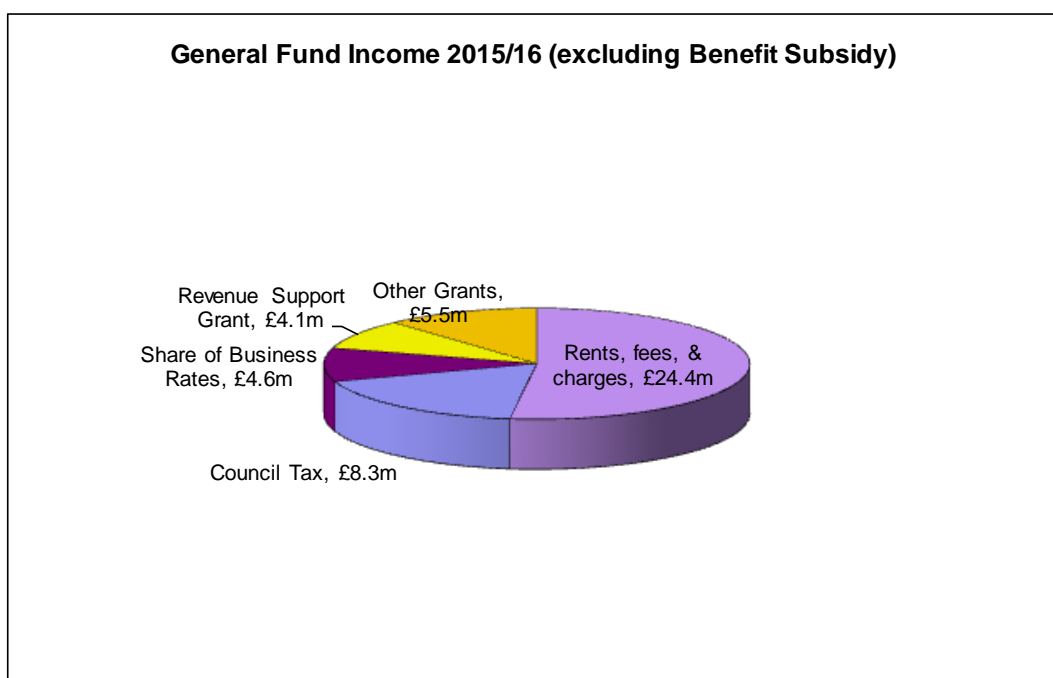
#### **4. Preparation of the 2015/16 budget**

- 4.1 Guided by the council's corporate plan and its 'changing pace blueprint' (operating model) a range of work has been carried out across the council through the transformation programme, to develop options for additional income and savings in order to meet the target within the MTFS and ensure a balanced budget. This work has been informed by a cross party working group. The corporate plan is being updated and a new plan will be presented to council for approval alongside this budget.
- 4.2 In October cabinet considered an initial list of income and savings options and agreed for further work to be carried out to progress these.
- 4.3 In line with the approach used in previous years, cabinet agreed to consult the public on the proposed approach to meeting the savings target for 2015/16. It was also agreed to consult the public on the potential for a council tax rise.
- 4.4 The consultation ran from the 13 October – 6 January. An analysis of the results of the consultation can be found at Appendix 1. The overall results showed that of the people who completed the consultation and answered the question:
  - The biggest single group responding liked the council's proposed approach for generating income and saving money
  - 65.69% supported a proposed council tax increase
- 4.5 Comments and ideas were also received on other things the council could do differently to generate income or save money in the future. A large number of these relate to approaches the council is already progressing. However, as with previous years the comments will be used to inform the council's ongoing development of income and savings opportunities as part of the transformation programme.
- 4.6 A final list of the key income and savings projects that have been developed through the transformation programme and are now included in the proposed budget for 2015/16 are set out at Appendices 3 and 5. They amount to just under £2.6m.
- 4.7 The changes resulting from the savings would further reduce the council's overall capacity. However, they should not significantly impact the services that the public receive from the council for 2015/9. This further demonstrates the success of the council's ongoing approach to developing savings and income, particularly given that fact that the council has already delivered approximately £26m of recurring revenue savings over the last six years.
- 4.8 The overall package of proposed income and savings alongside all the other upward and downward budget movements and proposals within this report would result in a net reduction of £0.949m in 2015/16.

#### **5. Budgetary resources**

- 5.1 Expenditure in the General Fund is financed from both income within the budgetary requirement and from government grant and council tax within budgetary resources.

**Diagram 5.1: Council income excluding benefit subsidy 2015/16**



- 5.2 The total of £37.3m raised locally (through business rates, council tax and rents, fees and charges) amounts to 80% of this income, whilst the £9.6m of central government funding (RSG and other grants) amounts to 20%.

**Table 5.3 Formula and other grants 2014/15 and 2015/16**

	2014/15 £000s	2015/16 £000s	% change
Revenue Support Grant (RSG)	5,981	4,096	-31.5
Business Rates	4,651	4,645	-0.0
<b>Formula funding</b>	<b>10,632</b>	<b>8,741</b>	<b>-17.8</b>
New Homes Bonus	2,038	2,356	15.6
Local Council Tax Support / Housing Benefit Administration Grant	1,272	1,227	-3.5
Private Finance Initiative (PFI) Grant	1,429	1,429	0.0
Other grants	447	503	12.5
<b>Total grant funding</b>	<b>15,818</b>	<b>14,256</b>	<b>-9.9</b>

- 5.3 Section 31 Business Rate Relief grant is given to offset reliefs which reduce the business rates income to the Council so is not included as a separate grant.
- 5.4 In addition to the formula grant, the budgetary requirement is funded by council tax collected by the council. Any increase in the level of council tax is limited by referendum principles. For 2015/16 a 2% limit on increases was announced as part of the provisional settlement.

- 5.5 The government has announced a further Council Tax Freeze Grant for 2015/16 which equates to a 1% increase in council tax. However, the value of the grant offered is less than the amount that can be raised through the proposed increase in council tax, and is subject to future cuts therefore the resulting shortfall would add considerably to already significant budgetary pressures. Based on recommendations in this report, the council would reject the freeze grant.
- 5.6 The draft budget proposals are based on an increase of 1.95%, and a rate of £234.76 per Band D property. The calculation of the recommended Council Tax Requirement and derivation of the Council Tax Precept are shown in Section 7.

## 6. Budgetary requirement – income and expenditure

- 6.1 To achieve a balanced budget, the total movements in the budgets must equal the movements in budgetary resources as shown in the MTFS. The following tables show the available budgetary resources for 2015/16 and the movements in budgets by Service Area proposed to maintain spend within available resources.

**Table 6.1a: Budgetary resources 2015/16**

	£000s
Formula funding 2014/15	(5,981)
Business rates 2014/15	(4,651)
Council tax 2014/15	(7,776)
<b>Budgetary resources 2014/15</b>	<b>(18,408)</b>
- Decrease in formula funding	1,885
- Decrease in business rates	6
+ Increases in council tax	(350)
<b>+ Movement 2014/15 to 2015/16</b>	<b>1,956</b>
= Formula funding 2015/16	(4,096)
= Business rates 2015/16	(4,645)
= Council tax 2015/16	(8,315)
<b>= Budgetary resources 2015/16</b>	<b>(17,056)</b>



**Table 6.1b: Movement in budget requirement 2014/15 to 2015/16 by Service Area**

General Fund	Base £000	Adjust Base/ Transfers £000	Inflation & Growth £000	Savings £000	Increased income £000	Decreased Income £000	Total £000
Chief Executive	0	0	-1	-1	0	0	-2
<b>Chief Executive</b>	<b>0</b>	<b>0</b>	<b>-1</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>-2</b>
Corporate Management	-1,079	-836	0	-372	-524	1,301	-1,510
Business Relationship Management	2,718	263	191	-150	0	38	3,060
Finance	-1,779	-27	10	-649	0	222	-2,223
Procurement & Service Improvement	34	-64	145	-80	0	0	35
Democratic Services	304	132	9	-78	0	0	367
<b>Business Relationship Management and Democracy</b>	<b>197</b>	<b>-532</b>	<b>355</b>	<b>-1,329</b>	<b>-524</b>	<b>1,560</b>	<b>-272</b>
Communications & Culture	2,526	34	34	-64	-164	0	2,365
Customer Contact	-116	80	55	-104	0	4	-81
<b>Customers, Communications &amp; Culture</b>	<b>2,409</b>	<b>114</b>	<b>89</b>	<b>-168</b>	<b>-164</b>	<b>4</b>	<b>2,284</b>
Neighbourhood Housing	2,654	-129	153	-181	-50	0	2,447
Neighbourhood Services	2,229	47	41	-1	0	0	2,316
Citywide Services	9,979	-74	555	-374	-234	189	10,042
Human Resources	0	25	30	-50	0	0	5
Strategy & Programme Management	36	-127	82	-45	0	0	-54
<b>Strategy, People and Neighbourhoods</b>	<b>14,898</b>	<b>-258</b>	<b>861</b>	<b>-651</b>	<b>-284</b>	<b>189</b>	<b>14,756</b>
Regeneration and Development	0	26	0	-26	0	0	0
City Development	-966	-174	526	-140	-616	86	-1,285
Property Services	125	19	56	-51	-25	1	126
Planning	1,743	-160	140	-43	-236	4	1,448
<b>Regeneration and Development</b>	<b>903</b>	<b>-288</b>	<b>722</b>	<b>-261</b>	<b>-878</b>	<b>90</b>	<b>289</b>
<b>Total General Fund</b>	<b>18,407</b>	<b>-964</b>	<b>2,026</b>	<b>-2,409</b>	<b>-1,850</b>	<b>1,844</b>	<b>17,056</b>

6.2 Movements in budget for each type are detailed in [Appendix 2](#).

6.3 The following table shows the proposed budget for 2015/16 analysed by type of expenditure or income (subjective group) compared to 2014/15.

**Table 6.3: Proposed budget analysis 2015/16 by subjective group**

Subjective group	Budget 2014/15 £000s	Budget 2015/16 £000s	Change £000s
Employees	17,367	17,381	14
Premises	8,570	9,209	639
Transport	314	272	(42)
Supplies & services	15,981	15,313	(668)
Savings proposals	(55)	0	55
Third party payments (shared services)	7,785	7,531	(254)
Transfer payments	68,533	68,534	1
Capital financing	3,685	3,526	(159)
Recharge expenditure	18,800	18,178	(620)
<b>Subtotal expenditure</b>	<b>140,978</b>	<b>139,944</b>	<b>(1,034)</b>

Government grants	(73,697)	(73,277)	420
Receipts	(23,186)	(24,454)	(1,268)
Recharge income	(25,687)	(25,157)	530
<b>Subtotal income</b>	<b>(122,570)</b>	<b>(122,888)</b>	<b>(318)</b>
<b>Total Budgetary Requirement</b>	<b>18,408</b>	<b>17,056</b>	<b>(1,352)</b>

## 7. Council tax & precept

- 7.1 The following table shows the calculation of the level of council tax with the recommended increase of 1.95%

**Table 7.1: Council Tax calculation 2015/16**

	<b>No.</b>	<b>£</b>
<b>Budgetary requirement</b>		<b>17,056,054</b>
- Formula grant		-4,096,104
- NNDR Distribution		-4,645,379
<b>= Council tax requirement</b>		<b>8,314,571</b>
- Surplus on collection fund		-233,495
<b>= Council tax precept</b>		<b>8,081,076</b>
Band D Equivalent properties	33,764	
<b>Council tax (Band D)</b>		<b>239.34</b>

- 7.2 The following table shows the impact of the proposed increase for each council tax band on the Norwich City Council share of total council tax. The full proposed new council tax will be set once we have confirmation from Norfolk County Council and the Office of the Police and Crime Commissioner for Norfolk on any increases they may apply for 2015/16. The figures shown will be reduced, for qualifying council tax payers, by the council's discount scheme which has replaced the council tax benefit system.

**Table 7.2: Council tax increases 2014/15 to 2015/16, Bands A to H**

<b>Band</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>
2014/15	£156.51	£182.59	£208.68	£234.76	£286.93	£339.10	£391.27	£469.52
Increase	£3.05	£3.56	£4.07	£4.58	£5.60	£6.61	£7.63	£9.16
2015/16	£159.56	£186.15	£212.75	£239.34	£292.53	£345.71	£398.90	£478.68

## 8. Report by the Chief finance officer on the robustness of estimates, reserves and balances

- 8.1 Section 25 of the Local Government Act 2003 requires that the Chief finance officer of the council reports to members on the robustness of the budget estimates and the adequacy of council's reserves. The Chief finance officer is required to provide professional advice to the council on the two above matters and is expected to address issues of risk and uncertainty.

- 8.2 Of particular note in this budget is the assumption that future business rate deficits will offset the section 31 Business Rate Relief grant in full, and the recommendation to transfer all section 31 business rate relief grant received from 2013/14 onwards to an earmarked reserve. The grant is given to reimburse authorities for small business and other additional rate reliefs based on actual costs. Business rate accounts operate on a three year cycle and the impact of reliefs given impacts on the general fund in the two years subsequent to the year the rates are due. Transferring all section 31 rates relief monies received since 2013/14 into an earmarked reserve and transferring them back into the revenue account in the year the related deficit arises will allow the grant to be matched to the related reduction in income.
- 8.3 By the end of 2014/15 £1.7m of Business Rate Relief grant will have been received. The deficits associated with this will impact on the revenue account in 2014/15 to 2016/17. It is recommended that a transfer of £1.7m is made from the general reserve to an earmarked reserve and brought back into the revenue account as the associated deficits arise. This reduction in general fund reserves has been reflected in the MTFS. This will significantly reduce the risk of future business rate variations adversely impacting on the council's budget.
- 8.4 The main driver to achieve savings in the current budget round has been the council's transformation programme. This has been subject to rigorous review by both members and officers and is directly linked to the service planning process ensuring a strong link between the council's priorities and the financial resources available to deliver them. As with all future estimates there is a level of uncertainty and this has been taken into account when assessing the levels of reserves.
- 8.5 There are risks around the level of unavoidable expenditure and income loss. Historically this has been in excess of £1 million per annum. Both the identification and estimation of these amounts has been included within the council's ongoing transformation programme for the next three years. However, it should be noted that the level of uncertainty surrounding estimates increases as they relate to periods further into the future.
- 8.6 There are also risks around future grant and business rates incomes. In particular, there is significant uncertainty around the future of the New Homes Bonus grant. In addition, the business rates yield for Norwich City has not grown as anticipated over the past year requiring further savings to be made to balance the budget.
- 8.7 Allowing for the above comments on uncertainty it is the opinion of the Chief finance officer that in the budgetary process all reasonable steps have been taken to ensure the robustness of the budget. Further comfort is taken from the record of the council in managing and delivering to budget in year.
- 8.8 A key mitigation for expenditure/income risks is the Chief finance officer's estimate of a prudent level of reserves. An amount has been built into the prudent level of reserves to cover estimated levels of risk, as set out in [Appendix 4](#).
- 8.9 The requirement for financial reserves is acknowledged in statute. Section 32 of the Local Government Finance Act 1992 requires billing

authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.

- 8.10 It is the responsibility of the Chief finance officer to advise local authorities about the level of reserves that they should hold and to ensure that there are clear protocols for their establishment and use. Reserves should not be held without a clear purpose.
- 8.11 The council holds two types of general fund reserves:
- The general fund is a working balance to cushion the impact of uneven cash flows. The reserve also acts as a contingency that can be used in year if there are unexpected emergencies, unforeseen spending or uncertain developments and pressures where the exact timing and value is not yet known and/or in the Council's control. The reserve also provides cover for grant and income risk.
  - The earmarked general fund is set aside for specific and designated purposes or to meet known or predicted liabilities e.g. insurance claims.
- 8.12 Earmarked reserves remain legally part of the general fund although they are accounted for separately.
- 8.13 A risk assessment has been undertaken to determine the level of non-earmarked general reserves required by the council. In making a recommendation for the level of reserves the Chief finance officer has followed guidance in the CIPFA LAAP Bulletin 77 – Guidance notes on Local Authorities Reserves and Balances. The risk analysis shows that a prudent minimum level of reserves for 2015/16 will be of the order of £4.474m as shown in [Appendix 4](#).
- 8.14 The following table shows that the anticipated level of balances will remain above this prudent minimum level for the duration of the medium term planning period.

**Table 8.11: Estimated general fund balance through the MTFS period**

<b>Year ending</b>	<b>£000s</b>
31 March 2016	7,803
31 March 2017	8,254
31 March 2018	7,050
31 March 2019	5,959
31 March 2020	5,071
31 March 2021	5,373

## **9. Capital resources and capital plan 2015/16 – 2016/20**

- 9.1 The council owns and maintains a range of assets. Major investment in these assets is funded from the capital programme. In turn the capital programme is resourced, in part, by the income received from the disposal of surplus assets.
- 9.2 In June 2011 the council adopted an asset management strategy that established a framework for the maintenance and improvement of assets

that meet the needs of the organisation. Underperforming assets, particularly those retained for investment purposes, will be released to provide a receipt for future investment in the capital programme. The key requirements of the strategy are to optimise the existing portfolio (by establishing a rigorous process for review); to prioritise investment in the portfolio to support income generation and cost reduction; to rationalise office accommodation and to work in partnership with others to attract third party funding to bring forward development on council owned sites (e.g. the use of section 106 funding or the HCA development partnership).

9.3 The following table shows the total non-housing capital resources anticipated over the duration of the capital plan:

**Table 9.3: Capital resources 2015/16 – 2019/20**

<b>Non-housing capital resources</b>	<b>2015/16 £000s</b>	<b>2016/17 £000s</b>	<b>2017/18 £000s</b>	<b>2018/19 £000s</b>	<b>2019/20 £000s</b>
S106 Balances b/f	(1,081)	(576)	(707)	(948)	(802)
S106 Forecast resources arising	(447)	(323)	(477)	(170)	(175)
S106 Forecast resources utilised (ongoing works)	628	0	0	0	0
S106 Forecast resources utilised (proposed)	324	192	236	316	267
<b>Total S106 Resources</b>	<b>(576)</b>	<b>(707)</b>	<b>(948)</b>	<b>(802)</b>	<b>(710)</b>
CIL Balances b/f	(47)	(104)	(134)	(148)	(159)
CIL Forecast resources arising	(1,207)	(1,909)	(1,719)	(1,400)	(1,486)
CIL Forecast resources utilised (contribution to pool)	1,000	1,608	1,448	1,179	1,251
CIL Forecast resources utilised (proposed neighbourhood schemes)	150	271	258	210	223
<b>Total CIL Resources</b>	<b>(104)</b>	<b>(134)</b>	<b>(148)</b>	<b>(159)</b>	<b>(170)</b>
Anticipated balance b/f	(5,048)	(556)	(556)	(556)	(556)
Forecast resources arising - borrowing	(12,101)	(24,230)	(10,974)	0	0
Forecast resources arising - grants	(1,324)	0	0	0	0
Forecast resources arising - GNGP Strategic Pool	(346)	(300)	(200)	(200)	(200)
Forecast resources arising - receipts	(1,250)	(1,671)	(1,286)	(1,286)	(1,286)
Forecast resources utilised (ongoing works)	9,539	0	0	0	0
Forecast resources utilised (proposed)	9,974	26,201	12,460	1,486	1,486
<b>Total other capital resources</b>	<b>(556)</b>	<b>(556)</b>	<b>(556)</b>	<b>(556)</b>	<b>(556)</b>
<b>Total non-housing capital resources</b>	<b>(1,236)</b>	<b>(1,397)</b>	<b>(1,652)</b>	<b>(1,517)</b>	<b>(1,436)</b>

9.4 The forecast level of resources from asset disposal receipts, Section 106 payments and CIL payments should be regarded with some caution, as they are based upon estimates and are therefore not guaranteed.

9.5 Shortfalls against these targets will be managed by continuing the council's policy of not committing spend against forecast resources until the resources materialise, alongside consideration of further use of borrowing where the associated revenue costs are manageable.

9.6 Anticipated borrowing covers mainly costs associated with Threescore phase 2, construction of a new multi-storey car park, Hurricane Way development and other schemes generating revenue income in excess of the borrowing costs.

9.7 The following table shows the proposed capital plan, based on capital expenditure supporting the Asset Management Plan and the forecast non-housing capital resources.

**Table 9.7: Capital plan 2015/16 – 2019/20**

<b>Non-housing capital plan</b>	<b>2015/16 £000s</b>	<b>2016/17 £000s</b>	<b>2017/18 £000s</b>	<b>2018/19 £000s</b>	<b>2019/20 £000s</b>
Asset improvement	30	0	0	0	0
Asset investment	1,000	7,065	27	0	0
Asset maintenance	1,233	1,176	886	886	886
Initiative funds	500	450	400	400	400
Regeneration and growth	6,865	17,210	10,947	0	0
Section 106 schemes	324	192	236	316	267
CIL	1,150	1,879	1,705	1,389	1,474
GNGP Strategic Pool Schemes	346	300	200	200	200
<b>Total expenditure</b>	<b>11,448</b>	<b>28,272</b>	<b>14,401</b>	<b>3,191</b>	<b>3,227</b>
S106	324	192	236	316	267
CIL Funding	1,150	1,879	1,705	1,389	1,474
Other capital resources	9,974	26,201	12,460	1,486	1,486
<b>Total resources applied</b>	<b>11,448</b>	<b>28,272</b>	<b>14,401</b>	<b>3,191</b>	<b>3,227</b>
<b>Total non-housing capital plan</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

9.8 All risks relating to the resourcing and delivery of the capital plan are identified and managed in accordance with the council's risk management strategy.

## **10. Capital programme 2014/15**

10.1 The proposed capital programme for 2014/15 continues to focus on the five core themes of the Asset Management Plan:

- **Asset maintenance**  
This theme includes provision for repair costs to St Andrews MSCP.
- **Asset improvement**  
This theme includes provision for the initial costs of Phase II of the reconfiguration of City Hall to maximise utilisation and facilitate income generation
- **Asset investment**  
This theme includes provision for capital works and possible acquisitions to increase revenue income generation and reduce revenue costs.
- **Regeneration and growth**  
This theme includes provision for the use of the Norwich and Homes & Communities Agency Strategic Partnership's strategic priority fund, subject to decisions of the partnership's Strategic Board.
- **Developer-funded section 106 schemes**

- 10.2 Additionally, the proposed capital programme incorporates **Initiative Funds**, including provision for community grants, environmental initiatives, and IT investment which relieves pressure on general fund revenue resources.
- 10.3 The following table sets out the elements making up the proposed capital plan and programme, over and above existing programme items rolling forward.

**Table 10.3: Capital Programme 2015/16**

<b>Scheme</b>	<b>£000's</b>
City Hall external lighting	30
<b>Asset improvement total</b>	<b>30</b>
Asset investment for income	1,000
<b>Asset investment total</b>	<b>1,000</b>
Eaton Park access improvements	30
Major repairs programme	886
Millar Hall walkway replacement	10
Park depot redevelopment	97
Waterloo Park pavillion works	210
<b>Asset maintenance total</b>	<b>1,233</b>
CIL GNGB strategic pool contribution	1,000
CIL neighbourhood projects	150
<b>Corporate Infrastructure Levy total</b>	<b>1,150</b>
Riverside Walk at Fye Bridge	30
Earlham Millennium Green	66
Marriots Way	250
<b>GNGP strategic pool schemes total</b>	<b>346</b>
IT development	400
Eco investment fund	50
Municipal Bonds Agency	50
<b>Initiative funds total</b>	<b>500</b>
Push the Pedalway administration	22
Threescore phase 2	4,333
Mountergate West phase 2	587
Hurricane Way development	1,884
Magpie Road city wall landscape	39
<b>Regeneration and growth total</b>	<b>6,865</b>
Riverside Walk at Fye Bridge	32
Hall Road cycling scheme	44
Pointers Field phase 3	19
The Runnell play area	99
Castle green spaces	9
Bowthorpe southern park	66
Car club investment	38
Wensum View play area	17
<b>Section 106 schemes total</b>	<b>324</b>
<b>Total non-housing capital programme 2015/16</b>	<b>11,448</b>

## **11. Progress in reducing the council's carbon footprint**

- 11.1 Previously information on progress in reducing the council's carbon footprint has been included in the budget report. However, this information is now reported through a range of different mechanisms and is also published at all times on the council's website at [www.norwich.gov.uk/Environment/Ecolssues/Pages/CarbonFootprintReport.aspx](http://www.norwich.gov.uk/Environment/Ecolssues/Pages/CarbonFootprintReport.aspx)



## Integrated impact assessment



**NORWICH**  
City Council

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

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

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	4 February 2015
<b>Head of service:</b>	Justine Hartley, Chief finance officer
<b>Report subject:</b>	General Fund Budget & Capital Programme 2015/16
<b>Date assessed:</b>	16 January 2015
<b>Description:</b>	This integrated impact assessment covers the proposed general fund budget, capital programme, and council tax for 2015/16

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

Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The proposed capital plan and programme will provide for improvements to the council's assets and the surrounding environment
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The proposed capital plan and programme will provide for improvements in thermal and carbon efficiency
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments

<b>Risk management</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The risks underlying the proposed budgets, council tax, and capital plan and programme have been assessed and prudent provision made for the financial consequences of those risks both within the budgets and the recommended prudent minimum level of general fund reserves
<b>Recommendations from impact assessment</b>				
<b>Positive</b>				
None				
<b>Negative</b>				
None				
<b>Neutral</b>				
None				
<b>Issues</b>				
None				

## Consultation responses on the proposed budget for 2015/16

Across the whole consultation a total of 239 responses were received from groups or individuals who did not classify themselves as a member of staff. These data represent the results from those 239 responses. No data has been weighted

To what extent do you support the city council raising its share of the council tax by 2% in 2015-16 and using that money to protect key council services in the future? (Please show your level of support by ticking one box below).		
Answer Options	Response Percent	Response Count
Strongly agree	51.96%	106
Slightly agree	13.73%	28
Neither agree nor disagree	8.82%	18
Slightly disagree	5.88%	12
Strongly disagree	18.63%	38
Don't know	0.98%	2
<i>answered question</i>		<b>204</b>
<i>skipped question</i>		<b>35</b>

**41.18%**

Responses were also sought on the proposed approach to change ways of working and to save money or generate income. Early results analysed by the research company suggest that of the 115 responses the top five (excluding other / one off) can be grouped into very broad headings as follows (percentages represent the percentage of those mentioning this topic from those who responded to this question):

1. Like the ideas / agree 21%
2. Stop wasting money on unnecessary work and services (inc. car parks) 14%
3. Maintain good services (inc. by not cutting staff) 9%
4. Financial priorities (inc. related to revenue and benefits etc.) 9%
5. Protect green space / no developments 8%

Responses were also sought on suggestion to change ways of working and to save money or generate income. Again early results analysed by the research company suggest that of the 104 responses the top five (excluding other / one off) can be grouped into very broad headings as follows (percentages represent the percentage of those mentioning this topic from those who responded to this question):

1. Consider financial priorities / stop wasting money 14%
2. Revisit current properties for development / improvement 11%
3. Increase in council tax 10%
4. Environmental efficiency 9%

5. More services shared / contracted out **and** Increase parking charges (inc. charging for parking permits) 8%

The detailed ideas will be analysed further and used to inform the future development of income and savings options.

Other individual responses to the proposed budget included:

- One resident suggested charging taxis to use St Stephen's Street, invite people to pick litter in parks and would support a council tax increase to support services but not necessarily to increase council tax year on year
- A letter to the local press was picked up suggesting reducing the number of councillors to one per ward
- The Office of the Police and Crime Commissioner, considering both the detailed proposals for council tax reduction (specifically losses to them by implementing into the main scheme war pensions disregard) and the council tax increase said *"The PCC receives a grant to compensate for the loss of taxbase. How long the grant will be payable for and whether it will be cut year on year we do not know. Clearly we are pleased that your proposed scheme changes will generate additional council tax (taxbase) for us"*

## Movements in budget 2015/16 by type

Table A2.1: Adjustments to base budgets

<b>Adjusted Base / Transfers</b>	<b>£000s</b>
Correction to neighbourhood wardens budgets	61
Removal of one off item from Contingency - Invest to Save budget	-200
Audit fee recharge to HRA now part of LGSS recharges	97
Reduced contribution to Reserves	-924
Reduction in contribution to airport pension costs	-13
Removal of temporary posts	-88
Home options recharges	-24
Adjustment to corporate recharges	160
Corrections to salary costs	14
Other adjustments (<£10k)	-47
<b>Total Adjusted Base / Transfers</b>	<b>-964</b>

Table A2.2: Growth and Inflation

<b>Growth and Inflation</b>	<b>£000s</b>
Office block to be pulled down	41
Creation of procurement apprentice post	23
Capacity Grid NDR review	49
Capacity Grid Council Tax long term empty review	20
New Street Worker post funded by County	34
Initial operating costs for Rose Lane car park	230
Budgets transferred to accurately reflect LGSS savings and growth	15
LEAP programme budgets – offset by savings	119
Transformation Programme growth (see appendix 2)	593
Salary inflation, increment and pay awards	261
Business Rates	21
Contract inflation/living wage/properties/driver uplift	110
Other contractual inflation	214
Pay award for NPS Core Services	73
Increased recharge costs due to pay inflation	17
Other growth and inflation adjustments (<£10k)	207
<b>Total Growth and Inflation</b>	<b>2,026</b>

**Table A2.3: Savings**

<b>Savings</b>	<b>£000s</b>
Reduced Minimum Revenue Provision	-319
Office block to be pulled down	-50
Reduction in Business Rates following property reassessment	-53
Change in Riverside Centre management contract	-10
Salary adjustments	-56
Reduction in expenditure on vets bills & stray dogs	-25
Decrease in food waste gate fee costs	-12
Reduction in MRF operating costs as a result of new Joint Venture contract	-54
Increase in mixed recycling tonnage and increase in recycling credit rate	-93
Removal of discretionary rate relief budget as now part of Collection Fund	-65
Bank charges reduced due to change in banking contract	-50
Premium on early redemption of debt	-24
Ending of LEAP programme – offset by reduced income	-130
Service curtailment – offset by reduced income	-16
Budget no longer needed - Livestock Market Sold	-15
Savings to be made to accurately reflect LGSS costs - transferred in 2014/15	-65
Transformation Programme savings (see appendix)	-1,316
Other adjustments (<£10k)	-50
<b>Total Savings</b>	<b>-2,409</b>

**Table A2.4: Income increases**

<b>Income Increases</b>	<b>£000s</b>
Increase in garden waste subscriptions and increase in subscription charge	-46
Recharge 1.6 FTE Salary costs to capital	-119
New Street Worker post funded by County	-34
Adjustment to reflect new agency agreement and increased in line with change in national APT and C staff salaries	-17
Baseline' profit share higher than originally budgeted	-65
New Homes Bonus increase	-317
New Burdens Funding for Local Council Tax Reduction Scheme	-46
Riverside contract People for Places management fee income	-57
Increase in rents and lettings	-33
Increase in interest from Livestock Market	-10
Increase in s31 grant	-161



<b>Income Increases</b>	<b>£000s</b>
Transformation Programme income (see appendix)	-927
Other adjustments (<£10k)	-18
<b>Total Income Increases</b>	<b>-1,850</b>

**Table A2.5: Income reductions**

<b>Income Reductions</b>	<b>£000s</b>
S31 grant transfer to reserves to meet future business rate deficits	1290
Reduced service charge income as a result of disposal of assets	13
Salary savings	20
Reduced to reflect actual income received for pest control	25
Reduction in MRF income/profit share	153
Reduction in Council Tax Admin Subsidy	10
Other interest - removal of one off income re airport loan	222
Reduction in Housing Benefit Admin grant	35
Service curtailment - income will not be received	20
NPS Baseline profit share likely to be less than originally budgeted	25
Other adjustments (<£10k)	30
<b>Total Income Reductions</b>	<b>1,843</b>

## Appendix 3

### Key savings and income projects from the transformation programme

In the table below are a range of the key savings and income projects included within different parts of the draft budget:

Transformation programme savings and new income streams for 2015/16			
No	Service	Description of key savings / income projects	Revenue savings / income for 2015/16
1	Property services	Further sharing of City Hall with other organisations	25,000
2	Business relationship mgt/ LGSS	Implementation of paperless committee meetings/ councillors/ senior officers supported by electronic committee management system and suitable electronic devices for councillors and officers.	15,000
3	City development	Additional car parking income (excluding Rose Lane)	150,000
4	Multiple	Business rates review	75,000
5	Planning	Increases in planning fee income due to economic recovery	57,000
6	City development	Replace Rose Lane car park with a new multi storey car park	110,457
7	City development	Surplus share for NPS and Norse joint ventures (environmental and buildings)	55,000
8	Citywide services	Increase in cemetery fees (the public were consulted on this previously).	58,000
9	Citywide services	Increase use of parks (concessions etc).	8,827
10	Citywide services	Increase charges for allotments (the public were consulted on this previously).	1,100
11	Multiple	Advertising income review	50,000
12	Hr and learning	Reduction in learning and development spend in line with reducing organisation	15,000
13	Housing	Review of housing options	49,000
14	Planning	Estimate of increased fee income from capital projects	60,000
15	Finance	Inflation lower than planned for in medium term financial strategy	71,228
16	Planning	Reducing planning budget that is no longer required	7,500
17	City development	Increased private sector housing income	25,512
18	Citywide services	Reduce emergency planning contingency as will be covered by corporate contingency in the future	12,000
19	Business relationship mgt/ LGSS	Reduce insurance budget that is no longer required	10,000
20	Business relationship mgt/ LGSS	Reduce systems support advice budget this is no longer required	10,000
21	Business relationship mgt/ LGSS	Reduce democratic services budgets that are no longer required	60,000
22	Business relationship mgt/ LGSS	Reduce telecommunications and printing budgets that are no longer required	69,590

No	Service	Description of key savings / income projects	Revenue savings / income for 2015/16
23	Customers, communications and culture service grouping	Reduce customer contact and mail handling budgets that are no longer required	10,000
24	Hr and learning	Reduce HR budget that is no longer required	5,000
25	Finance	Reduce corporate contingency budget that is no longer required	301,813
26	Planning and city development	Capitalised fee income associated with increased capital programme	125,000
27	Business relationship mgt/ LGSS	Revenues and benefits improvement project resulting in increased grant through lower error rates	250,000
28	Finance	Potential council tax rise (beyond freeze grant amount included in medium term financial strategy)	60,000
29	Finance	Potential change to council tax discount (remove one month empty property discount)	70,000
30	Finance	Formally include war pension disregard in to our council tax reduction scheme in line with approach to housing benefit	17,000
31	City development / NPS	Additional income from new property arrangements and removal of need for grant spend	38,534
32	Customers, communications and culture service grouping	Review of sports development including the Norman Centre and the Halls	32,000
33	Customers, communications and culture service grouping	Review of tourism development and tourist Information centre including on-line selling	10,000
34	Citywide services	Increased cost recovery for Norfolk Waste Partnership	15,000
35	Planning	Further savings from CNC building control	20,000
		Appendix 5 items	651,268
		<b>Total</b>	<b>2,600,829</b>

<b>Transformation programme growth for 2015/16</b>			
<b>No</b>	<b>Service</b>	<b>Description of key savings / income projects</b>	<b>Growth for 2015/16</b>
1	Provision market	This includes loss of income from empty stalls and rates to pay and support for future development/ improvement work	134,000
2	Investment general code	Reduced service charge and other income as a result of disposal of assets	66,967
3	Policy and performance	Growth re loss of second homes money from County Council and small contribution to Healthy Norwich	45,000
4	Neighbourhood management	Additional money into tree budget which was previously reduced	16,000
6	Business relationship management	LGSS inflation uplifts as part of LGSS partnering and delegation agreement	106,257
7	Homelessness	Reduction in income due to lowering of homelessness expenditure budget, matched by savings	13,000
8	Integrated waste management strategy	Removal of enhanced recycling credit for food waste by County Council	51,600
9	HR	Cost of joining national graduate trainee scheme	18,000
10	GNDP	Increased cost on Greater Norwich Growth Board.	25,000
11	Planning policy	Increase in cost for policy documents	20,000
12	Conservation design and landscape	Post funded from Push the Pedalways to be put into establishment	30,834
13	Conservation design and landscape	Additional hours funded 60% from Capital	31,360
14	Environmental strategy	Growth re additional resource to support delivery of new environmental strategy	20,000
15	Neighbourhood management	To provide a small budget to support activity on safeguarding, domestic abuse etc	5,000
16	Planning	Increased hours for Planning posts to be made permanent including hours funded by Push the Pedalways	10,474
		<b>Total</b>	<b>593,492</b>

## Calculation of prudent minimum balance

Estimate of prudent level of General Fund reserves 2014/15				Page 1/2
Description	Level of risk	Amount at risk	Risk	
Employee Costs	Medium	17,380,959	34,762	
Premises Costs	Medium	9,018,251	33,818	
Transport Costs	Medium	271,926	1,360	
Supplies & Services	Medium	15,382,412	230,736	
Third Party Payments	Medium	7,530,604	56,480	
Transfer Payments	Medium	65,821,823	197,465	
Centrally Managed Expenditure	Medium	1,075,019	32,251	
Receipts	Medium	24,100,589	126,528	
Grants & Contributions	Low	116,466,907	174,700	
Total One Year Operational Risk			888,100	
Allowing three years cover on operational risk			2,664,300	
Balance Sheet Risks				
Issues arising from Annual Governance Report	0	@	100%	0
General & Specific Risks				
Unforeseen events	2,000,000	@	50%	1,000,000
Legal action – counsels’ fees	100,000	@	100%	100,000
Council Tax Reduction	700,000	@	10%	70,000
Business Rates retention	500,000	@	100%	500,000
Litigation / claims	700,000	@	20%	140,000
ESTIMATED REQUIRED LEVEL OF GENERAL FUND RESERVES				4,474,300

## Operational cost risk profiles

Page  
2/2

		<i>Low Risk</i>	<i>Med Risk</i>	<i>High Risk</i>
Employee Costs	overspend probability amount at risk	1.00% 15.0% 26,071	2.00% 10.0% 34,762	3.00% 5.0% 26,071
Premises Costs	overspend probability amount at risk	2.50% 10.0% 22,546	5.00% 7.5% 33,818	7.50% 5.0% 33,818
Transport Costs	overspend probability amount at risk	5.00% 10.0% 1,360	7.50% 7.5% 1,530	10.00% 5.0% 1,360
Supplies & Services	overspend probability amount at risk	5.00% 20.0% 153,824	10.00% 15.0% 230,736	15.00% 10.0% 230,736
Third Party Payments	overspend probability amount at risk	5.00% 10.0% 37,653	10.00% 7.5% 56,480	15.00% 5.0% 56,480
Transfer Payments	overspend probability amount at risk	1.00% 25.0% 164,555	2.00% 15.0% 197,465	3.00% 10.0% 197,465
Centrally Managed Expenditure	overspend probability amount at risk	10.00% 20.0% 21,500	20.00% 15.0% 32,251	30.00% 10.0% 32,251
Receipts	shortfall probability amount at risk	2.00% 25.0% 120,503	3.50% 15.0% 126,528	5.00% 10.0% 120,503
Grants & Contributions	shortfall probability amount at risk	1.00% 15.0% 174,700	1.50% 10.0% 174,700	2.00% 5.0% 116,467

**Report to** Cabinet  
4 February 2015  
**Report of** Chief finance officer  
**Subject** Housing Rents and Budgets 2015-16

**Item**

7(b)

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## **Purpose**

To propose for approval the Housing Revenue Account budget for 2015/16, council housing rents for 2015/16, the prudent minimum level of HRA reserves 2015/16, the housing capital plan 2015/16 to 2019/20; and the housing capital programme 2015/16.

## **Recommendation**

That cabinet recommends to council for the 2015/16 financial year:

1. That the proposed council housing rent increase of 2.2% ([para 6.7](#)) be approved.
2. That the proposed Housing Revenue Account budgets be approved ([para 3.1](#)).
3. That the prudent minimum level of housing reserves be approved ([para 7.11](#)).
4. That the housing capital plan 2015/16-2019/20 ([para 8.6](#)), and the housing capital programme 2015/16 ([para 9.1](#)) be approved.

And

That cabinet notes that service charges will be determined under delegated powers in compliance with the constitution ([para 6.14](#)).

## **Corporate and service priorities**

The report helps to meet the corporate priorities “Decent housing for all” and “Value For Money services”.

## **Financial implications**

These are set out in the body of the report

**Ward/s:** All wards

**Cabinet member:** Councillor Bremner – Housing

## **Contact officers**

Justine Hartley, Chief finance officer

01603 212440

Shaun Flaxman, Housing finance manager

01603 212805

## **Background documents**

None.



# Report

## 1. Contents of report

1.1 The contents of this report are set out as follows:

2. [Budgetary context](#)
3. [Summary HRA Budget 2014/15 into 2015/16](#)
4. [HRA Balances](#)
5. [Background to financial Planning for the HRA](#)
6. [Council Housing Rents](#)
7. [Report by the Chief Financial Officer on the robustness of estimates, reserves and balances](#)
8. [Housing Capital Plan 2015/16-2019/20](#)
9. [Recommended Housing Capital Programme 2015/16](#)

Appendix 1 [Budget analysis by movement](#)

Appendix 2 [Calculation of Prudent Minimum Balance](#)

## 2. Budgetary context

- 2.1 The Housing Revenue Account (HRA) is a “ring fenced” account that the authority must maintain in relation to its council housing stock. The HRA must fund all expenditure associated with the management and maintenance of the housing stock. The HRA is a complex account, the format of which is prescribed by government.
- 2.2 The HRA has moved from a position of being heavily influenced by central government, through the Housing Subsidy system, to a position under Self-Financing where the council has considerably greater discretion over the use of HRA resources. Rent and other income, under Self-Financing, remain within the council’s HRA rather than being subsumed into a national pool.
- 2.3 The proposed budgets have been drawn up within the framework of the Corporate Plan, corporate Medium Term Financial Strategy (MTFS), the Neighbourhood & Strategic Housing Services’ Service Plans, the HRA Business Plan, the Housing Asset Management Plan, and the Housing Investment Strategy.

### 3. HRA Budget 2014/15 into 2015/16

- 3.1 The following table shows the proposed budget in summarised statutory form assuming a rent increase in line with the Government's rent policy (see para 6.7).

Statutory Division of Service	Original Budget 2014/15 £000s	Draft Budget 2015/16 £000s	Change £000s
Repairs & Maintenance	15,923	16,323	400
Rents, Rates, & Other Property Costs	6,178	6,183	5
General Management	11,383	11,028	(355)
Special Services	5,629	4,997	(632)
Depreciation & Impairment	21,925	21,925	-
Provision for Bad Debts	941	584	(357)
<b>Gross HRA Expenditure</b>	<b>61,979</b>	<b>61,040</b>	<b>(939)</b>
Dwelling Rents	(58,916)	(60,144)	(1,228)
Garage & Other Property Rents	(1,951)	(1,980)	(29)
Service Charges – General	(9,644)	(9,145)	499
Adjustments & Financing Items (including revenue contribution to capital)	17,089	24,872	7,783
Amenities shared by whole community	(700)	(560)	(140)
Interest Received	(150)	(150)	-
<b>Gross HRA Income</b>	<b>(54,272)</b>	<b>(47,107)</b>	<b>7,165</b>
<b>Total Housing Revenue Account</b>	<b>7,707</b>	<b>13,933</b>	<b>6,226</b>

- 3.2 The £6.353m movement from £7.707m to £13.933m use of reserves can be analysed by type of movement and statutory division of service as follows:

Item	General Management	Special Services	Repairs & Maintenance	Other HRA	Total HRA
Adjustment to Base / Transfers	(328)	(361)	409	237	(43)
Inflation and Growth	253	113	807	8,282	9,454
Income Reduction	-	5	-	272	277
Savings	(278)	(372)	(817)	(666)	(2,132)
Income Increase	-	(17)	-	(1,312)	(1,329)
<b>Draft Budget 2015/16</b>	<b>(354)</b>	<b>(632)</b>	<b>399</b>	<b>6,813</b>	<b>6,226</b>

Details of budget movements by type are shown in [Appendix 1](#).

#### 4. HRA Balances

4.1 The proposed budgets will impact on the HRA Balance as follows:

Item	£000s
Brought Forward from 2013/14	(25,128)
Budgeted use of balances 2014/15	7,707
Forecast Outturn 2014/15	(834)
<b>Carried Forward to 2015/16</b>	<b>(18,256)</b>
Draft Budget 2015/16	13,933
<b>Carried Forward to 2016/17</b>	<b>(4,323)</b>

4.2 This will bring the HRA reserve balance down closer to the recommended minimum balance. This is as a result of applying reserves to fund capital spend before resorting to borrowing which incurs greater costs.

#### 5. Background to financial Planning for the HRA

5.1 Financial planning for the HRA is based upon the 30-year Business Plan (BP). In February 2014, members acknowledged that as a result of a lower than government formula rent increase for 2014/15, in order to balance future capital plans, savings in capital spend would need to be made or planned capital expenditure would need to be slipped into future years.

5.2 In addition to reduced rental income, construction costs have risen significantly in recent months. Subsequently, it has been necessary to make changes to the future detailed capital programmes supporting the Business Plan approved last year to ensure that HRA borrowing continues to remain within allowable borrowing limits. As a consequence total capital spend over the four years from 2015/16 has reduced by £10.4m of which the main changes are to:

- Neighbourhood Housing budgets, which pay for housing upgrades and improvements, which have reduced by £5.3m from £120m to £115m; and
- Housing Investment budgets which have reduced by £3.8m from £26.1m to £22.2m.

5.3 On 12 November 2014, members approved the submission of a bid for an increase in the HRA borrowing headroom under the Local Growth Fund. On 23 December 2014, the Secretary of State approved an increase of £6,844,904 in the HRA borrowing headroom for Norwich linked to the building of new social housing. With this additional borrowing the current plan supports the building of 183 new Council homes over the 5 years of the plan.

#### 6. Council Housing Rents

##### Rent Policy Context

6.1 In December 2002 the Executive agreed to introduce the Government's Rent Restructuring from April 2003. Under this system a target rent for each

property is calculated. Rents for individual properties are set to collect the general increase, and move rent levels towards the target rents. The Government initially intended that Council and Registered Social Landlord rents, for properties of similar sizes and locations, would converge by April 2011, then extended to April 2017. This meant that the amount of increase in rent could vary for properties depending on how near they were to the target rent as calculated by the Rent Restructuring Formula.

- 6.2 From 2012-13, the housing subsidy system has been abolished and councils are now “self financing”. The proceeds of rent increases now remain with the council instead of being negated by housing subsidy payments.
- 6.3 Under the previous subsidy system, the council was able to finance the Decent Homes Standard but was unable to maintain service and investment standards in the medium and long term. The introduction of self financing improved this position, enabling a higher level of investment, which has informed the capital proposals set out in paragraphs 8.1-9.4 of this report.
- 6.4 The level of rent tenants pay continues to be a decision for the council. However, it remains the expectation of ministers and assumption of the HRA business plan that authorities will continue to follow the guidelines.
- 6.5 More significantly for council landlords, the self-financing regime relies on councils raising sufficient money through rents to fund their liabilities and investment needs, assessed through their HRA Business Plans.
- 6.6 For 2014-15, the combination of September 2013 inflation at 3.2% and the movement towards converging rents 2016/17 meant that following rent restructuring formula would have generated an average rent increase of 5.57% (£4.21) for Norwich tenants. However, having considered the financial implications, this council determined that an increase of 1.5% should be applied to all rents, with no additional movement towards convergence with target rents.

### **2015/16 Rent Increase**

- 6.7 For 2015/16, the Government’s rent policy has changed. The guidelines now state that the rent should be increased by CPI (Consumer Price Index) as of September 2014 (1.2%) plus 1% and that it is no longer intended that the rent should converge with target rents. This would equate to a rent increase in 2015/16 of 2.2% which would generate an average weekly increase of £1.70 for Norwich tenants. The table below shows maximum and minimum rent increases at 2.2%.

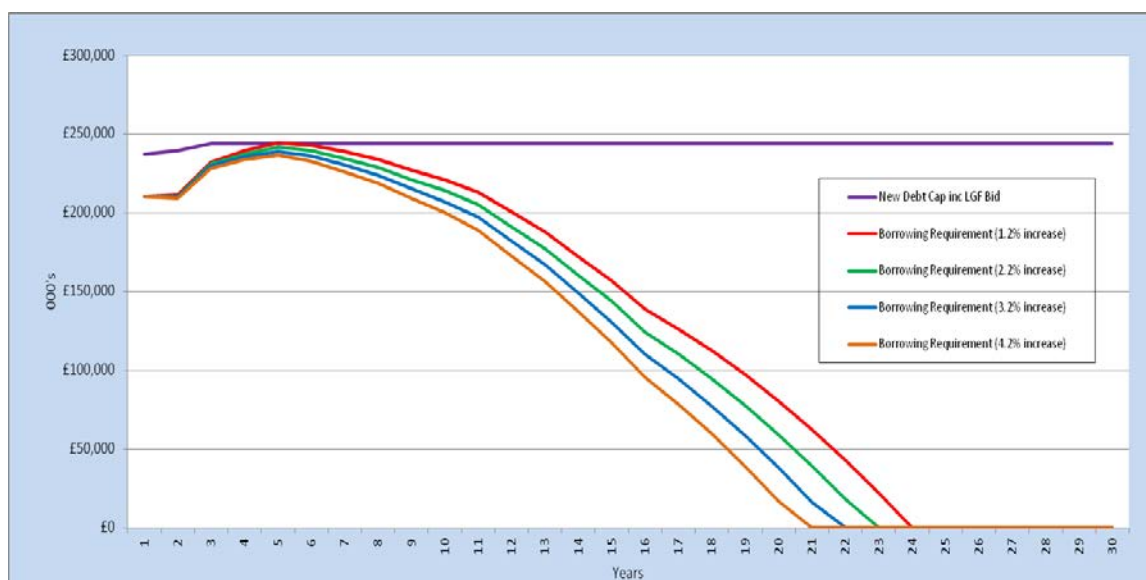
Item	Average £ per week	Maximum £ per week	Minimum £ per week
Rent 2014/15	77.32	139.45	55.64
CPI (@1.2%)	0.93	1.67	0.67
Additional 1%	0.77	1.39	0.56
Rent 2015/16	79.02	142.52	56.86
Increase	£1.70	£3.07	£1.22

- 6.8 Alternative rent increases have been modelled and are shown in the table below along with the impact on forecast HRA balances over the life of the HRA business plan (30 years).

Rent Increase	Weekly Increase	2015/16 Average Rent	Impact on Forecast HRA Balances (30 years)
1.20%	£0.93	£78.25	-£39.06m
2.20%	£1.70	£79.02	-
3.20%	£2.47	£79.79	+£38.16m
4.20%	£3.25	£80.57	+£75.54m

- 6.9 The level of capital spend included in this proposed budget assumes that borrowing will reach the allowable debt limits in the early years of the Business Plan. The impact of the rent increase options on the HRA borrowing compared to allowable debt is shown in the chart below.

**HRA Debt Curve – Rent Increase Options 2015/16**



- 6.10 A rent increase below the proposed 2.2% would require HRA borrowing to exceed the HRA debt cap and would extend the date at which the council would be able to pay off its housing debt. As the HRA debt must not exceed the debt cap, it would therefore be necessary to reduce future capital programmes by either deferring capital works to existing homes or building fewer new homes.
- 6.11 Conversely, a rent increase above the proposed 2.2% would generate additional funds for future investment within the HRA and would bring forward the date at which the council would be able to pay off its housing debt or would allow future capital spend to be brought forward.
- 6.12 60% of tenants are in receipt of Housing Benefit, which will in most cases rise to cover the increased rent set out above. The financial impact of the increases will fall hardest on those just above the benefit entitlement

threshold, either impacting on their disposable income or forcing them into benefit. For tenants affected by the benefit changes for non-dependants and under-occupation the position will be worsened.

- 6.13 It is proposed that garage rents again remain unchanged from current levels in order to maintain affordability and encourage new tenants thereby reducing the number of void garages.
- 6.14 In accordance with the constitution, levels of tenants' service charges will be determined by officers under delegated powers, in consultation with the portfolio holder and after engagement with tenant representatives.

### **Consultation with tenants**

- 6.15 Tenant representatives have been consulted over the proposed increase and other options, at a tenant briefing on 15 January 2014.
- 6.16 A range of responses were provided at the event with almost all tenants present, supporting a rent increase in line with Government policy (2.2%). Many tenants appreciate that rent increases are inevitable if the level of investment is to be maintained. However, concerns were also raised regarding the effect of higher increases on those struggling in the current financial climate.
- 6.17 All those who attended the briefing have been offered the opportunity to make further comment and any differing subsequent feedback will be reported orally.

## **7. Report by the Chief Financial Officer on the robustness of estimates, reserves and balances**

- 7.1 Section 25 of the Local Government Act 2003 requires that the Chief Finance Officer of the reports to members on the robustness of the budget estimates and the adequacy of council's reserves.
- 7.2 The Chief Finance Officer is required to provide professional advice to the council on the two above matters and is expected to address issues of risk and uncertainty.

### **Estimates**

- 7.3 As with all future estimates there is a level of uncertainty and this has been taken into account when building the Business Plan and assessing the levels of reserves. In particular, significant increases in construction costs have been seen over recent months and if these continue they will impact on the ability to deliver the capital plan proposed.
- 7.4 Allowing for the above comment on uncertainty it is the opinion of the Chief Finance Officer that in the budgetary process all reasonable steps have been taken to ensure the robustness of the budget.

### **Reserves**

- 7.5 A risk assessment has been undertaken to determine the level of general reserves required by the Council, attached as [Appendix 2](#).

- 7.6 In making a recommendation for the level of reserves the Chief Finance Officer has followed guidance in the CIPFA LAAP Bulletin 77 – Guidance notes on Local Authorities Reserves and Balances.
- 7.7 The requirement for financial reserves is acknowledged in statute. Sections 32 and 43 of the Local Government Finance Act 1992 require billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.
- 7.8 Earmarked reserves remain legally part of the general fund although they are accounted for separately.
- 7.9 There are also a range of safeguards in place that help to prevent local authorities over-committing themselves financially. These include:
- a) the balanced budget requirement (England, Scotland and Wales) (sections 32, 43 and 93 of the Local Government Finance Act 1992)
  - b) Chief Finance Officers' duty to report on robustness of estimates and adequacy of reserves (under section 25 of the Local Government Act 2003 when the authority is considering its budget requirement (England and Wales)
  - c) the requirements of the Prudential Code
  - d) auditors will consider whether audited bodies have established adequate arrangements to ensure that their financial position is soundly based.
- 7.10 Whilst it is primarily the responsibility of the local authority and its Chief Finance Officer to maintain a sound financial position, external auditors will, as part of their wider responsibilities, consider whether audited bodies have established adequate arrangements to ensure that their financial position is soundly based. However, it is not the responsibility of auditors to prescribe the optimum or minimum level of reserves for individual authorities or authorities in general.

### **Role of the Chief Finance Officer**

- 7.11 Within the existing statutory and regulatory framework, it is the responsibility of the Chief Finance Officer to advise local authorities about the level of reserves that they should hold and to ensure that there are clear protocols for their establishment and use. Reserves should not be held without a clear purpose. The risk analysis attached as Appendix 2 shows that an adequate level of HRA reserves for the Council will be in the order of £3.111m.

## **8. Housing Capital Plan 2015/16-2019/20**

- 8.1 The abolition of the HRA subsidy system from 1 April 2012 and the inception of "self financing" for council housing has allowed the council, in consultation with its tenants, to develop plans for increased investment in maintaining and improving council housing in Norwich.
- 8.2 The additional resources made available by retaining rent income within the city, rather than passing surpluses to the government, have enabled the council to adopt the Norwich Standard for maintenance and improvements of tenants' homes rather than the basic Decent Homes Standard, and to adopt a Housing Investment Strategy (as considered by cabinet on 14 November 2012) to deliver new council housing, reconfiguration of sheltered housing,

estate renewal, renewable energy solutions, and support to private sector housing in the city.

- 8.3 The following table indicates the anticipated levels of resources available to the Housing Capital Programme in future years.

<b>Housing Capital Resources</b>	<b>2015/16 £000s</b>	<b>2016/17 £000s</b>	<b>2017/18 £000s</b>	<b>2018/19 £000s</b>	<b>2019/20 £000s</b>
Forecast resources brought forward	0	0	0	0	0
Capital grants	(504)	(408)	(408)	(408)	(408)
Major Repairs Reserve - depreciation charges	(12,118)	(2,255)	(5,984)	(10,956)	(12,921)
HRA borrowing from headroom under debt cap	(2,845)	(24,340)	(6,787)	0	0
Revenue Contribution to Capital	(25,235)	(12,957)	(12,455)	(13,127)	(6,207)
Leaseholder contributions to major works	(200)	(200)	(200)	(200)	(200)
Capital receipts - properties uneconomic to repair	(780)	(780)	(780)	(780)	(780)
Capital receipts arising from RTB (25%)	(1,472)	(698)	(695)	(692)	(689)
Retained "one for one" RTB Receipts	(1,171)	(720)	(678)	(328)	0
<b>Gross forecast resources</b>	<b>(44,326)</b>	<b>(42,358)</b>	<b>(27,987)</b>	<b>(26,491)</b>	<b>(21,205)</b>
Forecast resources utilised	44,326	42,358	27,987	26,491	21,205
<b>Forecast resources carried forward</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

- 8.4 The level of RTB receipts included in the proposed capital plan anticipates a short term increase in RTB sales because of the government's increased incentives, but that numbers of sales will decline within a few years toward the current "normal" rate. The additional "one for one" resources consequently forecast in the capital plan are anticipated to be applied to support the provision of new council housing.
- 8.5 Proposed housing capital expenditure includes continuing to maintain the structural integrity of tenants' homes, delivering the Norwich Standard of maintenance and improvement, and investment in accordance with the objectives set out in the Housing Investment Strategy.
- 8.6 The following indicates the anticipated levels of expenditure until 2019/20 and constitutes the Housing Capital Plan:

<b>Housing Capital Plan</b>	<b>2015/16 £000s</b>	<b>2016/17 £000s</b>	<b>2017/18 £000s</b>	<b>2018/19 £000s</b>	<b>2019/20 £000s</b>
Neighbourhood housing	33,620	33,369	23,833	23,743	19,550
Strategic housing	1,251	1,155	1,155	1,155	1,155
Housing investment	9,455	7,834	2,999	1,593	500
<b>Total Housing Capital Programmes</b>	<b>44,326</b>	<b>42,358</b>	<b>27,987</b>	<b>26,491</b>	<b>21,205</b>
Available resources applied	(44,326)	(42,358)	(27,987)	(26,491)	(21,205)
<b>Surplus/(Deficit) in Housing Capital Plan</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

- 8.7 All planned capital costs and resources are incorporated into the HRA Business Plan projections.
- 8.8 All risks relating to the resourcing and delivery of the capital plan are identified and managed in accordance with the council's Risk Management Strategy.



## 9. Recommended Housing Capital Programme 2015/16

9.1 The following table details the proposed Housing Capital Programme for approval:

<b>Scheme</b>	<b>£000s</b>
Home Upgrades	14,120
Heating Upgrades	5,230
Window & Door Upgrades	1,810
Insulation	950
Community Safety & Environment	550
Sheltered Housing Regeneration	775
Preventative Maintenance	8,220
Supported Independent Living	1,000
Site Formation	250
Fees	715
<b>Neighbourhood Housing</b>	<b>33,620</b>
New Build Social Housing	8,905
RTB Buyback Programme	500
Sheltered Housing Regeneration	50
<b>Housing Investment</b>	<b>9,455</b>
Strong & Well Scheme	96
Home Improvement Agency Works	1,155
<b>Strategic Housing</b>	<b>1,251</b>
<b>Total Housing Capital Programme 2015/16</b>	<b>44,326</b>

9.2 The outcomes that will be supported by the planned expenditure on the council's own stock compared to previous years, will be as follows:

<b>Housing Capital Programme</b>	<b>2012/13 Outcomes</b>	<b>2013/14 Outcomes</b>	<b>2014/15 Outcomes</b>	<b>2015/16 Planned</b>	<b>Change 2014/15 to 2015/16</b>
New kitchens	1,264	1,531	1,557	1,575	-2
New bathrooms	747	655	1,049	1,049	0
Heating systems/boilers	>950	>1,000	999	999	0
New composite doors	479	1,309	4,015	4,025	+10
New PVCu windows	2,400	1,320	34	0	0
Whole house improvements	20	20	20	20	0

9.3 These outcomes reflect the end of the windows programme, and the continued focus on the replacement doors programme.

9.4 In addition, the capital plan anticipates the building of 183 new council homes over the 5 years of the plan.

- 9.5 The capital programme proposed above will be supplemented by resources and commitments brought forward from the 2014/15 capital programme.

## Integrated impact assessment



**NORWICH**  
City Council

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

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

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	4 February 2015
<b>Head of service:</b>	Justine Hartley, Chief Finance Officer
<b>Report subject:</b>	Housing Budgets & Rents 2015/16
<b>Date assessed:</b>	
<b>Description:</b>	This integrated impact assessment covers the proposed housing budgets and council housing rents for 2015/16

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

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The proposed housing capital plan and programme will provide for improvements to tenanted properties and the surrounding environment
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The proposed housing capital plan and programme will provide for improvements in thermal and carbon efficiency

	Impact			
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
<b>Risk management</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The risks underlying the budgets, rent increase, and capital plan and programme have been assessed and prudent provision made for the financial consequences of those risks both within the budgets and the recommended prudent minimum level of HRA reserves
<b>Recommendations from impact assessment</b>				
<b>Positive</b>				
None				
<b>Negative</b>				
None				
<b>Neutral</b>				
None				
<b>Issues</b>				
None				

## Draft Housing Revenue Account budgets 2015/16

**Budget movements by type**

<b>Adjustment to Base / Transfers</b>	<b>£000s</b>
Reduction in corporate recharges	(24)
Other adjustments / transfers	(19)
<b>Adjustment to Base / Transfers</b>	<b>(43)</b>

<b>Inflation and Growth</b>	<b>£000s</b>
Revenue Contribution to Capital	8,277
Increase in entry phone maintenance costs	53
Requirement to test tower block lateral power distribution bars	50
Increase in central heating servicing costs	41
Change in regulations requiring additional electrical testing	66
Increase in exterior painting programme	200
Increase in cavity wall insulation costs	250
Increase in asbestos survey costs	10
Increase in drainage maintenance costs	100
Increase in costs of environmental health and hoarding clearances	15
Increase in costs of mutual exchange compensation	15
Increase in HMCTS possession hearing court fees	53
Increased staffing costs due to increased right to buy work	19
Increase in standing charges relating to void dwellings	10
Replacement of warden call equipment	15
New furniture and fittings for St James House following renovation work	30
Additional costs of Sheltered Housing Handyman - partially recovered through service charges	20
Other HRA Growth	44
HRA salary cost inflation	97
Digital ariel inflation	20
Sheltered Housing utilities cost inflation	15
Waste collection cost inflation	41
Other HRA inflation	10
<b>Total inflation and Growth</b>	<b>9,454</b>

<b>Income Reduction</b>	<b>£000s</b>
Reduction in amounts to be recovered from leaseholders	217
Reduction in Non-Dwelling rents	55
Other Income Reduction	5
<b>Income Reduction</b>	<b>277</b>

<b>Savings</b>	<b>£000s</b>
Housing Property Management reduced costs	(220)
Reduced costs of one off relocation compensation	(29)
Reduction in depreciation	(459)
Reduction in costs of fire alarm maintenance	(23)
Reduction in extractor fan servicing costs	(23)
Reduction in landlord lighting maintenance programme due to fluctuation between years	(115)
Reduction in automatic vent servicing costs	(43)
Reduction in revenue estate aesthetics budgets	(506)
Reduction in water mains renewal costs	(100)
Reduction in bad debt provision	(201)
Review of Norwich community alarms service to realise efficiency savings	(333)
Other Savings	(80)
<b>Total Savings</b>	<b>(2,132)</b>

<b>Income Increase</b>	<b>£000s</b>
Dwelling rent increase 2.2%	(1,228)
Room Hire	(17)
Increase in Non-Dwelling rents	(84)
<b>Income Increase</b>	<b>(1,329)</b>



## APPENDIX 2

### Housing Revenue Account – Prudent Minimum Balance

Estimate of prudent level of HRA reserves 2014/15			Page 1/2
<u>Description</u>	<u>Level of risk</u>	<u>Amount at risk</u>	<u>Risk</u>
Employee Costs	<i>High</i>	6,473,459	32,367
Supplies and Services	<i>High</i>	2,482,133	6,205
Premises Costs	<i>High</i>	8,207,695	20,519
Transport Costs	<i>High</i>	147,281	368
Contracted Services	<i>Medium</i>	16,058,460	120,438
Fees and Charges	<i>Medium</i>	2,801,350	42,020
Investment Income	<i>Medium</i>	150,500	4,515
Rents & Service Charges	<i>Low</i>	70,611,454	176,529
Financing Items	<i>Medium</i>	25,362,000	50,724
Total One Year Operational Risk			453,686
<b>Allowing three years cover on operational risk</b>			<b>1,361,058</b>
<b>Balance Sheet risk</b>			
Issues arising from Welfare reform			750,000
<b>General Risk</b>			
Unforeseen events			1,000,000
<b>ESTIMATED REQUIRED LEVEL OF HRA RESERVES</b>			<b>3,111,058</b>

## Operational cost risk profiles

Page  
2/2

		<i>Low Risk</i>	<i>Med Risk</i>	<i>High Risk</i>
Employee Costs	overspend probability amount at risk	1.00% 25.0% 16,184	2.50% 15.0% 24,275	5.00% 10.0% 32,367
Supplies and Services	overspend probability amount at risk	1.00% 10.0% 2,482	2.50% 7.5% 4,654	5.00% 5.0% 6,205
Premises Costs	overspend probability amount at risk	1.00% 10.0% 8,208	2.50% 7.5% 15,389	5.00% 5.0% 20,519
Transport Costs	overspend probability amount at risk	1.00% 10.0% 147	2.50% 7.5% 276	5.00% 5.0% 368
Contracted Services	overspend probability amount at risk	5.00% 10.0% 80,292	10.00% 7.5% 120,438	15.00% 5.0% 120,438
Fees and Charges	overspend probability amount at risk	5.00% 25.0% 35,017	10.00% 15.0% 42,020	15.00% 10.0% 42,020
Investment Income	shortfall probability amount at risk	10.00% 20.0% 3,010	20.00% 15.0% 4,515	30.00% 10.0% 4,515
Rents & Service Charges	shortfall probability amount at risk	1.00% 25.0% 176,529	1.50% 15.0% 158,876	2.00% 5.0% 70,611
Financing Items	overspend probability amount at risk	1.00% 15.0% 38,043	2.00% 10.0% 50,724	3.00% 5.0% 38,043

**Report to** Scrutiny  
29 January 2015  
**Report of** Executive head of strategy, people and neighbourhoods  
**Subject** Draft environmental strategy 2015-2019

**Item**

8

**Purpose**

To consider the draft environmental strategy 2015-2019.

**Recommendation**

To determine any recommendations to cabinet.

**Corporate and service priorities**

This report helps to meet all the corporate priorities.

**Financial implications**

The direct financial implications are an additional £36,000 per annum to the general fund and this has been included within the council's draft budget for 2015/16.

Funding for specific project proposals e.g. a PV scheme would be subject to a separate approval process at the appropriate time.

**Ward/s:** All wards

**Cabinet member:** Councillor Stonard

**Contact officers**

Russell O'Keefe – Executive head of strategy, people and neighbourhoods 01603 212908

Richard Willson – Environmental strategy manager  
01603 212312

## Report

1. Within the framework of the council's corporate plan, the environmental strategy sets out in more detail the council's environmental vision and priorities for the City and how they will be achieved. It, therefore, guides all the environmental work carried out by council during the period.
2. The council's existing environmental strategy ended in December 2014. As such, a range of work has been carried out to develop a new environmental strategy for the next four years. This includes:
  - Analysis and assessment of baseline information on the current environmental position in Norwich.
  - Review of the wider policy and legal context.
  - Workshops and input from expert stakeholders including the Tyndall Centre for Climate Change Research and the 3S Research Group at the University of East Anglia.
  - Review of existing activities and future opportunities across services and contractors.
  - Discussions and input from elected members including the cabinet and an all member workshop.
  - Looking at good practice from other areas.
  - Assessment of the likely resources the council will have in the future to carry out environmental work.
3. A consultation process was carried out on the draft strategy from the 5 December to 12 January. This included:
  - The draft strategy being published on the council's website for comment supported by a short questionnaire.
  - The draft strategy being sent to relevant organisations and local councillors asking for their feedback.
  - A workshop with the Tyndall Centre for Climate Change Research and the 3S Research Group at the University of East Anglia to allow them to jointly feedback their views.
4. At Annex A is a summary of the consultation responses and the changes that have been made to the draft strategy based on these.
5. At Annex B is a copy of the updated draft strategy following consultation for consideration by the committee.

## **Annex A – Consultation responses on the draft environmental strategy**

### **A. Questionnaire on the council's website**

In total there were 23 questionnaires completed. The vast majority were from individuals. The answers to each of the questions are set out below, followed by a response in relation to the draft strategy.

#### **Question 1 - Do you have any comments or suggestions to make about our draft environmental vision as outlined above?**

The majority of the comments set out support for the draft vision. Other comments were about the strategy itself:

“We need to preserve what we have, and use and develop resources sustainably and responsibly. The natural beauty of the green environment is as important for an individual's well-being as the quality of the built environment.”

‘It would be good to see more on cycling, reducing city centre traffic and safe bike storage (as in Cambridge). What about bees? More roof top bee keeping as in London”

“Improve control of pollution from bonfires - consider total ban on garden/other waste fires”

“Parents are not teaching any good values to their children to create a better environment for the future”

“Free Park and Ride use prior to 8am in the morning Monday to Saturday”

“First Group, using Castle stop as a change over causing other busses to stop away from their stop with engines running much longer, also leaving busses their on a Sunday”.

#### **Response**

**The draft strategy already includes a range of work on sustainable transport and behaviour change initiatives to encourage sustainable living which will include opportunities provided by bees. The action programme has been adjusted**

**to show the work carried out by the council to manage issues that can sometimes be caused by bonfires. Although, there are no powers or plans to ban them. Comments on specific issues will be looked at by relevant services.**

**Question 2 - What do you think should be the city council's main environmental priority or priorities for Norwich?**

15 comments were received. They were as follows:

"Reducing carbon emissions themselves and helping residents to reduce their own emissions. Ensuring that air quality is good throughout the city"

"Reducing cars in the whole county. Reducing food waste"

"Improving cycle ways. Helping existing buildings become more energy efficient"

"To ensure that development, including transport infrastructure puts into practice the sentiments expressed in the strategy"

"To reduce use and wastage of resources, to increase recycling (by individuals AND businesses), to preserve and increase the green environment (for humans and wildlife), to be a flagship Council – an example for others to follow".

"Maintaining and improving existing green spaces and preserving the city's trees. Also funding local volunteer groups to plant up/maintain green spaces."

"Reduction of environmental impact in all spheres, both by itself and encouraging others"

"To reduce carbon emissions by insulating all buildings (not just council homes), ensuring that only renewable energy is used and that the city becomes a car free zone (except for those with mobility difficulties)"

"Reduce carbon emissions. Recycle. Green the city."

"Avoiding waste and pollution of air and water. Reduce, recycle, re-use!"

“Reduce carbon emissions and air pollution”

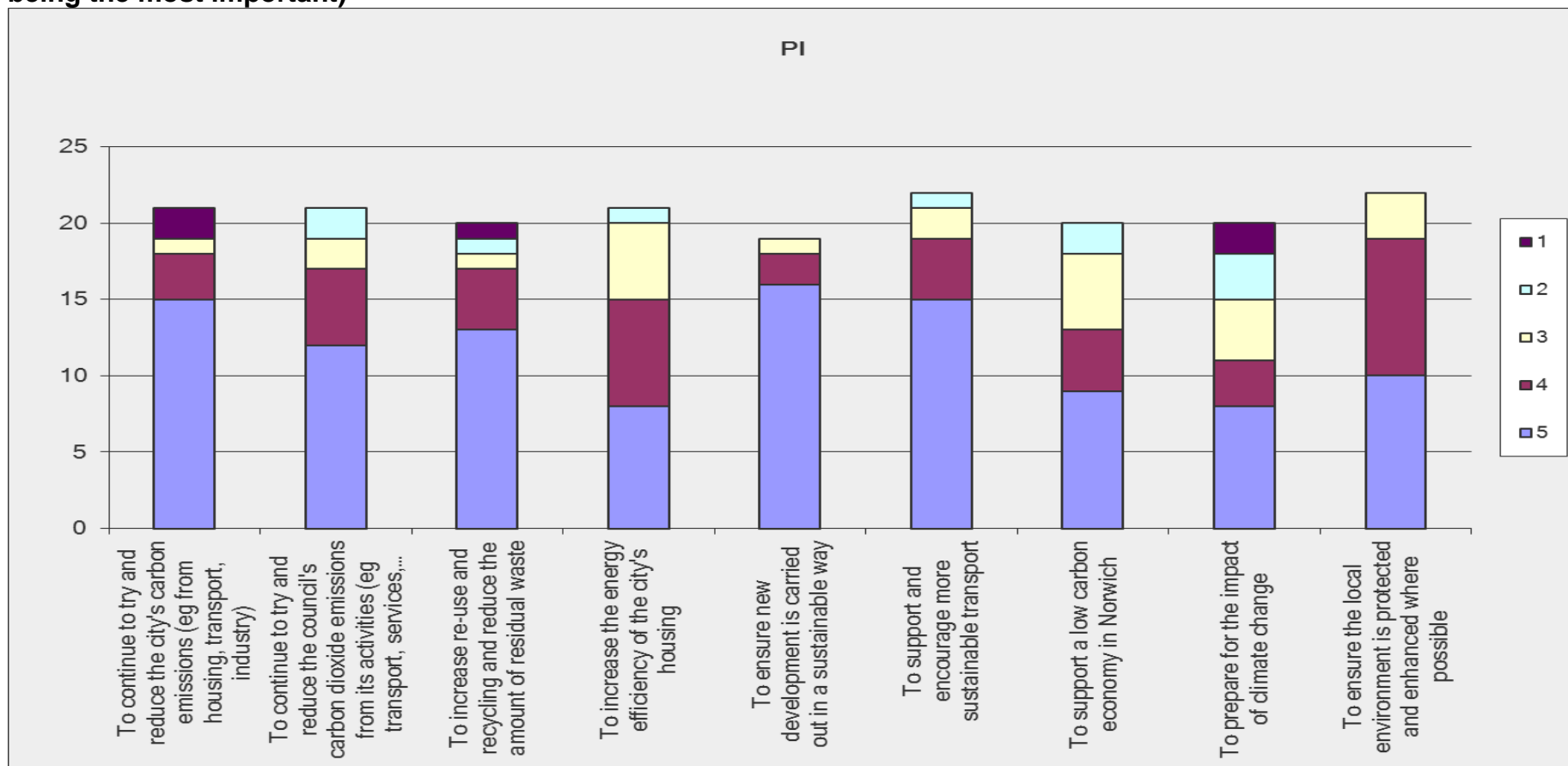
“Litter. Respect their neighbourhood and people living in it. No drinking on the streets”

“No cars in Red Lion street, and pedestrian way for Westlegate, close the car park in Theatre St by the crossing, I use it often on foot, seen many near misses. Put a fountain in this area.”

“Reduction of car use/pollution and encouragement of pedestrians/cyclists/buses”

“Walking/pedestrian routes defined and maintained. Sensible times on bus routes used instead of blanket 24 hours. Traffic lights on roundabouts only used in rush hours (vehicles more fuel efficient when moving). ECO6 engine vehicles allowed within city”

**Question 3 - Please indicate how important you feel each of the following proposed priorities is by ranking them 1-5. (5 being the most important)**





#### **Question 4 - Do you have any further comments or suggestions to make about the draft priorities?**

The following comments were received:

“Allow bikes on trains into the city for those living in the wider county”

“I am not convinced of how much influence can be exerted for the actions listed under Theme 1. For example, while allotments are an important community resource worth preserving, it is unrealistic to suggest it is a hub activity for local food production. Also, given the parlous state of public sector funding, what grants are likely to be available to support community energy schemes?”

“To keep the public informed, and understanding, and therefore willing to agree or participate, is very important – and the practice of sticking informative flyers on individual bins (as you have done) is a very direct and effective communication method. Keep aiming high, and Good Luck!”

“These should all be without saying. Norwich is an ideal town to experiment with these types of things. Especially development and transport”

“I feel that there are too many. The main priorities for me are centered around maintaining a clean city (bins etc), maintaining existing green spaces and providing affordable housing. The idealistic values associated with climate change and carbon dioxide reduction may have to be ignored simply in order to maintain existing services. The available budget not being so great.”

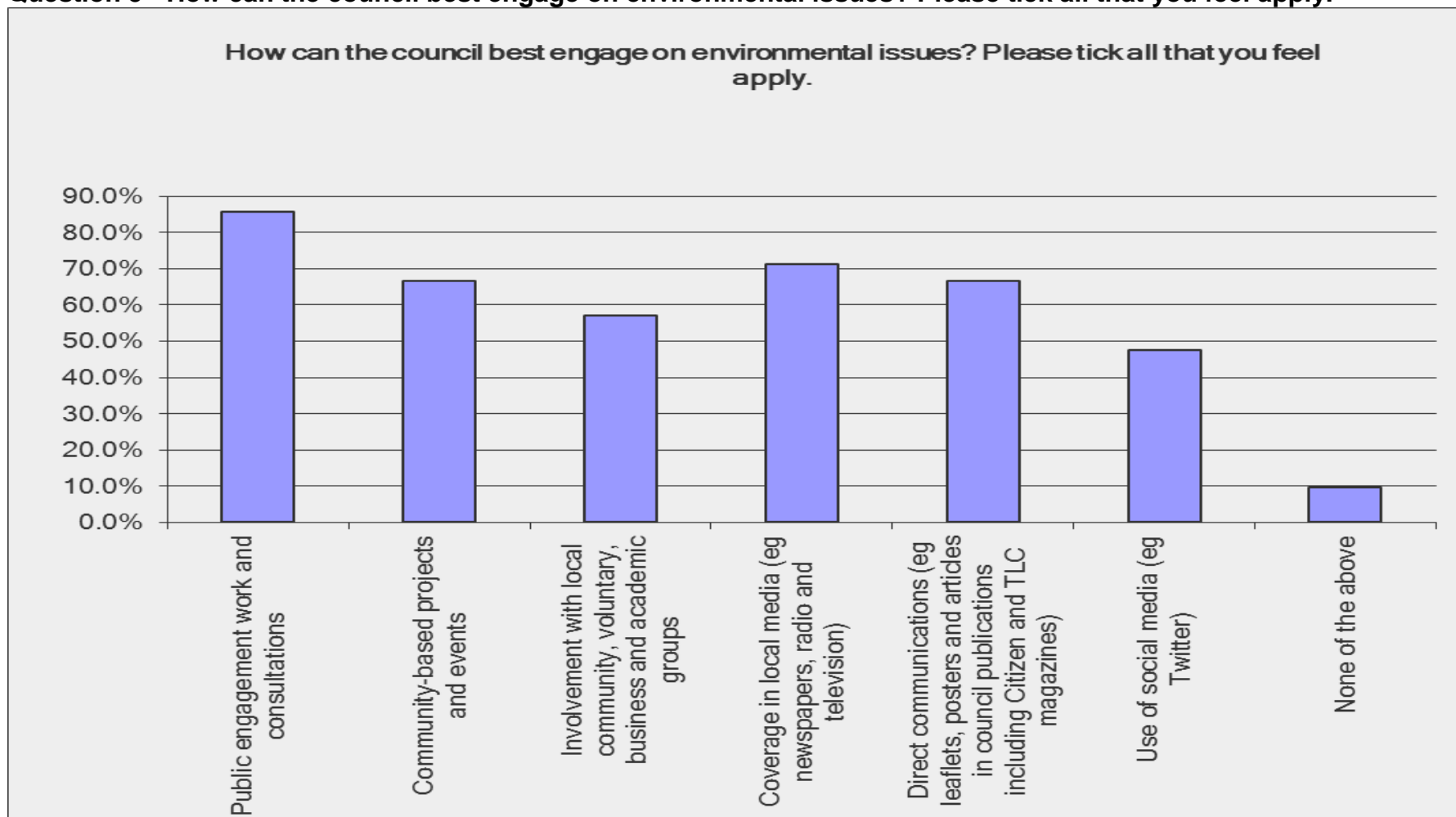
“Agree with draft priorities. Pleased that priorities include 2.21 & 2.22. Street trees are very important and wildlife sites such as Earlham Cemetery need to be managed more sympathetically for wildlife.”

“The junction at Prince of Wales/Railway Station, not enough room for pedestrians, busses now turning right cause blocking for buses going straight on or turning left, not enough time for pedestrians to from station to Compleat Angler side. Causing more blockage on a narrow footpath.”

#### **Response to questions 2, 3 and 4**

**Based on the responses received no changes are planned to the overall draft priorities included within the strategy. A large number of the comments support the priorities and activities already encompassed within the draft strategy. Comments on specific issues will be looked at by relevant services,**

**Question 5 - How can the council best engage on environmental issues? Please tick all that you feel apply.**



**Question 6 - What would be most likely to make you engage with environmental issues? Please type any ideas you have in the box provided.**

“Community involvement”

“Use social media. Leaflets are counter productive!”

“Need to be able to see local/personal impacts and benefits”

“I am already engaged.”

“More people engaging, leads to more - the snowball effect. I am very pro-environment (member of groups, join online petitions etc) - but almost none of my friends or family are! Initiatives need to be promoted boldly and widely, to make them mainstream.”

“Community & public based projects - preferably ones which occur outside of normal working hours so that those who are affected can be included. Normally these things happen between 9 and 5, Monday to Friday restricting them to the retired or unemployed.”

“Create a way to participate in the implementation of the Action Programme. E.g. I have tried to start a community renewable energy companies (point 1.6 in section 9 of the draft strategy (the first point 1.6, because the numbering is off and there are two)), but couldn't get enough of a critical mass behind it, and the City Council could help by bringing citizens together to implement parts of the strategy. Please contact me if you appreciate help on implementing a renewable energy co-op. Also, Norwich Farmshare is actively engaged in point 1.13, the Garden Organic Master Gardener program is actively engaged in 2.2 and 2.3. It would be good as part of 1.24, 1.10 to make clear where links exist and what actions are jointly undertaken, so that it's clear where the Council is aware of existing initiatives or where engagement can be strengthened. If the Council implements point 1.4 I'd like to be told, and it would be good as part of the above strategy to be able to subscribe to news on particular action points.”

“Traffic reduction and improved public transport in the central area”

“Already do”

"I'd like to feel confident that the council is taking the environment and climate change seriously. It would help if the council stopped wasting money on new roads and consultations for new roads."

"Magazine newspaper article. Local events."

"I already do engage with environmental issues through Friends of Eaton Park, Grow-Our-Own scheme, and campaigning for cycling."

"Belief that it would be worth my while"

"Financial cost in not doing so. Seeing council initiatives that are NOT being hyped or trumpeted"

"If the council members and our local councillors walked around to see for themselves, I walk down Yarmouth Rd, there are bushes overgrown where only one person can get by on the pavement."

"Cheaper more available public transport inc 'oyster' card"

"Not being dictated to, Norwich is different to Cambridge, York"

### **Response to question 5 and 6**

**The information will be used to inform the development of the council's engagement and communication plan for the new environmental strategy. Specific issues and opportunities will be followed up by the relevant services.**

**Question 7 - Do you have any further comments or suggestions to make about the draft strategy? If so, please type them in the box provided.**

The following comments were received:

“Transport issues are important in controlling air quality and the council should try to minimise these in prime areas of the city where there are the most people.”

“Really think about trees Green spaces and above all bees.”

“There is a need to make sure this strategy has the profile it deserves. There is a danger that residents and visitors will not see the evidence of things happening on the ground to match the rhetoric. I am thinking of some of the city centre transport routing initiatives. We still haven't learnt from our European cousins when it comes to sorting out vehicle access around city centres. You are not helped by boxing yourselves in by having too many inner city car parking sites. Any revisions seem more about servicing access to them than doing anything meaningful on the ground. You only need to look at Theatre Street to see that.”

“Environmental initiatives tend to be put to the bottom of the pile, especially when budgets are tight. But actually, they are essential to a healthy economy, lifestyle and planet. So please, keep up the good work.”

“There should be an ongoing programme to replace street trees. Unfortunately Norwich City Council's actions will be undone if NDR is built, along with further development and growth of traffic to north of Norwich. Norwich City Council need to oppose this uncontrolled expansion and road building.”

“NDR”

“Not at the moment.”

“Having most council activities apparently centred round diesel-powered transport (often large inappropriately parked transit vans) is demoralising. Let's see imaginative and appropriate use of pedal power, including Norse equipping themselves with a fleet of

cargo bikes for carrying out small repair/maintenance jobs. That would set a great example and inspire many local people to think positively about reducing carbon emissions and air pollution.”

“There was car accident in Exchange St, as blue badges were aloud to park, the fire engine could not get to it.”

“More covered cycle parks, so that cyclist can leave there bikes and walk instead of bullying there way around pedestrian zones”

## **Response**

**A number of these comments fit well with the priorities and activities already included within the draft strategy and so no further changes are planned. Specific issues will be followed up by the relevant services.**

## **B. Written responses to the consultation**

### Response from the Environment Agency

“We have considered the Draft Strategy and overall we support the aims and actions of the documents. However, we have concerns regarding Action 1.3 which states that:

‘To explore with partner organisations the potential for a district heating scheme for the City powered by the natural heat from Norwich's rivers and other options for the development of renewable energy for the future.’

Whilst we have no objection to a district heating scheme itself, we are concerned that it is proposed to use Norwich's rivers to power the scheme. A district heating scheme would be of a significant scale and as such there is potential for a significant detrimental impact on the rivers in terms of water quality and biodiversity. This could result in significant harm to the water environment which would be unacceptable and contrary to the aims of this document.

As such we consider that the reference to Norwich's rivers in this action should be deleted and the action made more generic as follows:

'To explore with partner organisations the potential for a district heating scheme for the City and other options for the development of renewable energy for the future.'

Work should be carried out to consider all the options and the suitability of each option; before any specific option for powering the scheme is detailed. We would be happy to discuss this further if it would be helpful."

## **Response**

**We are keen to discuss the potential for a feasibility study of a district heating scheme powered by heat from rivers with the Environment Agency. However, we recognise that there are a number of potential powers sources that could be explored and so the action has been made more generic.**

### Response from a scientist

We also received a response from a scientist:

"The current draft seems to be disconnected with the plans/aspirations in various public planning documents which show a continuity of thinking going back to 2004 for the Utilities Site – for energy generation from biomass, low carbon mixed-use activities, etc. For example, I refer to:

- the City of Norwich Local Plan 2004
- the report commissioned from Buro Happold by EEDA in conjunction with the city council in 2007 (which involved public consultations)
- the Revised East Norwich Guidance Note of August 2010 (presented by Norwich City Council, The Broads Authority, SNDC and Norfolk CC). This report included as an appendix a summary of reports on the location funded by DCLG, and indicated that development proposals for this site "should minimize contributions to climate change", make "good use of opportunities for decentralized and renewable or low carbon energy", and be an "exemplar sustainable development scheme".
- the Norwich Local Plan 2013 (appendix 17) refers to power generation and the future power station

Such developments would clearly be an important element of an environmental strategy.



As I have commented in other fora, the site would also be a very good location for extraction of heat from the river.”

**Response:**

**The draft environmental strategy would not specify planning designations for particular sites as this is set out in planning framework documents.**

Collective response from the Green Group to the consultation on the draft environmental strategy

1. General response and suggestions:

We welcome the draft environmental strategy as an ambitious strategy and would like to congratulate the officers for their great work on it. We are very happy to see that so many of our contributions over the years and during the process of drafting the strategy have (finally) found their way into the document. We feel a big part of this strategy as we had essential input into forming this first draft: the cross Party workshop on the environmental strategy saw a large majority presence of Green Party councillors and the only additional recommendations after this workshop were sent in or suggested to officers by Green Party councillors. We are also pleased to find the report on communicating environmental behaviour and climate change (written by Green Party councillor Sandra Bogelein and based on best practices identified in environmental psychology) as part of the draft strategy (under section How will we engage and communicate?).

This report includes a simple and cost effective recommendation that we would like to see adopted as an action in the environmental strategy: a work shop organised by a representative of COIN (Climate Outreach and Information Network) for all members, officers involved in the environmental performance and especially the comms team. COIN offers a highly cost-effective and scientifically based workshop to review past communication and adopt a best practice, value based approach to any communication in the fields of pro-environmental behaviour and climate change.

**Response**

**If the council chooses to bring in external specialist advice to take this work forward then it would go through a commissioning process to test the market and ensure it was getting good value for money.**

We are especially delighted that the city council agreed on the offer to collaborate with the Tyndall Centre, a climate change research group. We sincerely hope that this collaboration, started by Green Party councillor Sandra Bogelein, will continue in the future. Several researchers have offered outside scrutiny of our environmental performances and we trust that the council will take up on this offer. Unfortunately, counter to the researchers' advice, this draft environmental strategy again lacks the ambition to assess the status quo of Norwich emissions in a comprehensive way as a starting point for an informed strategy. The scientists have provided us with numerous examples of cities where such an approach was highly successful.

### **Response**

**A base-lining exercise was carried out to inform the strategy looking at current environmental performance. The data that is used on emissions is provided by the Department of Energy and Climate Change.**

Further the request to focus more on absolute cutting edge technologies and be a city of bravery, innovation and true leadership in these technologies has not found its way fully into this strategy.

### **Response**

**This seems quite a subjective statement, without examples of what is perceived to be missing and so it is difficult to actually respond to. However, the action programme has a range of innovative approaches when compared against that of similar cities.**

We are further very happy that with the 3S group scientists with an expertise on citizen engagement have been consulted. Unfortunately a lot of the recommendations from this group have not been taken up: The social scientists recommended involving environmental groups such as Transition Norwich in drafting this strategy to make it a document owned by the people of Norwich. This has not happened.

### **Response**

**Environmental groups such as Transition Norwich were specifically contacted and asked to provide feedback to inform the development of the strategy.**

**A range of further engagement will be carried out as part of taking all the different elements of the strategy forward, both with citizens and organisations. For example, work to take forward a bid to be the UK green capital would include significant work with citizens and organisations to build ownership of the environment including the concept of environmental citizenship.**

Another request was to include public engagement with the environmental strategy and Norwich City Council's actions based on this strategy as a measure in the strategy itself. The scientists emphasised that making this document a shared and publically owned document is just as important as an ambitious strategy. Again, this recommendation has not been taken up in the draft strategy.

## **Response**

**In this context the engagement is one of a number of very important mechanisms that will help to deliver the overall priority outcomes of the strategy e.g. reduced carbon emissions. As such, engagement has not been put into the strategy document itself as an overall performance measure. However, the performance of the engagement activities that are delivered will, of course, be measured and reviewed and the learning used to inform future engagement activities. It will also be published as part of the annual review of strategy through the environmental statement.**

Further it was recommended to establish a comprehensive communication and engagement strategy for the coming years. This strategy would clearly identify where communicating our common pro-environmental aims can be integrated in other council activities (e.g. activities with schools or businesses) and communication. It is important that the environmental strategy does not separate, but is integrated in all council decisions and activities. We hope that the next draft will include these essential recommendations.

## **Response**

**The draft strategy makes it clear that a comprehensive engagement and communications plan will be developed to support its delivery.**

Another point to make is that an in-depth discussion about changing diets as an important mitigation measure evolved in the cross party workshop (e.g. reducing red meat, swapping butter for margarine, buying local, unprocessed food etc). This theme appears nowhere in the environmental strategy. We share concerns around the sensitivity of the subject, but it bears a huge potential for emission reductions (please request papers on this topic from the Green Group if required) and will have to enter the public and political arena. The council could commit to raising awareness of the environmental (and health) benefits of certain diets or support campaigns such as meat free Monday

## **Response**

**The sustainable living initiatives included within the action programme will include work on a number of these items. We believe they are better taken forward in a holistic way alongside other potential lifestyle changes rather than as specific campaign. As such, there are no plans to run a specific 'meat free Monday' type campaign.**

Apart from the recommendations above there are several other additions that we feel would be important to make this environmental strategy truly ambitious and a first step for Norwich as a fine city for generations to come.

- We recommend incorporating considerations of potential measures for mitigation and adaptation as an integrated part of the planning process. That could mean to include them in planning requirements or to view them as a positive aspect of a planning application. We should take every future opportunity to strengthen planning policy on energy efficiency/micro generation and ensure it is given sufficient priority by planners.

## **Response**

**A range of mitigation and adaptation measures are already included within the planning framework. However, the action programme has been updated to make specific reference that this will be further explored in the future.**

Risks associated with Climate Change should receive a specific section on the risk register. Risks associated with Climate Change can have negative effects in a number of areas prioritised in the Corporate Plan. We need to acknowledge these risks and take them into account in our decisions. Taking risks associated with climate change into the risk register is the way to ensure we make

sensible long term decisions in the light of the growing threat of a changing climate: “As well as acting to mitigate climate change, a truly green Council would also include carbon risk on its risk register. Few do and it’s part of the reason for inaction at a strategic level” (Jacob Wallace, from Sustainability Consultants, Best Foot Forward from Guardian website, 12.11.11).

## **Response**

**The council’s risk register directly relates to the delivery of the council’s corporate plan. Once the new corporate plan has been approved by Council in February the risk register will be updated accordingly.**

- A related recommendation is to ensure that the environment appears as a separate audit category for Norwich and the greater Norwich area. This will again ensure that we take environmental issues and concerns into account when we make long reaching and big decisions that can potentially be (and some certainly are) detrimental to our environment and our aim to mitigate climate change.

## **Response**

**Further information is needed to understand this suggestion.**

The planned 2% annual reductions may be roughly in line with the EU target of 40% reductions, but we have to question whether this is sufficient. An 80% reduction by 2050, which will likely be more difficult to achieve than the 2030 target, will still result in a dangerously high 2 degree rise in temperature. There is a 20% chance that this will result in unstoppable “runaway” warming. In this context we would like to invite members and officers to rethink and consider that the council should show leadership and commit to a more ambitious target.

## **Response**

**The targets have now been adjusted following the workshop with UEA set out in section C of this annex.**

## 2. Comments on 4. The journey so far

We think there are considerable issues with how this part is presented and the conclusions drawn from the presented data. We keep the comments on this part separate from the priorities and actions in the draft strategy to ensure our comments on the descriptive in 4. don't compromise our overall appreciation of the environmental strategy. This is a public document though and we should accurately present the current situation and make sure we convey a meaningful message with this document.

- When presented to social scientists specialising on public engagement, they questioned the meaning and usefulness of this section. To the public, this may be a longwinded introduction and a distraction from the essential core, the priorities and action program of the environmental strategy. Further the meaningfulness of the presented data was questioned.
- Graphs at 4.3, 4.4, 4.5 & 4.7 come to a concerning conclusion. As the emissions bottom out in 2011 and show a rise in 2012, it would be interesting to know how much of the reduction up to 2011 is attributable to the economic downturn rather than carbon reduction initiatives. This is partly acknowledged in 4.9, but only after the strategy has prominently included the reduction among its achievements. Particularly until we have the 2013 figures, we would be cautious about adopting the optimistic tone of 4.1 (1<sup>st</sup> bullet).
- The fact that (see 4.2) Norwich has one of the lowest rates of carbon emissions across Norfolk's authorities is not surprising as it is an urban area. It would be a mistake to over-emphasise this as vindication for the level of action at City Council level. The factor of an urban area should be acknowledged in the text.
- The comparator groups shown in 4.4-4.7 are far more relevant and Norwich is shown to be about average. The fact that there is considerable room for improvement should be acknowledged more in the text.
- It is worth noting that, although Norwich's emissions from transport have apparently fallen (4.6) it is still the 2<sup>nd</sup> highest in the comparator group. This situation will of course not be helped with the construction of the NDR and the additional shoppers' car park planned for Rose Lane, and the encouragement of car usage that this will represent. It needs to be acknowledged in the strategy that City Council action would have to be particularly strong to effectively counter this.
- It would be preferable to test the conclusions made from the descriptive data against chance. For example is the difference between Norwich and Cambridge in the comparison family group significant? Without such a test, we cannot make strong claims or draw robust conclusions.
- It is confusing to have data points in some of the graphs (e.g. 4.2) that do not appear in the legend.
- In some of the graphs the line for Norwich cannot be seen.

## Response

The majority of this section has been removed from the draft strategy as it does seem to potentially hinder the flow of the document, which is ultimately meant to be forward looking. This information will continue to be updated and held separately. The remaining part of this section has been adjusted to recognise the economic downturn.

### 3. Questions and clarifications

- Priority 9: Number of natural and semi natural green spaces and woodlands in positive management: How can the target (100%) be achievable when there is little or no budget for replanting trees? How does this measure reflect the loss of trees, which cannot be viewed as positive management?

## Response

The trees budget does not directly relate to the positive management assessment. However, there are proposals within the budget for 2015/16 to increase the tree planting budget.

- Could you please comment on whether there will be considerable difficulties implementing the action program in the context of cuts. E.g. How will increase in the use of buses (Priority 6) be achieved in the context of significant cuts at County level, e.g. to Park & Ride, and pressure on CIL funding being diverted to the NDR. If there are any concerns how can we ensure we stick to this action program?

## Response

If other organisations were to make cuts in the future, that we are currently unaware of, then clearly it could affect the delivery of the strategy. Similarly, other changes in the socio-economic environment in the future could affect delivery of different elements of the strategy. This is why the strategy will be subject to regular review and changes made as necessary.

- Re: 5.3, Priority 4. Is it definitely right as a strategy just to propose helping a few (150) houses per year? Would this still mean that more ambitious initiatives, such as an Energy Services Company mentioned in 1.6 which could help far more, would get serious consideration?

#### **Response**

**This target relates to energy efficiency improvements to private homes e.g. cavity wall insulation. Based on the work carried out this is considered to be an appropriate target. This will not affect other actions within the action programme.**

- Do we know how Exeter achieved a 28% drop in industry emissions in one year (4.4)?

#### **Response**

**We have contacted Exeter to find out more about this reduction.**

- Table 4.11: Where are the figures for Council Housing stock? Also, could there be an explanation for the “EHS” acronym? And the white line on the Owner Occupier row needs to move down to underneath the percentages.

#### **Response**

**The majority of this section has been removed from the draft strategy as it does seem to potentially hinder the flow of the document, which is ultimately meant to be forward looking.**



### **C. Workshop with the Tyndall Centre for Climate Change Research and the 3S Research Group at the University of East Anglia during the consultation process**

Generally the draft strategy was very well received (“impressive and really encouraging”) and the fact it was considered a vast improvement to the last environmental strategy was emphasised.

There were a number of questions asked about how the strategy would be resourced and how its delivery would be managed that were responded to as part of the workshop.

A number of specific suggestions for additions / changes were also made:

-To include the UEA, the research park and possibly the hospital more in the draft strategy. The institutions employ and are in contact with a large part of the Norwich population. Further they are big energy consumers.

#### **Response**

**Work with the UEA was already included within the action programme but adjustments have been made to emphasise engagement with other key organisations.**

-To look at a radical rethink with regards to transport. Another more visionary approach would have been to introduce electric charging points for cars to support a new generation of cars.

#### **Response**

**The strategy does already include a range of work in regards to sustainable transport options. However, the action programme has now been updated to specifically include work to explore a model for electric charging points in the City.**

- To review the 2 per cent annual target to see if it should be 2.4 per cent in line with a recent report on national carbon budgets.

#### **Response**

**The targets have been reviewed and while the City would more than achieve the overall 33% national target (based on the 1990 baseline) by 2020 with the 2% target, the target has been adjusted to 2.4% to fit with national carbon budgets and reflect the ambitious approach that is being taken. However, it should be recognised that there will be very significant elements relating to achievement of this target that will be outside of the council's control.**

-To develop a more long term vision (beyond the 4 years strategy) with central future projects that could be included there (a road map) including exploring options like trams etc. A long term visionary tool could be used to do so.

#### **Response**

**The development of a long term vision and roadmap has now been added into the strategy as part of the development of a bid for UK green capital as this would be a good mechanism to engage the City in the process.**

-To carry out awareness raising and training for the construction industry e.g. on the green deal, fitting energy saving measures and environmental motivation etc.

#### **Response**

**This is already part of the council's Cosy City green deal service work and other activities but the action programme has been updated to show this.**

- To look at ways to encourage the energy market to incentivise reduced consumption through tariffs etc.

#### **Response**

**This has now been included within the action programme alongside exploring other opportunities to positively influence the energy supply market**

-To look at whether improvement targets can be set for air pollution

#### **Response**

**The current targets are based on a realistic assessment using the current government methodology. However, the methodology will soon be reviewed at which point the targets will be re-assessed.**

-Ensuring future collaboration between the council and the university and how this could be strengthened. It was agreed as part of discussion that the Tyndall Centre and 3S would be invited to be part of the annual review process of the environmental strategy. Further it was suggested that the council could highlight to the Tyndall Centre and 3S if suitable contracts are going out for tender so researchers could potentially bid.

### **Response**

**This will be undertaken as part of taking the strategy forward.**

There were also a number of minor suggestions to changes in wording and use of updated information that have been included in the strategy. It was also agreed that a technical annex including a glossary will be added to the strategy before the final designed version is published.



## **Draft Strategy 2015 - 2019**

### **Contents:**

- 1. Foreword – by portfolio holder**
- 2. Context and purpose**
- 3. Development of this strategy**
- 4. The journey so far**
- 5. Where do we want to be?**
- 6. How will we get there?**
- 7. How will we know and review?**
- 8. How will we engage and communicate?**
- 9. Action programme**

**Annex A: Norwich City Council's published Environmental Policy**

## **Foreword by the portfolio holder**

- 1.1 This document forms Norwich City Council's 3rd environmental strategy and details the council's environmental vision and priorities for the City over the next 4 years, taking us through to 2019.
- 1.2 Norwich is a city steeped in beautiful history and architecture; however, it is not our intention to make the city a museum piece. We need to ensure that Norwich continues to be a living, breathing city that continues to develop in character in order to support the needs of residents, visitors and organisations alike. However, it is vital that this is sustainable development which, "meets the needs of the present without compromising the ability of future generations to meet their own needs" and, as such, it needs to be sensitively managed.
- 1.3 Our first environmental strategy was launched in 2008 and since then the council has gone from strength to strength in terms of its environmental achievements. The per capita carbon dioxide emissions for the City have fallen by 14% which is the largest fall in the East of England. (Source: Department of Energy and Climate Change). Whereas, the council's own carbon dioxide emissions have dropped by nearly 27%.
- 1.4 During this period our authority also received a number of national and international environmental awards in recognition of its environmental achievements.
- 1.5 There is clear evidence to show that climate change is happening. Global measurements show that the average temperature at the earth's surface has risen by about 0.8°C over the last century. Ten of the hottest years ever measured took place in the last 12 years and in the last 30 years each decade has been hotter than any previous one on record.
- 1.6 The average temperature in Britain is now 1°C higher than it was 100 years ago and 0.5°C higher than it was in the 1970s. Although it is clear that the climate is warming in the long-term, temperatures aren't expected to rise every single year. Natural fluctuations will still cause unusually cold years and seasons.
- 1.7 The European Union has reached a historic deal to cut greenhouse gasses by at least 40% domestically by 2030. The target is part of a package of measures to make Europe's energy system more secure, sustainable and competitive.
- 1.8 The agreement is a major win for the UK, which has been leading efforts in Europe for an ambitious but flexible deal that cuts carbon emissions whilst giving the UK and other member states the flexibility to decide how they will decarbonise.

- 1.9 As a low lying coastal county, with a growing population, Norfolk is particularly vulnerable to climate change. Higher sea levels, heat-waves, droughts and storms are more likely to take place as average global temperatures rise. Recent flooding events in Norfolk have highlighted how real this issue is.
- 1.10 Given that the climate change impacts are derived from our use of resources; likely solutions will involve a combination of:
- Better energy efficiency
  - Use of new technologies
  - Developing renewable energy sources
  - Social and political changes
  - Engaging with citizens, communities and organisations
  - Personal and behavioural changes
  - Development of a 'low carbon economy'
  - Adapting to the changing climate.
- 1.11 We aim to enable sustainable solutions working with citizens and organisations to help them to meet their needs but also to contribute to creating a low carbon economy and support thriving, vibrant communities.
- 1.12 I am pleased our council is a signatory to the Local Government Association's climate local programme. I believe that we are at a cross roads. Food, fuel, poverty, financial and climate issues have led to a "perfect storm" to which we can respond in one of two ways.
- 1.13 One is the route of "business as usual" which won't achieve the change that is needed. The other route is one that truly engages with the changes the world needs, where government, businesses and civil society all work together to make the far-reaching decisions that are required to ensure that we keep the planet safe for future generations.
- 1.14 At a local level this new environmental strategy aims to deliver a sustainable environment which improves or maintains the quality of life for all of us. By making sure we use our natural resources wisely, emitting less CO2 and reusing and recycling as much as possible, we can take advantage of the fantastic opportunities to create a more sustainable City that we, our children and grandchildren can all enjoy for the future.
- 1.15 Much good work has already taken place and this ambitious new strategy will set out how we intend to build upon these actions and enable further improvements, working collaboratively with citizens, businesses, academic institutions such as the University of East Anglia and a range of other organisations.

Cllr Stonard  
Cabinet Member for Environment, Development and Transport

## 2. Context and purpose

### Context

- 2.1 In 2008 the council's Environmental Strategy team was established. Following a base lining exercise, the council's first Environmental Strategy was produced which ran from 2008 to 2011, and the second one from 2011 to 2014. This document forms the third Environmental Strategy and it will run for the next 4 years.
- 2.2 In addition to the environmental strategy in March 2013 the council's first Home Energy Conservation Act (HECA) report was produced. This details the energy conservation measures that the authority considers practicable, cost-effective and likely to result in significant improvement in the energy efficiency of residential accommodation in Norwich. In March 2015 the second HECA report will be completed and will also report on progress made against the targets in the 2013 report and detail actions for the future. As such, these two documents will be closely aligned.

### Purpose

- 2.3 The current draft corporate plan 2015-20, which is the council's overarching strategy and guides all the work of the council in the City, includes the overall vision to **"To make Norwich a fine city for all"** and the following overall priorities:

To make Norwich a:

- **Safe, Clean and Low Carbon City**
- **Prosperous City**
- **Fair City**
- **Healthy City with Good Housing**

With a council who provides:

- **Value for Money Services**

- 2.4 Within this framework, the purpose of this environmental strategy is to set out in more detail the council's environmental vision and priorities for the City for the next four years and how they will be achieved.
- 2.5 It guides all the environmental work carried out by council in the period. This work is set out in more detail in service plans and other council plans and those of partners and contractors. This is summarised in the diagram below:



### Diagram A: Framework for Environmental Strategy

*Council's overall  
vision and  
priorities for the  
City*

Corporate Plan  
2015-20

*Environmental  
vision and  
priorities for the  
City*

Environmental  
Strategy  
2015-2019

*Delivery*

Environmental  
Action  
Programme

Supporting Plans /  
Strategies e.g.  
waste strategy,  
housing strategy,  
carbon  
management  
programme  
etc.

Service, Contractor  
and Partner Plans

### **3. Development of this strategy**

3.1 The environmental strategy has been developed through the following methods:

- Analysis and assessment of baseline information on the current environmental position in Norwich.
- Review of the wider policy and legal context.
- Workshops and input from expert stakeholders including the Tyndall Centre for Climate Change Research and the 3S Research Group at the University of East Anglia.
- Review of existing activities and future opportunities across services and contractors.
- Discussions and input from elected members including the cabinet and an all member workshop.
- Looking at good practice from other areas.
- Assessment of the likely resources the council will have in the future to carry out environmental work.

3.2 In 2009 the council sought the views of Norwich citizens and organisations on the impact of climate change through the Norwich Independent Climate Change Commission which was established by leaders from a number of stakeholder groups. The results of this consultation helped to inform the last environmental strategy.

3.3 Building upon this work the council is once again seeking to engage with Norwich citizens and organisations on this draft strategy. The results will be used to further inform the strategy prior to its formal adoption by the council.

## **4. The journey so far**

### **Summary of achievements**

4.1 Norwich City Council's environmental work over the last few years has led to a number of achievements and national recognition. For example:

- The per capita carbon dioxide emissions for the City have fallen by 14% which is the largest fall in the East of England. (Source: Department of Energy and Climate Change). Whilst some of this reduction would have coincided with the wider economic downturn it is still an encouraging reduction. Whereas, the council's own carbon dioxide emissions have dropped by nearly 27% over the last five years through our successful ongoing carbon management programme.
- Residual waste levels in the City have fallen faster than in the rest of Norfolk and recycling has increased significantly.
- We have improved the energy efficiency of the council's own housing stock of over 15,000 homes through a major programme of improvement and worked hard to promote energy efficiency measures to private homes through grants and incentives.
- In 2010 the council received recognition at the United Nations Environment Programme (UNEP) LivCom Awards as being regarded as a gold standard in the management of our environment.
- In 2014 the council also won an International Green Apple Award for best in category for its Raspberry Pi project that is recycling old ICT equipment for use in schools to help children develop ICT skills. We also won a silver award in the Transformation in Waste & Environment category of the iESE (Improvement and Efficiency Social Enterprise) Awards for this project.
- In 2014 the council's Environmental Strategy Manager was named 'Energy Manager of the Year' at the national Energy Services and Technology Association (ESTA) awards.

## 5. Where do we want to be?

5.1 The council's environmental vision is:

**'A sustainable city with a good local environment that people value'**

(A sustainable city is one where the needs of today's citizens can be met without compromising the ability of future citizens to meet their own needs).

5.2 The council's environmental mission is:

**'To always strive for ways to achieve environmental excellence wherever possible'**

5.3 The council's key environmental priorities (and the outcomes they contribute to), performance measures and targets are set out in the table below:

Outcome	Priority	Key performance measure(s)	Target 15/16	Target 16/17	Target 17/18	Target 18/19
Impact of climate change is mitigated and reduced.	Priority 1: To reduce the city's carbon dioxide emissions	Reduction in carbon dioxide emissions for the local area	2%	2%	2%	2%
	Priority 2: To reduce the council's carbon dioxide emissions	Reduction in carbon dioxide emissions from local authority operations	2.2%	2.2%	2.2%	2.2%
	Priority 3: To increase reuse and recycling in the City and reduce the amount of residual waste	Reduction in residual waste produced in the City (based on 2013/14 baseline)	3.33%	3.33%	3.33%	3.33%
	Priority 4: To increase the energy efficiency of the housing stock in the City	Number of private households where council activity helped to improve the energy efficiency of their homes.	150	150	150	150

Outcome	Priority	Key performance measure(s)	Target 15/16	Target 16/17	Target 17/18	Target 18/19
		Average SAP rating of council homes	71.5	72	72.5	73
	Priority 5: To ensure that new development is carried out in a sustainable way	% of homes built by the council to Sustainable Homes Code 4 or Passivhaus	100%	100%	100%	100%
		% of new development scoring no reds in the building for life audit	100%	(Audit every 2 years)	100%	(Audit every 2 years)
	Priority 6: To support and encourage more sustainable transport solutions	Increased use of buses	<i>Exact measure and targets to be determined through ongoing engagement with Norfolk County Council</i>			
		% of adults living in the area who cycle at least once per week	23%	25%	27%	29%
	Priority 7: To support a low carbon economy in Norwich	Reduction in carbon dioxide emissions for industry for the local area	<i>Exact measure and targets to be determined through ongoing engagement</i>			
	Priority 8: To prepare for the impacts of climate change	Planning to adapt to climate change assessment	Level 3	Level 4	Level 4	Level 4
Good local environment that people value	Priority 9: To work with local communities to ensure our local environment is protected and enhanced where possible.	Improvement in air quality – compliance with national air quality standards	86%	86%	86%	86%

Outcome	Priority	Key performance measure(s)	Target 15/16	Target 16/17	Target 17/18	Target 18/19
		Number of natural and semi natural green spaces and woodlands in positive management	100%	100%	100%	100%
		Percentage of people satisfied with parks and open spaces	75%	75%	75%	75%
		Percentage of people broadly satisfied with allotments	75%	75%	75%	75%
		Percentage of areas found to be clean	94%	94%	94%	94%

## 6. How will we get there?

6.1 The council will achieve its environmental priorities through delivery of a comprehensive environmental action programme. This action programme sets out the key projects, actions and activities the council will progress within the following areas of its responsibility:

- **As community leaders** – through providing leadership to the city including championing and advocating, listening, engaging and communicating and building and maintaining strong partnerships.
- **As service providers** – through providing a range of services including planning, housing, transport, waste collection and recycling and environmental management and protection.
- **As purchasers of goods and services** – through purchasing a range of goods and services including ensuring procurement processes support sustainability.
- **As estate managers** – through better management of transport and buildings the council can cut emissions and save money and manage the estate so that it can be better adapted to the changing climate.

6.2 The council's environmental action programme can be found at section 9.

6.3 Responsibility for the overall delivery of the environmental action programme rests with the corporate leadership team and is co-ordinated and managed by the environmental strategy team. Specific projects, actions and activities within the programme will be the responsibility of services, contractors and partner organisations.

## **7. How will we know and review?**

- 7.1 Delivery of the environmental strategy and action programme will be closely monitored through the council's performance management framework. This includes regular performance review and challenge by officers and formal performance reporting and review by councillors through:
- Cabinet (quarterly through the council's performance report).
  - Scrutiny (every six months through their review of performance).
  - Sustainable development panel (regularly on specific projects, services and activities).
- 7.3 We will also publish an annual environmental statement that sets out overall performance against the priorities within the strategy.
- 7.4 The environmental strategy will be subject to a review at the end of each year looking at:
- Overall performance and progress.
  - Changes in the national or local landscape.
  - Success of engagement and communication activities.
  - New opportunities identified e.g. through partnership work or engagement work.
  - Learning from pilot projects and approaches that have been tested.
  - Resourcing levels.
- 7.5 This process will determine any changes to be made to the strategy.



## **8. How will we engage and communicate?**

- 8.1 The council will carry out a range of work to engage and communicate with residents, voluntary and community organisations, businesses, academic institutions and other statutory bodies on the progression of this environmental strategy.
- 8.2 Engagement and communication activities will draw on the latest research and approaches in community engagement and environmental psychology (a discipline concerned with effective communication and behaviour change with regards to environmental issues) and utilise concepts and principles such as:
- Making sustainability meaningful for citizens (focusing on factors such as the wider environment and community and the use of value based communications).
  - Habit discontinuity (taking advantage of existing lifestyle opportunities to encourage behaviour change e.g. promoting energy efficiency when people move homes).
  - Utilising social networks and norms (utilising what other people do and/or is the expected behaviour e.g. most people in this area now recycle).
  - Two way participatory engagement/ communications (engaging others in discussions and work on the issues and the solutions to deliver the environmental priorities for the City e.g. the development of community energy projects through the use of grants).
  - Utilising existing engagement and communication activities wherever possible (to ensure a holistic approach, maximise the use of resources and prevent engagement/ communication overload).
  - Pre-testing and evaluating different engagement and communications (to ensure that they are as well designed as possible and that learning is utilised for future activities).
- 8.3 A detailed supporting engagement and communication plan will be developed as part of the action programme.

## 9. Action Programme

Ref	Action	Environmental priorities they contribute to delivering	Lead Service	Delivery timescale
Theme 1 – The Council as community leaders				
1.1	To promote a low carbon economy and investment in green jobs through the council's economic development work	1, 5 & 7	City development	2015/16 and then ongoing
1.2	To work with expert partner organisations in the City e.g. University of East Anglia to provide external advice and challenge and to utilise, share and promote environmental research and learning and develop joint bids and solutions to environmental issues	All	Environmental Strategy	Ongoing
1.3	To liaise with large energy users in the City e.g the Norwich Research Park, Norfolk County Council, the hospital, large businesses etc to share learning and experience and look for joint opportunities on energy efficiency and other environmental improvements.	All	Environmental Strategy	Ongoing

1.4	To explore with partner organisations the potential for a district heating scheme for the City and other options for the development of renewable energy for the future	1, 2, 4, 5, & 7	Environmental Strategy	2015/16
1.5	To explore running a major collective auction in the City for solar PV so that private households and landlords can purchase and install PV at a lower cost	1, 4 & 7	Environmental Strategy	2015/16
1.6	To provide grants and advice for local communities to develop community energy projects	1, 4 & 7	Environmental Strategy	2015/16 and ongoing
1.7	To monitor, review and potentially take forward development and opportunities in the local energy supply markets including exploring community energy companies and energy services companies and ways to incentivise reduced consumption	1 & 7	Environmental Strategy	Ongoing
1.8	To develop a supporting engagement and communications plan drawing on the latest research and best practice encompassing actions 1.7 to 1.25 below.	All	Environmental Strategy	Early 2015

1.9	To work with residents and organisations across the City to jointly develop a bid to be the UK Green Capital 2019 which would include developing a longer term vision (10 years plus) and roadmap and looking at options like Norwich environmental citizenship	All	Environmental Strategy	2018/19
1.10	To develop sustainable living and 'love where you live' type campaigns to promote simple measures to residents and organisations including adaptation approaches and encourage people to take part in local activities like litter picking	All	Environmental Strategy	2015/16 and then ongoing
1.11	To promote energy efficiency and sustainable lifestyle changes when people move home through the use of tenancy packs etc.	All	Environmental Strategy	2015/16 and then ongoing
1.12	To create a Norwich Sustainable Consumer Guide and web pages - collating information of locally designed, reused, sourced, up-cycled, sourced, rentable, recycled products and repair services	All	Environmental Strategy	2016/17 and then ongoing

<b>1.13</b>	<b>To promote key existing environmental campaigns and opportunities in Norwich e.g. Earth Hour, Close the Door, Lift Share and the Norfolk Car Club.</b>	<b>All</b>	<b>Environmental Strategy</b>	<b>2015/16 and then ongoing</b>
<b>1.14</b>	<b>To promote an online reuse portal "Give it for good" to facilitate and increase reuse options in the city</b>	<b>3</b>	<b>Environmental Strategy</b>	<b>2016/17 and then ongoing</b>
<b>1.15</b>	<b>To promote local food production through the council's allotments service and communication activities</b>	<b>9</b>	<b>Citywide services</b>	<b>Ongoing</b>
<b>1.16</b>	<b>To develop an open-homes online network to enable residents to learn from one another on how to improve their home's energy efficiency</b>	<b>1 &amp; 4</b>	<b>Environmental Strategy</b>	<b>2015/16 and then ongoing</b>

<b>1.17</b>	<b>To continue to promote waste prevention and recycling through public engagement</b>	<b>4</b>	<b>Citywide services</b>	<b>Ongoing</b>
<b>1.18</b>	<b>To run an annual eco living event for residents and organisations</b>	<b>All</b>	<b>Environmental Strategy</b>	<b>2015/16 and then ongoing</b>
<b>1.19</b>	<b>To run an annual eco awards scheme in the City to promote environmental excellence to residents and organisations including encouraging carbon reduction and use of renewable energy by businesses</b>	<b>All</b>	<b>Environmental Strategy</b>	<b>Annual</b>
<b>1.20</b>	<b>To raise awareness and encourage skills development in the local construction industry in the green deal and the installation energy savings measures through the council's Cosy City service and other activities</b>	<b>1,4,5 &amp; 7</b>	<b>Environmental Strategy</b>	<b>Ongoing</b>

<b>1.21</b>	<b>To implement initiatives to raise awareness and create action at a local neighbourhood level about energy efficiency, managing energy use and the benefits of installing renewable energy by providing information, advice and education</b>	<b>1 &amp; 4</b>	<b>Environmental Strategy</b>	<b>Ongoing</b>
<b>1.22</b>	<b>To ensure the council's private landlord accreditation scheme promotes energy efficiency</b>	<b>1 &amp; 4</b>	<b>City development</b>	<b>2015/16</b>
<b>1.23</b>	<b>To continue to lobby OFGEM for a standard for renewable energy tariffs so that this can be included within the council's switch and save scheme.</b>	<b>1 &amp; 7</b>	<b>Environmental Strategy</b>	<b>2015/16</b>
<b>1.24</b>	<b>To carry out and publish an annual review of our climate local commitments</b>	<b>All</b>	<b>Environmental Strategy</b>	<b>Annual</b>

1.25	To develop and publish an annual environmental statement	All	Environmental Strategy	Annual
1.26	To produce and publish the Home Energy Conservation Act report	1 & 4	Environmental Strategy	2015/16
1.26	To promote and share best practice on environmental work with other organisations	All	Environmental Strategy	Ongoing
1.27	To continue to run a staff awareness campaign to reduce the amount of carbon emissions from business operations at Norwich City Council	2	Environmental Strategy	Ongoing

**Theme 2 – The Council as service providers**



<b>2.1</b>	<b>To increase landfill diversion rates and reduce landfill tonnage</b>	<b>1 &amp; 3</b>	<b>Citywide services</b>	<b>Ongoing</b>
<b>2.2</b>	<b>To identify ways to reduce and treat food waste</b>	<b>1 &amp; 3</b>	<b>Citywide services</b>	<b>Ongoing</b>
<b>2.3</b>	<b>To identify ways to reduce and treat garden waste</b>	<b>1 &amp; 3</b>	<b>Citywide services</b>	<b>Ongoing</b>
<b>2.4</b>	<b>To develop and improve the quality and range of recycling services available to Norwich residents</b>	<b>1 &amp; 3</b>	<b>Citywide services</b>	<b>Ongoing</b>

<b>2.5</b>	<b>To improve participation, set-out rates and collected tonnages for recycling services, particularly the weekly food service</b>	<b>1 &amp; 3</b>	<b>Citywide services</b>	<b>Ongoing</b>
<b>2.6</b>	<b>To continue to work with the other local authorities in Norfolk to achieve the objectives set-out in the joint waste strategy</b>	<b>1 &amp; 3</b>	<b>Citywide services</b>	<b>Ongoing</b>
<b>2.7</b>	<b>To deliver programmes and projects to improve energy efficiency measures in privately owned housing e.g the Cosy City Green deal service.</b>	<b>1, 4, 7, 8</b>	<b>Environmental Strategy</b>	<b>Ongoing</b>
<b>2.8</b>	<b>To implement the Greater Norwich Joint Core Strategy by 2026</b>	<b>5,6,7 &amp; 8</b>	<b>Planning service</b>	<b>Ongoing</b>

<b>2.9</b>	<b>To explore the potential use of Passivhaus or Sustainable Homes level 4 for all new build</b>	<b>1, 4, 5, &amp; 7</b>	<b>Planning service</b>	<b>2016/17</b>
<b>2.10</b>	<b>To develop new homes for the City Council that conform to Sustainable Homes Level 4 or Passivhaus</b>	<b>1, 4, 5, &amp; 7</b>	<b>City development</b>	<b>Ongoing</b>
<b>2.11</b>	<b>To ensure that new developments include sustainable travel options from the start</b>	<b>1 &amp; 6</b>	<b>Planning service</b>	<b>Ongoing</b>
<b>2.12</b>	<b>To support parties wishing to undertake voluntary remediation of land</b>		<b>Citywide services</b>	<b>Ongoing</b>

2.13	To ensure the infrastructure at Threescore will provide attractive landscaped areas around the drainage lagoons for local people to use and to provide important habitats for wildlife	9	Planning service	2015/16 onwards
2.14	To ensure the Threescore phase 2 development is planned to provide 75% dwellings to Passivhaus standards	1, 4, 5, & 7	Planning service	2016
2.15	To ensure enhanced open space provision as part of the Goldsmith development	9	City development	2016
2.16	To increase the number of 20mph zones in the city to make cycling and walking safer	1 & 6	City development	Ongoing

2.17	To explore the feasibility of electric bike hire from the Tourist Information Centre	1, 6 & 7	Environmental Strategy	2015/16
2.18	To continue the implementation of bus rapid transit, city centre improvements and walking and cycling investment	1 & 6	City development	Ongoing
2.19	To explore with partner organisations the potential for establishing electric charging points in the City.	1, 6 & 7	Environmental Strategy	2017/18
2.20	To continue to monitor air quality and meet EU standards and to take action where necessary to address nuisance issues where they occur e.g from bonfires etc.	9	Citywide services	Ongoing

2.21	To work with local businesses to drive down emissions to atmosphere under the Pollution Prevention & Control (PPC) regime	9	Citywide services	Ongoing
2.22	To review the objectives of the tree strategy for Norwich which will consider carbon storage, biodiversity, air quality and climate change adaptation.	8 & 9	Citywide services	2015/16
2.23	To deliver a new open spaces strategy in Norwich including ensuring all Norwich City Council Wildlife Sites (CWS) are in positive management	9	Citywide services	2015/16
2.24	To utilise external funding sources to undertake a programme of improvements at key city council owned natural areas to improve the biodiversity, increase their resilience to extreme weather and enhance access for visitors on foot. To initially include Marston Marshes, Earlham Millennium Green, the Heronry and Danby Wood.	8 & 9	Citywide services	September 2015 for first sites
2.25	To investigate the potential for improving other natural areas using external funding	9	Citywide services	Ongoing

2.26	To investigate the potential for managing some intensively-managed grass areas under 'conservation cuts', involving fewer cuts per year	9	Citywide services	2015/16
2.27	To replace water-intensive planting with wildflowers and herbaceous shrubs, to encourage wildlife and become more resistant to drought in parks and green spaces in the city	8 & 9	Citywide services	2015/16 and then ongoing
2.28	To continue to involve local communities in the management of their local parks, natural areas and open spaces	9	Citywide services	Ongoing
2.29	To plant trees and vegetation that prevent rapid run-off and protect areas from flooding	8 & 9	Citywide services	2015/16 and then ongoing
2.30	To carry out the climate adaptation tool review of services	8	Environmental strategy	Annual
2.31	To carry out flood mitigation modelling and develop a future investment plan	8	Planning service	2015/16 and ongoing
2.32	To explore other mitigation and adaptation measures that could be included in the planning framework in the future	8	Planning service	2017/18 and ongoing
2.33	To ensure all emergency plans for major weather events are kept up to date	8	Citywide services	Ongoing

2.34	To keep accurate records of the effects of weather events on council services	8	Environmental strategy	Ongoing
2.35	To ensure effective maintenance of highway drainage systems and partnership working with Norfolk County Council and Anglian Water	8 & 9	City development	Ongoing
2.36	To ensure gullies are emptied effectively across the City	8 & 9	Citywide services	Ongoing
2.37	To continue to deliver an affordable warmth strategy and programme to reduce fuel poverty and increase wellbeing	4	Environmental strategy	Ongoing
2.38	To deliver a preventable seasonal excess deaths action plan with key partner organisations e.g health	8	Environmental strategy	Annual
<b>Theme 3 – The Council as a purchaser of goods and services</b>				
3.1	To implement a sustainable procurement strategy and contract management framework	1, 2 & 7	Procurement	Ongoing
3.2	To continue to ensure 100% of the councils energy is sourced from a "green" tariff	1 & 2	Procurement	Ongoing
3.3	To work with our contractors to reduce waste and ensure the delivery of high environmental standards	1 , 2 & 3	Procurement	2017/18
3.4	To adopt an ethical investment policy, with commitment to divestment from fossil fuels	1	Finance	Ongoing



#### Theme 4 – The council as an estate manager

4.1	To deliver an ongoing investment programme of energy efficiency improvements in council housing across the City	1, 4, 7,	Housing	Ongoing
4.2	To explore the development and delivery of a large scale PV scheme on council housing across the City in consultation with tenants and review other opportunities for micro- generation	1, 2 ,4 & 7	Housing	Ongoing
4.3	To deliver the council's carbon management programme for the next four years to realise a 40% reduction (from a 2007 baseline) from local authority operations	1, 2 & 7	Environmental Strategy	Ongoing
4.4	To carry out a review of the council's asset portfolio informed by energy performance surveys to guide opportunities for energy efficiency improvement and rationalisation	1,2 &7	City development	Ongoing
4.5	To deliver large scale solar PV schemes on a minimum of 2 commercial or operational sites in the city	1, 2 & 7	City development	2015/16 and 2016/17
4.6	To explore the development of a programme of LED and more efficient landlord lighting working closely with residents	1,2 & 7	Housing	Ongoing

4.7	To refresh and re-launch the council's employee travel plan including looking to reduce single occupancy car journeys by 20% by 2016 and the continuation of the cycle to work scheme, pool bike scheme and encouragement of walking	1,2,6 &7	Human Resources	2015/16
4.8	To rationalise and reduce the number of fleet vehicles run by the council by 2.5%	1,2 & 7	City development	2016/17
4.9	To produce and deliver a council water reduction action plan	1 & 2	Environmental Strategy	2016/17

## **Annex A: Norwich City Council's published Environmental Policy**

DRAFT



**Report to** Scrutiny committee  
29 January 2015  
**Report of** Head of city development services  
**Subject** Verge and pavement parking update

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**Item**

**9**

**Purpose**

To update members on progress to control verge and pavement parking

**Recommendation**

To note the report

**Corporate and service priorities**

The report helps to meet the corporate priority “A safe and clean city” and the service plan priority

**Financial implications**

There are no direct financial implications arising from this report

**Ward/s:** All wards

**Cabinet member:** Councillor Stonard – Environment development and transport

**Contact officers**

Andy Watt

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**Background documents**

None

# Report

## Background

### Verge parking

1. Parking and driving over grass verges on a regular basis destroys the grass so that it becomes unsightly. This in turn can lead to erosion of soil and further loss of visual amenity as well as damage to street trees both directly and through ground compaction. The resulting uneven ground may puddle after rain and can present a hazard to pedestrians.
2. In view of such issues, the then Executive, reviewed the council's approach to managing verge parking issues in September 2006. The Executive resolved:
  - (1) Support the use of Traffic Regulation Orders (TROs) to control verge parking where alternative parking exists either on the carriageway, in adjacent streets or off-street;
  - (2) Note that where alternative parking does not exist verge reconstruction to accommodate parking is the most feasible way to address verge parking problems;
  - (3) Consider the provision of funding towards verge reconstruction as part of future capital planning;
  - (4) Support the use of bollards, ankle rails or other physical measures to address problems caused by motorists driving over verges; and
  - (5) Ask officers to report the Executive's views to Norwich Joint Highways Agency Committee
3. Subsequently the approach was also agreed by the Norwich Highways Agency Committee (NHAC) and a number of TROs were introduced to help control verge parking. However funding for verge reconstruction has not been identified due to other council<sup>1</sup> capital programme priorities.
4. Furthermore following a reduction in budget for new TROs – and priority being therefore given to TROs specifically to improve road safety – in recent years no new verge parking TROs have been introduced. This is unless they have been part of a wider improvement scheme for an area, and funded through that scheme.
5. The damage to highway verges is widespread in the city being found in all wards. It includes streets with no off-street parking and where verge reconstruction might offer the best solution. On streets with alternative (off-street) parking a TRO offers a much cheaper solution, however, public opinion may remain resistant to their introduction.
6. In situations where vehicles drive over or along verges physical measures can address the problem. In some circumstances it may be preferable to re-align the carriageway (for example to take account of bus turning circles).

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<sup>1</sup> It was and remains unlikely the county council would contribute to major and widespread verge reconstruction. The present maintenance regime ensures safety but not protection of visual amenity. The county council's local transport plan prioritises other areas of expenditure.

### Pavement parking

7. There has been no formal review of pavement parking by the council within at least the past 10 years. As with verge parking it is a widespread phenomenon and includes occasional parking where, for example, a vehicle pulls up partly onto a footway to make a delivery. More chronic pavement parking can occur in residential streets where there is little or no on-street parking and it is particularly prevalent in terraced house areas.
8. Where pavement parking occurs it can cause difficulties for pedestrians, particularly the disabled or for those with prams and pushchairs. Heavier vehicles can damage the footway surface leading to trip or other hazards, as well as increased repair costs.
9. As with verge parking it may be possible to feasibly prevent pavement parking making use of TROs (or in some circumstances via physical means). However, in residential streets any 'solution' is likely to have a very significant impact on on-street parking supply.

### **Future work on verge and pavement parking**

10. Given that there has been no recent formal review of pavement parking and because the council's approach to verge parking was agreed in 2006, officers consider that an updated review of the council's approach is necessary. The draft 2015/16 service plan includes provision for such a review accordingly.

### Highway car sales

11. The 2006 report Executive report did not address vehicle sales from verges, which has once again become a problem on some key radial routes into the city.
12. As regards car sales, the council was for some time successful in applying powers to prevent such activity using powers contained in the Clean Neighbourhoods and Environment Act 1985. However the powers have been found to have shortcomings in terms of their enforceability (for example in proving that vehicles parked closer than 500m to each other are owned by the same person). These shortcomings have become known to those selling cars in this way and hence it has become almost impossible for officers to enforce.
13. Officers have therefore been examining alternative approaches as part of the 2014/15 city development services service plan including:
  - The issuing of warning letters (as undertaken by Great Yarmouth Borough Council with some success);
  - Use of section 149 of the Highways Act 1980 (but which only can be used if the vehicle is causing a danger);
  - Verge or other parking TROs;

- Use of powers contained in Schedule 4 to the Local Government (Miscellaneous Provisions) Act 1982 which enable a Local Authority to prohibit trading on specified streets (i.e. including car sales); and
- Use of Anti-social Behaviour, Crime and Policing Act 2014 powers to create a public spaces protection order

14. Work to confirm the practical feasibility and the merit or otherwise in taking any of the above forward has been delayed due to long-term staff sickness. However, this resourcing issue has now been resolved and it is hoped to bring a report to cabinet to consider options early in the new civic year.