

### **Scrutiny committee**

**Date:** Thursday, 26 January 2017  
**Time:** 16:30  
**Venue:** Mancroft room

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

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

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

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

#### **For further information please contact:**

#### **COMMITTEE MEMBERS:**

##### **Councillors:**

Wright (chair)  
Maguire (vice chair)  
Bogelein  
Bradford  
Coleshill  
Davis  
Fullman  
Grahame  
Haynes  
Malik  
Manning  
Packer  
Peek

**Committee officer:** Lucy Palmer  
t: (01603) 212416  
e: [lucypalmer@norwich.gov.uk](mailto:lucypalmer@norwich.gov.uk)

Democratic services  
City Hall  
Norwich  
NR2 1NH

[www.norwich.gov.uk](http://www.norwich.gov.uk)

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

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

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



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

## Agenda

### 1 Apologies

To receive apologies for absence

### 2 Public questions/petitions

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

### 3 Declarations of interest

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

### 4 Minutes

9 - 12

To agree the accuracy of the minutes of the meeting held on 15 December 2016

### 5 Scrutiny committee work programme 2016- 2017

13 - 32

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

### 6 Environmental Strategy 2015-18 – progress update

33 - 90

**Purpose** - To determine any recommendations to cabinet on the delivery of the council's Environmental Strategy 2015-18

### 7 Pre-scrutiny of the proposed budget for 2017 - 18

91 - 142

**Purpose** - To determine any recommendations to cabinet on the proposed budgets for 2017/18 and transformation programme for 2018/19.

## **8 Exclusion of the public**

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

## **\*9 Pre-scrutiny of the proposed budget for 2017 - 18 - Exempt appendices**

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

Date of publication: **Wednesday, 18 January 2017**



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

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

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

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

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

## Scrutiny committee and a protocol for those attending scrutiny

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







**SCRUTINY COMMITTEE**

**16:30 to 18:35**

**15 December 2016**

Present: Councillors Wright (chair), Maguire (vice chair) Bogelein, Bradford, Coleshill, Davis, Fullman, Grahame, Haynes, Malik, Manning, Packer and Peek

Also present: Councillor Alan Waters (Leader, Norwich City Council), Bob Cronk (Director of neighbourhoods, Norwich City Council), Dawn Bradshaw (Head of HR and learning, Norwich City Council), Nikki Rotsos (Head of customers and culture, Norwich City Council), Kate Price (Neighbourhood and community enabling manager, Norwich City Council)

**1. Apologies**

No apologies were received.

**2. Public questions / petitions**

No public questions or petitions were received.

**3. Declarations of interest**

No declarations of interest were made.

**4. Minutes**

In reference to resolution a) on page 12, it was noted that there are local cooperatives already investigating the possibility of opening a cooperative academy.

**RESOLVED** to agree the accuracy of the minutes of the meeting held on 24 November 2016.

## 5. Scrutiny committee work programme 2016 -2017

A suggestion was made to consider the subject of sexual entertainment venues which the chair suggested should be taken as part of the work programme for 2017 – 18.

Members agreed that an additional meeting would take place on 6 April 2017 to explore the topic of city accessibility.

**RESOLVED** to hold an additional meeting of the scrutiny committee on 6 April 2017 to examine the issue of city accessibility.

## 6. Update of the representative for the Norfolk Health Overview and Scrutiny Committee

The representative for the Norfolk Health Overview and Scrutiny Committee (NHOSC) explained that the committee was still trying to raise the issue of a number of unexplained deaths within the Norfolk and Suffolk mental health trust as it was felt that the initial response was unsatisfactory. He said that the matter would be raised at the next NHOSC.

**RESOLVED** to note the update of the representative for the Norfolk Health Overview and Scrutiny Committee

## 7. Draft equality information report

The director of neighbourhoods (Norwich City Council) introduced the report, particularly highlighting the following points:

- Norwich is a low wage economy
- There was evidence to suggest that since the referendum regarding UK membership of the EU, there had been an increase in hate crime. Due to a change in the way hate crime is recorded, however, it was difficult to directly compare data although he noted that community tensions had spiked since June.
- Ongoing work in the area of domestic abuse had ensured that the subject remained in the limelight.

It was noted that the introduction to the report (page 42 of the agenda) referred to the publishing of information as specified in the *Equality act (2010)*, whereas the requirement was now laid out as part of the *Equality Act 2010 (Specific Duties) Regulations 2011*.

In response to a member's questions, the head of HR and learning said that she would feed-back the suggested change of publication date from 31 January. She also clarified that a wide range of information – including information regarding staff members who were also carers – was captured, and whilst the resulting data may not always be published, it was used to inform policy-making.

Discussion ensued, during which the following points were made:

- Work was ongoing to determine the outcomes of the 'spray paint' campaign highlighting domestic violence, but it had generated a lot of discussion in many forums and early indications showed very positive responses to the work.
- Further work would be needed to address a highlighted gender pay gap regarding part-time workers hourly rates.
- There tended to be a reasonable take up of paternity leave around the time of birth. Decisions as to whether or not to take paternity leave were often financially-driven.
- There was no legal requirement to collect equality information regarding councillors and thus they were not included in equality monitoring.
- The head of customers and culture agreed to explore the extent to which the equality monitoring recording is explained to customers and would feed this back to members.
- A question was raised as to where data around gender specific hate crime could be located and if such information could be broken down by location. It was clarified that the breakdown criteria was set by the Home Office.

**RESOLVED** to:

- a) consider if the current proposed timescale for producing and publishing the equality report is the most suitable or time appropriate.
- b) change the final sentence of the equality information to report to refer to the *Equality Act 2010 (Specific Duties) Regulations 2011*, rather than the *Equality act (2010)*.

## **8. Draft corporate performance measures 2017-18**

The leader of the council presented the report. Questions were raised by councillor Bogelein regarding the council's use of such data; querying the possibility of alternative formatting of results; suggesting the use of specific analysis technics, such as a chi-squared ( $\chi^2$ ).

The leader of the council suggested councillor Bogelein take a strand of the report and operationalise it to illustrate the possibilities of this approach.

## **9. Neighbourhood model and ward councillors**

The director of neighbourhoods presented the report. Discussion ensued – which included contributions from the neighbourhood and community enabling manager - during which the following points were made:

- For community groups to become involved via the neighbourhood model, they can be of any size and do not have to be constituted.
- The county council and clinical commissioning group had expressed an interest in a community currency and had also proposed the creation of a partnership for crowdfunding possibilities.
- Timebanking with peer to peer currency was also suggested as potential model for Norwich. It was explained that timebanking would require a broker to record what activity had taken place and the time credits earned.
- The neighbourhood and community enabling manager explained that a currency should be designed specifically for Norwich, with the aim of resultant spend going back into the community rather than being spent with large corporations.
- Concerns were raised regarding the possibility of a Norwich *Get Involved* crowdfunding scheme and whether this represented 'creep privatisation'. It was suggested as a way of enabling community ideas to come from residents themselves.
- Careful work would need to be undertaken with the enabling team and ward councillors to ensure a balance of community involvement across the city.
- It was emphasised that, although the policy was still in development, community involvement and crowdfunding would not be used for the provision of statutory services.
- To encourage volunteering among younger people, it was felt that attempts would be needed to 're-brand' volunteering.
- It was agreed that an all-councillor training session / workshop regarding this topic would be required.

**RESOLVED** to identify a suitable time early in 2017 and arrange an all-member training session / workshop to cover the issues raised by the topic.

CHAIR

**Norwich City Council**  
**SCRUTINY COMMITTEE**

## **Item No 5**

**REPORT for meeting to be held on 26 January 2017**

### **Work Programme for 2016-17**

**Summary:** To provide information to members on the state of the scrutiny work programme.

**Conclusions:** The work programme is accompanied by the forward agenda and tracker to provide additional information for members.

**Recommendation:** For the committee to note the work programme.

**Contact Officer:** Adam Clark, Interim strategy manager,  
01603 212273  
[adamclark@norwich.gov.uk](mailto:adamclark@norwich.gov.uk)

Beth Clark, Scrutiny liaison officer  
01603 212153  
[BethanyClark@norwich.gov.uk](mailto:BethanyClark@norwich.gov.uk)

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR, or ORGNISATION	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
30 June 2016	<b>Market Consultation</b>	Adrian Akester (Head of Citywide Services)	To update members on the outcomes of the consultation on Norwich Market.
30 June 2016	<b>Grounds Maintenance Contract</b>	Adrian Akester (Head of Citywide Services)	To gain clarification on whether efficiencies can be found in the budget regarding the Grounds Maintenance Contract.
30 June 2016	<b>Publication of Traffic Regulation Orders</b>	Phil Shreeve (Strategy manager)	To understand how the council will publicise information about Traffic Regulation Orders
30 June 2016	<b>Quarter 4 Performance Review</b>	Phil Shreeve (Strategy manager)	Identification of any causes for concern and note successes arising from this 6 monthly review of performance monitoring data
14 July 2016 <b>MEETING CANCELLED</b>	<b>Communications and Consultation</b>	Nikki Rotsos and portfolio holder (Cllr Waters)	The strategy manager circulated a briefing paper and the committee will look at this document at the meeting on 20 October.
14 July 2016 <b>MEETING CANCELLED</b>	<b>Devolution</b>	Phil Shreeve and Cllr Wright	To discuss the council's position on the proposed East Anglian devolution plan.
14 July 2016 <b>Evidence gathering meeting</b>	<b>City Accessibility Tour</b>	Andy Watt and Cllr Wright	This scrutiny committee meeting was cancelled and instead some members took part in a tour of the city looking at accessibility around the city. Access groups were also invited to attend, including RNIB and NNAB.

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22 September 2016	<b>Update from 21<sup>st</sup> July meeting of the Norfolk Health and Overview Scrutiny Committee</b>	Cllr Maguire, NHOSC councillor rep	For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the rep to take back to the next NHOSC meeting.
22 September 2016	<b>Update from 8<sup>th</sup> September meeting of the Norfolk Health and Overview Scrutiny Committee</b>	Cllr Maguire, NHOSC councillor rep	For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the rep to take back to the next NHOSC meeting.
22 September 2016	<b>Academies and education attainment</b>	Cllr Wright, chair of scrutiny	To consider the current state of educational outcomes in Norwich with reference to changing school structures such as academies and free schools.
20 October 2016	<b>Update from 13<sup>th</sup> October meeting of the Norfolk Health and Overview Scrutiny Committee</b>	Cllr Maguire, NHOSC councillor rep	For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the rep to take back to the next NHOSC meeting.
20 October 2016	<b>Educational outcomes for the young people of Norwich</b>	Cllr Wright, chair of scrutiny	To consider the current state of educational outcomes in Norwich with reference to changing school structures such as academies and free schools.
20 October 2016	<b>Consultation method</b>	Nikki Rotsos (Director of customers and culture)	That the scrutiny committee notes the consultation process of the council and considers specific ways of enhancing this.

DATE OF MEETING	TOPIC FOR SCRUTINY	RESPONSIBLE OFFICER, CABINET, PORTFOLIO HOLDER, COUNCILLOR, or ORGNISATION	SCOPE – REASON FOR TOPIC REQUEST and OUTCOME SOUGHT
24 November 2016	<b>Greater Norwich Growth Board and Local Enterprise Partnership</b>	Dave Moorcroft (Director of regeneration and development)	A briefing paper about the 'current state of play' in regard to GNGB and LEP.
24 November 2016	<b>Education and Social Mobility</b>	James Wright	To provide members the opportunity to form recommendations following the evidence gathering meetings around academies at the September and October scrutiny committee meetings.
15 December 2016	<b>Update from 8<sup>th</sup> December meeting of the Norfolk Health Overview and Scrutiny Committee</b>	Cllr Maguire, NHOSC councillor rep	For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the rep to take back to the next NHOSC meeting.
15 December 2016	<b>Corporate Plan Review</b>	Adam Clark (Strategy manager)	To consider amendments to corporate performance KPIs
15 December 2016	<b>Equality Information Report</b>	Adam Clark (Strategy manager)	Pre scrutiny of the report before it goes to cabinet.
15 December 2016	<b>Neighbourhood Model and ward councillors</b>	Bob Cronk (Director of neighbourhoods)	Scrutinise the Neighbourhood Model to see how the public is engaged, how councillors are involved and how resources will be allocated



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26 January 2017	<b>Pre scrutiny of the proposed budget</b>	Justine Hartley (Chief finance officer)	To make suggestions to cabinet regarding the proposed budget's ability to deliver the council's overarching policy.
26 January 2017	<b>Environmental Strategy – Yearly update on the progress statement</b>	Richard Willson (Environmental strategy manager)	Identification of any issues to consider and note successes and progress reported in the progress statement.
26 January 2017	<b>Update from 12<sup>th</sup> January meeting of the Norfolk Health Overview and Scrutiny Committee</b>	Cllr Maguire, NHOSC councillor rep	For the committee to note the work of NHOSC and comment on any implications for Norwich residents for the rep to take back to the next NHOSC meeting.
23 February 2017	<b>Food Poverty</b>	Boyd Taylor (Financial inclusion manager)	For the committee to identify and address the cause and effects around food poverty in Norwich.
23 March 2017	<b>Summary of Food Poverty meeting</b>	Boyd Taylor (Financial inclusion manager)	Following the first food poverty meeting, this committee meeting will aim to identify solutions and resolutions to recommend to cabinet for consideration
23 March 2017	<b>Annual Review of the Scrutiny Committee</b>	Beth Clark and Cllr Wright	To agree the annual review of the scrutiny committee's work 2016 to 2017 and recommend it for adoption of the council

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6 April 2017	<b>City Accessibility</b>	Andy Watt (Head of city development services)	To make appropriate recommendations on how the council could ensure that people with visual impairments/disabilities can access the city safely and with confidence.

Date	Topic	Responsible Officer	Scrutiny Request	Outcomes or current position
11 June 2015	<b>The council's consultation process</b>	Nikki Rotsos	For a briefing paper to be circulated, for scrutiny members to gain an overview and understanding of the council's current work in this area.	This item is provisionally allocated to be reviewed by the committee on 14 July 2016
15 October 2015	<b>Scrutiny Committee Work Programme 2015 – 2016</b>	James Wright	Discussion of income generation led to the suggestion of involving cooperatives in this work. Idea to hold a half-day seminar for senior staff and officers to provide clarification around the way in which they work	The cooperatives item is being progressed by the strategy manager and Cllr Herries for a future scrutiny committee meeting – date tbc. It was also agreed that workshops would be held to update members.
12 November 2015	<b>Community Space Review</b>	Bob Cronk	It was agreed a website containing a centralised tool for room bookings across all community centres would worthwhile	A central online booking system is something that has previously been explored with the volunteer management committees/community associations that operate the council's community centres. A centralised tool would provide some positive benefits but not all of the centres use IT regularly. The new community centres website could be used as a basis for this and further development work with the centres has been proposed linking this proposal with the council's digital inclusion activity. The majority of the centres still work with a paper booking system and taking forward a web based system would require endorsement from the centres but something the council can encourage and will continue to do so, building on those centres that do use web tools.
17 December 2015	<b>*Transformation Update</b>	Bob Cronk	Discuss with the communications team about publishing the changes to the Housing and Planning Bill	Members can find an update on the Housing and Planning Act on the Local Government Information Unit website: <a href="http://www.lgiu.org.uk/briefing/housing-and-planning-bill-update/">http://www.lgiu.org.uk/briefing/housing-and-planning-bill-update/</a>

Date	Topic	Responsible Officer	Scrutiny Request	Outcomes or current position
17 December 2015	<b>Quarter 2 performance monitoring 2015 – 2016</b>	Andy Watt	The homelessness strategy shows that Norwich is way below the average with regards to preventing homelessness by keeping people in their own homes. How does this relate to the target of preventing homelessness? Would it be worth having a new target to help increase the number of people staying in their own home?	Members can find an update on e-councillor
28 January 2016	<b>Scrutiny Committee Work Programme 2015 – 2016</b>	James Wright	Ask the chair to provide members with an update on the cooperatives briefing	The cooperatives item is being progressed by the strategy manager and Cllr Herries for a future scrutiny committee meeting – date tbc. It was also agreed that workshops would be held to update members.
25 February 2016	<b>Norfolk Health and Overview Scrutiny Committee</b>	Phil Shreeve	Ask the strategy manager to contact the chair of the CCG to see which consultations on planned changes to commissioning intentions may be able to be made available via e-councillor	A discussion has been held and further options looked at once the CCG have looked again at their consultation and engagement processes
	<b>Council policies for the control of verge parking and A boards</b>	Andy Watt	Contact all schools in the Norwich City Council area for a copy of their travel plan to collect data on how children travel to school	Members can find information here: <a href="\\Sfil2\Shared Folders\Transport and infrastructure\Transport planning\School Travel\School Travel Plans\School Travel Plans (2016)"><u>\\Sfil2\Shared Folders\Transport and infrastructure\Transport planning\School Travel\School Travel Plans\School Travel Plans (2016)</u></a>
		Andy Watt	Liaise with the communications team and place an article in Citizen magazine to promote best practise around verge parking	The communications team have confirmed that the article has been written, signed off and filed ready for the summer issue (which is circulated from June 6 <sup>th</sup> )

Date	Topic	Responsible Officer	Scrutiny Request	Outcomes or current position
17 March 2016	<b>Push the Pedalways</b>	Jo Deverick	Percentage of roads that are 20mph on the pink pedalway	<p>West area (around The Avenues), including North Park Avenue. 10763 metres (10.8 kilometres)</p> <p>- Britannia Road (includes part of Gurney Road and Vincent Road). 1284 metres (1.3 kilometres)</p> <p>- East area (Heartsease). 12401 metres (12.4 kilometres)</p> <p>Areas that have been approved and designed as part of the CCAG1 but will be installed as part of the CCAG2</p> <p>- City centre - the new areas of 20mph. This includes all new areas within the old city walls and a small area north of Barrack Street. 23738 metres (23.8 kilometres)</p> <p>More information about the benefits of 20 mph areas please look on Norwich City Council website under the Cabinet Committee papers section from March 9<sup>th</sup> meeting.</p>
		Jo Deverick	Members asked for verification of the width of the contraflow cycle path of Essex Street	Ongoing
		Phil Shreeve	Understand the health benefits of the pedalway scheme and benefits for 20mph zones	<p>Benefits of 20mph zones - <a href="http://www.britac.ac.uk/policy/health_inequalities.cfm">http://www.britac.ac.uk/policy/health_inequalities.cfm</a></p>

Date	Topic	Responsible Officer	Scrutiny Request	Outcomes or current position
17 March 2016	<b>Push the Pedalways</b>	Phil Shreeve		Benefits of physical activity - <a href="http://www.ukactive.com/turningthetide/">http://www.ukactive.com/turningthetide/</a>  <a href="https://www.gov.uk/government/publications/everybody-active-every-day-a-framework-to-embed-physical-activity-into-daily-life">https://www.gov.uk/government/publications/everybody-active-every-day-a-framework-to-embed-physical-activity-into-daily-life</a>
26 May 2016	<b>Setting of the Scrutiny Committee Work Programme</b>	Phil Shreeve	Members asked for information about the publication of Traffic Regulation Orders	The service is looking at getting TROs online as soon as resource enables it to happen.
30 June 2016	<b>Quarterly performance report</b>	Phil Shreeve	With reference to measure PVC4 (number of new business start-ups) members requested further information, in particular what would happen if a new business were to close?	The Economic development officer – ‘The figure was gross, it measures new businesses which have started with support from local business support agencies. It is not a measure of active businesses which is a net figure i.e .new businesses + existing businesses – business closures. This measure is available from official statistics but is subject to a 2 year time lag which is why it is not used as a performance measure, it is not timely enough.  The measure does not include business closures’
30 June 2016	<b>Update on the Norwich Market Consultation</b>	Adrian Akester	The scrutiny committee to explore the possibility of 1. for a bus route to take in the market place via Saint Peters Street; and,  2. to improve sign posting from existing bus stops to the market (particularly on Castle Meadow)	The head of city development responded, ‘1) is a matter for the county council as they are the passenger transport authority. From the knowledge I do have it is very unlikely to be viable and also a single bus route is only going to be of use for a small proportion of the population.  As Scrutiny Committee notes the nearest main bus stops are at Castle Meadow. The market is already signed from Castle Meadow (at the junction with Davey Place). To

Date	Topic	Responsible Officer	Scrutiny Request	Outcomes or current position
				provide more signs as requested under 2) would be costly, however there is no budget for this, nor for future maintenance. Such provision could only therefore be justified based on well researched marketing advice of which I am unaware. Additional signs would also add to street clutter.
22 September 2016	<b>Switch and Save</b>		For members to better understand the Switch and Save process	It was agreed that the best way to implement this would for the scrutiny committee to attend an all member briefing on this topic
24 November 2016	<b>Greater Norwich Growth Board (GNGB) and New Anglia Local Enterprise Partnership (NALEP) update</b>	James Wright	RESOLVED that the chair would write to: a) The GNGB to request as a part of their meetings the inclusion of public questions and the publication of papers in advance of any meeting; and, b) The NALEP to request as a part of their meetings the inclusion of public questions and the publication of papers in advance of any meeting and to encourage trade union representation as a part of the group.	
	<b>Education and Social Mobility</b>	Cabinet member for fairness and equality, Vaughan Thomas	Ask the cabinet member for fairness and equality to complete the government consultation entitled 'Schools that work for everyone';	

Date	Topic	Responsible Officer	Scrutiny Request	Outcomes or current position
24 November 2016	<b>Education and social mobility</b>		Recommend to cabinet the establishment of a cooperative academy chain	
			Recommend to Norfolk County Council children's services that they encourage academies to engage more fully with the work of the Early Help Hub	
			The chair to write to the new head of children's services at Norfolk County Council, welcoming them to the role and asking that – given the state of educational outcomes in the city – what work was being planned around: i) Vulnerable families; and, ii) Lack of alternative provision	
15 December 2016	<b>Neighbourhood model and the role of the ward councillor</b>	Bob Cronk	A workshop on the Neighbourhood model to answer the questions: How are councillors currently engaged and supporting local community activity? - What do members think is the role of the ward councillor in the enabling programme? - What support or training do members need to help communities do more for themselves?	The senior committee officer is currently discussing with the Councillor Development Group the best available all member training dates for this.





# FORWARD AGENDA: CABINET and COUNCIL MEETINGS 2016 – 2017

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
<b>CABINET 18 JAN 2017</b>	Revenue budget monitoring 2016/17 period 8	To provide an update on the provisional financial position, the forecast outturn for the year and the consequent forecast of the general fund and housing revenue account balances.	Cllr Mike Stonard Justine Hartley	4 JAN	Justine Hartley	NO
<b>CABINET 18 JAN 2017</b>	Council tax reduction scheme 2017-18 (post consultation)	To consider and recommend to council a council tax reduction scheme for 2017- 18	Cllr Mike Stonard Cllr Vaughan Thomas Anton Bull	4 JAN	Anton Bull	NO
<b>CABINET 18 JAN 2017</b>	Risk management report	To update members on the results of the review of the key risks facing the council and the associated mitigating actions recorded in the council's corporate risk register.	Cllr Mike Stonard Justine Hartley	4 JAN	Justine Hartley	NO
<b>CABINET 18 JAN 2017</b>	Corporate plan and performance	To consider amendments to corporate performance KPIs	Cllr Waters Adam Clark	4 JAN	Laura McGillivray	NO
<b>CABINET 18 JAN 2017</b>	Procurement of the installation of thermodynamic hot water systems to social housing properties - <b>KEY DECISION</b>	To award the contract of the installation of thermodynamic hot water systems to social housing properties	Cllr Gail Harris Jay Warnes Steve Cleveland	4 JAN	Anton Bull	NO
<b>CABINET 18 JAN 2017</b>	Mutual exchange incentive – way forward	To consider a change to the current mutual exchange incentive scheme that Norwich City Council currently offers in order to make it more cost-effective and	Cllr Gail Harris Phyllida Molloy Grant Lockett	4 JAN	Bob Cronk	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
		to help the most vulnerable.				
<b>CABINET 18 JAN 2017</b>	Procurement of repairs to City Hall clock tower <b>KEY DECISION</b>	To inform Cabinet of the procurement process for the repairs to City Hall clock tower and to ask for delegated approval to place the orders	Cllr Stonard Andy Watt	4 JAN	Andy Watt	NO
<b>CABINET 18 JAN 2017</b>	Review of the neighbourhood model and services.	To consider a review of the neighbourhood model and services	Cllr Harris and Kendrick	4 JAN	Bob Cronk	YES (Para 1)
<b>CABINET 18 JAN 2017</b>	Equalities Information Report 2017 – <b>KEY DECISION</b>	To consider the annual equality information report.	Cllr Thomas Adam Clark	4 JAN	Adam Clark	NO
<b>CABINET 18 JAN 2017</b>	Private sector housing financial assistance policy update.	To consider the addition of a financial assistance package to the existing policy.	Cllr Bremner Andy Watt Emma Smith	4 JAN	Dave Moorcroft	NO
<b>CABINET 18 JAN 2017</b>	Managing assets	To consider the future of the land and property described in the report		4 JAN		Yes (Para 3)
<b>CABINET 18 JAN 2017</b>	Pedalways – appropriation of council-owned land for adoption as highway – <b>KEY DECISION</b>	To consider the appropriation of several sections of pathway and associated infrastructure on City Council-owned land for adoption as public highway to form part of the pedalway network.	Cllr Bremner Andy Watt Ben Webster	4 JAN	Dave Moorcroft	NO
<b>CABINET 18 JAN 2017</b>	Award of contract for structural repairs to council homes – <b>KEY DECISION</b>	To advise cabinet of the tender process for contracts for structural repairs and improvements to council homes and to consider the award of the contracts	Cllr Harris Gary Atkins Carol Marney	4 JAN	Anton Bull	NO
<b>COUNCIL 24 JAN 2017</b>	Member's allowances	To receive recommendations on member's allowances from the independent panel.	Cllr Stonard Anton Bull Andy Emms		Anton Bull	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
<b>COUNCIL 24 JAN 2017</b>	Council tax reduction scheme 2017-18	To propose for approval the council tax reduction scheme for 2017-18	Cllr Mike Stonard Cllr Vaughan Thomas Anton Bull		Anton Bull	NO
<b>COUNCIL 24 JAN 2017</b>	Municipal Bonds Agency borrowing framework		Cllr Mike Stonard Justine Hartley		Justine Hartley	NO
<b>COUNCIL 24 JAN 2017</b>	Nominations for Lord Mayor and Sheriff 2017-18	To receive nominations for the Lord Mayor and Sheriff for the next civic year.	Cllr Alan Waters		Anton Bull	NO
<b>CABINET 8 FEB 2017</b>	Revenue budget monitoring 2016-17 period 9	To consider the provisional financial position as at 31 December 2016, the forecast outturn for the year 2016-17, and the consequent forecast of the general fund and housing revenue account balances.	Cllr Mike Stonard Justine Hartley	25 JAN	Justine Hartley	NO
<b>CABINET 8 FEB 2017</b>	Capital budget monitoring 2016/17 quarter 3	To consider the financial position of the capital programmes as at 31 December 2016.	Cllr Mike Stonard Justine Hartley	25 JAN	Justine Hartley	NO
<b>CABINET 8 FEB 2017</b>	General fund revenue budget 2017/18 and capital programme 2017/18 to 2021/22	To consider the budget and budgetary requirement, council tax requirement, and level of council tax for the financial year 2017-18 and non-housing capital programme for 2017-18.	Cllr Mike Stonard Justine Hartley	25 JAN	Justine Hartley	NO
<b>CABINET 8 FEB 2017</b>	Housing rents and budgets 2017/18	To consider the Housing Revenue Account budget for 2017-18, council housing rents for 2017-18, the prudent minimum level of HRA reserves 2017-18, and housing capital programme 2017-18.	Cllr Mike Stonard Justine Hartley	25 JAN	Justine Hartley	NO
<b>CABINET 8 FEB</b>	Municipal Bonds Agency borrowing	To seek approval for the use of the Municipal Bonds Agency for future	Cllr Mike Stonard Justine Hartley	25 JAN	Justine Hartley	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
<b>2017</b>	framework	borrowing needs.				
<b>CABINET 8 FEB 2017</b>	CIL Neighbourhood funding	To approve CIL neighbourhood funded projects for 2017-18	Cllr Stonard Gwyn Jones	25 JAN	Dave Moorcroft	NO
<b>CABINET 8 FEB 2017</b>	Greater Norwich Investment Plan <b>KEY DECISION</b>	To agree on the inclusion of projects in the 2017-18 Greater Norwich Investment Plan	Cllr Waters Dave Moorcroft	25 JAN	Dave Moorcroft	NO
<b>CABINET 8 FEB 2017</b>	Treasury management strategy 2017-18	To outline the council's prudential indicators for 2017-18 through to 2019-20 and set out the expected treasury operations for this period.	Cllr Mike Stonard Justine Hartley	25 JAN	Justine Hartley	NO
<b>CABINET 8 FEB 2017</b>	Procurement of structural consultancy services for housing repairs – <b>KEY DECISION</b>	To inform Cabinet of the procurement process for structural consultancy services and to ask for approval to place the orders	Cllr. Harris Carol Marney Neil Watts	25 JAN	Bob Cronk	NO
<b>CABINET 8 FEB 2017</b>	Anglia Square policy guidance note – <b>KEY DECISION</b>	To seek approval to adopt the policy guidance note	Judith Davison	25 JAN	Dave Moorcroft	NO
<b>CABINET 8 FEB 2017</b>	Warden call replacement in Sheltered Housing – <b>KEY DECISION</b>	To inform Cabinet of the procurement process for the replacement of the warden call systems in sheltered housing and to ask for delegated approval to place the orders	Cllr. Harris Carol Marney Brad Greeves	25 JAN	Bob Cronk	NO
<b>CABINET 8 FEB 2017</b>	Procurement of access control systems in Housing Flats – <b>KEY DECISION</b>	To inform Cabinet of the procurement process for the replacement of the access control systems in housing flats and to ask for delegated approval to place the orders	Cllr. Harris Carol Marney Brad Greeves	25 JAN	Bob Cronk	NO

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
<b>CABINET 8 FEB 2017</b>	Managing assets	To consider the future of the land and property described in the report		25 JAN		Yes (Para 3)
<b>CABINET 8 FEB 2017</b>	Procurement of various housing upgrade contracts – <b>KEY DECISION</b>	To inform Cabinet of the procurement of the electrical and heating upgrades process and to ask for delegated approval to place the orders	Cllr. Harris Carol Marney Brad Greeves	25 JAN	Bob Cronk	NO
<b>CABINET 8 FEB 2017</b>	Corporate plan 2017-18 – <b>KEY DECISION</b>	To consider the draft corporate plan document for 2017-18	Cllr Waters Adam Clark	25 JAN	Adam Clark	NO
<b>COUNCIL 21 FEB 2017</b>	General fund revenue budget 2017/18 and capital programme 2017/18 to 2021/ 22		Cllr Mike Stonard Justine Hartley		Justine Hartley	
<b>COUNCIL 21 FEB 2017</b>	Housing rents and budget 2017/18		Cllr Mike Stonard Justine Hartley		Justine Hartley	
<b>COUNCIL 21 FEB 2017</b>	Treasury management strategy 2017/18		Cllr Mike Stonard Justine Hartley		Justine Hartley	
<b>COUNCIL 21 FEB 2017</b>	Corporate plan and performance	To consider amendments to corporate performance KPIs and corporate plan documentation	Cllr Waters Adam Clark		Laura McGillivray	NO
<b>CABINET 15 MAR</b>	Revenue budget monitoring 2016/17		Cllr Mike Stonard Justine Hartley		Justine Hartley	

ALLOCATED ITEMS						
Meeting	Report	Purpose	Portfolio holder + Senior Officer + Report author	Date report signed off by	Management clearance	Exempt?
<b>2017</b>	period 10					
<b>CABINET 15 MAR 2017</b>	Proposed right off of bad debt		Cllr Mike Stonard Justine Hartley		Justine Hartley	
<b>CABINET 15 MAR 2017</b>	Grant of right to buy one for one receipts		Cllr Mike Stonard Justine Hartley		Justine Hartley	
<b>CABINET 15 MAR 2017</b>	Norwich rough sleeping and supported housing strategy 2017-22	To present the Norwich rough sleeping and supported housing strategy 2017-22 and action plan to the cabinet for approval and adoption	Cllr Bremner Andy Watt Paul Swanborough Chris Hancock		Dave Moorcroft	NO
<b>CABINET 15 MAR 2017</b>	Greater Norwich Development Partnership Sustainability Appraisal Scoping report		Judith Davison			
<b>CABINET 15 MAR 2017</b>	Pay Policy Statement 2018-19	To consider and recommend to full council the pay policy statement for 2018- 19.	Cllr Waters Dawn Bradshaw			NO
<b>COUNCIL 21 MAR 2017</b>	Appointment of the section 151 officer (chief finance officer)	To consider the appointment of the section 151 officer (chief finance officer)	Dawn Bradshaw		Laura McGillivray	NO
<b>COUNCIL 21 MAR 2017</b>	Pay Policy Statement 2018-19	To consider and agree the pay policy statement for 2018-19.	Cllr Waters Dawn Bradshaw			NO





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

**Environmental Strategy 2015-18 – progress update**

<b>Summary:</b>	This report provides an update on progress against the Environmental strategy 2015-18 and the current Environmental Action plan ahead of publication of the next Environmental Statement in September 2017
<b>Purpose:</b>	To determine any recommendations to cabinet on the delivery of the council's Environmental Strategy 2015-18.
<b>Contact Officer</b>	Dave Moorcroft – Director of regeneration and development. <b>01603 212226</b> Richard Willson – Environmental Strategy Manager <b>01603 212312</b>

## Summary

The scrutiny committee considered the Environmental Strategy at its meeting on 28 January 2016. Norwich City Council has made excellent progress in delivering the objectives contained within the Environmental Strategy. This was summarised in the councils Environmental Statement and Climate Local update.

The council continues to deliver activities which provide leadership to the communities we serve as well as maintaining high quality environments and services which aid to maintain quality places to live in and to work.

These improvements have been delivered during a time where government funding has diminished for such areas as renewable energy and/or energy efficiency projects and programmes. Regretfully 2017 will be a potentially barren year for domestic energy efficiency if action is not taken to replace the energy efficiency programmes removed in 2015 by central government. The consequence of this policy switch will result in less funding for low carbon investments such as insulation or renewables programmes going forward. To date there is little information of what, if anything, will replace it in April 2017.

Amid this changing funding landscape for local authorities, Norwich City Council has continued to perform to the targets set in section 5 of the Environmental Strategy. More information is provided in the following report however, some highlights include:

- 39.5 % reduction in carbon emissions since 2008
- 8.7% fall in per capita emissions 2015/16
- 151,227 total One Planet social media event reach in 2016/17
- New Passivhaus building programme
- Improved private sector energy efficiency
- 1% reduction in fuel poverty

The progress of the Environmental Strategy will be better reflected in the bi-annual Environmental Statement due to the time taken to deliver projects and to receive meaningful statistical information. The next statement is due September 2017.

## **Background**

In 2008 the council's environmental strategy team was established.

The council's first environmental strategy was produced for 2008-11. The second strategy was produced for 2011-14 and current edition runs from 2015- 2018.

The current edition of the environmental strategy was developed through the following methods:

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

Once the strategy was drafted the authority asked for additional comments from other stakeholders such as the Broads Authority, Environment Agency, Norfolk County Council and other third sector groups.

The Environmental Strategy should not be looked at in isolation. The measurable outcomes are closely aligned to a number of other policy documents. Such as;  
Carbon Management Programme  
Home Energy Conservation Act Report (HECA)  
Integrated Waste Management Strategy  
Procurement Strategy  
Affordable Warmth Strategy  
Housing Strategy and planning policy

## **Reporting on progress**

The progress of the Environmental Strategy is monitored via the bi-annual Environmental Statement and via regular reports to the Sustainable Development Panel. The next statement is due September 2017. Norwich City is also a Climate Local member and reports progress bi-annually via the Environmental Statement.

[www.norwich.gov.uk/downloads/download/1041/environmental\\_statement](http://www.norwich.gov.uk/downloads/download/1041/environmental_statement)

Norwich City Council also reports and publishes its Carbon emissions annually

[www.norwich.gov.uk/downloads/download/1979/carbon\\_footprint](http://www.norwich.gov.uk/downloads/download/1979/carbon_footprint)

Finally a wide range of reports are taken to members via the Sustainable Development Panel. These often report progress of specific projects and or progress against strategic delivery.

Examples include:

13/01/2016

Cosy City Update

To consider the progress made against addressing energy efficiency within the private sector housing stock. This report sets out the energy conservation measures and grants which have been delivered via the Cosy City programme.

13/01/2016

Integrated waste management strategic objectives: Progress report

Update for members on progress against the service Action Plan for waste prevention and recycling and the integrated waste management strategic objectives.

24/02/2016

One Planet Norwich Festival 2016

This report informs members of the arrangements for the second One Planet Norwich Festival in 2016.

#### **Progress to date:**

The most up to date report against progress is contained within the Environmental Statement (attached at appendix A)

[www.norwich.gov.uk/downloads/download/1041/environmental\\_statement](http://www.norwich.gov.uk/downloads/download/1041/environmental_statement)

In addition section 8 of the Environmental Strategy outlines the council's aspirations to engage and communicate pro-environmental behaviour. Since January 2016 the council has held five public events including One Planet Norwich, Refashion and the Pumpkin Rescue. With a total social media event reach of 151,227 people and total visitor numbers of 10,600 people. To deliver this the council has worked with over 100 organisations – either collaborating, exhibiting or promoting their eco work.

#### **Event statistics:**

**One Planet Norwich Festival 2016:** Social media – total reach 58,900. 8,300 visitors 40 organisations attended. **Eco Awards:** Applications: 59. 50 visitors to ceremony. Now County wide. **Slow Food Festival:** 350 visitors. 20 organisations involved. 20,000 social media reach. **Pumpkin Rescue (also presence at Spooky City):** 1,500 visitors. 9 organisations involved. 24,765 social media reach. National coverage – Hubbub. 75 pumpkins and 1 crate of bread saved from landfill. 978 portions of soup handed out. **ReFashion Norwich:** 400 visitors. 30 organisations involved. 47,562 social media reach.

## Priority 1: To reduce the Cities CO<sub>2</sub> emissions

A Safe, Clean and Low Carbon City ▶ Priority 1: A Safe, Clean and Low Carbon City ▶ CO<sub>2</sub> emissions for the local area

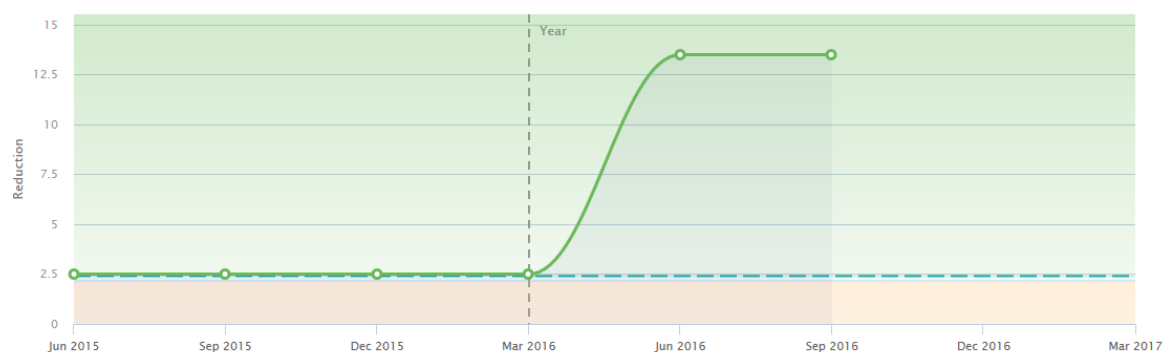
### CO<sub>2</sub> emissions for the local area

The indicator measures the percentage reduction in per capita CO<sub>2</sub> emissions for the Norwich City Council area. Emissions from industry, domestic and transport are all included. Data is available annually



Bigger values are best

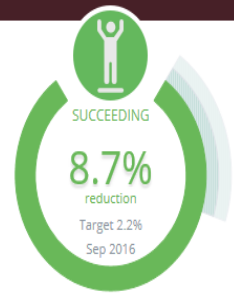
Our goal is  
2.4% Reduction by Mar 2017



## Priority 2: To reduce the councils CO<sub>2</sub> emissions

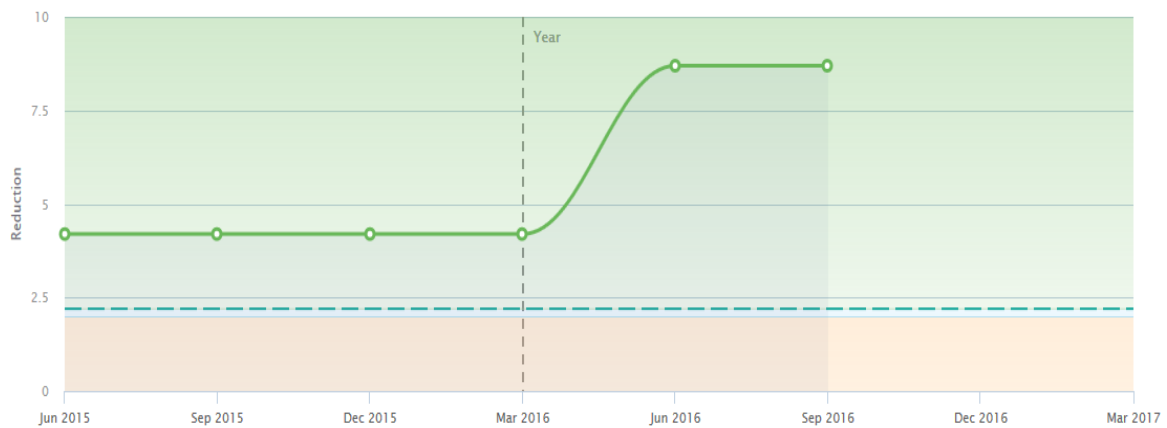
## CO2 emissions from local authority operations

A year on year measured reduction of CO2 emissions from local authority activity. Data is available annually, and involves both direct and indirect emissions.



Bigger values are best

Our goal is  
2.2% Reduction by Mar 2017



## Priority 3: To increase reuse and recycling in the city and reduce the amount of waste

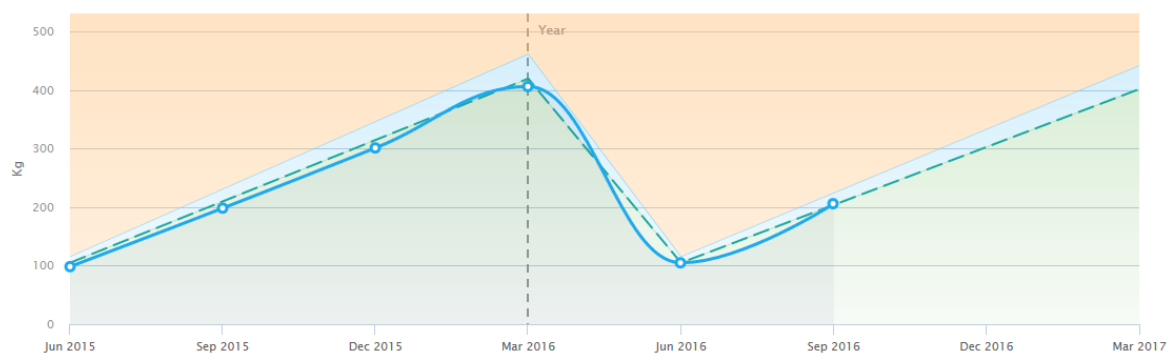
### Residual household waste per household

Measured quarterly, the total tonnage of waste minus the amount recycled is divided by the amount of households within the city.



Smaller values are best

Our goal is  
402.0 Kg by Mar 2017



## Priority 4: To increase the energy efficiency of housing

## Number of private sector homes where council activity improved energy efficiency

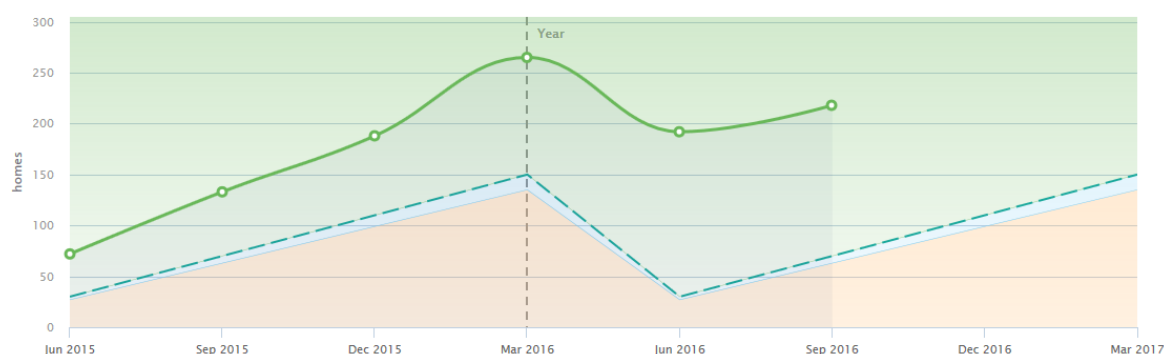


This is a count of the number of private sector homes where activity by the Council has helped to improve energy efficiency. Included in the count are small measures such as blankets, medium measures such as boiler replacement grants and large measures such as central heating grants.



Our goal is  
150 homes by Mar 2017

Bigger values are best



No. 70.9 (-0.6 off target.) The RD SAP's methodology has been changed. This has altered the figures which update our asset database scores. This change has lowered the SAP scores nationally. Average score was based on an older SAP methodology which may need to be updated. NPS anticipate the database update at end of February to accommodate the new methodology. Following this, NPS may need to review the target and interventions previously agreed to again fall in-line with both national average and local objectives. NPS continues to work on "whole house improvements"

Priority 5: To ensure that new development is carried out in a sustainable way

Ten flats constructed to Passivhaus standard on the site of the authority's former area housing office in Hansard Close.

The Hansard Close development comprises eight one-bedroom flats and two two-bedroom flats. And while relatively modest in scale, it is likely to become the city's first residential Passivhaus development, with tenants. This was one of the first projects to use the council's new 'Fabric First Framework'. The framework is being managed by Barron and Smith and can also be used by other local authorities and housing associations wishing to carry out similar projects.

RG Carter has been appointed to build 172 homes for the city council at the Three Score development, of which 112 will be built to Passivhaus standards. This makes it one of the largest Passivhaus schemes in the UK and the scheme is being developed by a newly-formed Regeneration Company, which is wholly owned by the council. A further 105 Passivhaus properties are already planned at Goldsmith Street, off Dereham Road and are currently being procured through the framework.

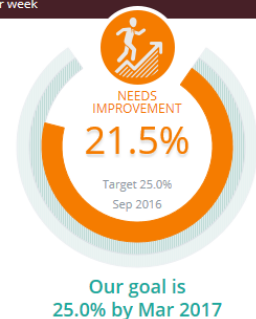
The three council schemes alone are comparable with the total number of certified Passivhaus dwellings built in the UK to date. Combined with other planned schemes at various stages of development across the city, Norwich more than doubles the UK total, and the new framework has the potential to push that figure even higher.

#### Priority 6: To support and encourage more sustainable transport solutions

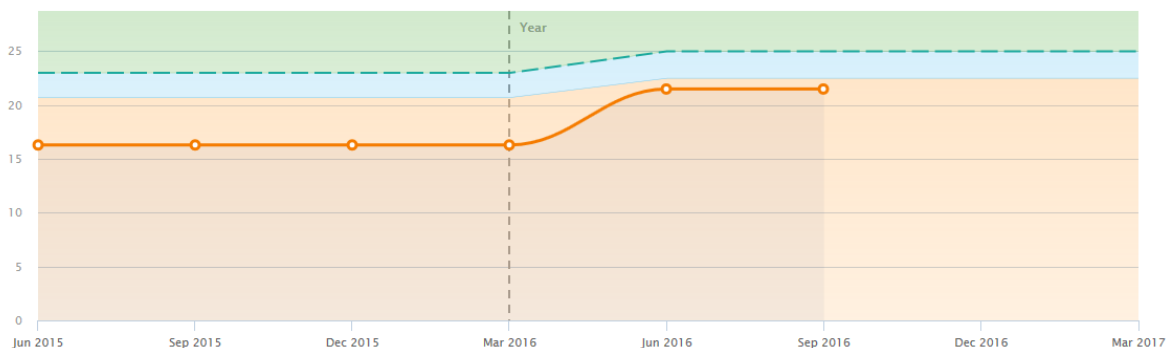
A Safe, Clean and Low Carbon City ▶ Priority 1: A Safe, Clean and Low Carbon City ▶ % of adults living the City Council's area who cycle at least once per week

% of adults living the City Council's area who cycle at least once per week

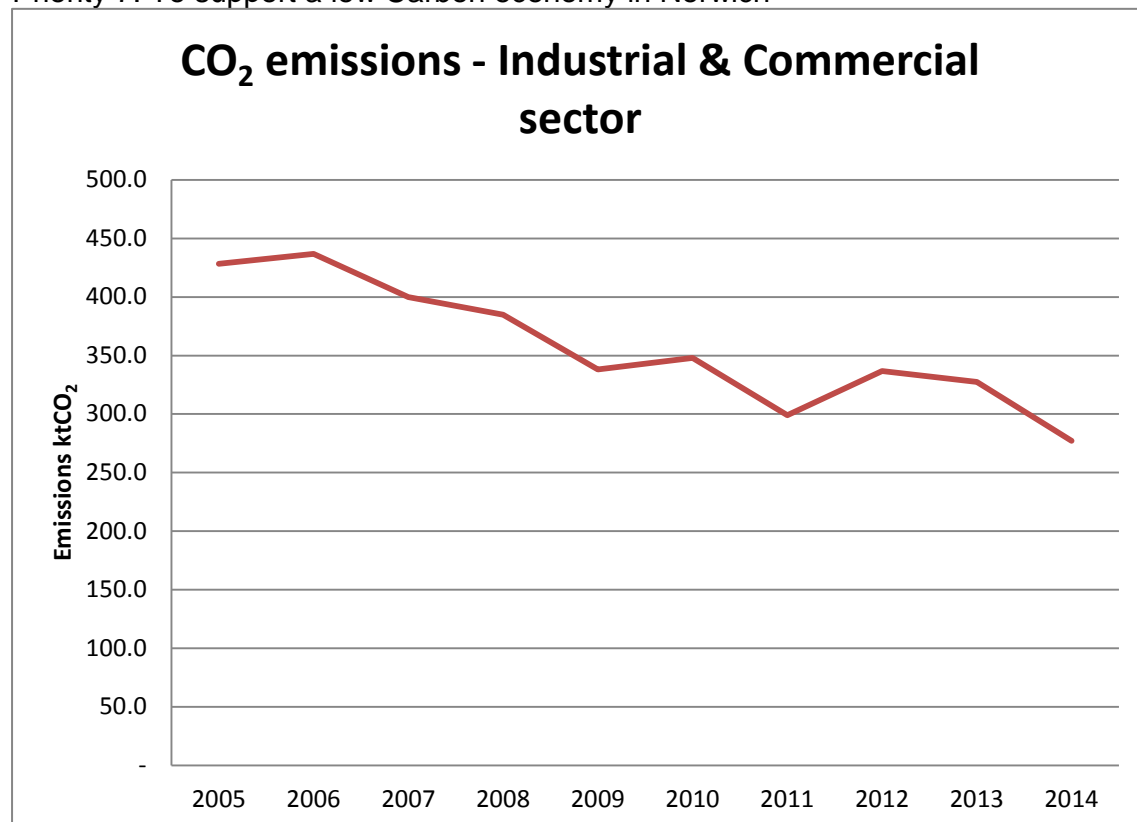
Data gathered from the Department for Transport's 'Local area walking and cycling statistics' released annually.



Bigger values are best



#### Priority 7: To support a low Carbon economy in Norwich





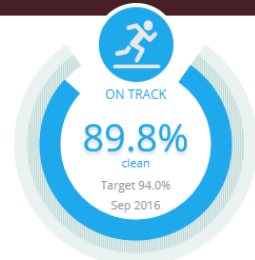
## Priority 8 – Ongoing (Via Emergency plans and LCLIP Monitoring)

Priority 9: To work with local communities to ensure our local environment is protected and enhanced where possible.

A Safe, Clean and Low Carbon City ▶ Priority 1: A Safe, Clean and Low Carbon City ▶ % of streets found clean on inspection

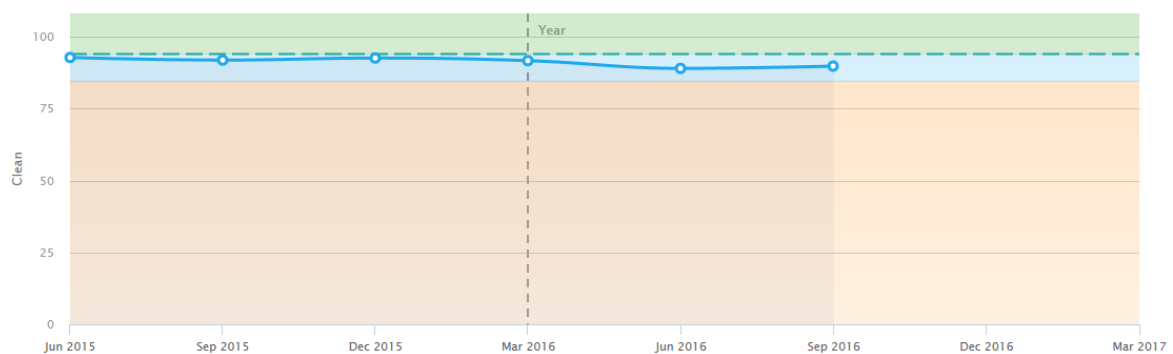
### % of streets found clean on inspection

Measured every 4 months, the council monitors how many streets are found with neither litter nor detritus. The % reported is the average of these.



Our goal is  
94.0% Clean by Mar 2017

Bigger values are best



A Safe, Clean and Low Carbon City ▶ Priority 1: A Safe, Clean and Low Carbon City ▶ % of people satisfied with parks and open spaces

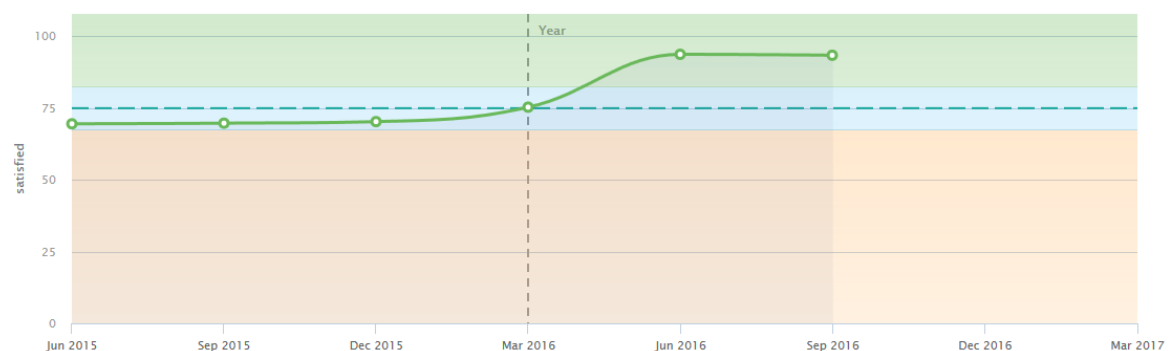
### % of people satisfied with parks and open spaces

Currently gathered via a survey that the council conducts once per quarter.



Our goal is  
75.0% satisfied by Mar 2017

Bigger values are best



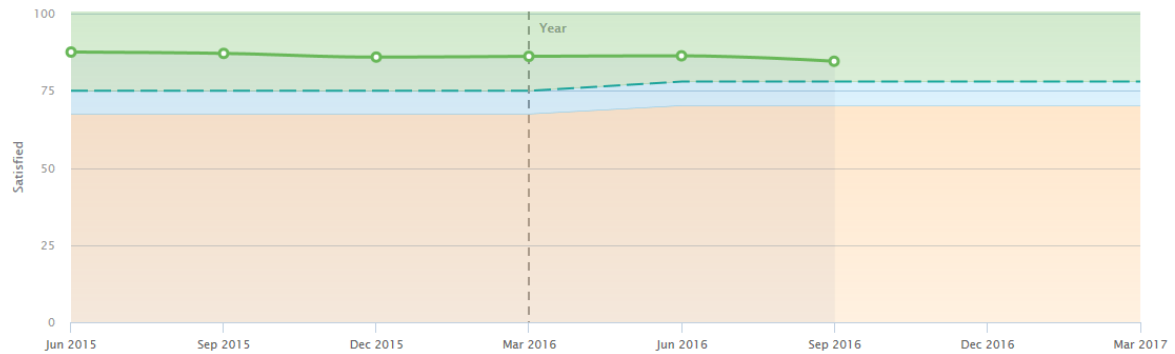
## % of people satisfied with their local environment

Measured quarterly via a customer survey, the question posed is 'Overall, how satisfied or dissatisfied are you with your local neighbourhood as a place to live?'



Our goal is  
78.0% Satisfied by Mar 2017

Bigger values are best





# Norwich City Council **Environmental strategy**



**2015-2018**

## **Norwich City Council**

### **Environmental Strategy 2015-19**

#### **Contents:**

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

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

## **Foreword**

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

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

Cllr Bert Bremner  
Cabinet member for environment and sustainable development

## 2. Context and purpose

### Context

- 2.1 In 2008 the council's environmental strategy team was established. The council's first environmental strategy was produced for 2008-11, and the second strategy was produced for 2011-14. This document forms the third environmental strategy and it will run for the next four years.
- 2.2 In addition to the environmental strategy in March 2013, the council's first Home Energy Conservation Act (HECA) report was produced. This details the energy conservation measures the authority considers practicable, cost-effective and likely to result in significant improvement in the energy efficiency of residential accommodation in Norwich. In March 2015 the second HECA report will be completed. It will report on the progress made against the targets in the 2013 report and will outline actions for the future. These two documents will be closely aligned.

### Purpose

- 2.3 The Corporate Plan 2015-20, which is the council's overarching strategy and guides its work, includes the overall vision to **'To make Norwich a fine city for all'**. Its key priorities are:

to make Norwich a:

- **safe, clean and low carbon city**
- **prosperous city**
- **fair city**
- **healthy city with good housing**

With a council which provides:

- **value for money services**

- 2.4 Within this framework, the purpose of this environmental strategy is to set out in more detail the council's environmental vision and priorities for the city for the next four years and how they will be achieved.
- 2.5 It guides all the environmental work carried out by council for 2015-20. This work is set out in more detail in service plans and other council plans and those of partners and contractors. This is summarised in the diagram below:

### Diagram A: Framework for Environmental Strategy

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

Corporate Plan  
2015-20

*Environmental  
vision and  
priorities for the  
city*

Environmental  
Strategy  
2015-2019

*Delivery*

Environmental  
Action  
Programme

Supporting plans /  
strategies e.g.  
waste strategy,  
housing strategy,  
carbon  
management  
programme  
etc.

Service, contractor  
and partner plans



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

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

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

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

3.3 Building upon this work, the council is once again seeking to engage with Norwich citizens and organisations on this strategy.

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

## **Summary of achievements**

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

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

## 5. Where do we want to be?

5.1 The council's environmental vision is:

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

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

5.2 The council's environmental mission is:

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

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

Outcome	Priority	Key performance measure(s)	Target 15/16	Target 16/17	Target 17/18	Target 18/19
Impact of climate change is mitigated and reduced.	Priority 1: To reduce the city's carbon dioxide emissions	Reduction in carbon dioxide emissions for the local area	2.4%	2.4%	2.4%	2.4%
	Priority 2: To reduce the council's carbon dioxide emissions	Reduction in carbon dioxide emissions from local authority operations	2.2%	2.2%	2.2%	2.2%
	Priority 3: To increase reuse and recycling in the city and reduce the amount of residual waste	Reduction in residual waste produced in the city (based on 2013/14 baseline)	3.33%	3.33%	3.33%	3.33%
	Priority 4: To increase the energy efficiency of the housing stock in the city	Number of private households where council activity helped to improve the energy efficiency of their homes.	150	150	150	150

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

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

## 6. How will we get there?

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

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

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

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

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

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

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

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



## 9. Action Programme

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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



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

## **Annex A: Norwich City Council's published environmental policy**

The council's environmental policy will play a key role in working towards sustainable development because the health and well-being of our environment is crucial for providing us all with a good quality of life, both today and for years to come.

### **The policy**

It is our policy to meet our national and international legislative obligations, to develop local sustainable communities, enhance the local environment, deliver environmentally-friendly services and enforce environmental legislation to help stem the depletion of finite natural resources.

We are committed to preventing pollution of the environment through compliance with legislation and the continual improvement of environmental performance. We will also monitor our resource use, by:

- increasing energy efficiency in council-owned property
- promotion of domestic energy efficiency
- reducing the amount of waste sent to landfill
- increasing recycling opportunities
- reducing consumption of paper in council activities
- reducing consumption in fuel in council operations
- reducing CO2 emissions from council operations by 2.2 per cent per year to achieve a 40% reduction in emissions by 2020
- reducing per capita carbon emissions by 2.2% per year till 2019
- preventing groundwater pollution and contamination of land
- protecting and enhancing of habitat and biodiversity
- enhancing of the quality of the built environment
- environmental considerations laid out within the procurement strategy.

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or email [info@norwich.gov.uk](mailto:info@norwich.gov.uk)**

**f: 01603 213000  
[www.norwich.gov.uk](http://www.norwich.gov.uk)**





2013-2015

# Environmental statement



**NORWICH**  
City Council



## Introduction

- a) Welcome to our fifth environmental statement which covers the period from 1 April 2013 to 31 March 2015. The purpose of the statement is to provide an insight into what Norwich City Council is doing to reduce the environmental impacts of our city and the services we provide.
- b) Since the last environmental statement we have embarked on the second phase of our carbon management plan and begun delivery of the actions within our ambitious new environmental strategy. The production of these two key documents has given us a chance to take stock and consider where we can use our resources to best effect.
- c) There is a greater focus, in the new environmental strategy, on working with the wider community towards raising awareness of sustainable living choices and the part we can all play. To this end, in March 2015 we delivered the first One Planet Norwich Sustainable Living Festival, which attracted over 6,500 visitors. The second festival will go ahead on Saturday 12 and Sunday 13 March 2016 at The Forum.
- d) The new strategy also sees an increase in the target to reduce the council's carbon emissions to a 40 per cent reduction by 2019 (on a 2007 baseline). To date we have made a 30.6 per cent reduction in carbon emissions, with new energy reduction projects coming online and assisting to reduce our carbon footprint and meet our target.
- e) As landlords we continue to upgrade our housing stock, implementing a range of energy saving measures across thousands of city homes. The result has been an impressive average SAP rating of over 70, well above the national average of 59.
- f) Across the city we continue to work hard to manage new developments, maintain a free flow of traffic, and deliver services such as recycling and waste collection in a way that balances the needs of those living, working and shopping in the city, with the need to preserve its historic character.
- g) Both national and local government continue to face significant financial challenges. But by using less natural resources, emitting less CO<sup>2</sup> and recycling where we can, we can maximise the opportunities to make financial savings as well as protect our environment, and it is more important than ever that we exploit these efficiencies to their full potential.
- h) As we continue to improve our environmental performance we can become a more resilient city that is better prepared for the challenges of decreased budgets, changing demographics, the effects of climate change, and increasing fuel costs. Each section of the document gives a flavour of our future plans to achieve these aims.

*Bert Bremner*



**Councillor  
Bert Bremner**  
Cabinet member  
for environment  
and sustainable  
development.

## Priority 1a) Energy consumption – council-owned buildings

### Why is this important?

Reducing environmental and financial cost to the authority is important to provide a resource efficient and effective service. The authority has, therefore, taken significant steps to reduce emissions from its facilities and services. In order to achieve this, the authority enlisted the support of the Carbon Trust, SALIX and the Energy Saving Trust. Work is well underway to review services, buildings, and our actions to ensure that energy and resources are being used efficiently.

### Action

Take practical steps to improve the energy efficiency of the administrative buildings and other large buildings owned and leased by the council.

### Output

Annual measurable decrease in carbon emissions from the council's buildings.

### Results

- Continued annual reporting on CO<sup>2</sup> emissions
- 30.6 per cent reduction of energy consumption (from a 2007 baseline)

against at 40 per cent target. (This follows adjustments to the DEFRA conversion factor in 2014 which negatively impacted previous calculations)

- City Hall achieved a C display energy certificate for the first time
- Successful 'One small step' staff behaviour change campaign
- Community asset, Miller Hall, at the Norman Centre upgraded
- Introduction of 'travel to work' plans for staff.

### What are we going to do next?

- Upgrade lighting at Riverside Leisure Centre to energy efficient LED lighting
- Investigate lighting upgrade in city churchyards to more energy efficient lighting
- Investigate energy efficient lighting in city surface car parks
- Upgrade lighting at City Hall to LED lighting
- Improve heating pipework insulation at various sheltered housing schemes
- Fleet review and refresh for council pool vehicles
- LED lighting on the historic market.



## Priority 1b) Energy consumption – housing and other buildings in the city

### Why is this important?

Norwich City Council recognises that we should show leadership in regard to our own estate and enable others to follow our actions.

### Action

Devise and implement a programme to deliver energy efficiency measures in housing and commercial assets.

### Results

- Installed 28 thermodynamic hot water systems in the first contract of its kind through the joint venture with NPS Norwich Ltd
- Increased budget allocations to the loft and cavity wall insulation streams of work, recognising that these materials whilst being identified as the 'low hanging fruit' of the insulation arena, play probably the single most important role in the package of insulation to the housing stock
- Developed a programme of internal wall insulation delivery in Suffolk Square
- Completed target of ensuring the housing stock has uPVC windows by 2014/2015
- Contributed to the production of the Home Energy Conservation Act (HECA) report
- Successfully delivered the Cosy City project which, supported by Department of Energy and Climate Change (DECC) funding, has seen the installation of solid wall insulation in 66 city homes, cavity wall insulation in 43 homes, loft insulation in 59 homes and new boilers in 32 homes.

### What are we going to do next?

- Maintain and improve delivery of ECO – retrofit programmes of works across the housing stock
- Continue to be involved in promoting home energy awareness and other campaigns for residents of Norwich
- Promote Government energy-saving subsidies when available for Norwich as a whole. A working group has been set-up with representatives from across the council
- Liaise with the 'big-six' to utilise ECO funding opportunities
- Work alongside Anglian Water identifying and promoting the use of water meters within the housing stock where appropriate
- Maintain and improve delivery of ECO – retrofit programmes of works across the commercial stock
- Adapt the external wall insulation specification to completely remove cold-spots during the application of this material
- Continue to monitor flue gas recovery units fitted to combination boilers and prepare a report for a detailed cost/benefit analysis
- Include weather compensation devices as part of our specification when installing new combination boilers to domestic stock
- Continue to investigate new and innovative technologies suitable for both housing and commercial stock including;
  - thermodynamic hot water systems
  - rainwater harvesting
  - biomass boilers
  - photo-voltaic systems (solar panels)
  - UPS backup generators in disaster recovery situation(s).

## Priority 1c) Energy consumption – transport

### Why is this important?

Motor vehicles are a very significant contributor to the national carbon footprint. Our transport policies and plans aim to manage growth in motor vehicle traffic to help reduce congestion and reduce energy consumption. Within the urban area this means an emphasis on providing high quality alternatives to the private car.

### Actions

- Maximise the performance of the city's highway network to support the its economy and further growth and the delivery of additional homes and jobs
- Provide high quality routes for cyclists and improved facilities for pedestrians
- Improve the performance of bus services in the city through delivery of the bus rapid transport network
- Maintain traffic flow on the highway network
- Manage air quality and reduce carbon emissions associated with transport.

### Results

- On-going implementation of the pink pedalway
- Successfully bid for government funding to enable construction of the yellow and pink pedalways
- Completion of a major bus corridor linking the Dereham Road, Earlham Road and Unthank Road routes with the city centre including a new bus lane on Grapes Hill and bus priority on Chapelfield North and Theatre Street
- Improved provision for buses in St Stephens Street through the removal of private motor vehicle traffic
- Successful roll-out of the Walk Norwich programme and successful bid for additional government funding.

### What are we going to do next?

Transport for Norwich has been successful so far in managing traffic flows crossing the city. However, congestion is an increasing problem, creating longer journey times, leading to 'rat running' through residential areas, and causing delays to buses. Improving transport systems in a historic city like Norwich is not easy and we need to look at a comprehensive range of measures, both within the city and on the important link roads, to enable people to access work, shops, and leisure activities; and in a way that successfully delivers low carbon sustainable economic growth.

Our plans aim to provide high-quality alternatives to the car including public transport, cycling, and walking, and to reduce carbon emissions and the impact of transport on the environment and our communities.





## Priority 2) Making procurement greener

### Why is this important?

Procurement is central to delivering Norwich City Council's corporate plan key priorities of Value for money services and Prosperous city.

Procurement is a critical function to identify the right goods, services, contractors and partnerships to support the delivery of the Environmental Action Plan, which in turn supports the Environmental Strategy.

Efficient and effective procurement results in:

- ethical and sustainable purchasing
- optimises our use of resources
- provides value for money
- a contribution to the provision of good quality services for the citizens of Norwich.

### Action

To ensure the goods, works, and services we procure balance quality, value for money, and environmental considerations.

### Results

- 100 per cent of the authority's electricity continues to be sourced from a green supply
- International Green Apple Award for the Raspberry Pi project which saw old unused IT equipment recycled to help children develop ICT skills
- Silver award in the transformation in waste and environment category of the iESE (Improvement and Efficiency Social Enterprise) Awards
- Water for council committee rooms continues to be sourced locally
- Greener and more fuel efficient vehicles including four electric-only pool cars have been part of the vehicle leasing contract refresh.

### What are we going to do next?

- Continue to implement the business relationship and contract management strategy and toolkit to high value/low criticality and core contracts to ensure that all contractors' environmental management systems (EMS) and carbon emissions are monitored appropriately.
- Arrange for ethical and environmental disposal of redundant ICT equipment, including over 500 mobile phones. This will ensure that the majority of the equipment is refurbished, sold, and re-used to perform an ICT function with any remaining items being recycled.

## Priority 3) Reduce and recycle

### Why is this important?

Everyone produces waste, and while it cannot be eliminated, we can reduce its environmental impact by following the mantra – reduce, reuse and recycle.

The council has a duty to collect waste from its citizens and ensure that every property has the opportunity to access appropriate recycling services.

### Actions

- To deliver a recyclables and residual waste collection service for Norwich that is high performing and recognised by the residents of and visitors to the city as being both efficient and effective.
- To tackle the amount of household waste produced, breaking the link between economic growth and increased waste.

## Results

- Delivered a joint venture project with all the other Norfolk district and borough councils, the county council and Norse Environmental Waste Services to provide a new recycling service
- Expanded the range of materials collected via the kerbside service to include – plastic food pots, tubs and trays; food and drinks cartons (Tetra Pak); shredded paper; aluminium foil and aluminium food trays
- Delivered materials to a Materials Recovery Facility (MRF) that underwent an £8million refurbishment during 2013/14
- Increased recovery rates and higher quality of recovered materials from the MRF
- Optical sorting technology for glass – even small fragments of glass can be colour segregated and all glass can be recycled to make more glass
- In the first three months of the new service, Norwich residents recycled 170 tonnes more than in the last three months of the old service and over 180 tonnes more than the corresponding period in 2013
- Continued to promote waste prevention, achieving a good dry recycling performance for an entirely urban local authority
- Improved and extended recycling facilities to social housing and hard-to-reach areas
- Improved and extended recycling facilities, particularly food waste recycling, to all of the council's own housing stock (by summer 2015)



- Introduced bring bank sites for used cooking oil recycling
- Hosted regular WEEE recycling events – the 2014 events recycled 4.5 tonnes of electrical goods and raised over £7,000 for the British Heart Foundation
- Introduced dual-purpose street litter bins allowing for recycling 'on-the-go' in parts of the city centre.

## What are we going to do next?

Norwich has an overarching framework of strategic objectives for waste and recycling supported by a clear action plan to cover the years from 2014 to 2020. The long-term objectives include:

- To reduce the level of residual household waste per household to 80 per cent of the 2013 level by 2020
- To promote waste prevention and recycling through public engagement campaigns
- To develop and improve the quality and range of recycling services available to Norwich residents
- To seek to achieve a recycling rate of 60 per cent by 2020
- To improve participation, set-out rates, and collected tonnages for the recycling services
- To seek to increase landfill diversion rates and reduce landfill tonnage to 80 per cent of the 2013 level by 2020.

Norwich is a member of the Norfolk Waste Partnership (NWP) which will continue to design and deliver waste and recycling projects over the coming years. These include:

- Assessment and development of waste reduction and re-use initiatives
- Food waste recycling initiatives
- Maximising profits from the joint venture
- Understanding the composition of the waste stream
- Complying with local, national and European statutory obligations.

## Priority 4) Built environment and planning

### Why is this important?

The way in which developments are regulated, planned and built, and the way in which resources are used will have a significant impact on their sustainability. By planning how we build we can save emissions, reduce waste and use resources more efficiently and effectively. By planning where we build we can ensure that housing, employment and services are located to minimise the need to travel and to promote public transport use. Planning also ensures that we build for the future, while preserving the heritage of our beautiful city.

### Action

To deliver sustainable communities and shape the places which are used by Norwich's current and future residents, workers, and visitors.

### Results

The Norwich Local Plan provides the strategy, sites, and policies to ensure new development in the city is sustainable. It is now complete and consists of:

- The Joint Core Strategy for Broadland, Norwich and South Norfolk (JCS) which was adopted in March 2011, with amendments adopted January 2014. It is the strategic planning framework within this strategy which the area will develop to 2026
- The development management policies plan, which was adopted in December 2014. This provides the detailed policies against which planning applications will be considered. It covers social, economic and environmental issues. Key environmental issues covered include flood risk, environmental hazards such as pollution, the natural environment, the historic environment and ensuring development is designed to be sustainable
- The site allocations and site specific policies plan, which was also adopted in December 2014. This plan identifies sites for different uses such as housing,

employment and open space. It plans for higher density, usually mixed use, development in locations accessible by public transport, such as the city centre, to promote modal shift and reduce the need to travel

- Norwich has played a key role in ensuring Norfolk's local authorities co-operate on cross border strategic planning issues in plan making such as housing, economic development, transport and green infrastructure whilst taking full account of environmental constraints and enhancement opportunities. Work on producing a Norfolk Strategic Framework to cover these issues has recently commenced and is expected to be complete within 18 months
- There has been continued promotion of brownfield sites for development. The council has worked actively with developers to bring forward sites such as St Anne's Wharf on which development had stalled due to the recession.
- There has also been continued improvement of procedures for managing funding from development and winning grant funding for infrastructure improvements. This includes significant investment in measures to promote walking and cycling throughout the city and to promote public transport use, particularly in the St Stephens area of the city centre. It also includes varied neighbourhood projects and strategic green infrastructure projects, such as enhancements to sustainable access and biodiversity in the Yare and Wensum valleys and Mousehold Heath.

### What are we going to do next?

- Participate fully in the Greater Norwich Growth Board to ensure the sustainable delivery of the agreed growth strategy set out in the JCS to 2026
- Participate fully in joint working with our partner authorities in the county and other bodies to ensure our plans meet the objectively identified needs of the area to 2036



- Continue to work with the county council to deliver the Transport for Norwich funded work programme to see further improvements to cycling infrastructure over the coming years and implement additional measures to promote the bus rapid transit and walking networks
- Work with Norfolk County Council as lead flood authority to ensure the successful implementation of flood risk policy, including the promotion of sustainable urban drainage.

## Priority 5) Natural environment

### Why is this important?

The city of Norwich has a high proportion of green space, much of which is important for wildlife as well as offering places where people can relax and unwind. High quality green spaces are also good for the local economy, especially as they help to attract new inward investment. The city council either directly manages, or influences policy for these areas. Good management of the natural environment enables Norwich to remain rich in biodiversity, while providing our citizens with quality spaces for recreational enjoyment.

### Actions

- To maintain and enhance the environment of Norwich, promoting its community, recreational areas, health and wellbeing, and ecological benefits
- Maintain and enhance green spaces for people and wildlife.

### Results

#### Volunteers

Volunteers contributed a recorded 10,386 hours to environmental projects and conservation work in the city's natural areas, parks, open spaces and allotments during 2014. New friends groups were set up for West Earlham Woods and Kett's Heights.

#### Biodiversity – general

The following are a selection of initiatives and projects we have been involved with over the reporting period:

#### ● County Wildlife Sites

All the County Wildlife Sites (CWS) owned by Norwich City Council are projected to be in positive conservation management (pcm) by 2016. Most privately-owned CWS in Norwich are also now in pcm.



### ● Higher Level Stewardship

In 2013, 10 natural areas were entered into Higher Level Stewardship (HLS). This is a government-funded scheme which provides capital grants and annual payments for land managed in ways which benefit biodiversity. The funding, which lasts for 10 years, will pay for work to maintain and improve the value of the sites for wildlife. In 2014/15, HLS-funded conservation works have been undertaken at: Marston Marshes, Eaton Common, Bowthorpe Marsh, Bowthorpe Southern Park, the Heronry and Violet Grove, Cringleford Meadow, Marriott's Way, Marlpit Paddocks, Whitlingham Marsh and Earlham Park. Works undertaken under the HLS programme have included: woodland coppicing, willow pollarding, pond creation, dyke restoration and maintenance, scrub removal and grassland management. Livestock grazing is an important tool for managing many conservation sites. In 2014/15, conservation grazing (using cattle) was introduced to Whitlingham Marsh and Marlpit Paddocks in addition to our currently grazed sites at Marston Marshes, Eaton Common and Earlham Marsh.

### ● Invasive weeds control

Arrangements for the monitoring and control of non-native invasive weeds in Norwich were greatly improved during 2014/15. All known invasive weed areas within Norwich are now recorded on the council's GIS database, and two operatives have been specifically trained in Japanese knotweed control techniques. Japanese knotweed is a particularly destructive invasive weed, as it out-competes native plants and it can cause damage to properties and reduce land values. During summer 2015, most known Japanese knotweed colonies on city council land were treated with herbicide by our trained operatives. It can take several years to completely eliminate Japanese knotweed colonies, so treatment will be continued annually until eradication is achieved.

### ● Marston Marshes and Eaton Common

A new practical volunteer group, consisting of local residents, was established and now carries out regular work at this site managed by the Norwich Fringe Project. Access and further conservation improvements were funded under the CIL (Community Infrastructure Levy) programme.

### ● Mousehold Heath

Further former heathland areas were brought back into positive management under the HLS agreement. This has brought about an increase in insects which depend on this habitat, such as the Green Hairstreak butterfly and the Green Tiger beetle. There has also been an increase in the number of public events and volunteer work parties at the site.

### ● Danby Wood and Earlham Millennium Green

The main path through the woodland was re-constructed and woodland management undertaken. The first phase of a refurbishment programme for Earlham Millennium Green was completed. Both projects were funded by the CIL programme.

### ● Earlham Cemetery

A conservation management plan for this site was completed.

### ● Norwich Urban Fringe Countryside Management Project

The Norwich Fringe Project has successfully managed conservation sites for people and wildlife in and around Norwich since 1990. The Fringe Project is managed by Norwich City Council, in partnership with Broadland and South Norfolk district councils. During 2014/15, the Fringe Project was re-launched with a new strategy, business plan, and branding.

### ● Planning

The natural areas officer provided advice to planning colleagues on biodiversity mitigation and enhancement measures throughout 2014/15.



## ● Trees

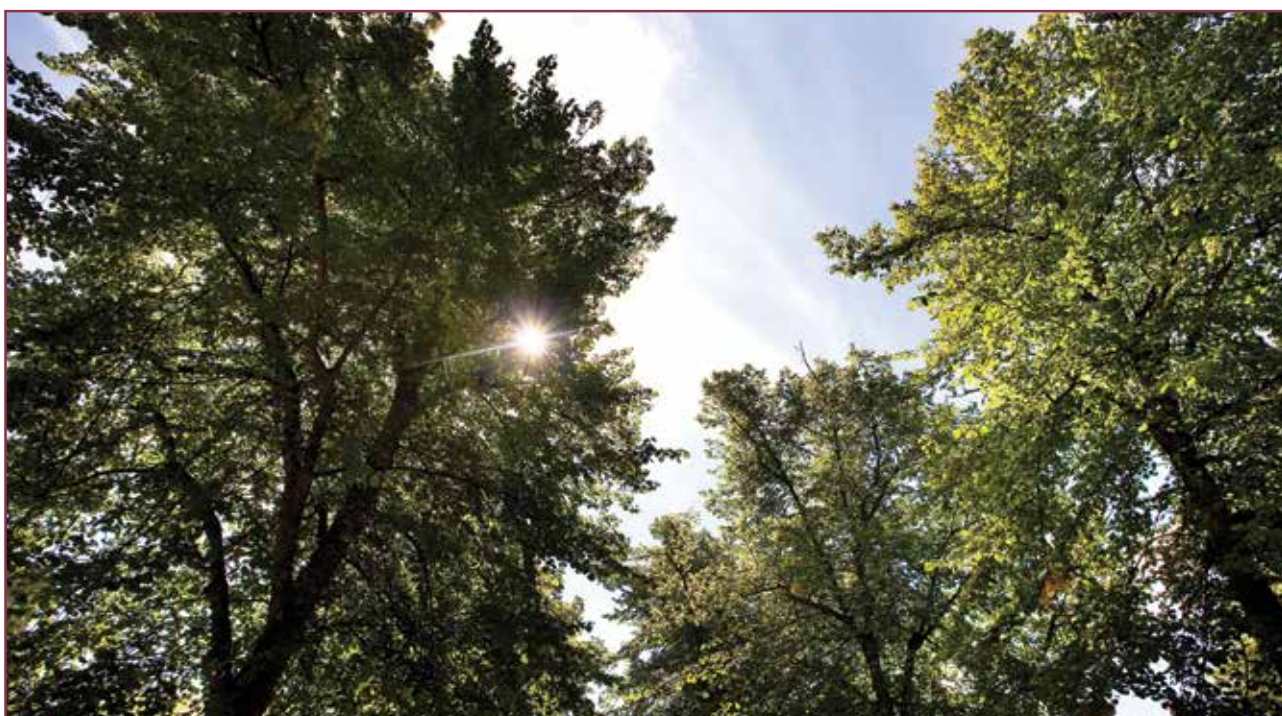
The overall net loss of canopy cover through the loss of street trees, park trees and other amenity space trees continues, with the demand for replacement planting greater than funds allow. However, we are now able, through the introduction of our Tree Prioritisation programme, to replace lost trees in locations other than just Conservation Areas. This resident-led initiative, which augments, and is separate to, our own tree planting budget, will see approximately 100 replacement street trees planted throughout the city during the 2015/16 planting season.

The recent launch of the tree sponsorship scheme, Trees for Norwich, has been met with a low-key response so far, primarily dealing with requests for memorial trees. Invasive pests and disease continue to threaten our trees. Ash die back has been recorded in a number of our woodlands and we continue to monitor the spread of the Oak Processionary moth from the London boroughs where it was first recorded.

The capture of the trees on our data base and mapping system has recorded 354 different species of trees growing in Norwich making our tree stock one of the most diverse in the UK.

## What are we going to do next?

- Continue to manage our sites funded by the HLS scheme to maintain and enhance their biodiversity value
- Complete a refurbishment project at Earlham Millennium Green
- Working with a new friends' group, prepare proposals for the refurbishment of Kett's Heights natural area and seek new funding opportunities
- Explore potential management measures to encourage more bees and other pollinators in Norwich
- Update biodiversity-related information on Norwich City Council website
- Continue our programme to control or eradicate harmful invasive weeds, especially Japanese Knotweed, in Norwich
- Investigate potential for a project to improve the management of Norwich City Council-owned woodlands
- Continue to develop the Norwich Fringe Project
- Support existing friends groups and encourage the formation of new ones
- Complete Open Spaces Strategy
- Complete the Tree Strategy review.



## Priority 6) Reduce pollution

### Why is this important?

- Poor air quality has a direct impact on human health.
- All pollution lowers environmental quality and affects our health and quality of life.

### Action

- To improve air quality within the City Centre Air Quality Management Area to meet limit values or better for nitrogen dioxide.
- To maintain the street scene and all public spaces so that danger, pollution and noise are minimised.

### Results

- Reductions in pollution levels in parts of the air quality management area such as Grapes Hill and St Augustine's Street
- Infrastructure changes to address traffic congestion areas
- Removed extraneous city centre traffic as part of Transport for Norwich
- Continued the successful remediation of many contaminated sites through the planning regime
- Achieved compliance with Pollution Prevention and Control (PPC) permit conditions.

### What are we going to do next?

- An air quality action plan is currently being drafted to set out measures to reduce nitrogen dioxide (NO<sup>2</sup>) levels in the central air quality management area. The aim is to work towards achieving the air quality objectives by managing traffic flows as well as promoting cycling, walking, and bus use. Many of the proposed actions are to be addressed through infrastructure changes as part of the planning regime and the Local Transport Plan. A key element is the improvement of vehicle emission levels.

- Ensure that risks to the users of land from land contamination are minimised, together with those to controlled waters, property, and ecological systems, and to ensure that development can be carried out safely without unacceptable risks to workers, neighbours, and other offsite receptors.
- Work with local businesses to drive down emissions to atmosphere under the PPC regime and ensure compliance with permit conditions. We will ensure that all newly-identified businesses are permitted in accordance with regulations where required.





## Priority 7) Leadership

### Why is this important?

The council can make a real difference by working on service promotion and providing information to businesses and the public.

### Action

- To both lead by example, and work in partnership, to lessen our carbon footprint and deliver services in a more sustainable way.
- To raise the profile of environmental issues and opportunities across the city and encourage residents and businesses to reduce their environmental impact.

### Results

- Carbon Management Plan phase 2 published
- Environmental Strategy 2015-2019 published
- Completion of the council's second Home Energy Conservation Act (HECA) report to central government. At a regional level Norwich City Council's HECA document has been recognised as a 'best practice' document
- Delivered the first One Planet Norwich Sustainable Living Festival, attracting over 6,000 visitors over one weekend

- Leading authority in the UK's first collective purchase solar auction – Solar Together – with switching partner iChoosr
- Attracted over £400,000 of DECC funding for the Cosy City scheme and completed energy savings installations in over 130 city homes including: solid wall insulation, loft and cavity wall insulation, and boiler upgrades
- Eco awards for business, schools and communities.

### What are we going to do next?

- Begin to deliver the priorities outlined in the 2015-19 Environmental Strategy
- Continue to deliver phase 2 of the carbon management plan
- Continue to investigate funding opportunities to help residents to subsidise the cost of energy saving measures on their properties
- Develop partnerships with other councils and environmental groups
- Look to make the next One Planet Norwich event larger and more far-reaching
- Expand the Eco Awards to accept countywide applications and increase the number of categories
- Investigate opportunities for increasing the take up of renewable technologies.







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**Produced by Norwich City Council – February 2016**

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

REPORT for meeting to be held on 26 January 2017

**Pre – scrutiny of the proposed budget for 2017/18**

**Summary:**

The scrutiny committee meeting of 26 January will carry out pre-scrutiny of the council's proposed budgets for 2017/18.

The purpose of the session is to comment on the proposed General Fund and Housing Revenue Account revenue budgets for 2017/18 and capital programme for 2017/18 to 2021/22; and the proposed transformation programme for 2018/19; and make suggestions to cabinet regarding the proposed budgets' ability to deliver the council's overarching policy framework (the corporate plan 2015-2020).

Council will be meeting to set the budgets for the financial year 2017/18 at its meeting of 21 February 2017.

**Conclusions:**

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

**Recommendation:**

To determine any recommendations to cabinet on the proposed budgets for 2017/18 and transformation programme for 2018/19.

**Contact Officer**

Justine Hartley, Chief Finance Officer

01603 212440

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

- 1.1 Local Government Act 2000 – “it is the responsibility of the full council, on the recommendations of the executive (cabinet), to approve the budget and council tax demand. The role of scrutiny in the financial process is to hold the executive (cabinet) to account and to ensure that decisions are in the best interests of the community. Some scrutiny of budget setting and other financial planning processes is therefore essential”.
- 1.2 All members of the council need to have an understanding of how council spending matches against the priorities of the organisation set out in the corporate plan. As elected councillors, members need to ensure that budget will enable the council to deliver them effectively.
- 1.3 The council’s current corporate plan was adopted at a meeting of full council on 17 February 2015. It covers the period 2015-2020. The vision, mission and priorities remain in place for the period covered by this budget. Any changes to performance measures to evidence progress against these priorities were considered at the Scrutiny Committee meeting on 15 December 2016 and at the Cabinet meeting on 18 January 2017. These will be included with further narrative content to contextualise the delivery of the plan during 2017-18 alongside the budget papers for full council in February 2017, but this does not represent a change to the council’s overarching corporate plan for the period, which remains as agreed.

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

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

## **3. Key question**

- 3.1 Will the budget as presented deliver the council’s corporate plan 2015-2020. By the process of overview, the scrutiny committee will need to check that the budget plans are robust and realistic.
- 3.2 Over the course of the year scrutiny committee members monitor certain aspects of service delivery and performance against funding and at times

review certain specific services. The main way in which this is achieved is through the scrutiny of the performance monitoring reports.

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

##### **4.1 Effective pre-budget scrutiny involves:**

- (a) checking that financial planning and the draft budget is sufficient to deliver the council's draft corporate plan;
- (b) reviewing the draft budget to ensure that it is consistent with the council's commitments and spending plans;
- (c) reviewing proposals within the draft budget and transformation programme relating to savings or growth in line with the financial plan.

##### **4.2 The relevant draft cabinet papers are appended to this report. There are two further appendices which will be considered as confidential matters as they contain exempt information.**

<b>Report to</b>	Cabinet	<b>Item</b>
	8 February 2017	
<b>Report of</b>	Chief finance officer	
<b>Subject</b>	General fund revenue budget and non-housing capital programme 2017/18 to 2021/22	

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## Purpose

To propose for approval the budget and budgetary requirement, council tax requirement, and level of council tax for the financial year 2017/18, the transformation plan for 2018/19 and the non-housing capital programme for 2017/18 to 2021/22.

## Recommendations

That cabinet recommends to council:

- a) that the council's budgetary requirement for the 2017/18 financial year be set to £16.152m ([para 6.1](#));
- b) that the proposed general fund budgets for 2017/18 and transformation plan for 2018/19 be approved, taking into account the savings, income and other budget movements set out in the report. ([para 6.3 and Appendix 3](#));
- c) that the council's council tax requirement for 2017/18 be set at £9.029m and that council tax be set at £249.01 for Band D, which is an increase of £5 (2.05%) ([para 7.1](#)), the impact of the increase for all bands is shown in [table 7.2](#);
- d) that the precept on the council tax collection fund for 2017/18 be set at £8.732m calculated in accordance with Sections 32-36 of the Local Government Finance Act 1992 as amended by the Localism Act 2011 ([para 7.1](#));
- e) that the prudent level of reserves for the council be set at £4.161m in accordance with the recommendation of the Chief finance officer ([para 8.11](#));
- f) that the proposed non-housing capital programme 2017/18 to 2021/22 ([para 10.3](#)) be approved; and
- g) that cabinet delegates to the Director of regeneration and development and the Chief finance officer, in consultation with the Portfolio holder for resources and income generation, the authority to agree the asset maintenance programme and the final scheme details, including any adjustment to the financial allocations of the section 106 works, provided that this investment is contained within the total budgetary provision shown in Table 10.3.

## Corporate and service priorities

The report helps to meet all the corporate priorities.

## Financial implications

This report sets out the proposed budget requirement for 2017/18 of £16.152m and the means by which this is to be financed, including through a proposed council tax of £249.01 per Band D property.

It also sets out the proposed capital programme for 2017/18 to 2021/22 illustrating how anticipated capital expenditure needs can be financed over the medium term.

**Ward/s:** All wards

**Cabinet member:** Councillor Stonard – Resources and business liaison

## Contact officers

Justine Hartley, Chief finance officer

01603 212440

Hannah Simpson, Group accountant

01603 212561

## Background documents

None

## Report

### 1. Contents of report

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

2. [Budgetary context](#)
3. [Medium Term Financial Strategy \(MTFS\)](#)
4. [Preparation of the 2017/18 budget](#)
5. [Budgetary resources](#)
6. [Budgetary requirement – income and expenditure](#)
7. [Council tax precept](#)
8. [Report by the Chief finance officer on the robustness of estimates, reserves and balances](#)
9. [Capital resources 2017/18 to 2021/22](#)
10. [Capital programme 2017/18 to 2021/22](#)
11. [Progress in reducing the council's carbon footprint](#)

Appendix 1 [Budget consultation results](#)

Appendix 2 [Movements in budgets 2017/18 by type](#)

Appendix 3 [Two year transformation plan](#)

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

### 2. Budgetary context

#### *Provisional local government finance settlement*

- 2.1 The provisional local government finance settlement for 2017/18 was presented to Parliament on 15th December 2016. As part of the provisional settlement the DCLG has issued its estimates of the reduction in core spending power for each local authority. For Norwich City Council the reduction in spending power from 2016/17 to 2017/18 is 9%, this is the 12<sup>th</sup> highest reduction in spending power of all local authorities in England. Across the spending review period from 2015/16 to 2019/20 the core spending power reduction is estimated to be 15.9%, the 4<sup>th</sup> highest reduction across the country.
- 2.2 These reductions in spending power are largely as a result of the cuts to: revenue support grant which has reduced by 39% from 2016/17 to 2018/19 and is expected to have ended completely for the council by 2020/21; and New Homes Bonus which has reduced in the provisional settlement by 40% from 2016/17 to 2017/18 and for which future years receipts are expected to be significantly reduced from a peak of £2,756k in 2016/17 to around £350k per annum by 2020/21.

#### *Wider economic context*

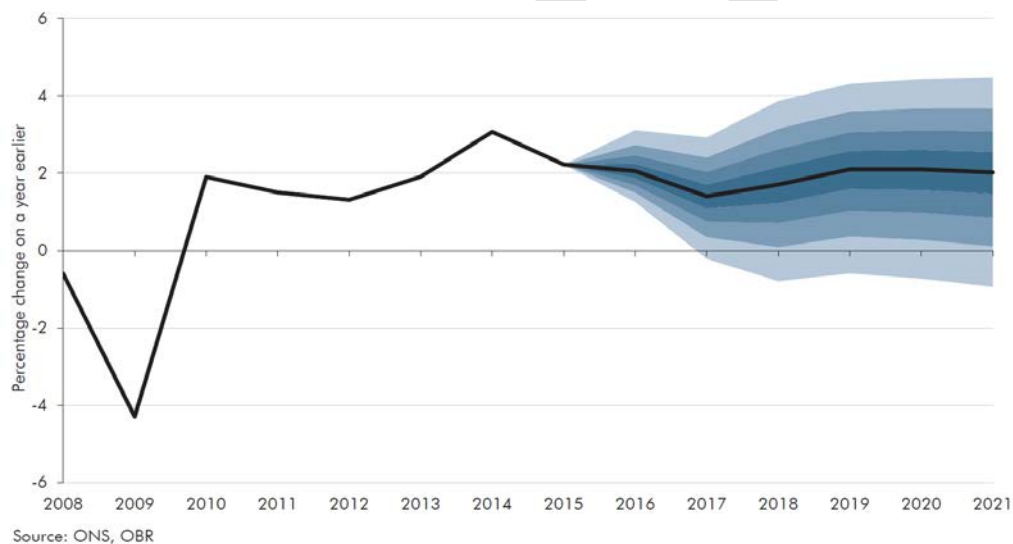
- 2.3 The Office of Budgetary Responsibility (OBR) central forecasts now expect the economy will grow more slowly than previously expected, with Gross Domestic product (GDP) growth in 2017 revised down from 2.2 to 1.4 per cent and cumulative growth over the whole forecast revised down



by 1.4 percentage points. A weaker outlook for investment and therefore productivity growth is the main cause.

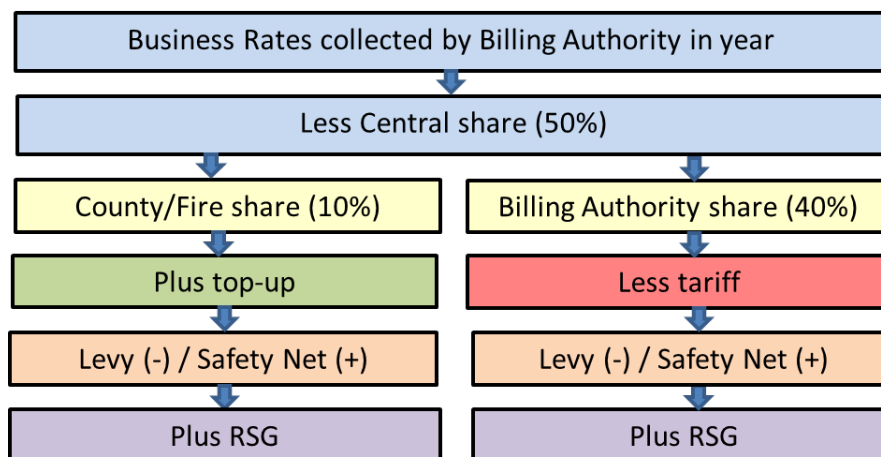
- 2.4 Consumer Price Index (CPI) inflation is forecast to rise to above 2 per cent in early 2017 as the weaker pound pushes up import prices and therefore consumer prices. It is then expected to rise further before peaking at 2.6 per cent in mid- 2018, with the OBR assuming that it will return slowly to the Bank of England's 2% target over the following two years.
- 2.5 The Government is no longer on course to balance the budget during the current Parliament. Public sector net borrowing (PSNB) is now expected to fall more slowly than previously forecast, primarily reflecting weak tax receipts in 2016 and a more subdued outlook for economic growth as the UK negotiates a new relationship with the European Union. The OBR now forecasts a budget deficit of £21.9 billion in 2019-20.

**Figure 2.1: Real GDP growth fan chart November 2016** (Source: OBR)



### *Business rates retention system*

- 2.6 The business rates retention scheme replaced the formula grant system from 2013/14. The scheme takes the business rates collected in a geographical area during the year and applies various splits, additions and/or reductions to calculate an authority's final allocation. Part of the government's rationale in setting up the scheme was to allow local authorities to retain part of the future growth in their business rates.
- 2.7 The diagram below illustrates how the scheme calculates funding for local authorities. Central government has decided that billing authorities such as Norwich City Council will receive 40% of the business rates collected in their area.



- 2.8 The business rates collected during the year by billing authorities are split 50:50 between central government and local government. Central government's share will be used to fund Revenue Support Grant (RSG) and other grants to local government.
- 2.9 Each authority then pays a tariff or receives a top-up to redistribute business rates more evenly across authorities. The tariffs and top-ups were set in 2013/14 based on the previous 'Four Block Model' distribution and were due to be uprated by September 2013 RPI. However, this increase has been capped to 2%.
- 2.10 A national revaluation of business rates will take effect on 1 April 2017. This will result in increases and decreases across the country in the amounts businesses pay. To try to ensure no local authority is better or worse off as a result of the revaluation top ups and tariffs have been adjusted for local authorities for 2017/18.
- 2.11 A levy and 'safety net' system also operates to ensure that a 1% increase in business rates is limited to a 1% increase in retained income, with the surplus funding any authority whose income drops by more than 7.5% below their baseline funding.
- 2.12 In the years where the 50% local share is less than local government spending totals, the difference is returned to local government via RSG. This is allocated pro-rata to local authorities' funding baseline.
- 2.13 Therefore, there is a specific need for billing authorities to accurately forecast future business rates. The Council has committed resources to this task but is hampered by the number of appeals on properties on our ratings list.
- 2.14 The Government reimburses authorities for the impact of tax changes for small business and other additional business rate reliefs announced in the Autumn Statement each year by means of a Section 31 grant payment. The grant amount is based on actual costs as captured at year end via local authority returns. The grant is received in the year to which the business rates relate but is required to offset impacts on the general fund revenue account in the following two years.

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

- 3.1 The council's budget is underpinned by the MTFS. The financial projections underlying the MTFS have been revised to reflect changes in assumptions, the provisional Local Government Finance Settlement and the changing risk environment in which the council operates. Other budget pressures including inflation and demographic requirements have also been factored in to produce a projection of the council's medium term financial position.
- 3.2 The presentation of savings in the MTFS shows the net savings required to deliver a balanced budget. Items such as growth and decreases in income are now incorporated within the transformation programme and net off against the savings to be delivered.
- 3.3 A net transformation budget reduction for 2017/18 of £2.3m has been included within the budget in accordance with the MTFS. The MTFS has been reviewed and updated and the forward savings targets recalculated based on the latest projections of income and expenditure. As a result the MTFS now shows a need to make further net savings of £9.6m over the next 5 years, which following the "smoothed" approach equates to £1.9m each year to 2022/23. This is a reduction on the £2.3m set out in the 2016/17 budget papers as a result of:
- Council tax revenues now being forecast £520k higher than previously estimated for 2017/18 due to a higher than anticipated increase in the number of properties included in the calculations;
  - Business rates revenues now being forecast £348k higher than previously estimated.
  - New Homes Bonus grant payments being £512k higher than anticipated in 2017/18 as a result of transitional arrangements applied to the reduction in grant and a new allocation of £85k of grant for 2017/18. The MTFS also now includes assumptions of future allocations of the grant in line with the new allocation for 2017/18; and
  - the inclusion in the MTFS of an assumed annual increase of £160k in Council Tax beyond that recommended in this report for 2017/18. The increase in Band D rate has been included at the higher of £5 or 2% for each of the five years
- 3.4 In assessing the longer term financial stability of the council, consideration has been given balancing external factors, such as global and macro-economic risks that may cause the government to increase and/or extend its austerity measures, with the need to maintain services to the residents of Norwich. To a certain degree, the strong culture of forward planning and prudent financial management that exists within the Council mitigates these external risks and allows minimum reserve levels to be set below current reserve levels.
- 3.5 Payroll-related inflation has been estimated at 2% to allow for an annual pay settlement, payroll drift and the impact of the Living Wage. Additional estimates have been included for expected increases to pension deficit contributions, although these will be subject to the outcome of future triennial valuations of the pension scheme. Inflation has been allowed for on premises costs, supplies and services and transport in line with the

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OBR forecast changes in CPI (November 2016 Economic and fiscal outlook).

- 3.6 Specific grant figures have been confirmed by the Department for Communities & Local Government and the Department of Work & Pensions for 2017/18. Grants for future years have been estimated at 2017/18 levels, with the exception of Housing Benefit and Local Council Tax Support Administration Grants which have been assumed to decrease by 5% per year.
- 3.7 The provisional Finance Settlement confirmed that the number of years for which New Homes Bonus payments are made will reduce from 6 years to 5 years in 2017/18, and to 4 years from 2018/19. In addition, from 2017/18 a national baseline for housing growth will be introduced at 0.4%, below which no New Homes Bonus will be paid. Other potential changes to the scheme to encourage more effective local planning will be consulted in due course. The MTFs includes the 2017/18 new allocation of New Homes Bonus grant and assumes a similar level of new grant in future years.
- 3.8 The table below shows the proposed budget for 2017/18 and the medium term financial projections for the 5 years to 2022/23.

**Table 3.1: Budget 2017/18 and medium term financial projections for 5 years to 2022/23**

	2017/18 Year 1 £000s	2018/19 Year 2 £000s	2019/20 Year 3 £000s	2020/21 Year 4 £000s	2021/22 Year 5 £000s	2022/23 Year 6 £000s
Employees	£20,189	£20,935	£21,706	£22,508	£23,332	£24,184
Premises	£10,681	£11,032	£11,405	£11,734	£12,073	£12,422
Transport	£278	£286	£294	£302	£309	£317
Supplies & Services	£16,421	£16,755	£17,301	£17,779	£18,271	£18,776
Capital Charges	£1,803	£1,841	£1,879	£1,918	£1,957	£1,997
Housing Benefit Expenditure	£62,284	£62,284	£62,284	£62,284	£62,284	£62,284
Third Party Payments	£4,994	£5,125	£5,265	£5,382	£5,502	£5,625
Recharge Expenditure	£16,795	£16,895	£16,996	£17,097	£17,200	£17,304
Recharge Income	£26,139	£26,239	£26,341	£26,444	£26,548	£26,653
Rev Contribution to Capital	£550	£800	£1,050	£1,300	£1,300	£1,300
Receipts	£25,180	£25,781	£26,397	£27,028	£27,674	£28,335
Government Grants:	£65,836	£64,774	£64,471	£64,087	£64,020	£63,958
New Homes Bonus	£1,654	£889	£657	£342	£340	£340
Benefit Subsidy	£62,444	£62,444	£62,444	£62,444	£62,444	£62,444
Benefit/CTS Admin Grant	£1,028	£976	£928	£881	£837	£795
Other Government Grants	£710	£465	£442	£420	£399	£379
<b>Subtotal budgets</b>	<b>£16,840</b>	<b>£19,159</b>	<b>£20,971</b>	<b>£22,745</b>	<b>£23,986</b>	<b>£25,263</b>
Savings		£1,920	£3,840	£5,760	£7,680	£9,600
Contribution to/(from) bals	£688	£1,949	£2,280	£2,007	£982	£16
<b>Budget requirement</b>	<b>£16,152</b>	<b>£15,290</b>	<b>£14,851</b>	<b>£14,978</b>	<b>£15,324</b>	<b>£15,679</b>
Share of NNDR (Baseline)	£5,452	£5,306	£5,412	£5,521	£5,631	£5,744
Formula Funding	£1,671	£982	£213	£0	£0	£0
Council Tax Requirement	£9,029	£9,002	£9,226	£9,457	£9,693	£9,935
<b>Total funding</b>	<b>£16,152</b>	<b>£15,290</b>	<b>£14,851</b>	<b>£14,978</b>	<b>£15,324</b>	<b>£15,679</b>
<b>New savings (smoothed)</b>		<b>£1,920</b>	<b>£1,920</b>	<b>£1,920</b>	<b>£1,920</b>	<b>£1,920</b>

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
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	Year 1 £000s	Year 2 £000s	Year 3 £000s	Year 4 £000s	Year 5 £000s	Year 6 £000s
<b>Reserve balance brought forward</b>	<b>-£12,949</b>	<b>-£12,261</b>	<b>-£10,312</b>	<b>-£8,032</b>	<b>-£6,025</b>	<b>-£5,043</b>
Contributions to/(from) I&E	£688	£1,949	£2,280	£2,007	£982	-£16
<b>Reserve balance carried forward</b>	<b>-£12,261</b>	<b>-£10,312</b>	<b>-£8,032</b>	<b>-£6,025</b>	<b>-£5,043</b>	<b>-£5,059</b>
<i>Relative to controllable spend</i>	<i>26%</i>	<i>22%</i>	<i>16%</i>	<i>12%</i>	<i>10%</i>	<i>9%</i>

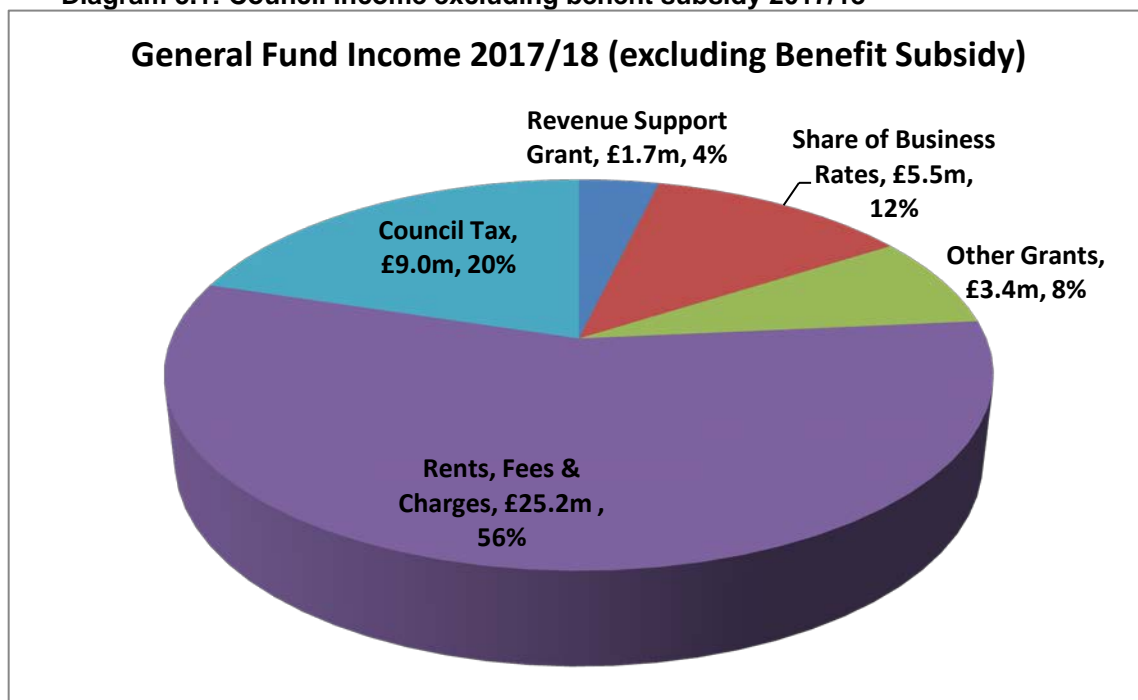
### 4. Preparation of the 2017/18 budget

- 4.1 Guided by the council's corporate plan and its 'changing pace blueprint' (operating model) a range of work has been carried out across the council through the transformation programme, to develop options for additional income and savings in order to meet the target within the MTFS and ensure a balanced budget. This work has been informed by a cross party working group.
- 4.2 During the course of 2016/17 cabinet have considered income and savings options for the next two years and agreed for further work to be carried out to progress these. The proposed items forming the next two years of the transformation programme are set out in Appendix 3. More detailed savings proposals for the subsequent years will continue to be developed and presented to the Council for agreement on an annual basis.
- 4.3 In line with the approach used in previous years, cabinet agreed to consult the public on the proposed approach to meeting the savings target for 2017/18. It was also agreed to consult the public on the potential for a council tax rise.
- 4.4 The consultation closed on 8 January 2017. An analysis of the results of the consultation can be found at Appendix 1. The results showed that of the people who completed the consultation and answered the questions 56% supported a proposed council tax increase.
- 4.5 Comments and ideas were also received on other things the council could do differently to generate income or save money in the future. A large number of these relate to approaches the council is already progressing. However, as with previous years the comments will be used to inform the council's ongoing development of income and savings opportunities as part of the transformation programme.
- 4.6 A final list of the key income and savings projects that have been developed through the transformation programme and are now included in the proposed budget for 2017/18 as set out at Appendix 3. They amount to just under £3.3m.
- 4.7 The changes resulting from the savings will further reduce the council's overall capacity. However, they should not significantly impact the services that the public receive from the council for 2017/18. This further demonstrates the success of the council's ongoing approach to developing savings and income, particularly given that fact that the council has already delivered approximately £30m of recurring revenue savings over the last six years.

## 5. Budgetary resources

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

**Diagram 5.1: Council income excluding benefit subsidy 2017/18**



- 5.2 The total of £39.7m raised locally (through business rates, council tax and rents, fees and charges) amounts to 89% of this income, whilst the £5.1m of central government funding (RSG and other grants) amounts to 11%.

**Table 5.3 Budgeted formula and other grants 2016/17 and 2017/18**

	2016/17 £000s	2017/18 £000s	% change
Revenue Support Grant (RSG)	2,756	1,671	-39%
Business Rates retained income (excludes Section 31 grant (see paragraph 5.3))	4,870	5,452	12%
<b>Formula funding</b>	<b>7,626</b>	<b>7,123</b>	<b>-7%</b>
New Homes Bonus	2,756	1,654	-40%
Local Council Tax Support / Housing Benefit Administration Grant	1,071	1,028	4%
Private Finance Initiative (PFI) Grant	1,429	0	-100%
Other grants	671	710	6%
<b>Total grant funding</b>	<b>13,553</b>	<b>10,515</b>	<b>-22%</b>

- 5.3 Section 31 Business Rate Relief grant is given to offset reliefs which reduce the business rates income to the Council so is not included as a separate grant.
- 5.4 In addition to the formula grant, the budgetary requirement is funded by council tax collected by the council. Any increase in the level of council

tax is limited by referendum principles. For 2017/18 a 2% or £5 limit on increases (whichever higher) was announced as part of the provisional settlement.

- 5.5 The draft budget proposals are based on an increase of 2.05% (£5), and a rate of £249.01 per Band D property. The calculation of the recommended Council Tax Requirement and derivation of the Council Tax Precept are shown in Section 7.

## 6. Budgetary requirement – income and expenditure

- 6.1 To achieve a balanced budget, the total movements in the budgets must equal the movements in budgetary resources as shown in the MTFs. Table 6.1 below shows the available budgetary resources for 2017/18 and the changes from 2016/17.

**Table 6.1: Budgetary resources 2017/18**

	£000s
Formula funding 2016/17	2,756
Business rates 2016/17	4,870
Council tax 2016/17	8,494
<b>Budgetary resources 2016/17</b>	<b>16,120</b>
- Decrease in formula funding	(1,085)
- Increase in business rates	582
+ Increase in council tax	535
<b>+ Movement 2016/17 to 2017/18</b>	<b>32</b>
= Formula funding 2017/18	1,671
= Business rates 2017/18	5,202
= Business rates S31 grant reserve transfer	250
= Council tax 2017/18	9,029
<b>= Budgetary resources 2017/18</b>	<b>16,152</b>

- 6.2 Table 6.2 shows the budget movements proposed by Service Area to maintain spend within available resources. These changes include those arising due to inflationary increases as well as savings, income increases and growth changes proposed through the council's transformation programme, and all other changes to the budgets. Movements in budget for each type are detailed in [Appendix 2](#).

Table 6.2: Movement in budget requirement 2016/17 to 2017/18 by Service Area

	Base*	Adjust to Base	Inflation	Grants	Transf'n Savings /Income	Transf'n Growth	Transfers	Other	Total
Chief Executive	(0)	39	(6)		(33)		0	0	0
Strategy & Programme Mgt	0	3	12				(15)	0	0
<b>Chief Executive</b>	<b>0</b>	<b>42</b>	<b>6</b>	<b>0</b>	<b>(33)</b>	<b>0</b>	<b>(15)</b>	<b>0</b>	<b>0</b>
Business Relationship Mgt	1,663	(710)	324	1,146	(320)	15	1,375	(12)	3,164
Finance	(2,463)	550			(253)	486	(1,315)	0	(3,133)
Procurement & Service Improvement	(0)	(1,074)	86	1,429	(550)		111	0	2
Democratic Services	375	23	5		(41)		(79)	(3)	292
Human Resources	0	(94)	28		(20)	90	(4)	0	0
<b>Business Services</b>	<b>(425)</b>	<b>(1,305)</b>	<b>443</b>	<b>2,575</b>	<b>(1,184)</b>	<b>591</b>	<b>88</b>	<b>(15)</b>	<b>325</b>
Communications & Culture	2,209	(124)	123		13	14	(13)	0	2,143
Customer Contact	(61)	10	151		(225)		64	(2)	(3)
<b>Communications &amp; Culture</b>	<b>2,148</b>	<b>(114)</b>	<b>274</b>	<b>0</b>	<b>(212)</b>	<b>14</b>	<b>51</b>	<b>(2)</b>	<b>2,140</b>
Neighbourhood Housing	2,284	58	9		(1)		(13)	(17)	1,729
Neighbourhood Services	2,155	(243)	11		(150)		(27)	(1)	1,233
Citywide Services	9,790	(14)	217		(807)	60	(160)	(1)	10,006
<b>Neighbourhoods</b>	<b>14,229</b>	<b>(199)</b>	<b>237</b>	<b>0</b>	<b>(958)</b>	<b>60</b>	<b>(200)</b>	<b>(19)</b>	<b>12,968</b>
Regeneration & Development		(2)	4						2
City Development	(1,417)	(223)	161		(693)	420	184	(29)	(1,000)
Planning	1,327	78	31		(22)	50	(9)	0	1,500
Property Services	259	211	14		(165)		(99)	(4)	217
Environmental Strategy	0	16	4		(20)		0	0	0
<b>Regeneration &amp; Development</b>	<b>168</b>	<b>80</b>	<b>214</b>	<b>0</b>	<b>(900)</b>	<b>470</b>	<b>76</b>	<b>(33)</b>	<b>718</b>
<b>Total</b>	<b>16,120</b>	<b>(1,496)</b>	<b>1,174</b>	<b>2,575</b>	<b>(3,287)</b>	<b>1,135</b>	<b>0</b>	<b>(69)</b>	<b>16,152</b>

\*Base budgets reflect any 16/17 budget virements processed and the revised organisational structure.

6.3 The following table shows the proposed budget for 2017/18 analysed by type of expenditure or income (subjective group) compared to 2016/17.

Table 6.3: Proposed budget analysis 2017/18 by subjective group

Subjective group	Budget 2016/17 £000s	Budget 2017/18 £000s	Change £000s
Employees	17,832	20,189	2,357
Premises	9,573	10,681	1,108
Transport	273	278	5
Supplies & services	15,710	16,421	711
Third party payments (shared services)	7,081	4,994	(2,087)
Housing benefit payments	63,724	62,284	(1,440)
Capital financing	3,372	1,665	(1,707)
Recharge expenditure	16,649	16,795	146



<b>Subtotal expenditure</b>	<b>134,214</b>	<b>133,307</b>	<b>(907)</b>
Government grants	(69,682)	(65,836)	3,846
Receipts	(24,384)	(25,180)	(796)
Recharge income	(24,028)	(26,139)	(2,111)
<b>Subtotal income</b>	<b>(118,094)</b>	<b>(117,155)</b>	<b>939</b>
<b>Total Budgetary Requirement</b>	<b>16,120</b>	<b>16,152</b>	<b>32</b>

## 7. Council tax & precept

7.1 The following table shows the calculation of the level of council tax with the recommended increase of £5 (2.05%).

Table 7.1: Council Tax calculation 2017/18

	<b>No.</b>	<b>£</b>
<b>Budgetary requirement</b>		<b>16,152,240</b>
- Formula grant		(1,670,854)
- NNDR Distribution		(5,452,260)
<b>= Council tax requirement</b>		<b>9,029,126</b>
- Surplus on collection fund		(297,092)
<b>= Council tax precept</b>		<b>8,732,034</b>
Band D Equivalent properties	35,067	
<b>Council tax (Band D)</b>		<b>249.01</b>

7.2 The following table shows the impact of the proposed increase for each council tax band on the Norwich City Council share of total council tax. The full proposed new council tax will be set once we have confirmation from Norfolk County Council and the Office of the Police and Crime Commissioner for Norfolk on any increases they may apply for 2017/18. The figures shown will be reduced, for qualifying council tax payers, by the council's discount scheme which replaced the council tax benefit system.

Table 7.2: Council tax increases 2016/17 to 2017/18, Bands A to H

<b>Band</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>
2016/17	£162.67	£189.79	£216.90	£244.01	£298.23	£352.46	£406.68	£488.02
Increase	£3.33	£3.89	£4.44	£5.00	£6.11	£7.22	£8.33	£10.00
2017/18	£166.01	£193.67	£221.34	£249.01	£304.35	£359.68	£415.02	£498.02

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

8.1 Section 25 of the Local Government Act 2003 requires that the Chief finance officer of the council reports to members on the robustness of the budget estimates and the adequacy of council's reserves. The Chief finance officer is required to provide professional advice to the council on

the two above matters and is expected to address issues of risk and uncertainty.

- 8.2 The main driver to achieve savings in the current budget round has been the council's transformation programme. This has been subject to rigorous review by both members and officers and is directly linked to the service planning process ensuring a strong link between the council's priorities and the financial resources available to deliver them. As with all future estimates there is a level of uncertainty and this has been taken into account when assessing the levels of reserves.
- 8.3 There are risks around the level of unavoidable expenditure and income loss. Historically this has been in excess of £1 million per annum. Both the identification and estimation of these amounts has been included within the council's ongoing transformation programme for the next three years. However, it should be noted that the level of uncertainty surrounding estimates increases as they relate to periods further into the future.
- 8.4 There are also risks around future grant and business rates incomes. In particular, there is significant uncertainty around the future levels of the New Homes Bonus grant. From 2017/18 a national baseline for housing growth will be introduced at 0.4%, below which no New Homes Bonus will be paid. Other potential changes to the scheme to encourage more effective local planning will be consulted in due course. There is also uncertainty over business rates income going forward with the move to 100% retention of business rates by Local Government by 2020. This will bring with it risks and uncertainties particularly those associated with changes in the economic climate and uncertainties from the appeals system for business rates.
- 8.5 Allowing for the above comments on uncertainty it is the opinion of the Chief finance officer that in the budgetary process all reasonable steps have been taken to ensure the robustness of the budget. Further comfort is taken from the record of the council in managing and delivering to budget in year.
- 8.6 A key mitigation for expenditure/income risks is the Chief finance officer's estimate of a prudent level of reserves. An amount has been built into the prudent level of reserves to cover estimated levels of risk, as set out in [Appendix 3](#).
- 8.7 The requirement for financial reserves is acknowledged in statute. Section 32 of the Local Government Finance Act 1992 requires billing authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.
- 8.8 It is the responsibility of the Chief finance officer to advise local authorities about the level of reserves that they should hold and to ensure that there are clear protocols for their establishment and use. Reserves should not be held without a clear purpose.
- 8.9 The council holds two types of general fund reserves:
- The general fund is a working balance to cushion the impact of uneven cash flows. The reserve also acts as a contingency that can be used in year if there are unexpected emergencies, unforeseen spending or uncertain developments and pressures where the exact

timing and value is not yet known and/or in the Council's control. The reserve also provides cover for grant and income risk.

- The earmarked general fund is set aside for specific and designated purposes or to meet known or predicted liabilities e.g. insurance claims.

8.10 Earmarked reserves remain legally part of the general fund although they are accounted for separately.

8.11 A risk assessment has been undertaken to determine the level of non-earmarked general reserves required by the council. In making a recommendation for the level of reserves the Chief finance officer has followed guidance in the CIPFA LAAP Bulletin 77 – Guidance notes on Local Authorities Reserves and Balances. The risk analysis shows that a prudent minimum level of reserves for 2017/18 will be of the order of £4.161m as shown in [Appendix 4](#).

8.12 The following table shows that the anticipated level of balances will remain above this prudent minimum level for the duration of the medium term planning period.

**Table 8.1: Estimated general fund balance through the MTFS period**

<b>Year ending</b>	<b>£000s</b>
31 March 2017	12,949
31 March 2018	12,261
31 March 2019	10,312
31 March 2020	8,032
31 March 2021	6,025
31 March 2022	5,043
31 March 2023	5,059

## **9. Capital resources 2017/18 – 2021/22**

- 9.1 The council owns and maintains a range of assets. Major investment in these assets is funded from the capital programme. In turn the capital programme is resourced, in part, by the income received from the disposal of surplus assets.
- 9.2 In June 2011 the council adopted an asset management strategy that established a framework for the maintenance and improvement of assets that meet the needs of the organisation. Underperforming assets, particularly those retained for investment purposes, will be released to provide a receipt for future investment in the capital programme. The key requirements of the strategy are to optimise the existing portfolio (by establishing a rigorous process for review); to prioritise investment in the portfolio to support income generation and cost reduction; to rationalise office accommodation and to work in partnership with others to attract third party funding to bring forward development on council owned sites (e.g. the use of section 106 funding).
- 9.3 The following table shows the total non-housing capital resources and their application anticipated over the duration of the capital programme:

**Table 9.3: Capital resources 2017/18 – 2021/22**

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Non-housing capital resources	2016/17 £000s	2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s
S106 Balances b/f	(1,060)	(559)	(681)	(635)	(487)
S106 Forecast resources arising	(141)	(414)	(227)	(60)	(60)
S106 Forecast resources utilised (ongoing works)	233	0	0	0	0
S106 Forecast resources utilised (proposed to proceed)	394	0	0	0	0
S106 Forecast resources utilised (requires CLT approval)	15	292	272	209	164
<b>Total S106 Resources</b>	<b>(559)</b>	<b>(681)</b>	<b>(635)</b>	<b>(487)</b>	<b>(383)</b>
CIL Balances b/f	(201)	(291)	(504)	(528)	(610)
CIL Forecast resources arising	(1,521)	(2,399)	(1,948)	(3,095)	(3,072)
CIL Forecast resources utilised (contribution to pool)	1,281	1,970	1,640	2,606	2,587
CIL Forecast resources utilised (ongoing neighbourhood schemes)	50	0	0	0	0
CIL Forecast resources utilised (neighbourhood schemes requires CLT approval)	100	216	284	407	493
<b>Total CIL Resources</b>	<b>(291)</b>	<b>(504)</b>	<b>(528)</b>	<b>(610)</b>	<b>(602)</b>
GNGP Balances b/f	0	0	0	0	0
GNGP Forecast resources arising	(929)	(180)	0	0	0
GNGP Forecast resources utilised (ongoing works)	109	0	0	0	0
GNGP Forecast resources utilised (proposed)	100	0	0	0	0
GNGP Forecast resources utilised (requires CLT approval)	720	180	0	0	0
<b>Total GNGP Resources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
CCAG2 Balances b/f	(2,071)	0	0	0	0
CCAG2 Forecast resources arising	(3,581)	0	0	0	0
CCAG2 Forecast resources utilised (ongoing works)	2,022	0	0	0	0
CCAG2 Forecast resources utilised (proposed)	3,630	0	0	0	0
<b>Total CCAG2 Resources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Anticipated balance b/f	(1,066)	0	0	0	0
Forecast resources arising - borrowing	(22,791)	(12,536)	(15,332)	(19,532)	(10,000)
Forecast resources arising - grants & contributions	(1,362)	0	0	0	0
Forecast resources arising - receipts	(1,746)	(561)	(170)	(110)	(60)
Forecast resources utilised (ongoing works)	6,344	0	0	0	0
Forecast resources utilised (proposed)	3,878	723	4,590	9,532	0
<b>Forecast resources less works proposed to proceed</b>	<b>(16,744)</b>	<b>(12,374)</b>	<b>(10,912)</b>	<b>(10,110)</b>	<b>(10,060)</b>

Non-housing capital resources	2016/17 £000s	2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s
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Forecast resources utilised (ongoing works but requires CLT approval)	724	0	0	0	0
Forecast resources utilised (requires CLT approval)	16,199	12,374	10,912	10,110	10,060
<b>Additional resources required to fund all works requiring CLT approval</b>	<b>(179)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total other capital resources</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>0</b>
<b>Total non-housing capital resources</b>	<b>(851)</b>	<b>(1,185)</b>	<b>(1,163)</b>	<b>(1,097)</b>	<b>(985)</b>

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

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

9.6 Anticipated borrowing covers mainly costs associated with Threescore, Norwich Airport Industrial Estate regeneration, St Giles multi story car park refurbishment and other asset for investment schemes expected to generate revenue income in excess of the borrowing costs. Individual business cases will be required for each of these schemes to demonstrate that income streams will cover capital and borrowing costs before the schemes go ahead.

## 10. Capital programme 2017/18 to 2021/22

10.1 The following table summarises the proposed capital programme and resources, based on capital expenditure supporting the Asset Management Plan and the forecast non-housing capital resources.

**Table 10.1: Capital programme 2017/18 – 2021/22**

Non-housing capital programmes	2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s
General capital	20,132	13,097	15,502	19,642	10,060
City Cycle Ambition	3,950	0	0	0	0
Community Infrastructure Levy	1,381	2,186	1,924	3,013	3,080
GNGP Strategic Pool Schemes	735	180	0	0	0
Section 106 schemes	119	292	272	209	164
<b>Total expenditure</b>	<b>26,317</b>	<b>15,755</b>	<b>17,699</b>	<b>22,863</b>	<b>13,304</b>
S106	409	292	272	209	164
CIL Funding	1,381	2,186	1,924	3,013	3,080
GNGP Funding	820	180	0	0	0
Capital Receipts	2,004	561	170	110	60
Grants and Contributions	4,269	0	0	0	0
Proposed Borrowing	17,434	12,536	15,332	19,532	10,000
<b>Total resources applied</b>	<b>26,317</b>	<b>15,755</b>	<b>17,699</b>	<b>22,863</b>	<b>13,304</b>

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

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10.3 The table below sets out the elements making up the proposed detailed capital programme 2017/18 to 2021/22, over and above existing programme items rolling forward.

10.4 It is recommended that projects marked with an asterisk should proceed immediately, but those without should require a viable business case to be approved by the corporate leadership team prior to any expenditure being committed.

**Table 10.3: Non-Housing Capital Programmes 2017/18 – 2021/22**


Scheme	2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s
10-14 Ber Street	280	1,898	787	-	-
Acquisition of income generating assets	10,000	10,000	10,000	10,000	10,000
City Hall heating pumps replacement *	21	-	-	-	-
City Hall Roof Membrane Replacement	283	-	-	-	-
Community Centre Major Repairs *	69	-	-	-	-
Customer contact centre refurbishment	135	141	-	-	-
Hewett Yard major repairs	33	-	-	-	-
Hurricane Way 16 Demolition	30	-	-	-	-
Hurricane Way 20 Demolition	85	-	-	-	-
Hurricane way 25 Demolition	57	-	-	-	-
Hurricane way 6-14 Demolition	240	-	-	-	-
Investment for Regeneration	50	-	-	-	-
Non trafficked pedestrian bridges / boardwalks	50	30	30	30	30
Norman Centre Bowls Hall Lighting replacement	39	-	-	-	-
Norman centre corridor lighting replacement *	11	-	-	-	-
Norman Centre Heating Replacement	200	-	-	-	-
Norman Centre roof replacement	39	-	-	-	-
Norwich Airport Industrial Estate phase 1 regeneration	4,000	-	-	-	-
Norwich Parks Tennis expansion *	415	-	-	-	-
Parks Depots *	150	85	45	-	-
Pay on foot car park payment machines *	8	-	-	-	-
Provision of a new CCTV system *	206	-	-	-	-
Replacement of Multi use games areas	80	75	65	50	-
Replacement of network equipment post BT contract *	250	-	-	-	-
Riverbank stabilisation (River yare & Wensum)	75	30	30	30	30
St Andrews & Blackfriars Halls - Fire system voice alarm controller *	11	-	-	-	-
St Giles MSCP Refurbishment *	475	-	-	-	-
St Giles MSCP - replace central battery system *	17	-	-	-	-
Threescore Phase 2 *	2,251	638	187	-	-
Threescore Phase 3 *	-	-	4,358	9,532	-
Traveller Site	524	-	-	-	-
Waterloo Park Pavilion Asset Major repairs & improvement *	50	-	-	-	-
Waterloo Park Pavilion Asset Major repairs & improvement	-	200	-	-	-
<b>Total General Capital Projects</b>	<b>20,132</b>	<b>13,097</b>	<b>15,502</b>	<b>19,642</b>	<b>10,060</b>
CCAG Programme 2017.18 *	3,745	-	-	-	-
CCAG2 20MPH Yellow *	203	-	-	-	-
CCAG2 Magdalen Road *	2	-	-	-	-
<b>Total City Cycle Ambition</b>	<b>3,950</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## ITEM 7 APPENDIX A

CIL Neighbourhood Funded Schemes	100	216	284	407	493
CIL Contribution GNGB Infrastructure Investment Fund *	1,281	1,970	1,640	2,606	2,587
<b>Total Community Infrastructure Levy</b>	<b>1,381</b>	<b>2,186</b>	<b>1,924</b>	<b>3,013</b>	<b>3,080</b>
GNGB Castle Gardens	150	-	-	-	-
GNGB Football Pitch Improvements	115	-	-	-	-
GNGB Marriotts Way Barn Road Gateway	40	-	-	-	-
GNGB Riverside Walk Accessibility Improvements	20	180	-	-	-
GNGB IIF Marriotts Way Andersons Meadow to Sloughbottom Park	250	-	-	-	-
GNGB IIF Riverside Walk Fye Bridge to Whitefriars	160	-	-	-	-
<b>Total Greater Norwich Growth Project</b>	<b>735</b>	<b>180</b>	<b>-</b>	<b>-</b>	<b>-</b>
S.106 Bowthorpe To Clover Hill Access Improvements *	27	-	-	-	-
S.106 Mile Cross Gardens Play Scheme *	76	-	-	-	-
S.106 Riverside Public Transport Improvements *	16	-	-	-	-
Anticipated S106 Schemes - Future Years	-	292	272	209	164
<b>Total Section 106</b>	<b>119</b>	<b>292</b>	<b>272</b>	<b>209</b>	<b>164</b>
<b>Total non-housing capital programme 2016/17</b>	<b>26,317</b>	<b>15,755</b>	<b>17,699</b>	<b>22,863</b>	<b>13,304</b>

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

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

<b>Integrated impact assessment</b>		 <b>NORWICH</b> City Council
The IIA should assess <b>the impact of the recommendation</b> being made by the report		
<b>Report author to complete</b>		
<b>Committee:</b>	Cabinet	
<b>Committee date:</b>	8 February 2017	
<b>Head of service:</b>	Justine Hartley, Chief finance officer	
<b>Report subject:</b>	General fund revenue budget and non-housing capital programme 2017/18	
<b>Date assessed:</b>	13 January 2017	
<b>Description:</b>	This integrated impact assessment covers the proposed general fund budget, capital programme and council tax for 2017/18	



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

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

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

## Appendix 1

## Consultation responses on the proposed budget for 2017/18

Across the whole consultation a total of 970 responses were received. The data represents the results from those 970 responses. No data has been weighted

Responses were also sought on the proposed approaches to change ways of working and to save money or generate income. The detailed ideas will be analysed further and used to inform the future development of income and savings options.

### QB1: To what extent do you support the council raising its share of council tax by 2.05 per cent in 2017-18 and using that money to protect key services in the future?

Strongly agree	29.66%
Agree	25.05%
Neither agree nor disagree	10.28%
Disagree	9.64%
Strongly disagree	23.66%
Don't know	1.71%

In total, **55.71%** support this, against 33.30% who were against it.

### QC1: Do you agree the council should continue to increase 'applicable amounts' for the scheme to protect those on low incomes?

Yes	60.96%
No	25.80%
Don't know	13.24%

### QC2: Do you agree we should allow a Universal Credit claimant to remain eligible for CTRS during a period when they are not receiving Universal Credit?

Yes	48.74%
No	31.74%
Don't know	19.52%

### QC3: Do you agree we should reduce the backdating of CTRS from six to two months?

Yes	56.65%
No	24.31%
Don't know	19.04%

### QC4: Do you agree we should change CTRS to match recent changes in housing benefit regulations for applicants temporarily living away from Great Britain?

Yes	0.89%
No	17.22%
Don't know	21.89%

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## Appendix 2

## Movements in budget 2017/18 by type

Table A2.1: Adjustments to base budgets

<b>Adjusted Base / Transfers</b>	<b>£000s</b>
Change to the GF contribution to/from reserves (per MTFS)	(1,140)
Revenue contribution to capital for Disabled Facilities Grants	300
Revenue contribution to capital programme	250
Planned decrease in contingency	(124)
Changes to non-central departmental recharge changes	(256)
Changes to Central Departmental Support recharges	(526)
<b>Total Adjusted Base / Transfers</b>	<b>(1,496)</b>

Table A2.2: Growth and Inflation

<b>Inflation</b>	<b>£000s</b>
Contract/expenditure inflation	378
Staff salary inflation and increments	285
Pension added years inflationary adjustment and deficit inflationary adjustment	511
<b>Total Growth and Inflation</b>	<b>1,174</b>

Table A2.3: Grant Changes

<b>Grant changes</b>	<b>£000s</b>
Reduction in New Homes Bonus	1,091
Removal of PFI grant	1,429
Reduction in Housing Benefit Admin grant	66
Movement in budgeted Local Council Tax Support Grant	-3
DWP New Burdens grant	-8
<b>Total Grant Changes</b>	<b>2,575</b>

Table A2.4: Transformation Savings/Income

<b>Transformation Savings/Income</b>	<b>£000s</b>
See Appendix 3 for further detail	(3,287)
	<b>(3,287)</b>

Table A2.5: Transformation Growth

<b>Growth</b>	<b>£000s</b>
Reduction in interest income	300
Impact of business rates revaluation	363
Contribution to earmarked insurance reserve	99
Apprenticeship levy	90
Impact of licensing loss of income (legal ruling)	60
Increased cost of Local Plan development	50
Investment for regeneration	50
Riverside Mgt Fee	21
Additional internal audit days	15
Increase in MRP charges	87
<b>Total Transformation Growth</b>	<b>1,135</b>

Table A2.6: Other Savings/Income

<b>Other Savings/Income</b>	<b>£000s</b>
Additional Income (individually under £10k)	(27)
Savings (individually under £10k)	(42)
<b>Total Other Savings/Income</b>	<b>(69)</b>

## Appendix 3

## Transformation Plan 2017/18 to 2018/19

No.	Service Area	Description of key savings / income projects	2017/18 £'000	2018/19 £'000
1	Neighbourhoods	Introduce a collection charge for hazardous waste collections	(4)	
2	Neighbourhoods	Increase subscription charges for the garden waste collection service	(11)	(11)
3	Neighbourhoods	Cemeteries service provision	(50)	(50)
4	Neighbourhoods	Increase charges for bulky waste collections	(2)	(2)
5	Neighbourhoods	Reduce costs of street cleansing service	(69)	
6	Neighbourhoods	Remove Geographic Information System post from establishment as work covered by other posts	(8)	
7	Neighbourhoods	Extending access by replacing grass tennis courts with 4 all-weather courts		(42)
8	Neighbourhoods	Introduction of footgolf at Mousehold	(8)	
9	Neighbourhoods	Review of facilities within parks, open spaces and play areas		(125)
10	Neighbourhoods	Review of Citywide recharges between the General Fund and HRA	(50)	
11	Neighbourhoods	Increasing profit margin from joint venture	(5)	(5)
12	Neighbourhoods	Increase market rental income	(119)	
13	Neighbourhoods	Improved self-serve for licensing processes	(34)	
14	Neighbourhoods	Selling Food Hygiene/Health & Safety courses and new business advice		(5)
15	Neighbourhoods	No inflation for joint venture	(120)	(120)
16	Neighbourhoods	Reduce litter bin budget	(10)	
17	Neighbourhoods	Charge full cost for pest control treatments	(5)	(5)
18	Regen & Growth	City growth and development revenue cost reduction	(36)	
19	Regen & Growth	Mile Cross Business Centre cost reduction	(56)	
20	Regen & Growth	Economic development unit projects		(85)
21	Regen & Growth	Investment property income growth	(75)	(150)
22	Regen & Growth	Reduce public lighting costs	(40)	
23	Regen & Growth	Development of Threescore phase 2 for mixture of private sale, private rent and social rent property	(123)	(57)
24	Regen & Growth	Income from new Rose Lane multi-storey car park	(180)	(184)
25	Regen & Growth	Increased income from car parks and potential new car parks		(272)
26	Regen & Growth	Housing improvement cost recovery	(12)	
27	Regen & Growth	Energy Performance	(50)	
28	Customers, Comms & Culture	Norman Centre income	(6)	(6)
29	Regen & Growth	Increase in planning consultancy income	(22)	



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30	Business Services	Reduce ICT development budget	(100)	
No.	Service Area	Description of key savings / income projects	2017/18 £'000	2018/19 £'000
31	Business Services	Review of partnership costs across all areas	(350)	(150)
32	Business Services	Increase trading of joint venture	(40)	(20)
33	Business Services	Webcapture project	(55)	
34	Business Services	Democratic services and elections re-organisation	(41)	
35	Business Services	Housing benefit subsidy rebate	(130)	
36	Business Services	Removal of one-off network cost incurred in 16/17	(100)	
37	Business Services	Reduced training budget	(5)	
38	Business Services	Recruitment	(10)	
39	Business Services	HR Supplies and services	(5)	(7)
40	Cross-cutting	Overall review of joint venture working	(81)	(65)
41	Cross-cutting	Review of fees and charges		(60)
42	Cross-cutting	Advertising income	(52)	
43	Cross-cutting	Organisational review	(33)	
44	Cross-cutting	Customer contact and service standards model	(250)	(250)
45	Cross-cutting	Fleet review	(24)	
46	Cross-cutting	Carbon management programme and night watchman	(35)	(35)
47	Cross-cutting	Accommodation and work styles	(84)	
48	Cross-cutting	Vacancy management	(150)	
49	Cross-cutting	Savings in property and property management costs		(300)
50	Cross-cutting	Management savings		(100)
51	Cross-cutting	Specialist technical services		(50)
52	Cross-cutting	Streamlining of processes		(300)
53	Regen & Growth	Increase rental income	(41)	
54	Regen & Growth	Additional income for highways activity and staff	(38)	
55	Cross-cutting	Council tax in year collection		(30)
56		Appendix 5 items	(568)	(369)
		<b>Total Savings/Additional Income</b>	<b>(3,287)</b>	<b>(2,855)</b>

		<b>Assumed Growth</b>	<b>1,135</b>	<b>750</b>
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		<b>Council tax increase and improved collection</b>	<b>(184)</b>	
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		Net Saving	(2,336)	(2,105)
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## Appendix 4

## Calculation of prudent minimum balance

Estimate of prudent level of General Fund reserves 2016/17				Page 1/2
Description	Level of risk	Amount at risk	Risk	
Employee Costs	Medium	20,188,816	40,378	
Premises Costs	Medium	10,681,096	40,054	
Transport Costs	Medium	278,046	1,564	
Supplies & Services	Medium	16,420,848	246,313	
Third Party Payments	Medium	4,993,739	37,453	
Transfer Payments	Medium	62,283,699	186,851	
Receipts	Medium	-25,180,289	132,197	
Grants & Contributions	Low	-65,835,243	98,753	
Total One Year Operational Risk			783,562	
Allowing three years cover on operational risk				2,350,686
<b>Balance Sheet Risks</b>				
Issues arising from Annual Governance Report	0	@ 100%	0	
<b>General &amp; Specific Risks</b>				
Unforeseen events	2,000,000	@ 50%	1,000,000	
Legal action – counsels' fees	100,000	@ 100%	100,000	
Council Tax Reduction	700,000	@ 10%	70,000	
Business Rates retention	500,000	@ 100%	500,000	
Litigation / claims	700,000	@ 20%	140,000	
<b>ESTIMATED REQUIRED LEVEL OF GENERAL FUND RESERVES</b>				<b>4,160,686</b>

## Operational cost risk profiles

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		<i>Low Risk</i>	<i>Med Risk</i>	<i>High Risk</i>
Employee Costs	overspend probability amount at risk	1.00% 15.0% 30,283	2.00% 10.0% 40,378	3.00% 5.0% 30,283
Premises Costs	overspend probability amount at risk	2.50% 10.0% 26,703	5.00% 7.5% 40,054	7.50% 5.0% 40,054
Transport Costs	overspend probability amount at risk	5.00% 10.0% 1,390	7.50% 7.5% 1,564	10.00% 5.0% 1,390
Supplies & Services	overspend probability amount at risk	5.00% 20.0% 164,208	10.00% 15.0% 246,313	15.00% 10.0% 246,313
Third Party Payments	overspend probability amount at risk	5.00% 10.0% 24,969	10.00% 7.5% 37,453	15.00% 5.0% 37,453
Transfer Payments	overspend probability amount at risk	1.00% 25.0% 155,709	2.00% 15.0% 186,851	3.00% 10.0% 186,851
Receipts	shortfall probability amount at risk	2.00% 25.0% 125,901	3.50% 15.0% 132,197	5.00% 10.0% 125,901
Grants & Contributions	shortfall probability amount at risk	1.00% 15.0% 98,753	1.50% 10.0% 98,753	2.00% 5.0% 65,835

<b>Report to</b>	Cabinet	<b>Item</b>
	8 February 2017	
<b>Report of</b>	Chief finance officer	
<b>Subject</b>	Housing Rents and Budgets 2017/18	

## Purpose

To consider the Housing Revenue Account budget for 2017/18, council housing rents for 2017/18, the prudent minimum level of HRA reserves 2017/18, and housing capital programme 2017/18 to 2021/22.

## Recommendation

- 1) To recommend to council, for the 2017/18 financial year, to:
  - a) implement the minimum 1% rent reduction in accordance with legislation set down in the Welfare Reform and Work Act 2016. ([para 5.8](#)).
  - b) approve the proposed Housing Revenue Account budgets ([para 3.1](#)).
  - c) approve the prudent minimum level of housing reserves ([para 6.6](#)).
  - d) approve the proposed housing capital programme 2017/18 to 2021/22 ([para 8.1](#)).
  - e) approve that garage rents increase by 2% ([para 5.12](#))
- 2) To note that service charges will be determined under delegated powers in compliance with the constitution ([para 5.13](#)).

## Corporate and service priorities

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

## Financial implications

These are set out in the body of the report

**Ward/s:** All wards

**Cabinet members:** Councillor Harris - Deputy leader and council housing  
Councillor Stonard – Resources and business liaison

**Contact officers:** Justine Hartley, Chief finance officer 01603 212440  
Shaun Flaxman, Group accountant 01603 212805

## Background documents

None

# Report

## 1. Contents of report

- 1.1 The contents of this report are set out as follows:
  2. [Budgetary context](#)
  3. [Summary HRA Budget 2016/17 into 2017/18](#)
  4. [Background to financial Planning for the HRA](#)
  5. [Council Housing Rents](#)
  6. [Report by the Chief Financial Officer on the robustness of estimates, reserves and balances](#)
  7. [Housing Capital Resources 2016/17-2020/21](#)
  8. [Recommended Housing Capital Programme 2016/17 to 2020/21](#)

Appendix 1 [Budget movements by type](#)

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

## 2. Budgetary context

- 2.1 The Housing Revenue Account (HRA) is a ring fenced account that the authority must maintain in relation to its council housing stock. The HRA must fund all expenditure associated with the management and maintenance of the housing stock. The HRA is a complex account, the format of which is prescribed by government.
- 2.2 The HRA moved from a position of being heavily influenced by central government, through the Housing Subsidy system, to a position under Self-Financing where the council had considerably greater discretion over the use of HRA resources. Rent and other income under Self-Financing, remain within the council's HRA rather than being subsumed into a national pool. However, the level of government influence on the HRA increased again in 2015 with the introduction of a mandatory reduction in social rent levels, and with the introduction of measures included within the Housing and Planning Act 2016.
- 2.3 The proposed budgets have been drawn up within the framework of the Corporate Plan, corporate Medium Term Financial Strategy (MTFS), the Neighbourhood & Strategic Housing Services' Service Plans, the HRA Business Plan, the Housing Asset Management Plan, and the Housing Investment Strategy.

### 3. HRA Budget 2016/17 into 2017/18

- 3.1 The following table shows the proposed budget in summarised statutory form assuming a rent reduction in line with provisions in the Welfare Reform and Work Act 2016 (see para 5.8).

Statutory Division of Service	Original Budget 2016/17 £000s	Draft Budget 2017/18 £000s	Change £000s
Repairs & Maintenance	15,499	13,815	(1,684)
Rents, Rates, & Other Property Costs	5,937	5,789	(148)
General Management	11,393	12,115	722
Special Services	5,069	5,090	21
Depreciation & Impairment	22,140	21,992	(148)
Provision for Bad Debts	334	223	(111)
<b>Gross HRA Expenditure</b>	<b>60,372</b>	<b>59,024</b>	<b>(1,348)</b>
Dwelling Rents	(58,973)	(57,692)	1,281
Garage & Other Property Rents	(2,224)	(2,169)	55
Service Charges – General	(8,343)	(8,374)	(31)
Adjustments & Financing Items (including revenue contribution to capital)	26,248	20,030	(6,218)
Miscellaneous Income	(75)	(85)	(10)
Amenities shared by whole community	(549)	(586)	(37)
Interest Received	(175)	(175)	0
<b>Gross HRA Income</b>	<b>(44,091)</b>	<b>(49,051)</b>	<b>(4,960)</b>
<b>Total Housing Revenue Account</b>	<b>16,281</b>	<b>9,973</b>	<b>(6,308)</b>

- 3.2 The £6.308m movement from £16.281m to £9.973m use of reserves can be analysed by type of movement and statutory division of service as follows:

	General Mgt	Rents and Service Charges	Repairs & Maintenance	Special Services	Other HRA	Total HRA
Adjustment to base/recharges	905	(38)	(22)	(9)	(6,537)	<b>(5,701)</b>
Inflation	79	0	3	128	(1)	<b>209</b>
Growth	(3)	585	0	58	136	<b>775</b>
Savings	(564)	(732)	(1,423)	(92)	(120)	<b>(2,930)</b>
Income increase	0	(173)	(132)	0	(125)	<b>(430)</b>
Income reduction	151	1,450	0	0	169	<b>1,769</b>
Transfers	178	(27)	(109)	(87)	45	<b>0</b>
<b>Draft budget 17/18</b>	<b>745</b>	<b>1,065</b>	<b>(1,684)</b>	<b>(1)</b>	<b>(6,433)</b>	<b>(6,308)</b>

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

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

Item	£000s
Brought Forward from 2015/16	(26,190)
Forecast use of balances 2016/17	9,102
Forecast Carry Forward to 2017/18	(17,088)
Draft Budget 2017/18	9,973
<b>Forecast Carry Forward to 2018/19</b>	<b>(7,115)</b>

- 3.4 A forecast reduction in the planned use of the HRA reserve balance in 2016/17 will provide a substantial resource that is planned to be utilised to fund capital expenditure in 2017/18. This will bring resources down closer to the recommended minimum balance and reduce the requirement to borrow, which incurs greater costs.

#### 4. Background to financial planning for the HRA

- 4.1 Financial planning for the HRA is based upon the 30-year Business Plan. In February 2016, members approved a housing capital plan which, despite the implementation of a mandatory 1% rent reduction, indicated that it would be possible to repay HRA borrowing within the 30 year HRA business plan.

#### 5. Council housing rents

##### Rent policy context

- 5.1 In December 2002 the executive agreed to introduce the government's Rent Restructuring from April 2003. Under this system a target rent for each property was calculated. Rents for individual properties were set to collect the general increase, and move rent levels towards the target rents. The government initially intended that council and registered social landlord rents - for properties of similar sizes and locations - would converge by April 2011 and then extended to April 2017. This meant that the amount of increase in rent could vary for properties depending on how near they were to the target rent as calculated by the Rent Restructuring Formula.
- 5.2 From 2012-13, the housing subsidy system was abolished and councils are now self-financing. The proceeds of rent increases now remain with the council instead of being negated by housing subsidy payments.
- 5.3 Under the previous subsidy system, the council was able to finance the Decent Homes Standard, but was unable to maintain service and investment standards in the medium and long term. The introduction of self financing improved this position, enabling a higher level of investment, which has informed the recent capital programmes.
- 5.4 More significantly for council landlords, the self-financing regime relies on councils raising sufficient money through rents to fund their liabilities and investment needs, assessed through their HRA Business Plans.
- 5.5 The level of rent tenants pay was historically a decision for the council, but it was the expectation of ministers and assumption of the HRA business plan that authorities would follow the guidelines.



- 5.6 For 2014-15, the combination of September 2013 inflation at 3.2% and the movement towards converging rents 2016/17 meant that following rent restructuring formula would have generated an average rent increase of 5.57% for Norwich tenants. However, having considered the financial implications, this council determined that an increase of 1.5% should be applied to all rents, with no additional movement towards convergence with target rents.
- 5.7 For 2015/16, the government's rent policy changed to state that rent should be increased by Consumer Price Index (CPI) as of September the preceding year, plus 1% and that rent would no longer converge with target rents. This equated to a rent increase of 2.2% for Norwich tenants.
- 5.8 For 2016/17, the government's rent policy was replaced by a mandatory minimum 1% reduction in rent for a four year period until the end of March 2020. The reduction was set out in the Welfare Reform and Work Act 2016.

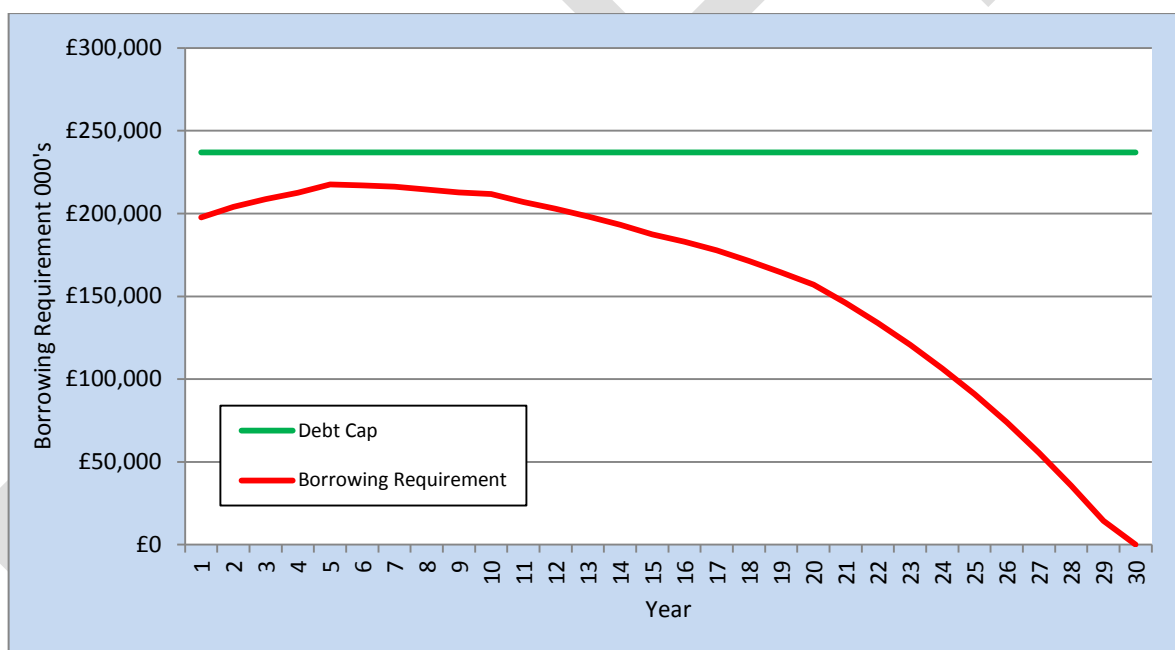
**2017/18 rent adjustment**

- 5.9 The mandatory 1% rent reduction continues for 2017/18, which for Norwich tenants, generates an average weekly rent of £77.93 which equates to an average reduction of £0.79.
- 5.10 In order to mitigate the negative impact of the rent reduction, it has been necessary to make changes to future proposed capital programmes to ensure that HRA borrowing continues to remain within allowable borrowing limits.
- 5.11 This council has invested significantly in improving its housing stock over recent years to its own 'Norwich standard'. That programme is due to complete in 2017/18 and as a result, future expenditure will reduce. In order to meet the required spend reductions, scheduled work continues to be aligned to the full extent of current expected lifecycles and only essential maintenance and upgrades will be carried out from 2018/19. In addition, reductions in cost continue to be secured as a result of contract retendering.
- 5.12 It is proposed that garage rents are increased by 2%. This is in line with the government formula for dwelling rents prior to the implementation of the mandatory rent reduction, based on CPI as at the preceding September (1%) plus 1%.
- 5.13 In accordance with the constitution, levels of tenants' service charges will be determined by officers under delegated powers, in consultation with the portfolio holder and after engagement with tenant representatives.

**Update on Housing and Planning Act 2016**

- 5.14 The Housing and Planning Act 2016 introduced the following two elements with potential significant financial impact on the HRA Business Plan:
- Pay to Stay (requiring social housing households earning over £31,000 per annum to pay at or near market rents)
  - Extension of Right to Buy to Registered Providers (enabling financial losses resulting from discount to be recovered from the funds generated by the sale of high value void council dwellings)

- 5.15 It was anticipated that as a result of increased rents, the Pay to Stay requirements would generate an increased level of Right to Buy sales following its implementation. However, the government have subsequently announced that they no longer plan to implement this element of the Act, therefore the HRA business plan has been updated to reflect this.
- 5.16 In order to compensate Registered Providers for financial losses incurred as a result of the extended Right to Buy legislation, the Housing and Planning Act made provision for a determination to be imposed on Housing Revenue Accounts based on the value of their stock, in lieu of being forced to sell high value void dwellings. It has been indicated that the sum may represent an additional significant annual capital cost, but the formula upon which the determination will be based is still unknown and it is therefore not possible to estimate the cost to the council or to draw up any detailed plans to address this. However, the government has confirmed that there will be no determination levied in the 2017/18 financial year.
- 5.17 The chart below illustrates the impact on the updated HRA Business Plan and HRA borrowing requirement of the proposed 2017/18 budgets and housing capital programme with rent continuing to reduce by 1% for the next 3 years. This demonstrates that the borrowing can be repaid within the 30 year life of the business plan.



## 6. Report by the chief financial officer on the robustness of estimates, reserves and balances

- 6.1 Section 25 of the Local Government Act 2003 requires that the chief finance officer of the authority reports to members on the robustness of the budget estimates and the adequacy of council's reserves.

- 6.2 The chief finance officer is required to provide professional advice to the council on the two above matters and is expected to address issues of risk and uncertainty.

### **Estimates**

- 6.3 As with all future estimates there is a level of uncertainty and this has been taken into account when building the business plan and assessing the levels of reserves. In particular, until the level of the anticipated high value voids determination is known detailed actions to address it cannot be built into the HRA business plan. We do know that there will be no determination levied in 2017/18 so at this stage no allowance has been made for the determination in the plan other than to retain an amount of £2.75m in the prudent minimum balance of HRA reserves to contribute to any future pressure arising from the introduction of this payment. When the business plan is revised for 2018/19 more information on the level of the determination should be available. The government's expectation is that the council will sell properties which become empty to fund the determination.
- 6.4 Allowing for the above comment on uncertainty and the need to adapt the plan in future years once the value of the high value determination is known, it is the opinion of the chief finance officer that in the budgetary process all reasonable steps have been taken to ensure the robustness of the budget.

### **Reserves**

- 6.5 A risk assessment has been undertaken to determine the level of HRA general reserves required by the council, which has been set at £5.885m as set out in [Appendix 2](#).
- 6.6 In making a recommendation for the level of reserves the chief finance officer has followed guidance in the CIPFA LAAP Bulletin 77 – Guidance notes on Local Authorities Reserves and Balances.
- 6.7 The requirement for financial reserves is acknowledged in statute. Sections 32 and 43 of the Local Government Finance Act 1992 require billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.
- 6.8 HRA earmarked reserves remain legally part of the HRA although they are accounted for separately.
- 6.9 There are also a range of safeguards in place that help to prevent local authorities over-committing themselves financially. These include:
- a) the balanced budget requirement (England, Scotland and Wales) (sections 32, 43 and 93 of the Local Government Finance Act 1992)
  - b) Chief finance officers' duty to report on robustness of estimates and adequacy of reserves (under section 25 of the Local Government Act 2003 when the authority is considering its budget requirement (England and Wales))
  - c) the requirements of the Prudential Code
  - d) auditors will consider whether audited bodies have established adequate arrangements to ensure that their financial position is soundly based.

- 6.10 Whilst it is primarily the responsibility of the local authority and its chief finance officer to maintain a sound financial position, external auditors will, as part of their wider responsibilities, consider whether audited bodies have established adequate arrangements to ensure that their financial position is soundly based. However, it is not the responsibility of auditors to prescribe the optimum or minimum level of reserves for individual authorities or authorities in general.

**Role of the chief finance officer**

- 6.11 Within the existing statutory and regulatory framework, it is the responsibility of the chief finance officer to advise local authorities about the level of reserves that they should hold and to ensure that there are clear protocols for their establishment and use. Reserves should not be held without a clear purpose. The risk analysis attached as Appendix 2 shows that an adequate level of HRA reserves for the Council will be in the order of £5.885m.

**7. Housing capital resources 2017/18-2021/22**

- 7.1 The abolition of the HRA subsidy system from 1 April 2012 and the inception of 'self-financing' for council housing allowed the council, in consultation with its tenants, to develop plans for increased investment in maintaining and improving council housing in Norwich.
- 7.2 The additional resources made available by retaining rent income within the city, rather than passing surpluses to the government, enabled the council to adopt the Norwich Standard for maintenance and improvements of tenants' homes rather than the basic Decent Homes Standard and to adopt a Housing Investment Strategy (as considered by cabinet on 14 November 2012) to deliver new council housing, reconfiguration of sheltered housing, estate renewal, renewable energy solutions, and support to private sector housing in the city.
- 7.3 The following table indicates the anticipated levels of resources available to the Housing Capital Programme in future years.

<b>Housing Capital Resources</b>	<b>2017/18 £000s</b>	<b>2018/19 £000s</b>	<b>2019/20 £000s</b>	<b>2020/21 £000s</b>	<b>2021/22 £000s</b>
Forecast resources brought forward	0	0	0	0	0
Capital grants	(951)	(882)	(882)	(882)	(882)
Major Repairs Reserve - depreciation charges	(6,925)	(11,906)	(13,781)	(13,679)	(13,129)
HRA borrowing from headroom under debt cap	(8,788)	(407)	(121)	0	0
Revenue Contribution to Capital	(19,677)	(8,342)	(7,252)	(6,321)	0
Contributions to costs	(250)	(250)	(250)	(250)	(250)
Section 106 Commuted Sum	(817)	0	0	0	0
Capital receipts - properties uneconomic to repair	(866)	(866)	(866)	(866)	(866)
Capital receipts arising from RTB	(3,032)	(2,950)	(2,328)	(1,940)	(1,940)
Retained "one for one" RTB Receipts	(10,044)	(2,608)	(3,574)	(2,000)	(2,000)
<b>Gross forecast resources</b>	<b>(51,349)</b>	<b>(28,211)</b>	<b>(29,054)</b>	<b>(25,937)</b>	<b>(19,066)</b>
Forecast resources utilised	51,349	28,211	29,053	25,937	19,067
<b>Forecast resources carried forward</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

- 7.4 Proposed housing capital expenditure includes continuing to maintain the structural integrity of tenants' homes, delivering the Norwich Standard of maintenance and improvement, and investment in accordance with the objectives set out in the Housing Investment Strategy.
- 7.5 All planned capital costs and resources are incorporated into the HRA Business Plan projections.
- 7.6 All risks relating to the resourcing and delivery of the capital plan are identified and managed in accordance with the council's *Risk management strategy*.

## **8. Recommended housing capital programme 2017/18 – 2021/22**

- 8.1 The following table details the proposed *Housing capital programme* for approval:

Scheme	2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s
<i>Proposed carry-forward from 2016/17</i>	7,089				
Home Upgrades	6,819	6,699	5,785	5,785	4,635
Heating Upgrades	4,057	4,050	2,750	3,750	3,150
Window & Door Upgrades	2,004	1,455	1,355	455	205
Insulation	660	660	500	400	200
Community Safety & Environment	494	75	75	75	75
Sheltered Housing Regeneration	550	115	113	113	112
Preventative Maintenance	6,969	7,825	7,925	7,825	5,385
Supported Independent Living	1,180	800	800	800	800
Site Formation	50	50	50	50	50
Fees	755	755	755	755	755
<b>Neighbourhood Housing</b>	<b>30,628</b>	<b>22,484</b>	<b>20,107</b>	<b>20,007</b>	<b>15,367</b>
<i>Proposed carry-forward from 2016/17</i>	5,514				
New Build Social Housing	7,213	2,027	5,246	2,230	0
RTB Buyback Programme	500	500	500	500	500
<b>Housing Investment</b>	<b>13,227</b>	<b>2,527</b>	<b>5,746</b>	<b>2,730</b>	<b>500</b>
<i>Proposed carry-forward from 2016/17</i>	69				
Capital Grants to Housing Associations	6,226	2,000	2,000	2,000	2,000
Home Improvement Agency Works	1,200	1,200	1,200	1,200	1,200
<b>Strategic Housing</b>	<b>7,495</b>	<b>3,200</b>	<b>3,200</b>	<b>3,200</b>	<b>3,200</b>
<b>Total Housing Capital Programme</b>	<b>51,349</b>	<b>28,211</b>	<b>29,053</b>	<b>25,937</b>	<b>19,067</b>

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

Housing Capital Programme	2014/15 Outcomes	2015/16 Outcomes	2016/17 Outcomes	2017/18 Planned	Change 2016/17 to 2017/18
New kitchens	1,557	1,575	1,144	508	-636
New bathrooms	1049	1,049	1,559	587	-972
Heating systems/boilers	999	984	617	791	174
New composite doors	4,015	2,622	3,032	1,740	-1,292
New PVCu windows	34	68	69	126	57

- 8.3 These outcomes reflect the end of the windows programme, and the continued focus on the replacement doors programme.
- 8.4 In addition, future capital programmes anticipate the building of 163 new council homes over the next 5 years.
- 8.5 The capital programme proposed above will be supplemented by resources and commitments brought forward from the 2016/17 capital programme.

## Integrated impact assessment



**NORWICH**  
City Council

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

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	1 February 2017
<b>Head of service:</b>	Justine Hartley, chief finance officer
<b>Report subject:</b>	Housing Budgets and Rents 2017/18
<b>Date assessed:</b>	
<b>Description:</b>	This integrated impact assessment covers the proposed housing budgets and council housing rents for 2017/18.

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



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

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

## APPENDIX 1

### Draft Housing Revenue Account budgets 2017/18

#### Budget movements by type

<b>Adjustment to Base / Transfers</b>	<b>£000s</b>
Increase in contingency budget	379
Increase in corporate recharges	504
Other recharge changes	(157)
Revenue Contribution to Capital	(6,427)
<b>Adjustment to Base / Transfers</b>	<b>(5,701)</b>

<b>Inflation/Pensions Growth</b>	<b>£000s</b>
Contract/expenditure inflation (including living wage impact)	97
Staff salary inflation and increments	74
Pension added years and pension deficit inflationary adjustments	38
<b>Total Inflation/Pensions Growth</b>	<b>209</b>

<b>Growth</b>	<b>£000s</b>
Increase in estimated depreciation costs	570
Increase in contribution to insurance ear-marked reserve	138
Additional recharges resulting from review of citywide recharges between the GF and HRA	50
Increase in corporate debt management costs	13
Other growth (under £10k)	4
<b>Total inflation and Growth</b>	<b>775</b>

<b>Income Reduction</b>	<b>£000s</b>
Reduction in rents	1,449
Increased voids on garage rentals	134
Loss of funding from the County Council for Families Unit	151
Reduced rental income on commercial properties	35
<b>Income Reduction</b>	<b>1,769</b>

<b>Savings</b>	<b>£000s</b>
Savings from repairs and maintenance programme	(1,364)
Reduction in Item 8 debt costs	(732)
Housing management restructure	(125)
Reduction in professional advice budgets	(154)
Reduction in garage repairs budget	(50)
Budget for software costs no longer required	(44)
Saving from centralisation of pool car fleet	(35)
Reduced budget on sheltered alarm contract costs	(33)
Closed area offices	(17)
Other savings (individually under £10k)	(75)
Appendix 5 items	(301)
<b>Total Savings</b>	<b>(2,930)</b>

<b>Income Increase</b>	<b>£000s</b>
Lower anticipated void rate on council properties	(169)
Increased income for tenant contributions to repairs	(132)
Increase in income from garage rentals	(105)
Additional Income (individually under £10k)	(24)
<b>Income Increase</b>	<b>(430)</b>

## APPENDIX 2

### Housing Revenue Account – Prudent Minimum Balance

Estimate of prudent level of HRA reserves 2017/18			Page 1/2
<u>Description</u>	<u>Level of risk</u>	<u>Amount at risk</u>	<u>Risk</u>
Employee Costs	<i>High</i>	6,301,030	31,505
Supplies and Services	<i>High</i>	2,466,566	5,933
Premises Costs	<i>High</i>	7,821,884	19,555
Transport Costs	<i>High</i>	122,209	306
Contracted Services	<i>Medium</i>	14,241,170	106,809
Fees and Charges	<i>Medium</i>	1,914,875	28,723
Investment Income	<i>Medium</i>	175,000	5,250
Rents & Service Charges	<i>Low</i>	67,238,141	168,095
Financing Items	<i>Medium</i>	31,709,938	95,130
Total One Year Operational Risk			461,539
<b>Allowing three years cover on operational risk</b>			<b>1,384,617</b>
<b>Balance Sheet risk</b>			
Issues arising from Welfare reform			<b>750,000</b>
<b>General Risk</b>			
Unforeseen events			<b>1,000,000</b>
Inability to fund future high value voids determinations			<b>2,750,000</b>
<b>ESTIMATED REQUIRED LEVEL OF HRA RESERVES</b>			<b>5,884,617</b>

## Operational cost risk profiles

Page  
2/2

		<i>Low Risk</i>	<i>Med Risk</i>	<i>High Risk</i>
Employee Costs	overspend	1.00%	2.50%	5.00%
	probability	25.0%	15.0%	10.0%
	amount at risk	15,753	23,629	31,505
Supplies and Services	overspend	1.00%	2.50%	5.00%
	probability	10.0%	7.5%	5.0%
	amount at risk	2,467	4,625	6,166
Premises Costs	overspend	1.00%	2.50%	5.00%
	probability	10.0%	7.5%	5.0%
	amount at risk	7,822	14,666	19,555
Transport Costs	overspend	1.00%	2.50%	5.00%
	probability	10.0%	7.5%	5.0%
	amount at risk	122	229	306
Contracted Services	overspend	5.00%	10.00%	15.00%
	probability	10.0%	7.5%	5.0%
	amount at risk	71,206	106,809	106,809
Fees and Charges	overspend	5.00%	10.00%	15.00%
	probability	25.0%	15.0%	10.0%
	amount at risk	23936	28723	28723
Investment Income	shortfall	10.00%	20.00%	30.00%
	probability	20.0%	15.0%	10.0%
	amount at risk	3,500	5,250	5,250
Rents & Service Charges	shortfall	1.00%	1.50%	2.00%
	probability	25.0%	15.0%	5.0%
	amount at risk	168,095	151,286	67,238
Financing Items	overspend	1.00%	2.00%	3.00%
	probability	15.0%	10.0%	5.0%
	amount at risk	47,565	95,130	47,565