



NORWICH City Council

Committee Name: Council

Committee Date: 17/11/2021

Report Title: Combine Assurance Report, Q2 2021/22

Portfolio: Councillor Waters, Leader of the council

Report from: Executive director of community services

Wards: All Wards

OPEN PUBLIC ITEM

Purpose

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

Recommendation:

To:

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

Policy Framework

The Council has three corporate priorities, which are:

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

This report meets the Healthy Organisation corporate priority

Report Details

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

Consultation

6. No consultation was required in creating this report.

Implications

Financial and Resources

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

General Fund

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

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

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

Housing Revenue Account

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

Legal

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

Statutory Considerations

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

Risk Management

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

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

Other Options Considered

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

Reasons for the decision/recommendation

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

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

Appendices: Combine Assurance Report, Qtr2 2021-22

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Combined Assurance Quarterly Report

Q2 2021-22

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1. Executive summary

1.1. Performance

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

Figure 1: Q2 KPI performance by directorate

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

Figure 1.1: Q2 KPI performance by corporate priority

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

1.2. Finance

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

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

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

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

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

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

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

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

Potential risks

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

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

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

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

Figure 1.2

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

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

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

Figure 1.3

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

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

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

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

Figure 1.4

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

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

Figure 1.5

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

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

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

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

Potential risks

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

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

Figure 1.6

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

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

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

Figure 1.7: HRA forecast variance movement since Q1:

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

Reserves:

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

Figure 1.8 – general fund reserves

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

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

Figure 1.9 – HRA reserves

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

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

Capital Forecasts:

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

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

Figure 1.10

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

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

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

1.3. Risk

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

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

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

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

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

Annex 1: Performance slides



Summary of Corporate KPI RAG performance in current quarter

Count of KPI performance RAG colour in current quarter by **Directorate**

Directorate	Red	Amber	Green	White
Development & City Services	1	3	2	
Corporate & Commercial Services	1	1	2	
Community Services	1	4	6	2
Total	3	8	10	2

Count of KPI performance RAG colour in current quarter by **corporate priority**

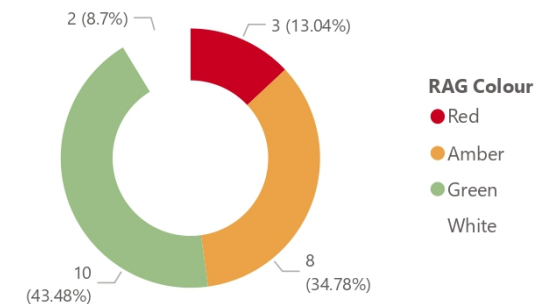
Corporate priority	Red	Amber	Green	White
People living well	1	1	4	
Healthy organisation			3	4
Great neighbourhoods	2	4	2	
Total	3	8	10	2

RAG colour key

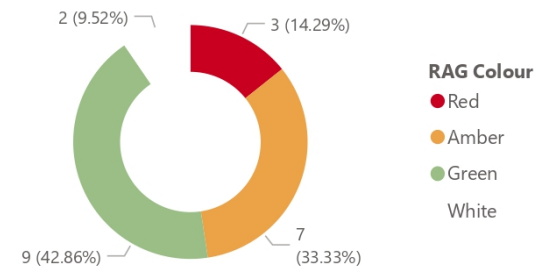
RAG Colour RAG Commentary

Red	Below target - intervention may be needed
Amber	Below target
Green	Equal to or exceeding target
White	Monitoring data - no target set

Count of KPI performance RAG colour in **current quarter**



Count of KPI performance RAG colour in **previous quarter**





KPI Performance

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

Further KPI details for current quarter

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



KPI Performance

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

Further KPI details for current quarter

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



KPI Performance

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

Further KPI details for current quarter

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

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

Annex 2: Grants

Unbudgeted grants received in 2021/22:

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

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

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

Annex 3: Q2 revenue virements

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

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

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

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

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

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

The following HRA virements require cabinet approval:

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

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


Annex 4: Capital virements


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


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


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

Annex 5: Corporate Risk Register

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


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

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


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

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


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

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


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

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


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

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


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

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


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

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


Risk 10 – Removed due to commercial confidentiality.

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

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

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

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

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

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

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

Risk scoring matrix

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

Appendix A. Community Services

A.1. Performance

A.1.1. Summary of performance

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

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

A.1.2. Successes and challenges

Successes

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

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

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

Challenges

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

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

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

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

A.1.3. Case Study

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

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

Temporary Domestic Abuse safe accommodation project

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

Mobilising to address disabled need in housing

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

Digital Inclusion

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

A.2. Finance

A.2.1. Community Services revenue budget

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

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

A.2.2. Key variances

Figure 3.1: Community Services key variances

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

Further detail is shown in **appendix 1**

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

Figure 3.2 – movement since Q1

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

A.2.3. Savings tracker

The savings tracker summary for the directorate is shown below:

Figure 3.3

	Total Budget Savings (£)	Element of Saving at Risk (£)
Complete	(549,003)	-
Green	(62,300)	-
Amber	(460,084)	223,677
Red	0	-
	(1,071,387)	223,677

Key savings at risk:
 £100,000 IT contract reductions
 £70,000 postage costs reduction

A.2.5. Housing Revenue Account revenue budget

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

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

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

Potential risks

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

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

Figure 3.4

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

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

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

Figure 3.5: HRA forecast variance movement since Q1:

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

A.2.7. General Fund Community Services capital budget

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

Figure 3.6:

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

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

A.2.8. HRA Community Services capital budget

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

Figure 3.7:

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

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

A.3. Risk

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

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

Annex A1: Community Services General Fund Revenue Budget

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

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

Customers, IT & Digital

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

Housing & Community Safety

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

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

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

Directorate Totals

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

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

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

Annex A3: Community Services HRA Capital Budget

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

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

Annex A4: Community Services HRA revenue budget

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

Appendix B: Corporate and Commercial Services

B.1 Performance

B.1.1 Summary of performance

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

B.1.2. Successes and challenges

Successes:

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

Challenges:

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

B.1.3 Case Study

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

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

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

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

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

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

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

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

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

B.2 Finance

B.2.1 Corporate & Commercial Services revenue budget

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

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

B.2.2 Key variances

Figure 3.1: Corporate & Commercial Services key variances

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

Further detail is shown in **appendix 1**

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

Figure 3.2 – movement since Q1

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

B.2.3 Corporate Financing revenue budget

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

Figure 3.3: Corporate Financing key variances

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

Further detail is shown in **appendix 2**

B.2.4 Savings tracker

Figure 3.4:

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

Key savings at risk:

£35,000 Finance capital recharges

B.2.5 Outstanding debt

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

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

B.2.6 Corporate & Commercial Services capital budget

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







Figure 3.5:

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

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

B.3 Risk

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

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

Annex B1: Corporate and Commercial Services revenue budget

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

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

Finance, Audit & Risk

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

HR & Organisational Development

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

Legal & Procurement

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

Revenues & Benefits

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

Corporate & Commercial Services Total

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

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

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

Annex B3: Corporate and Commercial Services General Fund capital budget

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

Appendix C: Development and City Services

C.1. Performance

C.1.1. Summary of performance

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

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

C.1.2. Successes and challenges

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

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

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

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

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

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

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

C.1.3. Case Study

Enabling opportunities in the city

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

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

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

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

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

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



Digi-tech factory (City College Norwich)



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



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

C.2. Finance

C.2.1. Development and City Services revenue budget

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

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

C.2.2. Key variances

Figure 3.1: Development and City Services key variances

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

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

Further detail is shown in **annex C1**

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

Figure 3.2 – movement since Q1

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

C.2.3. Savings tracker

Figure 3.3 – Development and City Services savings tracker:

	Total Budget Savings	Element of Saving at Risk
Complete	(176,405)	-
Green	(593,851)	-
Amber	(245,966)	109,979
Red	(380,044)	368,044
	(1,396,266)	478,023

Key savings at risk:
£225,000 Biffa contract savings – it is anticipated that £175k of this shortfall will be funded from the risk reserve, so is not included in the forecast at this stage. To be reviewed in P7
£55,000 cashless parking
£38,000 parking in parks
£25,000 cemeteries income
£52,000 NPS core fee
£53,000 environmental services contractual savings

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

C.2.4. Outstanding debt

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

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

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

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

Figure 3.4:

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

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

C.2.6. Development and City Services HRA capital budget

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

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






Figure 3.4:

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

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

C.3. Risk

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

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

Annex C1: Development and City Services revenue budget

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

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

Environment Services

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

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

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

Planning & Regulatory Services

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

Directorate Totals

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

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



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



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



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



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



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



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



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



Annex C3: Development and City Services HRA capital budget

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



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