

## **Cabinet**

**Date: Wednesday, 12 September 2018**

**Time: 17:30**

**Venue: Mancroft room, City Hall, St Peters Street, Norwich, NR2 1NH**

### **Committee members:**

**For further information please contact:**

### **Councillors:**

**Committee officer:** Alex Hand  
**t:** (01603) 212459  
**e:** [alexhand@norwich.gov.uk](mailto:alexhand@norwich.gov.uk)

Waters (chair)  
Harris (vice chair)  
Davis  
Jones  
Kendrick  
Maguire  
Packer  
Stonard

Democratic services  
City Hall  
Norwich  
NR2 1NH

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

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

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## Agenda

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- |          |  |         |
|----------|--|---------|
| <b>1</b> | <b>Apologies</b><br><br>To receive apologies for absence.  |         |
| <b>2</b> | <b>Public questions/petitions</b><br><br>To receive questions / petitions from the public.<br><br>Please note that all questions must be received by the committee officer detailed on the front of the agenda by <b>10am on Friday 7 September 2018</b> .<br><br>Petitions must be received by the committee officer detailed on the front of the agenda by <b>10am on Tuesday 11 September 2018</b> .<br><br>For guidance on submitting public questions or petitions please see appendix 1 of the council's constitution. |         |
| <b>3</b> | <b>Declarations of interest</b><br><br>(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).   |         |
| <b>4</b> | <b>Minutes</b><br>To approve the accuracy of the minutes of the meeting on 11 July and the extraordinary cabinet meetings on 25 July and 1 August 2018.  | 5 - 12  |
| <b>5</b> | <b>Performance report 2018-19 quarter 1</b><br><b>Purpose:</b> To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 1 of 2018–19.   | 13 - 28 |
| <b>6</b> | <b>Joint Health and Wellbeing Strategy 2018-22</b><br><b>Purpose:</b> To consider the Norfolk and Waveney joint health and wellbeing strategy 2018-22 in the context of the wider health and wellbeing landscape, and to consider the role of the council in supporting and formally signing up to the strategy.   | 29 - 48 |
| <b>7</b> | <b>Proposed extension to the Syrian vulnerable persons resettlement programme</b><br><b>Purpose:</b> To seek support for an extension to the Syrian vulnerable persons resettlement programme and to seek the views of cabinet on the financial implications that may be incurred by the council.  | 49 - 56 |
| <b>8</b> | <b>Introduction of Community Infrastructure Levy Exceptional</b>   | 57 - 68 |

### **Circumstances Relief Policy**

**Purpose:** To consider the merits of introducing a Community Infrastructure Levy (CIL) Exceptional Circumstances Relief (ECR) policy. The policy would only apply in exceptional circumstances and would make provision for developers to claim full or partial exemption from the payment of CIL.

- |            |   |           |
|------------|---|-----------|
| <b>9</b>   | <b>Proposed ban of sky lantern and mass balloon releases from council owned land</b><br><b>Purpose:</b> To consider a ban of sky lantern and mass balloon releases from council owned land.   | 69 - 76   |
| <b>10</b>  | <b>Scrutiny recommendations report</b><br><b>Purpose:</b> To consider the recommendations from the scrutiny committee held on 19 July 2018.   | 77 - 84   |
| <b>11</b>  | <b>Revenue and capital budget monitoring 2018-19 P3</b><br><b>Purpose:</b> To update on the provisional financial position of the council as at 30 June 2018.   | 85 - 102  |
| <b>12</b>  | <b>Treasury management full year review 2017-18</b><br><b>Purpose:</b> This report sets out the Treasury Management performance for the year to 31 March 2018.  | 103 - 116 |
| <b>13</b>  | <b>Adjustment to capital programme 2018-19</b><br><b>Purpose:</b> To consider recommending to council, adjustments to the 2018/19 general fund capital programme and to note changes to the presentation of the capital programme in future budget monitoring reports.  | 117 - 128 |
| <b>14</b>  | <b>Write off of non recoverable national non domestic rate relief</b><br><b>Purpose:</b> To provide an update on the position as at 4 July 2018 with regard to the write off of non- recoverable national non domestic rate (NNDR) debt and request approval for the write-off of debts totalling £169,939.27 which are deemed irrecoverable. | 129 - 134 |
| <b>15</b>  | <b>Mile Cross Depot redevelopment project</b><br><b>Purpose:</b> To seek approval to demolish the buildings and decontaminate the land at the Mile Cross Depot site.  | 135 - 144 |
| <b>*16</b> | <b>Exclusion of the public</b><br>Consideration of exclusion of the public.   |           |

## **EXEMPT ITEMS:**

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

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

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

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### **\*17 Payroll provision 2018-22**

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

Date of publication: **Tuesday, 04 September 2018**



**CABINET**

**17:30 to 18:20**

**11 July 2018**

Present: Councillors Harris (vice chair in the chair), Davis, Jones, Kendrick, Maguire, Packer and Stonard

Apologies: Councillor Waters (other council business)

Also present: Councillor Carlo

**1. Public questions/petitions**

No public questions or petitions were received.

**2. Declarations of interest**

Councillor Harris declared a 'pecuniary' interest in item 6 below 'Western Link road consultation response' as she was a board member of the Broads Authority.

**3. Minutes**

**RESOLVED** to agree the accuracy of the minutes (including the exempt minute at item \*14 on the agenda) of the meeting held on 13 June 2018.

**4. Amendment to the Minimum Revenue Policy (MRP) (supplementary agenda)**

(The chair referred to the supplementary agenda and agreed to take this item first.)

Councillor Kendrick, cabinet member for resources, presented the report.

The chief finance officer said that there had been a proofreading error at paragraph 38 of the original report which was approved by council on 17 January 2018; however, the MRP charges had been calculated against what was intended.

**RESOLVED** to ask council to amend paragraph 38 of the MRP Policy '..that the MRP charge was to be calculated on a 2% annuity basis..' to read '...that the MRP charge would be calculated on an annuity basis using the prevailing rate of interest at the time.'

## **5. Norwich – A Sharing City**

Councillor Jones, cabinet member for safer, stronger neighbourhoods, presented the report.

In response to a question from Councillor Carlo, the director of communications and culture said that the Norwich Business Improvement District (BID) had social goals as well as economic goals and the BID had offered to work together with Norwich City Council on this initiative.

**RESOLVED** to agree:

- (1) to join the shareNL alliance and formally describe Norwich as a Sharing City,
- (2) that Norwich City Council devolve the day to day administration to the Norwich BID; and
- (3) that Norwich BID will pay any membership fees for the shareNL alliance

## **6. Response to the Norfolk County Council consultation on the Norwich Western link**

(Councillor Harris having declared a pecuniary interest in this item and left the room. Councillor Kendrick took the chair).

Councillor Stonard, cabinet member for sustainable and inclusive growth, presented the report. He said that there was an error in recommendation 1(b) with the omission of the word 'ongoing'. The resolution should read:

'An ongoing assessment of the environmental impacts of the river Wensum being carried out and a package of mitigation measures being agreed and implemented.'

Councillor Stonard said that the use of non-carbon based vehicles was just as important as when the original Norwich Area Transport Strategy was first introduced. Air quality in Norwich had improved with the reduction of traffic congestion in the city and work would continue on introducing lower emission vehicles.

Although the Western Link would not enter the Norwich boundary, it would impact on the city and environmental safeguards were built into the approach to the Western Link.

In response to two questions from Councillor Carlo, the cabinet member holder for sustainable and inclusive growth said the council was currently responding to the county council's consultation and progress would be monitored and any concerns about the process would be raised. Regarding Councillor Carlo's question on levels of particulates in the air, he added that one of the issues in Norfolk was the lack of dual carriage way which led to cars braking more often and bringing in the Western Link would help with this.

**RESOLVED to:**

- (1) advise Norfolk County Council that the city council fully supports the principal of the proposal to construct the Norwich Western link and does not wish to comment on the particular choice of route. This support is subject to;
  - a) the delivery of a programme of measures to secure significant transport improvements to encourage sustainable forms of transport as promoted by Transport for Norwich; and
  - b) an ongoing assessment of the environmental impacts on the river Wensum being carried out and a package of mitigation measures being agreed and implemented
- (2) request that the Norfolk County Council, through detailed design, ensures that the Norwich Western Link enhances the potential for walking, cycling and public transport use to ensure any potential severance effects are fully mitigated.
- (3) request that the Norfolk County Council ensures that adequate resources are made available to guarantee the long term maintenance and viability of all sustainable transport measures in the City as well as wider transport infrastructure.

**7. Capital budget carry forwards 2017-18**

(Councillor Harris returned to the meeting and took the chair).

Councillor Kendrick, cabinet member for resources, presented the report.

In response to a question from Councillor Carlo, the chief finance officer said that examples of the underspends had been reported to cabinet on 13 June 2018 in the budget monitoring report.

**RESOLVED** to delegate to the director of regeneration and development, director of neighbourhoods and chief finance officer, in consultation with the portfolio holder for resources, approval of carry-forward of unspent 2017/18 capital budgets still required, to the 2018/19 capital programme.

**8. Scrutiny committee recommendations**

The strategy manager presented the report. He highlighted that the scrutiny committee would use two meetings to consider the impact of Operation gravity.

In response to a question from Councillor Carlo, Councillor Kendrick, cabinet member for resources said that a trail of a 'tourist tax' was due to take place in Bath and that the success of this would be monitored.

**RESOLVED to:**

- (1) Agree to consider promotion of a way for people to report sub-standard short term let properties to the council; and
- (2) Note the additional recommendations as outlined in the report.

**9. Procurement of PV for free on housing contracts – Key decision**

Councillor Harris, deputy leader and cabinet member for social housing presented the report. NPS Norwich had carried out a full tender review but were not currently in a position to award the contract as not all criteria has been met by the submissions. She added that a notice of key decision would be published once the contract had been awarded.

In response to a question from Councillor Carlo, the head of neighbourhood housing said that he would research figures on the number of properties with photovoltaic panels and forward this information.

**RESOLVED** to delegate approval to the director of neighbourhoods in consultation with the portfolio holder for social housing, to award the contract for a PV for free programme on council homes.

**10. Procurement for the supply, installation and commissioning of a temporary boiler plant room and equipment at Barnard's Yard – Key decision**

Councillor Harris, deputy leader and cabinet member for social housing, presented the report. A ground source heating system was proposed for the site but a system was needed in the interim whilst work was ongoing.

In response to a question from Councillor Carlo, the associate director of NPS Norwich said that these were complicated systems to install and that the success of this project would be monitored to evaluate whether similar systems could be used elsewhere.

**RESOLVED** to delegate approval to the director of neighbourhoods in consultation with the portfolio holder for social housing to award the contract for installing a temporary boiler room to continue district heating at Barnard's Yard.

**11. Exclusion of the public**

**RESOLVED** to exclude the public from the meeting during consideration of items \*12 to \*13 (below) on the grounds contained in the relevant paragraphs of Schedule 12A of the Local Government Act 1972 (as amended).



**\*12. Managing assets (housing) – key decision (paragraph 3)**

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

**RESOLVED** to approve:

- (1) the disposal of the freehold interest in the asset on the open market; and
- (2) the capital receipt from the disposal to be reinvested in the housing capital program for improving, repairing and maintaining our housing stock or for enabling new affordable housing.

**\*13. Norwich Airport – expiry of Public Private Partnership agreement – key decision (paragraph 3)**

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

**RESOLVED** to agree the recommendations detailed in the report.

CHAIR



**CABINET**  
**Extraordinary meeting**

**17:30 to 17:33**

**25 July 2018**

Present: Councillors Waters (chair), Davis, Harris, Kendrick, Maguire, Packer and Stonard

Apologies: Councillor Jones

Also present: Councillor Wright

**1. Declarations of interest**

There were no declarations of interest.

**2. The award of contract for the Local Internal Network (LAN)**

Councillor Kendrick, cabinet member for resources presented the report.

**RESOLVED** to delegate authority to award a contract to Virgin Media Business Ltd to the director of business services in consultation with the portfolio holder for resources.

CHAIR



**CABINET**  
**Extraordinary meeting**

**17:30 to 17:37**

**01 August 2018**

Present: Councillors Waters (chair), Davis, Harris, Jones, Kendrick, Maguire, Packer and Stonard

Also present: Councillor Wright

**1. Declarations of interest**

Councillor Kendrick declared an other interest in the item.

**2. Exclusion of the public**

**RESOLVED** to exclude the public from the meeting during consideration of item \*3 (below) on the grounds contained in the relevant paragraphs of Schedule 12A of the Local Government Act 1972 (as amended).

**\*3. Potential purchase of a commercial property (para 3)**

Councillor Waters, leader of the council, presented the report. He noted that the item had been reviewed at an earlier meeting of the scrutiny committee the same day and said it had proved a useful exercise. He said two recommendations from scrutiny had been circulated. Councillor Wright in his capacity of chair of scrutiny introduced the recommendations from the committee:

“To:

- (1) endorse the recommendation to not make an offer for the commercial property referred to in the report; and
- (2) ask cabinet to consider the development of a policy around the social and political implications of commercial property acquisitions.”

Councillor Waters said in reference to the second recommendation that cabinet had considered this and the policy around commercial property acquisitions included the completion of an integrated impact assessment. However cabinet would actively consider the practicalities of incorporating this recommendation further into the process.

Councillor Waters said the process of considering the acquisition of this asset had proved valuable and he thanked officers for their support throughout the process.

**RESOLVED** to:

- (1) not make an offer for the commercial property; and
- (2) consider the development of a policy around the social and political implications of commercial property acquisitions.

CHAIR

<b>Report to</b>	Cabinet	<b>Item</b>
	12 September 2018	
<b>Report of</b>	Strategy Manager	<b>5</b>
<b>Subject</b>	Quarter 1 Corporate Performance Report for 2018-19	

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## **Purpose**

To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 1 of 2018–19.

## **Recommendations**

To:

- 1) consider progress against the corporate plan priorities for quarter 1 of 2018-19; and
- 2) suggest future actions and / or reports to address any areas of concern.

## **Corporate and service priorities**

The report helps to meet the corporate priority of achieving value for money services.

## **Financial implications**

The direct financial consequences of this report are none.

**Ward/s** All wards

**Cabinet member** Councillor Waters - Leader

## **Contact officers**

Adam Clark, Strategy Manager 01603 212273

Ruth Newton, Senior Strategy Officer 01603 212368

## **Background documents**

None

## **Report**

### **Introduction**

1. This report sets out progress against the key performance measures that are designed to track delivery of the corporate plan priorities. This is the thirteenth quarterly performance report for the corporate plan 2015-2020.
2. The corporate plan 2015-20 established five priorities. Progress with achieving these is tracked by forty key performance measures. It is these performance measures which form the basis of this report. Most of the performance measures are available quarterly while some are reported six monthly or annually to show general outcomes for residents.
3. Methodological changes for some survey derived measures have been included to improve the robustness of the results as agreed at cabinet on 8 November 2017. These include a new methodology and the weighting of measures that are derived from the Local Area Survey and a new text based methodology for overall satisfaction with council services. These improve accuracy but have an impact on reported performance, as can be seen from this quarter and previous quarters' performance.
4. The target that was agreed at the cabinet meeting of 13<sup>th</sup> June for 'VFM8 – Percentage of customers satisfied with the opportunities to engage with the council' was established based on erroneous 2017/18 data. However, after reviewing the correct data, a target of 54% would be more suitable for the indicator. This is the target included in the report at Appendix A.
5. Performance status for each of the performance measures is combined for each priority to show at a glance high level performance. This should enable members to see where performance is improving or falling.
6. Performance is based around a traffic light concept where green is on target, red is at a point where intervention may be necessary and amber a point in between these two.
7. A copy of the full performance report can be found at appendix A.

### **Headlines for quarter 1 performance**

8. Overall performance this quarter has decreased slightly since last quarter's with two of the council priorities now showing amber (Safe, clean and low carbon city and Healthy city with good housing). However, there are still some specific areas where the council is performing well and exceeding its targets but there are some specific issues highlighted below. Each of the performance measures are provided within the relevant section of the performance report at appendix A.
9. The following areas of performance are brought to your attention:

- a) Accident casualties on Norwich roads has fallen even further this quarter following a period where they have remained high; efforts are underway with partners to consolidate this reduction. However, further data validation will take place to better understand why this reduction in incidents has occurred.
- b) There has been a decrease in performance on a number of customer satisfaction indicators, including satisfaction with parks and open spaces, with the local environment and satisfaction with opportunities to engage with the Council. These remain under target following the change in methodology to a text survey. These will continue to be monitored to further understand any trends.
- c) There has been a gradual decrease over the last few quarters with residents satisfied with opportunities to engage with the Council and is at 28% for Q1 2018/19. This is despite extensive engagement and consultation activity that the council has undertaken including the Norwich City 2040 vision, seeking views on various transportation schemes and the on-going work to involve council tenants in the work of the housing service. The data will be analysed to identify further opportunities to better engage with residents.
- d) One customer satisfaction indicator which is above target for the quarter is the percentage of people feeling safe. This indicator has had its target revised from 78% in 2017/18 to 60% for 2018/19. It was revised after reviewing a year's worth of data using the new methodology to establish an appropriate target for 2018/19.
- e) The percentage of residential homes on a 20 mph street has not reached its target for this quarter. However, the number of homes in a 20mph area is still due to be met by the end of the year as a consultation is currently underway for speed restrictions in the northern suburbs, in Eaton and around Lakenham.
- f) This was the first quarter of the Digital Inclusion plan for 2018-20, and is on target for the year. This quarter saw the start of the Digital Hub at Norwich Job Centre Plus, offering popular weekly drop-in sessions and our main partner Voluntary Norfolk, has agreed to increase the targets for the number of learners and case studies as part of the program.
- g) Norwich City Council area has the joint lowest per capita CO2 emissions (with Great Yarmouth) of any local authority in Norfolk at a level of 3.80 tonnes per capita. This is an 11.6% reduction from the previous year.
- h) The number of visitors at Council run events continues to exceed the target and this is despite poor weather last year which impacted upon some events.
- i) Tenant satisfaction with the housing service is above target for the quarter. The survey is now a rolling survey done quarterly and will now offer a more timely assessment of tenant satisfaction.

- j) The number of private sector homes brought back into use has not reached its quarterly target for Q1. However, delivery is not linear and it is anticipated to meet the target in the coming quarters.
- k) The percentage of upgrades complete is below target for the quarter and this was because fewer heating, kitchen and composite door upgrades were completed than anticipated. These issues have been resolved and so better performance is expected in Q2 2018/19.
- l) Performance on the channel shift indicator is above target for Q1 but the indicator is currently being reviewed to help ensure the measure is as sustainable and as relevant as possible, to continue to deliver value for money and improve the customer experience.





### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	12 September
<b>Head of service:</b>	Adam Clark
<b>Report subject:</b>	Quarter 1 performance report 2018/19
<b>Date assessed:</b>	August 2018
<b>Description:</b>	This report sets out progress against the key performance measures that are designed to track delivery of the Corporate Plan priorities for quarter 1 of 2018/19.

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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

Recommendations from impact assessment
<b>Positive</b>
<b>Negative</b>
<b>Neutral</b>
<b>Issues</b>
The range of council activity represented by this report means that it is not possible to identify the aggregate impact; this is covered by the individual impact assessments that are conducted as part of routine council business



Safe, clean and low carbon city

Prosperous and vibrant city

Fair city

Healthy city with good housing

Value for money services

Corporate plan

Safe, clean and  
low carbon city

Prosperous and  
vibrant city

Fair city

Healthy city with  
good housing

Value for money  
services

## Comments

This is the City Council's first quarterly performance report of 2018/19 and shows a slightly reduced performance. Two out of the five priorities (Safe, clean and low carbon city and Healthy city with good housing) are now both amber. The other three corporate priorities are green for quarter 1 of this year.

The Council performs well on reduced CO2 emissions, especially when compared to other local authorities in Norfolk, and has seen the joint best reduction with Great Yarmouth.

There has been a decrease in performance on a number of customer satisfaction indicators, including satisfaction with parks and open spaces and with the local environment and satisfaction with opportunities to engage with the Council and these still remain under target following the change in methodology to a text survey. However, one satisfaction indicator is above target for the quarter (percentage of residents that feel safe).

Accident casualties on Norwich roads have fallen even further this quarter following a period where they have remained high. There has been a gradual over the last year and work is being done to understand the reasons behind the drop in accidents.

The housing service continues to score highly on satisfaction from our tenants, as does our efforts to prevent homelessness in the city. However, there have been issues with completing upgrades, with fewer kitchens, heating and composite doors complete than expected in quarter 1.

The Council continues to succeed in meeting its target for Channel shift and ensuring the avoidable contacts are kept to a level within target for the quarter.

Green is on target, amber between target and cause for concern and red is cause for concern.

For more information please contact the Strategy & Transformation team on ext 2535 or email [strategy@norwich.gov.uk](mailto:strategy@norwich.gov.uk)

Key to tables (following pages) :

**RAG** - Red, Amber, Green; **DoT** - Direction of Travel: a green upward arrow signifies an improvement in performance compared with the previous reporting period, a red downward arrow shows a drop in performance and a blue horizontal arrow shows no change. **YTD** - data shown is for the (financial) year to date



	Safe, clean and low carbon city	Prosperous and vibrant city	Fair city	Healthy city with good housing	Value for money services	Corporate plan
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Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
<b>SCL06 % of residential homes on a 20mph street</b>	42.0%	50.0%	!	🔴	42.0%	50.0%	!	06/18
Comments: This target for the number of homes in a 20mph area is due to be met by the end of the year. Consultation is currently underway that will see an extensive rollout of the 20mph restrictions in the northern suburbs, in Eaton and around Lakenham. In addition funding has been secured for further rollouts in 19/20 in the Wensum area.								
<b>SCL12 Percentage of people satisfied with their local environment</b>	64.2%	75.0%	!	🟢	64.2%	75.0%	!	06/18
Comments: The target for this performance indicator has been revised following a change in methodology for how the information is captured. Compared to previous quarter, performance has improved though still below target. Performance will be monitored to understand if this relates to any specific issues or trends and relationship with other corporate or service performance measures relating to quality of the environment.								
<b>SCL02 % of people satisfied with waste collection</b>	70.6%	85.0%	!	🔴	70.6%	85.0%	!	06/18
Comments: Performance has remained fairly static compared to last quarter. We are investigating options to increase responses for the survey along with possible changes to the questions to provide more actionable feedback.								
<b>SCL11 % of people satisfied with parks &amp; open spaces (Q)</b>	74.1%	85.0%	!	🟢	74.1%	85.0%	!	06/18
Comments: Work is continuing with Norwich Norse Environmental to look at improving the delivery of grounds maintenance services and resolving issues with toilet cleaning following events. It was pleasing that Eaton Park achieved Green Flag status once again and the judging scores showed an improvement on last years.								
<b>CPlan15-20 Safe, Clean &amp; low carbon city : SCL01 % of streets found clean on inspection</b>	83.0%	88.0%	!	🔴	83.0%	88.0%	!	06/18
Comments: While the level of litter has remained fairly static we have seen an increase in detritus at surveyed locations. This is due to an increase in the downtime of our sweeper fleet.								

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
<b>SCL03 % of people feeling safe</b>	61.1%	60.0%	★	🟢	61.1%	60.0%	★	06/18
Comments: The target for this performance indicator has been revised following a change in methodology for how the information is captured. Compared to previous quarter, performance has improved and is slightly above target. The indicator will be monitored closely to understand if this change relates to any specific activities or trends.								
<b>SCL04 Residual household waste per household (Kg)</b>	102.4	375.0	★	🟢	102.4	375.0	★	06/18
Comments: Residual household waste per household has fallen for the 4 quarters before this one. We have conducted a significant push to increase food waste disposal during Q1, this should result in a reduction in the residual waste stream.								
N.B. The above figures are for Q4 2017-18								
<b>SCL05 % of food businesses achieving safety compliance</b>	95.8%	94.0%	★	🔴	95.8%	94.0%	★	06/18
Comments: The hygiene standard of food premises in the City remains steady at approximately 96%. The slight downturn has continued through the first quarter. Failing businesses are being supported and a number of them have made improvements and will be rerated soon.								

■ SCL07 Number of accident casualties on Norwich roads	337	400	★	★	337	400	★	06/18
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Comments: It is pleasing to see a drop in accidents across Norwich, and this is borne out by similar drops across the county. However further work is required to validate the accuracy of this drop and it is too early to say why the reduction in recorded accidents has occurred.

SCL09 CO2 emissions for the local area	11.6%	2.4%	★	★	11.6%	2.4%	★	04/18
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Comments: The figures for 2016 were released at the end of June 2018.

During the period Norwich had the lowest per capita emissions (joint with Great Yarmouth) of any Norfolk LA at 3.80 tonnes/capita.

Norwich achieved a per capita emissions reduction of 11.6% in 2017/18, for the year 2016.

In the period 2005 to 2016 Norwich achieved a total per capita emissions reduction of 44%. This compares favourably against reductions made in other Norfolk LA areas: Breckland (-33%), Broadland (-25%), Great Yarmouth (-35%), KL&WN (-30%), North Norfolk (-31%), South Norfolk (-30%).

#### Performance measures not contributing to the performance score for this quarter

▲ Measure
CPlan15-20 Safe, Clean & low carbon city : SCL10 CO2 emissions from local authority operations
Comments:
CPlan15-20 Safe, Clean & low carbon city : SCL13 % change in the number of cyclists counted at automatic count sites
Comments:
SCL08 % of adults cycling at least 3x per week for utility purposes
Comments:





Safe, clean and low carbon city

Prosperous and vibrant city

Fair city

Healthy city with good housing

Value for money services

Corporate plan

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
PVC09 Amount of visitors at council run events	98,345	85,200	★	🔴	98,345	85,200	★	06/18
Comments: Currently awaiting the figure for the Bandstand event which took place in June 2018. However the rolling yearly figure is still above target for Q1, despite poor weather for the Playdays and Childplay events last August. There was a greater number of visitors than anticipated for the Big Boom and Christmas Switch on.								
PVC03 Amount of funding secured by the council for regeneration activity (4 year rolling average)	£2,906	£2,000	★	🔴	£2,906	£2,000	★	06/18
Comments: This indicator is based on a four year rolling average to account for any fluctuations in funding and is above target for the period. As of Q1 2018/19 a further £67,491 was awarded to support staff costs and studies at key sites such as Mile Cross, rear of City Hall, Mountergate West and Norwich Airport Industrial Estate. Further funding is expected later in the year.								
PVC6 Planning service quality measure	89%	83%	★	🔴	89%	83%	★	06/18
Comments: The result reported here is a proxy using the planning performance measures reported to central government i.e. speed of processing of Major, Minor and Other applications. Outputs will soon include both these measurements of speed of processing and quality of service by way of feedback received from a customer survey process which commenced recently and includes data from April 2018 onwards. We will soon analyse the survey responses and will agree how the data will be presented and how it will be targeted.								

## Performance measures not contributing to council performance this quarter

Measure
CPlan15-20 Prosperous and vibrant city : PVC1 Number of new jobs created/ supported by council funded activity
Comments:
CPlan15-20 Prosperous and vibrant city : PVC2 Delivery of the council's capital programme
Comments: 81% of projects were green- This was generally due to programme delays but there are some potential budget issues.
CPlan15-20 Prosperous and vibrant city : PVC8 % of people satisfied with leisure and cultural facilities
Comments: Riverside Leisure Centre maintained "Quest Excellent " leisure accreditation this year. Norman Centre is working towards being assessed for "Quest Entry" accreditation in September 2018
PVC07 No. of priority buildings on the 'at risk register' saved from decay by council interventions
Comments: The target for 2017/18 was to save one priority buildings on the 'at risk register' from decay and dereliction through the intervention of the city council.
This target was achieved when Howard House on King Street was removed from the register following an intensive period of collaborative working between the city council conservation team and Orbit Housing.
Other non-priority buildings that were removed from the register during 2017/18 were Waterloo Park Pavillion and Weavers House on Mountergate.



Measure	Frequency	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
FAC4 Timely processing of benefits	Quarterly	97.1%	100.0%	!	🔴	97.1%	100.0%	!	06/18
Comments: New claims and discretionary housing payments processing are both just slightly outside of target whilst change of circumstances and appeals processing are well within target resulting in performance just below target overall. It is anticipated that Q2 processing will be back within target.									

Measure	Frequency	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
FAC1 Delivery of the reducing inequalities action plan	Quarterly	25%	25%	★	➡	25%	25%	★	06/18
Comments: Progress in quarter one has continued to build on the success of last year's reducing inequalities action plan, with ongoing work to promote social value through procurement, deliver the Council's Get Involved community enabling programme and ensure planning policy supports an inclusive economy.									
FAC3 Delivery of the digital inclusion action plan	Quarterly	25%	25%	★	➡	25%	25%	★	06/18
Comments: This was the first quarter of the updated Digital Inclusion action plan (2018 to 2020). In the extension of the project, our main partner Voluntary Norfolk has agreed to a new action plan with stretched targets for numbers of learners, a new target for number of case studies collected, and volunteer engagement target stay the same. A couple more digital coaches training sessions took place to train up more frontline staff in the newly restructured Customer Contact Team, along with a few new staff from other departments. This quarter also saw the start of our new Digital Hub at Norwich Job Centre Plus which has proved to be a very popular weekly drop-in session. In the run up to Universal Credit going fully live in Norwich we have also changed our evaluation form to include some questions around UC support and have started to plan volunteer training and outreach activities. Lastly we have started to distribute small grants through a newly established community fund called Get Digital, and have received our first successful application.									
FAC5 No of private sector homes where council activity improved energy efficiency (YTD)	Quarterly	111	41	★	🔴	111	41	★	06/18
Comments: In the first quarter of 2018 111 measures were carried out to improve energy efficiency (Small measures, loft and cavity wall insulation, boiler replacements etc).									

Performance measures that are not contributing to performance this quarter	
Measure	
CPlan15-20 Fair city : FAC06 % of comm. org. who pay the living wage for services delivered on behalf of NCC	
Comments: The few community organisations which do not currently pay the living wage to all staff are striving to achieve this.	
FAC02 % of people who felt their wellbeing had been improved following receiving advice	
Comments: The response rate is low in terms of people commenting on their well-being and we believe that this has a detrimental effect to the overall satisfaction figure (people who have got what they needed tend not to respond as often as people who haven't). This coming year we will work with the Consortium members to increase the response rate to in order to address this and therefore reach the target	



	Safe, clean and low carbon city	Prosperous and vibrant city	Fair city	Healthy city with good housing	Value for money services	Corporate plan
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Measure	Frequency	Actual	Target	▲ RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
■ % of upgrades complete	Quarterly	18%	23%	▲	■	18%	23%	▲	06/18
Comments: Bathrooms upgrade programmes are on target after the first quarter. Kitchen completions are close to target and an improvement is anticipated in quarter 2. Fewer upgrades than anticipated were completed for heating and composite doors. Contractor issues have been addressed and improvement is expected by the next quarter.									
■ HCH03 No of empty homes brought back into use	Quarterly	1	20	!	■	1	20	!	06/18
Comments: This figure is below target but delivery is not linear so it is expected to be made up in later quarters. It should be noted that the private sector housing team is likely to be under considerable pressure in the coming year due to the extension of mandatory HMO licensing and this may adversely affect the number of empty homes brought back in to use.									
HCH04 Affordable Homes measure	Quarterly	20	350	!	■	20	350	!	06/18
Comments: 93 further units are expected in Q3 with the completion of Goldsmiths Street. Estimated total delivery for 2018-19 is currently 212.									
HCH9 No of private sector homes made safe	Quarterly	21	25	!	■	21	25	!	06/18
Comments: Slightly below the quarterly target but this is explained by significant current enforcement action at a block of 47 flats which are expected to be completed as one batch later in the year.									

▲ Measure	Frequency	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
HCH1 Delivery of the Healthy Norwich action plan	Quarterly	25%	25%	★	■	25%	25%	★	06/18
Comments: Healthy Norwich continues to promote a range of successful projects, including smoke free football sidelines and breastfeeding friendly GPs. The programme has also supported the county council-led rollout of social prescribing to GP practices across the city, building on the successful Healthy Norwich pilot.									
■ HCH2 Relet times for council housing	Quarterly	14	16	★	■	14	16	★	06/18
Comments: As is generally the case, performance during Q1 has once again been within target, with the first three months giving results respectively of 15, 13 and 14 days average. 156 properties were re-let during the quarter.									
■ HCH5 Preventing homelessness	Quarterly	85.4%	60.0%	★	■	85.4%	60.0%	★	06/18
Comments: The implementation of the Homelessness Reduction Act in Q1 has resulted in changes to working practices and improvements to the way we record and report the prevention of homelessness to the government. This new methodology is at an early stage but signs are very encouraging and seem to reflect more accurately the success of our person focused approach to preventing homelessness.									
HCH6 % of people who feel that the work of the HIA has enabled them to maintain independent living	Quarterly	100	90	★	■	100	90	★	06/18
Comments: Exceeding target for this quarter.									
HCH8 % of tenants satisfied with the housing service	Quarterly	86%	84%	★	■	86%	84%	★	06/18
Comments: 1,000 council tenants have participated in this telephone survey, conducted quarterly over the last 12 months. This is the recommended sample size for a landlord of our size and results can now be considered representative of the wider tenant body. Overall satisfaction with the housing service has increased by two percentage points in comparison to 2015, the last time this survey was completed. As this is a standardised survey adopted by other participating social housing landlords, results can be benchmarked, and these results are expected by next quarter. This is now completed as a rolling survey with 250 responses collected each quarter, providing a more timely assessment of tenant satisfaction.									

## Performance measures not contributing to the performance score for the Objective this quarter

▲ Measure
■ HCH7 % of council properties meeting Norwich standard
Comments:



	Safe, clean and low carbon city	Prosperous and vibrant city	Fair city	Healthy city with good housing	Value for money services	Corporate plan
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Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
VFM8 % of customers satisfied with the opportunities to engage with the council	28%	54%	!	🟢	28%	54%	!	06/18

Comments: This performance indicator continues to be below target, as it has been in three out of the last four quarters, despite the extensive engagement and consultation activity that the council has undertaken during this period including the Norwich 2040 vision; seeking views on various transportation schemes; the council's on-going work to involve council tenants in the work of the housing service, as well as the work to support residents being more active in their neighbourhoods through Get Involved. The data will be analysed in order to identify opportunities to engage better with residents.

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
VFM1 % of residents satisfied with the service they received from the council	74.0%	75.0%	●	🔴	74.0%	75.0%	●	06/18

Comments: The performance for the first quarter of this 'new' satisfaction survey target is encouraging bearing in mind that during the first quarter of the year the customer service team was implementing a significant restructure which impacted on resources and knowledge across the new team. Information being captured through this survey is being used to help improve services and efficiency across the authority.

Measure	Frequency	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
VFM5 Channel shift measure	Quarterly	23.08%	20.00%	★	🟢	23.08%	20.00%	★	06/18

Comments: Quarter 1 performance against our current target is good but we are reviewing the current target in order to support the behavioural change that is needed both internally and externally to deliver value for money services and improve the customer experience. The measure needs to be sustainable and relevant.

VFM4 Avoidable contact levels	Quarterly	28.5%	35.0%	★	🟢	28.5%	35.0%	★	06/18
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Comments: Quarter 1 performance is very encouraging but it remains an important target that needs to underpin the way we all continue to deliver services to our customers.

CPlan15-20 Value for money services : VFM 10 Council on track to remain within General Fund budget	Quarterly	-£911,000	£250,000	★	?	-£911,000	£250,000	★	06/18
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Comments: The General Fund revenue budget is forecast to underspend by £0.911m, mainly arising from higher than budgeted income from new property acquisitions and staff vacancies



<b>Report to</b>	Cabinet	<b>Item</b>
	12 September 2018	
<b>Report of</b>	Strategy manager	<b>6</b>
<b>Subject</b>	Norfolk & Waveney Health and Wellbeing Strategy 2018-22	

### **Purpose**

To consider the Norfolk and Waveney joint health and wellbeing strategy 2018-22 in the context of the wider health and wellbeing landscape, and to consider the role of the council in supporting and formally signing up to the strategy.

### **Recommendation**

To endorse and support the Norfolk and Waveney joint health and wellbeing strategy 2018-22.

### **Corporate and service priorities**

The report helps to meet the corporate priority a healthy city with good housing.

### **Financial implications**

No additional budget impact.

**Ward/s:** All Wards

**Cabinet member:** Councillor Packer - Health and wellbeing

### **Contact officers**

Adam Clark , Strategy Manager

01603 212273

### **Background documents**

None



# Report

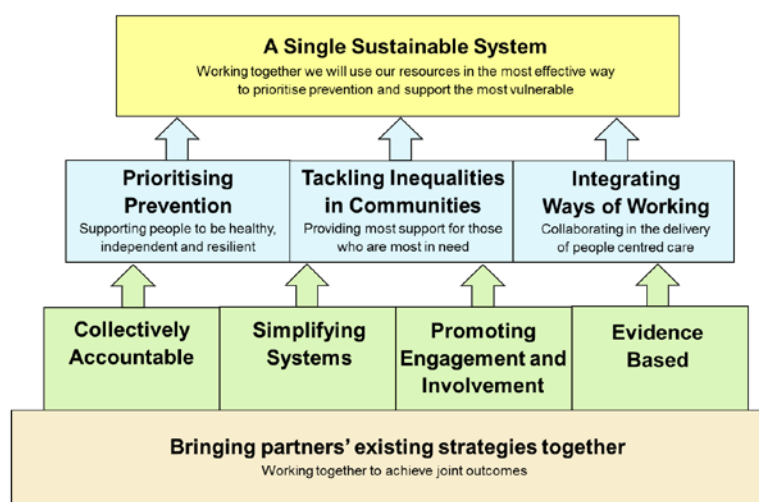
## Background

1. The Health and Wellbeing Board works to improve the health and wellbeing of people in Norfolk and Waveney. It is responsible for producing a set of priorities for health improvement (the Health and Wellbeing Strategy) based on the evidence of the assessment of needs (Joint Strategic Needs Assessment - JSNA).
2. The Health and Wellbeing Board brings together local organisations including councils, Clinical Commissioning Groups, Healthwatch Norfolk, the voluntary and community sector, Norfolk Constabulary and the Police and Crime Commissioner, as well as the Norfolk and Waveney Sustainability & Transformation Partnership and the key providers of health and care services across the Norfolk and Waveney area. The city council is represented by the cabinet member for Health & Wellbeing.
3. It has three main functions, namely to:
  - a) Assess the current and future health and wellbeing needs of our local population through the Joint Strategic Needs Assessment and the Pharmaceutical Needs Assessment (PNA)
  - b) Produce a local, joint Health and Wellbeing Strategy - the overarching framework within which commissioning plans are developed for health services, social care, public health, and other services which the board agrees are relevant
  - c) Drive greater integration and partnership – including joint commissioning, integrated provision, and pooled budgets where appropriate

## Joint Health & Wellbeing Strategy 2018-22

4. The Health and Wellbeing Board has been developing its Joint Health & Wellbeing Strategy 2018-22. On 17 July 2018, the Joint Health and Wellbeing Strategy 2018-22 was agreed by the Health and Wellbeing Board. All partners agreed to take the Strategy to each of the members' organisations' committees/ boards/ governing bodies for formal sign up (prior to 31 October 2018).
5. The framework of the new strategy is represented by this schematic:

Our Strategic Framework



6. A presentation that covers the detail of this is attached as appendix A.
7. The city council is also represented on a new Health and Wellbeing Board District Councils group, which provides a forum for districts to share approaches to address the wider determinants of health and wellbeing and identify opportunities for shared approaches.
8. The Health and Wellbeing Board receives regular updates on and provide scrutiny of the Norfolk & Waveney Sustainability and Transformation Partnership (STP). Much of the work within the STP contributes directly to Health and Wellbeing Board priorities, including prevention and the integration of health and social care. Updates on key workstreams can be found within the Health and Wellbeing Board papers on the county council website.
9. Given that the city council, along with other district councils, has a key role to play in supporting the health and wellbeing of residents, combined with the alignment of the Health and Wellbeing Board priorities with the council's own corporate priorities (particularly '*A fair city*' and '*A healthy city with good housing*'), it is recommended that the city council formally endorses the Joint Health and Wellbeing Strategy 2018-22.
10. The council should continue to engage with the Health and Wellbeing Board with a view to ensuring that the issues faced by Norwich residents are reflected in county-wide activity. These issues stem partly from the urban nature of the city, and the differing demographics compared with the wider county, with on-average a younger and more deprived population than many parts of Norfolk. Low incomes in particular are an issue, with around 20,000 households earning below £15,000 per year, resulting in 29% of children in Norwich living in income deprived households, as opposed to 15.9% across the county. With rough sleeping, insecure and low paid work and poor social mobility being prevalent in Norwich, our approach to health and wellbeing must reflect these local drivers, in order to address the 10 years difference in male life expectancy between most and least deprived wards in the city.

### **Wider Health and Wellbeing activity**

11. The council continues to work constructively with partners in a number of other ways around the health and wellbeing agenda. As the Kings Fund identify, one of the key contributions of district councils is through neighbourhood services, such as housing, which help to address socio-economic factors known as 'the wider determinants' of health and wellbeing. The council also has a series of statutory duties, such as food hygiene inspections, alcohol licensing, enforcing housing standards and preventing homelessness that mitigate risks to people's health.
12. As well as the core business of providing such preventative services, the council also provides more targeted activities that help to address specific health and wellbeing issues, including:
  - a) Preventing and promoting independence: a range of activities that focus on supporting people to live well, maintain independence and regain

independence after crises, including Better Care Fund activity, our handyperson scheme, home adaptations and hospital discharge grants.

- b) Healthy Norwich: our partnership with the Clinical Commissioning Group and Norfolk Public Health team as part of the UK Healthy Cities Network. This includes a range of projects, such as smoke-free play areas and sidelines, the Daily Mile and Sugarsmart campaigns, as well as funding a range of VCSE projects such as the 12<sup>th</sup> Man barbershop initiative which provides barbers with mental health training.
  - c) Emissions and air quality: ongoing work to decrease carbon emissions from council and contractor activity, ensuring that new and existing housing stock is as efficient as possible and decreasing air pollution through encouraging sustainable forms of transport and lower vehicle emissions.
  - d) Sport, leisure and physical activity: we use our own assets such as parks, open spaces and leisure centres, as well as commissioning leisure services and working in partnership, to ensure residents and visitors have access to a wide range sports, leisure and physical activities that support healthy lives across the city.
  - e) Advice and information: we both provide and commission advice and information services so that residents are able to manage money, access housing, maintain tenancies and save money on fuel bills. We are also actively involved in new 'social prescribing' partnerships that seek to provide pathways into wider social welfare and lifestyle support for individuals accessing health services.
  - f) In 1991 Norwich became one of the first 4 cities in the UK to implement a 20mph speed restriction. Since that time 20mph speed restrictions, in the form of both 20mph limits and 20mph zones have been introduced in many areas of the city. In 2012 Norwich City Council made it a corporate priority to advocate that 20mph restrictions should be introduced in all residential areas and in 2015 a target was introduced in the corporate plan to increase the number of households living in a street that was subject to a 20mph restriction. This approach produces a safer road environment, but also encourages residents to walk and cycle which in turn improves wellbeing and health.
13. Through these and other activities, the council continues to play its role in addressing the wider determinants of health and wellbeing and to act constructively and collaboratively with colleagues across the public sector. However, many of the key drivers of socio-economic conditions that affect the health and wellbeing of residents are national. For example it has been calculated that welfare reform, including Universal Credit, has resulted in a financial loss per working age adult in Norwich 2021 is £730 per year, making a total loss in Norwich of £68m per year.
14. Such stresses on household income, combined with low wages, precarious employment and cuts to key public services, mean that our efforts and those of health sector colleagues are unlikely to counter-balance the wider impact of austerity on residents' health and wellbeing. However, the council will continue



to play its role in mitigating this impact, but remains aware that this may be insufficient to address widening health inequalities in our city.

15. The city council also acknowledges the pressures on the health and social care system and that the STP is seeking to address these through improved integration and a move towards preventative services that reduce demand on primary and acute services. However, laudable as this ambition is, the council is also concerned that continuing budgetary pressures and the need to make savings across the public sector as a whole will hamper progress, and result in fewer and lower quality services for residents and contribute to the continuing issue of health inequality in the city. Without adequately funded, coherent public services that address these wider determinants of health, existing health inequalities in Norwich and Norfolk are likely to persist and widen.

## Integrated impact assessment



**NORWICH**  
City Council

The IIA should assess **the impact of the recommendation** being made by the report  
Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

Report author to complete	
Committee:	Cabinet
Committee date:	12 September 2018
Director / Head of service	Strategy Manager
Report subject:	Norfolk & Waveney Health and Wellbeing Strategy 2018-22
Date assessed:	31 August 2018

	Impact			
<b>Economic</b> (please add an 'x' as appropriate)	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
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"/>	
<b>Social</b> (please add an 'x' as appropriate)	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The combined impact of the health and wellbeing board strategy is intended to reduce health inequalities in the city

	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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	One of the key priorities of the strategy is to reduce health inequalities
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments

	Impact			
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment

Positive

The council should continue to ensure that health and wellbeing outcomes are incorporated in its corporate priorities, service plans and policies

Negative

Neutral

Issues

# Joint Health and Wellbeing Strategy 2018 - 22

Supporting Presentation  
for  
Health and Wellbeing Board Partners

# Our Strategy

- We have been developing the next Joint Health and Wellbeing Strategy since last year
- On 17 July 2018, the Joint Health and Wellbeing Strategy 2018-22 was agreed by the Health and Wellbeing Board – Norfolk and Waveney
- All partners agreed to actively implement our Strategy
- All partners agreed to take our Strategy to each of our organisations' committees/ boards/ governing bodies for formal sign up (prior to 31 October 2018)

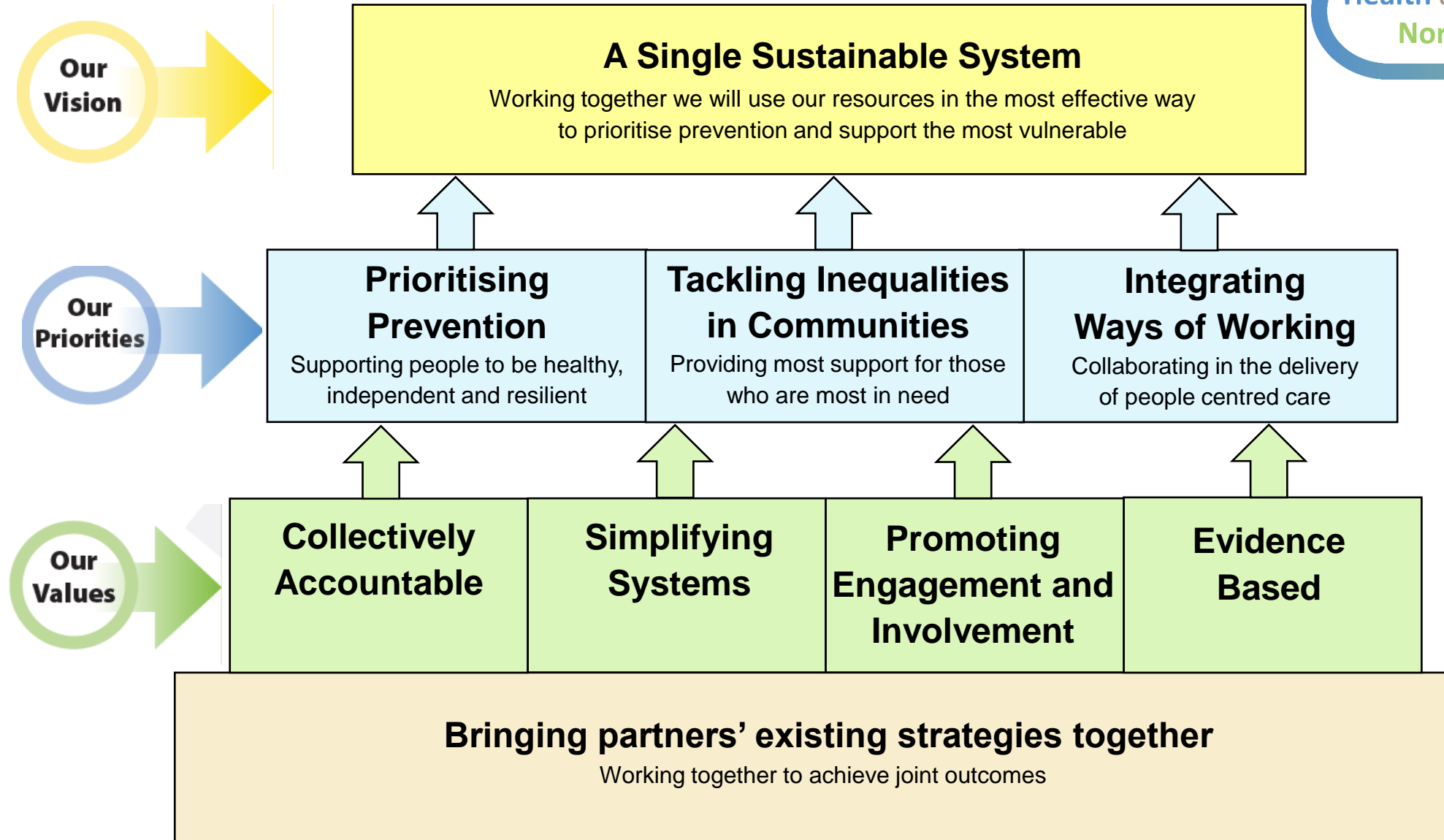
# Joint Health and Wellbeing Strategy 2018 – 2022

***“A single sustainable  
health & wellbeing system”***



# Our Strategic Framework

Health and Wellbeing Board  
Norfolk & Waveney



# Our Priorities

Our vision of a single sustainable system requires us to work together, implementing what the evidence is telling us about health and wellbeing in Norfolk and Waveney, on these key priorities:

Priorities	By this we mean
<b>1. A single sustainable system</b>	Health and Wellbeing Board partners taking joint strategic oversight of the health, wellbeing and care system - leading the change and creating the conditions for integration and a single sustainable system.
<b>2. Prioritising Prevention</b>	A shared commitment to supporting people to be healthy, independent and resilient throughout life. Offering our help early to prevent and reduce demand for specialist services.
<b>3. Tackling Inequalities in Communities</b>	Providing support for those who are most vulnerable in localities using resources and assets in localities to address wider factors that impact on health and wellbeing.
<b>4. Integrated ways of working</b>	Collaborating in the delivery of people centred care to make sure services are joined up, consistent and makes sense to those who use them.

# Our Values

Our values describe our shared commitment to working together to make improvements and address the challenges:

Values	By this we mean:
<b>Collectively Accountable</b>	As system leaders, taking collective responsibility for the whole system rather than as individual organisations.
<b>Simpler system</b>	Reducing duplication and inefficiency, with fewer organisations - a commitment to joint commissioning and simpler contracting and payment mechanisms.
<b>Engagement</b>	Listening to the public and being transparent about our strategies across all organisations.
<b>Based on evidence of needs</b>	Using data, including the Joint Strategic Needs Assessment (JSNA), to target our work where it can make the most difference - making evidence-based decisions to improve health and wellbeing outcomes.
<b>Bringing partners' existing strategies together</b>	Under the umbrella of the Health and Wellbeing Board for Norfolk and Waveney - identifying the added value that collaboration brings and working together to achieve joint outcomes.

# Our Strategy

- Key messages are outlined in the welcome from the Health and Wellbeing Board's Chairman and Chief Officer – Cllr Bill Borrett and Dr Louise Smith
- Acknowledges the context we are all working in
- Steers how we all work together as system leaders to drive forward transformation and improvement
- Emphasises the connection to the Norfolk and Waveney Sustainability & Transformation Partnership
- Brings partners' existing plans and strategies together

# Our Strategy: How the document works...

- Evidence of need and key statistics
- What's important strategically?
- Key Challenges
- Priority **Actions**
- Key **Measures**
- Case Studies to illustrate

# Our Strategy: What's next?

- The Joint Health and Wellbeing Strategy 2018-22 has been agreed by the Health and Wellbeing Board
- All partner organisations are currently signing up to the joint Strategy between now and the end of October 2018
- Now as we move into implementation - all partners have agreed to commit to take an active role

# Our Strategy: Towards implementation

## **This means we are going to:**

- Identify the actions that we will each take
- Develop an implementation plan
- Develop an outcomes framework
- Bring reports regularly to our HWB meetings
- Carry out in-depth reviews
- Hold ourselves to account
- Keep our Strategy active

# Our Strategy

- Discussion and decision
- Confirming our agreement



<b>Report to</b>	Cabinet	<b>Item</b>
	12 September 2018	
<b>Report of</b>	Director of neighbourhoods	<b>7</b>
<b>Subject</b>	Proposed extension to the Syrian vulnerable persons resettlement programme	

## **Purpose**

To seek support for an extension to the Syrian vulnerable persons resettlement programme and to seek the views of cabinet on the financial implications that may be incurred by the council.

## **Recommendations**

- 1) To house an additional one hundred Syrian refugees over a two year period via the council's LETNCC private sector leasing scheme; and
- 2) subject to a formal agreement on funding, to contribute to the housing benefit shortfall on an equal basis with all Norfolk's district councils, up to a maximum annual cost to the city council of £8,600 per annum for 2018-19 to March 2024.

## **Corporate and service priorities**

The report helps to meet the corporate priority a fair city and a healthy city with good housing

## **Financial implications**

Norfolk county council are proposing to extend the current grant funding arrangements for the housing costs until 31 March 2024 which would result in the tenancy management elements of the programme being cost neutral to the city council. This is subject to formal agreement with Norfolk County Council.

For the current programme, the council contributes up to £4,300 per annum from existing budgetary provision to cover any rent shortfall as a result of the benefit cap. If the programme is extended, the council would contribute a further £4,300 per annum until 31 March 2024. This equates to £43,000 for the full five years of the programme and includes the council's current contribution.

The increased contribution would require additional general fund budgetary provision of £4,300 for the period 2019-20 to 2023-24.

All Norfolk's district councils are being requested to provide a similar level of funding.

**Ward/s:** All Wards

**Cabinet member:** Councillor Harris – Deputy leader and cabinet member for social housing

**Contact officers**

Bob Cronk , director of neighbourhoods	01603 212373
Lee Robson, head of neighbourhood housing	01603 212939
Gemma Mitchell, housing outcomes manager	01603 213139

**Background documents**

None

# Report

## Background

1. In July 2016 Cabinet agreed to support the re-settlement of fifty refugees under the Government's Syrian vulnerable person's resettlement scheme and that the council would contribute to the housing rent shortfall on an equal basis with all Norfolk's district councils up to a maximum of £30,857 over five years.
2. Members will be aware that the scheme provides a mechanism for certain refugees from the continuing civil conflict in Syria to come to the UK, with the Government accepting up to 20,000 refugees over a five year period.
3. The basis of the scheme, which is voluntary, was that it would prioritise survivors of torture and violence, women and children at risk and those in need of medical care. It has been estimated that in the region of 30 per cent of refugees that are likely to access the scheme will have significant needs.
4. Refugees who are accepted onto the scheme are granted five years' humanitarian protection, with leave to remain in the UK for five years, which gives eligibility for universal benefits such as access to NHS services, housing and employment benefits. If at the end of this five year period, the refugees are unable to return to Syria, they may be eligible to apply to settle permanently in the UK.
5. Since this time, the council has worked closely with Norfolk county council who coordinate the Norfolk programme, to successfully re-settle fifty individuals in eleven households through LetNCC, the council's private sector leasing scheme.
6. A number of public and voluntary sector organisations have supported and helped the refugees rebuild their lives in Norfolk which has included community groups pledging support. The refugees' introduction to life in Norfolk included an initial three-week intensive induction programme, which explained about living in the UK, with information on benefits, signing up for utilities, opening a bank account and similar tasks.
7. More detailed support including English language lessons through to computing and driving is available.
8. It is reported that all the families have settled in well and are enjoying their new life in Norfolk with school-age children all in school or pre-school.

## Proposed extension

9. Following a request from the Government, Norfolk county council has agreed to an extension of the scheme to re-settle a further 100 refugees in Norfolk subject to the support of Norfolk's district councils. As part of this proposed extension, the county council has approached the city council about housing a further one hundred refugees over a further two year period through LetNCC.
10. Norfolk county council have yet to finalise the financial arrangements but it is anticipated that these will be in line with the funding provided for the current programme. The county council have also indicated that the extension to the programme is subject to the continued willingness of the City, Borough and District

Councils to participate in the scheme all of whom have been written to, to seek their support.

11. If the scheme is extended, the refugees would arrive in four phases allowing accommodation to be sourced over a period of months. It is believed that demand on the housing market in Norwich has increased since 2016 which may make the identification of properties challenging. However, at this stage it is not thought that this is insurmountable and the phasing of the arrivals will allow the greater flexibility for finding suitable accommodation.
12. It was anticipated during the planning of the original programme, that with the introduction of the benefit cap, there would be a gap between the level of housing benefit paid and the likely cost of rented accommodation for family sized properties. The county council's submission to the Government for the Norfolk programme in 2016, included a request for additional discretionary housing benefit to cover this.
13. However no additional Government funding was provided and all Norfolk's district council's agreed to provide top up funding until March 2023, to be called upon if required, to cover this shortfall. Some of the families accommodated have seen a shortfall between the level of housing benefit paid and rent charges and the district council's funding has been called upon to fill this gap, though not to the maximum level agreed.
14. Since the arrival of the refugees, the council has contributed £2311.00 in 2017-18 and £1376.00 so far in 2018-19.
15. If the county council's proposal to extend the scheme is implemented then this issue will potentially affect the new families as no additional discretionary housing benefit is again anticipated .
16. To support the new programme, Norfolk county council has asked each district council to extend their contribution up to a maximum of £8,600 per annum to allow for the increase in client numbers. As with the current programme, this funding will only be requested if a rent gap arises.
17. Norwich city council's contribution to this shortfall would be a maximum of £8,600 per year giving a maximum of £43,000 over the five years ending March 2024. This would incorporate the current commitment of £4,300 per annum under the first phase of the programme.
18. As a voluntary scheme there is no requirement for Norfolk's district councils to contribute to the budget shortfall. However, as the council's private sector leasing scheme would again be used for accommodating the refugees, any liability from non-payment of rent would fall to the city council if this is not forthcoming.
19. Officers have not as yet received confirmation from Norfolk county council on the final budget details or if the other district councils are willing to provide additional top up funding. Should any further information be available this will be provided at the meeting.
20. A decision on the final details of the scheme will be made by the director of neighbourhoods in consultation with the deputy Leader and cabinet member for social housing.

## Integrated impact assessment



**NORWICH**  
City Council

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

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

### Report author to complete

Committee:	Cabinet
Committee date:	12 September 2018
Head of service:	Lee Robson
Report subject:	Proposed Syrian refugee resettlement scheme
Date assessed:	12 September 2018
Description:	

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The scheme may result in the council incurring costs if they are not fully funded by the Government, Norfolk county council or Norfolk's district councils.
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The programme will support vulnerable refugees re-settle in the greater Norwich area and will enhance their financial inclusion
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The programme will support vulnerable refugees re-settle in the greater Norwich area and will enhance the wellbeing and safety of children
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The programme will support vulnerable refugees re-settle in the greater Norwich area
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The programme will support vulnerable refugees re-settle in the greater Norwich area and will enhance the wellbeing

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The programme will support vulnerable refugees re-settle in the greater Norwich area and provide an opportunity for Norwich communities to understand at first hand the needs and experiences of refugees
Eliminating discrimination & harassment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The programme will support vulnerable refugees re-settle in the greater Norwich area which will eliminate the harassment and discrimination they face in Syria
Advancing equality of opportunity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The programme will support vulnerable refugees re-settle in the greater Norwich area and enhance their opportunities and life chances.
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments

	<b>Impact</b>			
<b>Risk management</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

<b>Recommendations from impact assessment</b>				
<b>Positive</b>				
<b>Negative</b>				
<b>Neutral</b>				
<b>Issues</b>				



<b>Report to</b>	Cabinet	<b>Item</b>  <b>8</b>
	12 September 2018	
<b>Report of</b>	Director of regeneration and development	
<b>Subject</b>	Introduction of a Community Infrastructure Levy Exceptional Circumstances Relief Policy	

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## **Purpose**

To consider the merits of introducing a Community Infrastructure Levy (CIL) Exceptional Circumstances Relief (ECR) policy. The policy would only apply in exceptional circumstances and would make provision for developers to claim full or partial exemption from the payment of CIL.

## **Recommendation**

To:

- 1) recommend that council approves the introduction of the Community Infrastructure Levy Exceptional Circumstances Relief Policy, as set out in appendix 1 of this report; and
- 2) recommend that council amends appendix 4 to the council's constitution to include the "Power to determine applications for Exceptional Circumstances Relief from the Community Infrastructure Levy" within the list of powers available to planning applications committee.

## **Corporate and service priorities**

The report helps to meet the corporate priority a healthy city with good housing.

## **Financial implications**

The financial implications of introducing a CIL ECR policy are difficult to predict in detail although it should be noted that sums involved may be significant. Between its introduction in July 2013 and the end of March 2018 the city council has collected a total of £2.529m of CIL. This level is expected to increase in future years owing both to CIL rates increasing faster than the rate of inflation and a lower proportion of development being built having been consented prior to the introduction of CIL.

It is anticipated that the proposed ECR policy will allow for some developments to come forward without paying CIL. However, the number of such developments is considered to be relatively few as the regulations require that ECR is only granted where it appears to the council that there are exceptional circumstances, which justify doing so and where the council considers it "expedient" to do so. ECR would also only be available in respect of developments where the council is satisfied that to require payment of CIL would have an unacceptable impact on the economic viability of the development. Economic viability would be objectively tested by a requirement that applicants for relief must submit a viability report

prepared by a suitably qualified professional approved by the council. The operation of the regulations and the proposed ECR policy is such that the developments that would qualify for relief would be ones that would be unlikely to go ahead without relief being made available.

It also should be noted that developments on which relief is granted would still contribute towards other benefits through section 106 agreements, for example through the provision of affordable housing or financial contributions. The regulations provide that ECR can only be made available where an applicant has already entered into a S106 agreement in respect of the development in question. There may also be administrative costs associated with the handling of any ECR applications which are hard to quantify.

The overall financial effect will depend on the number of ECR applications received, the amount of ECR claimed in each application, and whether the council decides to approve such applications. However the introduction of an ECR Policy will offer a mechanism to enable growth and deliver development in circumstances where CIL may otherwise prevent development occurring. It is therefore considered more likely that on balance the overall financial impact will be positive rather than negative for the council over the long term. The regulations provide a mechanism for the council to withdraw the ECR Policy in the future should it desire to do so and as such the financial effect of the ECR Policy can be kept under regular review.

**Ward/s:** All Wards

**Cabinet member:** Councillor Stonard - Sustainable and inclusive growth

**Contact officers**

Dave Moorcroft, director of regeneration and development      01603 212225

Graham Nelson, head of planning      01603 212530

**Background documents**

None

# Report

## Introduction

1. The Community Infrastructure Levy (CIL) is a charge through which the council raises funds from new developments in the area. The money raised is then used to deliver the infrastructure needed to support development such as schools, transport initiatives and leisure facilities. Much of the CIL raised in Norwich is pooled with that raised in South Norfolk and Broadland Council areas and spent via the Greater Norwich Growth Board.
2. Council agreed to adopt and implement the CIL in Norwich in June 2013 and it was brought into force on 13 July 2013. There is a single charging zone covering all of the city council's area with the exception of the small part lying within the area for which the Broad's Authority is the responsible planning authority.
3. When CIL was introduced in 2013 the council considered whether to introduce a policy to allow exceptional circumstances from CIL to be claimed. At the time it was considered the benefits of offering discretionary relief outweighed the disadvantages. The relevant extract from the report agreed by council is produced below.

### ***Extract from Council report of June 2013:***

"A further matter that needs to be agreed upon implementation, relates to discretionary relief of CIL. It is important that the Council's position on discretionary relief is made clear to those submitting planning applications. Regulation 55 allows a charging authority to grant discretionary relief in exceptional, specified circumstances. The charging authority may agree to a reduction for developments accompanied by a section 106 agreement where the developer can demonstrate that development of the site is not viable (taking into account the CIL charge and Section 106 contribution) and the cost of complying with the S106 obligation exceeds the CIL charge. In such cases the developer will be expected to demonstrate this (as set out in regulation 57) by providing an independent assessor with "open book" accounts. In practice, the scope of relief which could be offered is likely to be very limited by European state aid regulations. The process is quite onerous and it would be the responsibility of the local authority to ensure state aid regulations are not breached. The availability of discretionary relief, to some degree at least, undermines certainty and predictability that is such an advantage of CIL.

At this time, it is not considered that the benefits of offering discretionary relief outweigh the disadvantages. However, this will be kept under review and the authorities will consider introducing a policy allowing discretionary relief in the light of experience."

4. Since the introduction of CIL the council has become aware of a small number of pipeline developments sites with complex issues that may be unviable if they are required to pay CIL in full. This report therefore seeks approval for an exceptions policy, which would allow the council to determine, on a case by

case basis, whether there is a justification for setting aside the CIL requirement in such cases.

### **Exceptional Circumstances Relief**

5. The CIL Regulations (Regulations 55 to 58) allow CIL charging authorities to set discretionary relief for exceptional circumstances. This allows the council the discretion to offer ECR where individual sites with specific and exceptional cost burdens would not be viable due to the payment of the CIL charge. Use of an exceptional circumstances policy enables the charging authority to avoid rendering sites with specific and exceptional cost burdens unviable.
6. The CIL Regulations make clear that relief can only be granted where there are 'exceptional circumstances' which justify doing so, and where the council considers it "expedient" to do so. ECR would also only be available in respect of developments where the Council is satisfied that to require payment of CIL would have an unacceptable impact on the economic viability of the development. Economic viability would be objectively tested by a requirement that applicants for relief must submit a viability report prepared by a suitably qualified professional approved by the council.
7. It is important to note that existing CIL rates were set in 2013 at a level where evidence was held to demonstrate that most development could afford to pay the CIL charge. This was supported by viability evidence and took into account affordable housing requirements and other planning policy requirements. Since 2013 in general local development values have increased at a faster rate than development costs so it is expected that the exceptional circumstances where this policy will be applied will be rare (as intended by the regulations).
8. There are alternative ways of improving the viability of development schemes, such as by phasing development (so that the phases form separate, chargeable schemes), phasing or reducing other planning policy requirements. Our adopted Instalments Policy was introduced alongside the CIL Charging Schedule and allows developers to pay CIL over a number of weeks or months (depending on the level of CIL liability) rather than the total on the commencement of development.
9. The proposed ECR Policy set out in Appendix 1 lists the proposed tests which would need to be met before such relief will be granted. The policy also makes clear that each case will be considered individually and that the council retains the discretion to make judgements about the viability of the scheme and whether the exceptional circumstances policy applies. It is also important for the council to ensure that any relief would not constitute State Aid, in accordance with the regulations.
10. If council does approve the ECR Policy on 25 September, it will come into force at some point during the autumn. Under the CIL Regulations the council could decide to withdraw it at any time giving two weeks' notice.

## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	12 September 2018
<b>Director / Head of service</b>	Director of regeneration and development
<b>Report subject:</b>	Introduction of Community Infrastructure Levy Exceptional Circumstances Relief Policy
<b>Date assessed:</b>	22 August 2018

	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"/>	See financial assessment. Impacts considered difficult to predict with any certainty but as the introduction of an ECR Policy will offer a mechanism to enable growth and deliver development in circumstances where CIL may otherwise prevent development occurring it is considered more likely that on balance the overall financial impact will be positive rather than negative for the Council over the long term.
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Policy is designed to facilitate schemes with a wider regeneration benefits that would otherwise not be viable due to the impact of CIL
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Policy is designed to facilitate schemes with a wider regeneration benefits that would otherwise not be viable due to the impact of CIL. Such regeneration is considered likely to reduce the incidence of crime and asb that is associated with run down environments

	<b>Impact</b>			
<b>Human Rights Act 1998</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Health and well being</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Equality and diversity (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
<b>Relations between groups (cohesion)</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Eliminating discrimination &amp; harassment</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Advancing equality of opportunity</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Environmental (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	
<b>Transportation</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	It is possible that an ECR policy may result in less CIL money being paid in the short term and so have a negative impact on funds available to deliver capital improvements to transportation infrastructure.
<b>Natural and built environment</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Waste minimisation &amp; resource use</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Pollution</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	
Risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Introduction of the policy would increase risks to the Council particularly in terms of ensuring compliance with state aid rules

Recommendations from impact assessment
<b>Positive</b> <p>Promoting development on certain sites which have exceptional circumstances which otherwise mean they would either not come forward for redevelopment or come forward for less desirable forms of development may provide significant benefits to economic development and regeneration albeit owing to the exceptional circumstances that need to be applied it will only be applied rarely.</p>
<b>Negative</b> <p>It is possible that the ECR policy will result in development which places demands on existing infrastructure without providing CIL funds to mitigate this. This may be partly offset by contributions through sec 106 agreements.</p>
<b>Neutral</b>



<b>Issues</b>
A matter of balance of whether the positives outweigh the negatives and much will depend on the circumstances of each individual case but as any decisions to apply the policy need to meet strict criteria and there is little scope to challenge any decision of the Council it is considered that adequate safeguards exist.

## **Appendix 1**

### **Community Infrastructure Levy: Exceptional Circumstances Relief Proposed Introduction and Policy**

#### **Introduction**

The CIL Regulations (Regulations 55 to 58) allow Norwich City Council as a CIL charging authorities to grant relief from liability to pay CIL if it appears to the authority that there are exceptional circumstances which justify doing so.

It is important to note that CIL rates in Norwich City have been set at a level where most development can afford to pay the CIL charge, supported by viability evidence, taking into account affordable housing requirements and other planning policy requirements. In view of this, it will be a rare occurrence where exceptional circumstances are found to exist so as to justify the grant of ECR.

There are alternative ways of improving the viability of development schemes, such as by phasing development (so that the phases form separate, chargeable schemes), phasing or reducing other policy requirements and/or by use of the Council's CIL Instalments policy. These should be fully explored before considering an application for exceptional circumstances relief.

#### **ECR Policy**

This document gives notice that Norwich City Council has determined to make relief for exceptional circumstances available, in accordance with Regulations 55 to 57 of the Community Infrastructure Levy Regulations 2010 (as amended).

Relief for exceptional circumstances will be available until further notice. (It should be noted that the CIL Regulations give the Council the ability to withdraw this policy at any time with two weeks' notice.)

Exceptional Circumstances Relief (ECR) will be considered where individual sites with specific and exceptional cost burdens would not be economically viable due to the payment of the CIL Charge (see CIL Regulations 55 to 57). The Regulations state that the Council may grant relief from liability to pay CIL if it appears to the Council that there are exceptional circumstances which justify doing so and the Council considers it expedient to do so. Each case will be considered individually by the Council, which retains the discretion to make judgements about the viability of the scheme and whether exceptional circumstances exist.

In addition Norwich City Council may make a judgement in individual cases that exceptional circumstances are not solely based on economic viability. Even where the CIL may give rise to an unacceptable impact on the economic viability of the chargeable development, the Council may also require a demonstration of wider regeneration benefits and/or the need for the applicant to show that a particular site has to be brought forward imminently in order to achieve wider benefits.

The Regulations require that there must be a planning obligation in place in relation to the planning permission which permits the chargeable development.

A person claiming relief must be an owner of a material interest in the relevant land. Any claim for relief must be submitted in writing, using the appropriate form, and must be received and approved by Norwich City Council before commencement of the chargeable development<sup>1</sup>. Any claim must be accompanied by:

- a) an assessment carried out by an independent person<sup>2</sup>, of the economic viability of the chargeable development and the cost of complying with the planning obligation,
- b) an explanation of why payment of the chargeable amount would have an unacceptable impact on the economic viability of that development
- c) an apportionment assessment (if there is more than one material interest in the relevant land) ; and
- d) A declaration that the claimant has sent a copy of the completed claim form to the owners of the other material interest in the relevant land (if any).

The chargeable development can cease to be eligible for exceptional circumstances relief if:

- a) before the chargeable development is commenced, charitable or social housing relief is granted; or
- b) the site (or part of the site) is sold; or
- c) the chargeable development is not commenced within 12 months from the date on which the charging authority issues its decision on the claim

Before granting exceptional circumstances relief for an individual scheme, the Council also must be satisfied that the relief would not constitute notifiable state aid.

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<sup>1</sup> A chargeable development ceases to be eligible for relief for exceptional circumstance if before the chargeable development is commenced there is a disqualifying event. This is where the development is granted charitable or social housing relief, is disposed of, or has not been commenced within 12 months.

<sup>2</sup> For the purposes of the above paragraph, an independent person is a person who is appointed by the claimant with the agreement of the charging authority and has appropriate qualifications and experience.



<b>Report to</b>	Cabinet	<b>Item</b>
	12 September 2018	
<b>Report of</b>	Director of neighbourhoods	<b>9</b>
<b>Subject</b>	Proposed ban of sky lantern and mass balloon releases from council owned land.	

### **Purpose**

To consider a ban of sky lantern and mass balloon releases from council owned land.

### **Recommendation**

To prohibit the release of sky lantern and mass balloon releases through the terms and conditions of the hire agreement for council owned land.

### **Corporate and service priorities**

The report helps to meet the corporate priority a safe, clean and low carbon city.

### **Financial implications**

None.

**Ward/s:** All Wards

**Cabinet member:** Councillor Maguire - Safe city environment

### **Contact officers**

Michael Stephenson - public protection manager 01603 212283

Adrian Akester - head of citywide services 01603 212331

### **Background documents**

None

## **Report**

### **Background**

1. In the late 1980's the council banned the release of balloons from its land. This was primarily helium filled latex balloons used to promote public relations or charitable events.
2. This ban was driven by the risk of harm to the environment and airport related issues and, at the time, we were one of the first councils in the UK to have a policy to address this potential environmental damage.
3. It is acknowledged that this policy needs to be updated to include the modern Mylar type (foil-coated and painted) balloons and sky lanterns both of which are recognised national issues.
4. Internationally a number of countries including Spain, Malta and Austria have already banned the use of sky lanterns.
5. These balloons and sky lanterns pose a risk of harm to wildlife and livestock, from ingestion, entanglement, entrapment and through the panic they can cause. There is evidence to show the release of sky lanterns also presents an avoidable fire and safety risk. In addition, both are a contributor to the defacement of land by litter and waste.
6. In 2012 the Department of Environment, Food and Rural Affairs (Defra) commissioned a desktop review of the evidence on sky lanterns and helium balloons. The findings indicate that there are risks from both, although there is limited evidence.
7. Defra's subsequent decision not to introduce a ban at a national level has placed the emphasis on local councils taking action.
8. Recently, the following Norfolk councils' have made the decision to ban these types of releases from council owned land. This follows on from other councils across the country who have also introduced bans:
  - The borough council of Kings Lynn and West Norfolk
  - North Norfolk district council
  - Norfolk county council
  - Broadland district council
  - Great Yarmouth borough council

### **Proposal**

9. The policy is updated to include the prohibition of sky lanterns and the Mylar type balloons being released from council owned land. This would be achieved by amending the terms and conditions of the hire agreement. Additionally this reinforces the council's commitment to the environment and encourages community action to reduce waste going to landfill and the littering of the natural and built environment.

10. The resources required to deliver this proposal are low level in terms of officer time to update the hire agreement for council owned land.
11. If the terms of hire are found to have been breached the enforcement would be through refusing to allow that person/organisation to hire council land again.

## Integrated impact assessment



**NORWICH**  
City Council

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

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

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	12 September 2018
<b>Director / Head of service</b>	Bob Cronk
<b>Report subject:</b>	Proposed ban of sky lantern and mass balloon releases from council owned land
<b>Date assessed:</b>	23 August 2018



	Impact			
<b>Economic</b> (please add an 'x' as appropriate)	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
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"/>	
<b>Social</b> (please add an 'x' as appropriate)	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
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"/>	
Waste minimisation & resource use	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input type="checkbox"/>	<input checked="" 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"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment
<b>Positive</b>
Improvement to the natural environment.
<b>Negative</b>
<b>Neutral</b>
<b>Issues</b>



**Report to** Cabinet  
12 September 2018  
**Report of** Director of business services  
**Subject** Scrutiny committee recommendations

**Item**

10

**Purpose**

To consider the recommendations from the scrutiny committee held on 19 July 2018.

**Recommendation**

To ask cabinet to:

- 1) consider the cost implications for residents to call the council free of charge; and
- 2) endorse the National Housing Federation recommendations outlined in paragraph 10 of the report and write to the two Norwich MPs to ask them to do the same.

**Corporate and service priorities**

The report helps to meet all the corporate priorities.

**Financial implications**

None

**Ward/s:** All wards

**Cabinet member:** Councillor Kendrick - Resources

**Contact officers**

Anton Bull, Director of Business Services

01603 212326

**Background documents**

None

# Report

## Background

1. The council's scrutiny committee is constituted of councillors who do not sit on cabinet. They are expected to review/scrutinise and oversee decisions made by cabinet. They can 'call in', for reconsideration, decisions made by cabinet or an officer which have not yet been implemented. The main functions of scrutiny are to hold cabinet to account by examining their proposals; evaluating policies, performance and progress; ensuring consultations, where necessary, have been carried out; and highlighting areas for improvement.
2. The committee makes recommendations for cabinet, the wider council and other stakeholders based on evidence on the issues scrutinised at their meetings.
3. The following is a summary of the topics the committee has considered with the recommendations that were made accordingly.

### 19 July 2018

The committee considered the following reports:

- Scrutiny committee work programme 2018-19
- Update of the Norfolk Health Overview and Scrutiny Committee representative
- The impact of universal credit on vulnerable groups of people

### The impact of Universal Credit on vulnerable groups

4. The committee welcomed Kim Wright and Alison Fearn from the Norwich Department of Work and Pensions (DWP) office and Paul Corney (Anglia Revenue Partnership).
5. The committee heard about the work of the DWP and the steps being taken to prepare for the roll out of Universal Credit. There would be a re-positioning of signposting resources and agencies, with work coaches who could look into lessons learnt from other agencies. Partners and colleagues including MAP, Citizens Advice and local authorities could have a presence in the job centre so claimants did not have to be referred out of the building.
6. Digital support was ongoing and had been in place for over a year. Claimants were being taught the skills to be able to make a claim and staff would be available to help those without the requisite digital skills.
7. Members discussed the potential increase in uptake once Universal Credit was rolled out, the cost to the council of administering Universal Credit and work being undertaken to identify vulnerable claimants.
8. Members were concerned that claimants would not be able to call the various agencies needed, including Norwich City Council, if they did not have enough credit on their mobile phone and included a recommendation for cabinet to consider the cost of telephone calls to Norwich City Council.

9. Members referred to the recommendations of the National Housing Federation (set out below) and decided to include these in their recommendations:

10. The National Housing Federation has made the following recommendations to government ahead of the national roll out of full service:

- (1) To allow housing association staff and agencies, such as Citizens Advice, to sort out problems with Universal Credit as advocates for tenants
- (2) To scrap the “two child policy” and “benefit cap limit” which are pushing families into poverty
- (3) To ensure Universal Credit is paid to people and their landlords on time, at the same time
- (4) To adapt Universal Support to cope with greater numbers and more complex cases, and provide the funding to support more tenants
- (5) To restore the in-work allowances and revise the rules so that the self-employed, those with fluctuating pay packets or those who are not paid monthly do not lose out.

**RESOLVED** to;

Ask cabinet to:

- (1) consider the cost implications for residents to call the council free of charge; and
- (2) endorse the National Housing Federation recommendations outlined in the report and write to the two Norwich MPs to ask them to do the same

## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	12 September 2018
<b>Director / Head of service</b>	Anton Bull
<b>Report subject:</b>	Scrutiny Committee Recommendations
<b>Date assessed:</b>	28 August 2018
<b>Description:</b>	A summary of scrutiny committee discussions and recommendations from 19 July 2018



	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment
Positive
Negative
Neutral
Issues



<b>Report to</b>	Cabinet	<b>Item</b>
<b>Report of</b>	Chief finance officer (Section 151 Officer)	<b>11</b>
<b>Subject</b>	Revenue and capital budget monitoring 2018/19 – Period 3	

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## **Purpose**

To update cabinet on the provisional financial position of the council as at 30 June 2018.

## **Recommendations**

To:

- 1) note the forecast outturn for the 2018/19 General Fund, HRA and capital programme;
- 2) note the consequential forecast of the General Fund and Housing Revenue Account balances;
- 3) note the award of additional general fund grants as detailed in paragraph 2;
- 4) approve the general fund virement as detailed in paragraph 3;
- 5) approve the virements of budgets within the capital grants to housing associations budgets as detailed in paragraph 14; and
- 6) note the capital carry forwards approved under delegated authority as detailed in paragraph 17.

## **Corporate and service priorities**

The report helps to meet the corporate priority value for money services and the service plan priority to provide accurate, relevant and timely financial information.

## **Financial implications**

The General Fund revenue budget is forecast to underspend by £0.911m.  
The Housing Revenue Account budget is forecast to underspend by £0.612m.  
The General Fund Capital Programme is forecast to underspend by £1.012m.  
The Housing Revenue Account Capital Programme is forecast to underspend by £1.591m.

**Ward/s:** All Wards

**Cabinet member:** Councillor Kendrick - Resources

## **Contact officers**

Karen Watling, chief finance officer  
Adam Drane, finance business partner

01603 212440  
01603 212567

**Background documents**

None

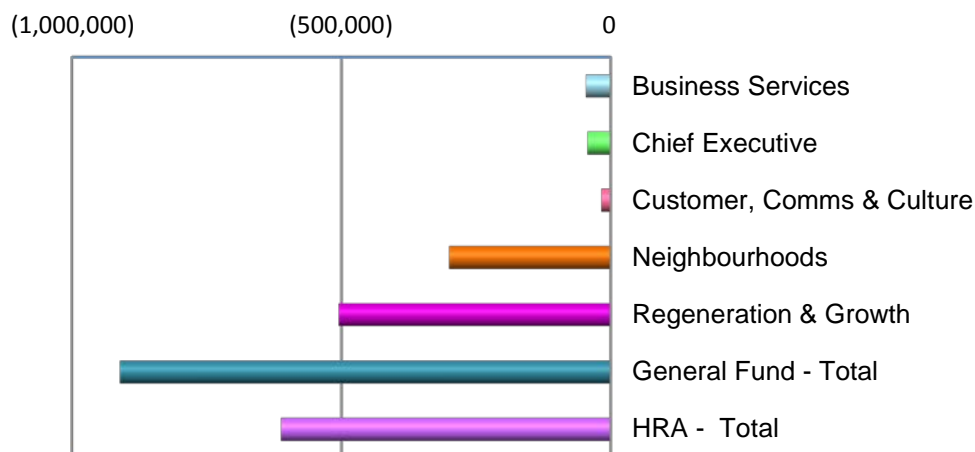
## Financial Position – Period 3 2018/19 Figures in 000s

General Fund	Current budget	Forecast outturn	Forecast variance
Expenditure	153,311	152,770	(541)
Income	(54,176)	(53,896)	280
Grants and subsidies	(99,135)	(99,785)	(650)
<b>Total</b>	<b>0</b>	<b>(911)</b>	<b>(911)</b>

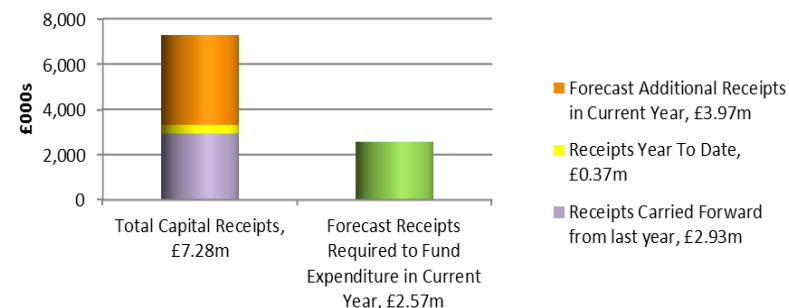
Capital programme	Current budget	Forecast outturn	Forecast variance
General Fund	77,516	76,504	(1,012)
Housing Revenue Account	45,557	43,967	(1,591)

### Non-Housing Capital

### Forecast variances by service area (under) and overspends

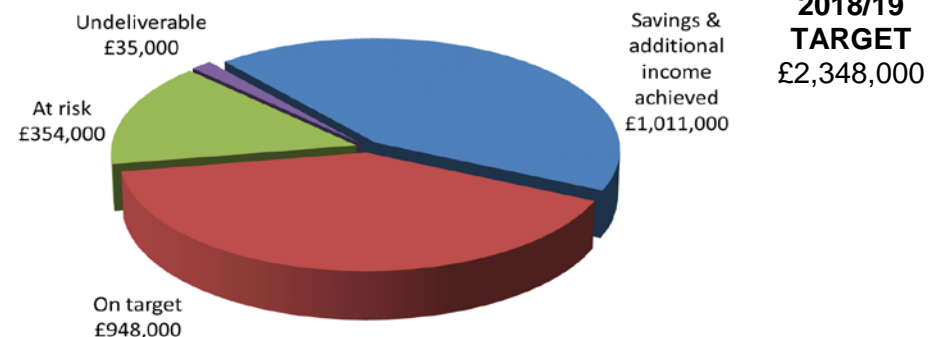


Housing Revenue Account	Current budget	Forecast outturn	Forecast variance
Expenditure	69,039	68,159	(880)
Income	(69,039)	(68,771)	268
<b>Total</b>	<b>0</b>	<b>(612)</b>	<b>(612)</b>



### Receipts

### Planned savings



- The General Fund revenue budget is forecast to underspend by £0.911m, mainly arising from higher than budgeted income from new property acquisitions and staff vacancies
- The HRA is forecast to underspend by £0.612m largely due to savings in the HRA dwellings repair budget and staff vacancies.
- The General Fund capital programme is forecast to underspend by £1.012m, due City Cycle Ambition grant not being fully utilised this financial year and specific costs associated with Three Score development unlikely to arise in 2018/19.
- The housing revenue account capital programme is forecast to underspend by £1.591m mainly due to elements of the tower block regeneration project likely to be undertaken in the next financial year.
- Both the General Fund and HRA reserves are expected to exceed their respective prudent minimum balances.

## General Fund Revenue Budget

1. The forecast is a £0.911m underspend at the year-end. This equates to 0.59% of the gross expenditure budget.

The key forecast budget variances (those with variances of +/- 100k) are set out below:

**Table 1: Key General Fund revenue budget variances (NB: figures in brackets represent savings or increased income)**

General Fund Service	P3 Forecast Variance £000s	Description and commentary
Finance	(121)	<p>The key variances are:</p> <ul style="list-style-type: none"> <li>£262k forecast underspend due to revised compensation methodology in relation to small rates business relief resulting in higher than budgeted S31 grant.</li> <li>£158k overspend forecast due to lower than budgeted identification of housing benefit overpayments</li> </ul>
Citywide Services	(147)	Variance is largely due to posts which have been vacant in 2018/19. Some of these vacant posts are now filled, and the remainder will be on hold until Fit for the Future restructuring takes place.
City Development	(517)	<p>The 18/19 budget included an additional £400k of net rental income from new commercial property acquisitions, after budgeting for borrowing costs. Based on the purchases to date this target has been exceeded with additional net rental income now due to the Council (£137k). The underspend is made higher as no external borrowing has yet been taken resulting in lower than budgeted interest costs in the short term (£252k) and due to the timing of the purchase the minimum revenue provision expense will not be due until 2019/20 (£101k).</p> <p>It is planned that income above the budget is transferred into the Commercial Property earmarked reserve. The reserve was been established to reduce the risks associated with holding commercial property by setting aside funding for any future void and rent free periods as well as repairs and upgrades to the investment property portfolio.</p>

Further detail is set out in **Appendix 1**.



2. Since setting the 2018/19 budgets additional amounts of grant income have been confirmed as set out in **Table 2**. The income will be applied in line with the terms of the grants.

**Table 2: Additional Grant Income**

Income	Purpose	Value £000s
Rough Sleeper Initiative	For co-ordination and provision of services aimed at assisting rough sleepers	(261)
DWP Verify Earnings	Used to maintain and/or increase resources to combat income related fraud and error notified via the Verify Earnings and Pensions (VEP) Alerts service and the Real Time Information referrals	(44)
Home Adaptations	To be utilised by the Home Improvement Team on targeted small works to prevent accidents in households with children aged 4 and under.	(25)
New Burdens – Real Time Information	To meet New Burdens incurred by local authorities as a result of the on-going implementation of the Real Time Information Bulk Data Matching Initiative.	(6)

3. The Council has received £146k in 18/19 through the Flexible Homelessness Support Grant. The grant replaced the Temporary Accommodation Management Fee which was previously reclaimable through housing benefit subsidy, and as a result the grant was originally budgeted for within Business Services. Cabinet are asked to approve a virement to move the grant budget into the Neighbourhoods service area to align the grant with its associated spend on homelessness prevention and temporary accommodation.
4. A virement was approved by the Corporate Leadership team in June to transfer £91k of expenditure from the Homelessness cost centre to Housing Strategy and Development to form Norwich City Council's contribution to the Rough Sleepers Initiative.

### **Planned Savings**

5. The 2018/19 net budget includes £2.348m planned savings. The current forecast indicates that £0.354m (15%) of these are at risk of not being delivered or will not be delivered, however this is partially offset by £0.137m where the savings have exceeded the target.

## Housing Revenue Account

6. Net expenditure on the HRA is forecast to be £0.612m underspent. The key forecast budget variances are set out below in Table 2.

**Table 2**

**Key HRA revenue budget variances (NB: figures in brackets represent savings or increased income)**

Housing Revenue Account	P3 Forecast Variance £000s	Description and commentary
Repairs & Maintenance	(246)	<p>The key variances are</p> <ul style="list-style-type: none"> <li>£115k additional income due to increase in amount of rechargeable repairs invoiced</li> <li>£73k unbudgeted income from joint venture profit share</li> <li>£56k forecast underspend on repairs bad debt allowance based on current arrears figures</li> </ul>
Rents, Rates, & Other Property Costs	(277)	<p>The key variances are:</p> <ul style="list-style-type: none"> <li>£213k underspend due to Anglian Water monthly actual less that originally budgeted; partially offset by lower income against service charge budgets</li> <li>£25k forecast underspend on empty property charges based on current rate</li> </ul>
General Management	(133)	<p>The key variances are:</p> <ul style="list-style-type: none"> <li>£35k forecast underspend due to vacant posts not filled in first part of the year</li> <li>£30k forecast underspend on training budget, as a result of intended training no longer going ahead</li> <li>£15k forecast underspend on parking permits due to reduced requirement</li> </ul>
Special Services	(532)	<p>The key variances are:</p> <ul style="list-style-type: none"> <li>£378k forecast underspend on district heating &amp; sheltered housing gas costs; currently based on recent trends</li> <li>£145k unbudgeted income from the sale of the Community Alarm Service</li> </ul>
Service Charges General	597	<p>The key variances are:</p> <ul style="list-style-type: none"> <li>£251k lower than budgeted district heating income due to reduced gas use; partially offset by underspend against special services</li> <li>£119k lower than budgeted Anglian Water service charge income due to reduced costs; offset by underspend against rents, rates, &amp; other property costs</li> </ul>

Further detail is set out in **Appendix 1**.

## Collection Fund

7. The Collection Fund includes all income generated from council tax and business rates that is due in the year from council taxpayers and ratepayers.

## Council Tax

8. Council tax collection is on target at the end of Quarter 1. Any surplus or deficit on council tax income will be distributed in subsequent years.

**Table 5**

	<b>Budget £000s</b>	<b>Forecast £000s</b>	<b>(Surplus) / deficit £000s</b>
Total Council Tax Collection Fund Income	(64,169)	(64,169)	0
Norwich City Council Share (14.18%)	(9,100)	(9,100)	0

## Business Rates

9. The latest forecast shows a projected surplus of £267k on the general fund. This is due to additional unbudgeted Section 31 grant being received in 2018-19 in relation to a central government change in the compensation methodology for the small business rate relief. The forecast takes into account the higher forecast levy payment to the Norfolk Business Rates Pool.

**Table 6**

	<b>Budget £000s</b>	<b>Forecast £000s</b>	<b>(Surplus) / deficit £000s</b>
Norwich City Council Retained Income Share	(5,298)	(5,565)	(267)

## Impact on Balances

10. The prudent minimum level of General Fund reserves has been assessed as £4.232m. The budgeted and forecast outturn's impact on the 2017/18 balance brought forward is as follows:

**Table 7**

Item	£000s
Balance at 1 April 2018	(13,156)
Budgeted contribution from reserves 2018/19	1,504
Forecast outturn 2018/19	(911)
<b>= Forecast balance at 31 March 2019</b>	<b>(12,563)</b>

The General Fund balance is therefore expected to continue to exceed the prudent minimum balance.

11. The prudent minimum level of HRA reserves has been assessed as £5.844m. The budgeted and forecast outturn's impact on the 2017/18 balance brought forward is as follows:

**Table 8**

Item	£000s
Balance at 1 April 2018	(30,489)
Budgeted contribution from reserves 2018/19	2,550
Forecast outturn 2018/19	(612)
<b>= Forecast balance at 31 March 2019</b>	<b>(28,551)</b>

The Housing Revenue Account balance is therefore expected to continue to exceed the prudent minimum balance.

12. An Invest to Save earmarked fund was created to allow the Council to support the delivery of savings and efficiencies, through the Fit for the Future Transformation Programme. The fund was created from revenue budget underspends in 2016-17 and 2017-18. The balance on the fund at 1 April 2018 was £2.6m. The Fit for the Future transformation timeline is nearing completion and future Cabinet reports will show intended spending plans.

## Capital Programme

13. The general fund capital programme is forecast to underspend by £1.012m and the HRA capital programme is forecast to underspend by £1.591m in this financial year.

**Key capital programme budget variances (NB: figures in brackets represent savings or increased income)**

**Table 9**

Capital Programme Group	P03 Forecast Variance £000s	Description and commentary
GF Three Score development	(943)	<ul style="list-style-type: none"><li>• Specific costs associated with Three Score development unlikely to arise in 2018/19</li></ul>
GF Cycle City Ambition Group 2	(134)	<ul style="list-style-type: none"><li>• £134K DfT City Cycle Ambition Grant (CCAG) unlikely to be spent in 2018/19.</li></ul>
HRA Neighbourhood Housing	(1,596)	<ul style="list-style-type: none"><li>• £1,241K underspend forecast for Tower Block Regeneration budget. A feasibility study is currently being undertaken, with some works likely to be started during the next financial year</li><li>• £200K Boiler Replacement (Domestic) - lower unit costs this year has resulted in a forecast saving</li><li>• £155K underspend forecast for sheltered housing whole home upgrades. A draft programme of works are being scoped for design and costing. However, it is unlikely that any funds can be committed this year.</li></ul>

14. Grants of Right to Buy one for one replacement receipts are awarded by cabinet against individual bids by registered providers, often at a relatively early stage in the development process.

On 3 February 2016 cabinet approved the award of £2.7m of RTB receipts to build out a programme of sites by one registered provider. This was awarded at a very early stage and some of the sites have fallen away and others have been more expensive. We now have full costs known on all of the sites apart from one which has been delayed, but there is an anticipated underspend of approximately £150k against the awarded amount.

At the same meeting Cabinet approved a separate grant for a site delivering nine social rented dwellings of £278,653 but costs have been higher on this site and the actual grant required based on 30% of the total cost is £317,193.58 an increase of £38,541.

Further, on 13 July 2016 Cabinet approved a grant of £600,000 for a site delivering 20 affordable dwellings and now this has been completed the total costs have increased. We have received a request for an additional £44,503 based on 30% of actual costs.

Cabinet are asked to approve the virement of £83,044 from the original award for the programme of sites to the additional costs of the 2 smaller sites, this is within the overall approved budget for capital grants to registered providers so does not require additional budget approval from full council.

### **Capital carry forwards**

15. On 11 June 2018 Cabinet agreed a delegation to the director of regeneration and development, director of neighbourhoods and chief finance officer, in consultation with the portfolio holder for resources, for the approval of carry-forwards of unspent 2017/18 capital budgets still required, to the 2018/19 capital programme.
16. The Corporate Quality Assurance Group, headed by the Chief Finance Officer and Head of Transformation, reviewed all capital carry forward requests to ensure the capital plans were both robust and deliverable.
17. In line with the Cabinet delegation, £49.45m of unspent 2017/18 capital budgets were subsequently approved to be carried forward into 2018/19. These amounts have been included in the Period 3 capital budgets shown in **Appendix 2**.

## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	12 September 2018
<b>Head of service:</b>	Chief Finance Officer
<b>Report subject:</b>	Budget Monitoring 2018/19
<b>Date assessed:</b>	17/08/18
<b>Description:</b>	This is the integrated impact assessment for the Budget Monitoring 2018/19 report to Cabinet

	Impact			
<b>Economic</b> (please add an 'x' as appropriate)	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
<b>Finance (value for money)</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The report shows that the council monitors its budgets, considers risks to achieving its budget objectives, reviews its balances position, and is therefore able to maintain its financial standing
<b>Other departments and services e.g. office facilities, customer contact</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>ICT services</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Economic development</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Financial inclusion</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Social</b> (please add an 'x' as appropriate)	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
<b>Safeguarding children and adults</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b><u>S17 crime and disorder act 1998</u></b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Human Rights Act 1998</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Health and well being</b>	<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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The report demonstrates that the council is aware of and monitors risks to the achievement of its financial strategy.

## Recommendations from impact assessment

### Positive

None

### Negative

None

### Neutral

None

### Issues

The council should continue to monitor its budget performance in the context of the financial risk environment within which it operates.

## Revenue Budget Monitoring Summary Year: 2018/19 Period: 3 (June)

### General Fund Summary

Approved budget	Current budget		Forecast outturn	Forecast variance
5,491,851	5,491,851	Business Services	5,519,727	27,876
462,163	462,163	Democratic Services	454,529	(7,634)
(20,851,765)	(20,851,765)	Finance	(20,972,916)	(121,151)
0	0	Human Resources	30,035	30,035
0	0	Procurement & Service Improvement	25,052	25,052
<b>(14,897,751)</b>	<b>(14,897,751)</b>	<b>Total Business Services</b>	<b>(14,943,573)</b>	<b>(45,822)</b>
0	0	Chief Executive	(5,793)	(5,793)
204,413	204,413	Strategy & Programme Management	167,131	(37,282)
<b>204,413</b>	<b>204,413</b>	<b>Total Chief Executive</b>	<b>161,337</b>	<b>(43,076)</b>
2,071,779	2,080,195	Communications & Culture	2,065,228	(14,967)
(9,537)	(28,698)	Customer Contact	(31,209)	(2,511)
<b>2,062,242</b>	<b>2,051,497</b>	<b>Total Customers, Comms &amp; Cultur</b>	<b>2,034,018</b>	<b>(17,479)</b>
10,150,063	10,170,926	Citywide Services	10,023,867	(147,059)
1,629,978	1,538,978	Neighbourhood Housing	1,463,864	(75,114)
800,281	814,105	Neighbourhood Services	736,147	(77,958)
<b>12,580,322</b>	<b>12,524,009</b>	<b>Total Neighbourhoods</b>	<b>12,223,879</b>	<b>(300,130)</b>
(2,471,702)	(2,329,565)	City Development	(2,846,923)	(517,358)
0	0	Environmental Strategy	(21,281)	(21,281)
0	0	Executive Head of Regeneration &	(11,988)	(11,988)
1,441,678	1,441,678	Planning	1,475,354	33,676
1,080,798	1,005,717	Property Services	1,017,794	12,077
<b>50,774</b>	<b>117,830</b>	<b>Total Regeneration &amp; Growth</b>	<b>(387,045)</b>	<b>(504,875)</b>
<b>0</b>	<b>(2)</b>	<b>Total General Fund</b>	<b>(911,384)</b>	<b>(911,382)</b>

### Housing Revenue Account Summary

Approved budget	Current budget		Forecast outturn	Forecast variance
13,487,435	13,487,435	Repairs & Maintenance	13,241,750	(245,685)
6,339,289	6,339,289	Rents, Rates, & Other Property Costs	6,061,927	(277,362)
11,965,228	11,965,228	General Management	11,832,601	(132,627)
4,818,963	4,818,963	Special Services	4,286,759	(532,204)
21,805,082	21,805,082	Depreciation & Impairment	21,805,082	0
190,000	190,000	Provision for Bad Debts	150,000	(40,000)
(56,968,090)	(56,968,090)	Dwelling Rents	(56,972,412)	(4,322)
(2,227,988)	(2,227,988)	Garage & Other Property Rents	(2,301,967)	(73,979)
(8,414,324)	(8,414,324)	Service Charges - General	(7,817,551)	596,773
(115,000)	(115,000)	Miscellaneous Income	(29,097)	85,903
9,646,135	9,646,135	Adjustments & Financing Items	9,657,335	11,200
(426,730)	(426,730)	Amenities shared by whole community	(426,730)	0
(100,000)	(100,000)	Interest Received	(100,000)	0
<b>0</b>	<b>0</b>	<b>Total Housing Revenue Account</b>	<b>(612,302)</b>	<b>(612,302)</b>

## General Fund summary by type

Approved budget	Current budget		Forecast outturn	Forecast variance
20,556,794	20,559,794	Employees	20,524,233	(35,561)
9,385,168	9,402,168	Premises	9,388,318	(13,850)
282,856	282,856	Transport	238,654	(44,202)
16,090,722	16,070,722	Supplies & Services	16,279,037	208,315
4,007,623	4,007,623	Third Party Payments	4,005,043	(2,580)
83,126,130	83,126,130	Housing Benefits & Business Rates Tariff	86,687,827	3,561,697
(63,298)	(63,298)	Capital Financing	(387,854)	(324,556)
800,000	800,000	Rev Contribs to Capital	800,000	0
(27,246,405)	(27,246,405)	Fees, charges and rental income	(27,467,641)	(221,236)
(99,134,946)	(99,134,946)	Government Grants	(103,346,685)	(4,211,739)
1,013,331	1,013,329	Centrally Managed	1,018,583	5,254
18,111,803	18,111,803	Recharge Expenditure	17,777,827	(333,976)
(26,929,778)	(26,929,778)	Recharge Income	(26,428,725)	501,053
<b>0</b>	<b>(2)</b>	<b>Total General Fund</b>	<b>(911,384)</b>	<b>(911,382)</b>

## Housing Revenue Account summary by type

Approved budget	Current budget		Forecast outturn	Forecast variance
5,679,599	5,679,599	Employees	5,606,734	(72,865)
22,950,924	22,950,924	Premises	22,335,006	(615,918)
112,285	112,285	Transport	93,804	(18,481)
2,777,110	2,777,110	Supplies & Services	2,605,041	(172,069)
3,410	3,410	Third Party Payments	3,410	0
7,112,273	7,112,273	Recharge Expenditure	7,111,381	(892)
5,131,340	5,131,340	Capital Financing	5,131,340	0
(68,530,117)	(68,530,117)	Receipts	(68,262,194)	267,923
0	0	Government Grants	0	0
(509,224)	(509,224)	Recharge Income	(509,224)	0
11,144,366	11,144,366	Rev Contribs to Capital	11,144,366	0
14,128,034	14,128,034	Capital Financing	14,128,034	0
<b>0</b>	<b>0</b>	<b>Total Housing Revenue Account</b>	<b>(612,302)</b>	<b>(612,302)</b>

**Capital Budget Monitoring Summary Year: 2018/19**  
**Period: 3 (June)**

Appendix 2

GF Capital Expenditure Programme	Current Budget	Forecast Outturn	Forecast Variance
Grounds Maintenance Equipment	559,580	559,580	0
Norwich Parks tennis expansion	0	11,225	11,225
Riverbank stabilisation	82,500	82,500	0
St Giles MSCP - replace central	15,750	15,750	0
Hewett Yard Refurbishment	46,600	46,600	0
Royal Oak Court - Demolition	38,500	38,500	0
City Hall - Fire system	62,000	62,000	0
Community Centre fire detection	21,000	21,000	0
Riverside Leisure Centre - Plant	12,000	12,000	0
Earlham Park toilet replacement	86,750	86,750	0
Eaton Park path replacement	45,000	45,000	0
HR System	63,273	63,273	0
Acquisition of income generating assets	56,368,455	56,368,455	0
Asset Acquisition 1	40,033	40,033	0
Asset Acquisition 2	184,581	184,581	0
Asset Acquisition 3	23,774	23,774	0
Asset Acquisition 4	9,954,193	9,954,193	0
Parking machines card upgrade	32,822	32,822	0
Non trafficked pedestrian bridges	55,000	55,000	0
Strangers Hall stores roof	27,500	27,500	0
Riverside Footpath District Lighting	21,000	21,000	0
City Hall heating system	17,250	17,250	0
Castle Museum windows	33,000	33,000	0
Pulls Ferry quay heading	16,500	16,500	0
St Giles MSCP Lift Controller	35,500	35,500	0
CCTV replacement	250,935	250,935	0
City Hall 2nd Floor	0	1,220	1,220
City Hall external lighting	5,556	5,556	0
Parking Management System	65,825	65,825	0
Traveller Site	26,000	26,000	0
Customer centre redesign	440,363	440,363	0
St Giles MSCP - Windows and doors	20,000	20,000	0
NaHCASP Threescore	0	42,943	42,943
New Build - Three Score Phase 2	942,877	0	(942,877)
IT Investment Fund	309,439	309,439	0

GF Capital Expenditure Programme	Current Budget	Forecast Outturn	Forecast Variance
Finance & HR System	241,869	241,869	0
Park Depots demolition	282,319	282,319	0
Investment for regeneration	130,000	130,000	0
Community Infrastructure Levy	253,412	253,632	220
GNGP	0	0	0
Section 106	388,462	392,953	4,491
Cycle City Ambition Group 2	3,386,254	3,252,081	(134,173)
Home Improvement Agency Works	0	0	0
Capital contingency	64,500	64,500	0
<b>Total GF Capital Expenditure Programme</b>	<b>75,634,447</b>	<b>74,622,386</b>	<b>(1,012,061)</b>

GF Capital Loans Programme	Current Budget	Forecast Outturn	Forecast Variance
10-14 Ber Street	280,000	280,000	0
New Build - Three Score Phase 2	1,119,546	1,119,546	0
New Build - Three Score Phase 3	481,615	481,615	0
<b>Total GF Capital Loans Programme</b>	<b>1,881,161</b>	<b>1,881,161</b>	<b>0</b>

<b>HRA Capital Programme Group</b>	<b>Current Budget</b>	<b>Forecast Outturn</b>	<b>Forecast Variance</b>
Community Upgrades	956,558	956,550	(8)
Heating Upgrades	4,917,192	4,716,479	(200,713)
Home Upgrades	6,144,853	6,144,900	47
Independent Living Upgrades	1,074,089	1,074,100	11
Preventative Upgrades	8,445,033	7,204,411	(1,240,622)
Sheltered Housing Regeneration	258,030	103,200	(154,830)
Thermal Upgrades	1,713,316	1,713,300	(16)
Window & Door Upgrades	1,958,156	1,958,100	(56)
Site Development	100,000	100,000	0
New Build Social Housing	16,930,877	16,936,511	5,634
RTB Buyback Programme	250,000	250,000	0
Grants to Registered Housing Providers	2,809,157	2,809,157	0
<b>Total HRA Capital Programme</b>	<b>45,557,261</b>	<b>43,966,708</b>	<b>(1,590,553)</b>

**Report to** Cabinet  
**Report of** Chief finance officer  
**Subject** Treasury Management Full Year Review Report 2017-18

**Item**

12

**Purpose**

This report sets out the Treasury Management performance for the year to 31 March 2018.

**Recommendation**

To recommend that council note the report and the treasury activity for the year to 31 March 2018.

**Financial implications**

The report has no direct financial consequences however it does report on the performance of the council in managing its borrowing and investment resources.

**Ward/s:** All wards

**Cabinet member:** Councillor Kendrick, resources

**Contact officers**

Karen Watling, chief finance officer

01603 212440

**Background documents**

None

## **Report**

### **Background**

1. The council is required by regulations issued under the Local Government Act 2003 to produce an annual review of its treasury management activities and the actual prudential and treasury indicators for 2017-18. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
2. This report details the results of the council's treasury management activities for the financial year 2017-18. It compares this activity to the Treasury Management Strategy for 2017-18, approved by Full Council on 21 February 2017. It will also detail any issues that have arisen in treasury management during this period.

### **Introduction**

3. Treasury Management relates to the policies, strategies and processes associated with managing the cash and debt of the council through appropriate borrowing and lending activity. It includes the effective control of the risks associated with the lending and borrowing activity and the pursuit of optimum performance consistent with the risks.
4. For the 2017/18 financial year the minimum reporting requirements were that full council should receive the following reports:
  - an annual Treasury Management Strategy in advance of the year (council 21 February 2017).
  - a mid-year Treasury Management Review report (Cabinet 17 January 2017).
  - an annual review following the end of the year describing the activity compared to the strategy (this report).
5. The regulatory environment places responsibility on members to review and scrutinise treasury management policy and activities. This report is therefore important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the council's policies which have previously been approved by members. This report summarises the following:-
  - Capital activity during the year (paragraphs 6 & 7)
  - Impact of this activity on the council's underlying indebtedness (the Capital Financing Requirement) (paragraphs 8-14)
  - The actual prudential and treasury indicators (paragraphs 15-19)
  - Overall treasury position identifying how the council has borrowed in relation to this indebtedness, and the impact on investment balances (paragraphs 20-25)
  - Review of treasury strategy (paragraphs 26-28)
  - Borrowing strategy and detailed debt activity (paragraphs 29-31)
  - Investment strategy and detailed investment activity (paragraphs 32-39)

### **The council's Capital Expenditure and Financing 2017-18**



6. The capital programme was revised during 2017-18 from that agreed by full council at its meeting on 21 February 2017. The revised capital programme shown in the table below was reported in the out-turn report to Cabinet on 13 June 2018. Actual capital spending was under budget for the year by £55.870m. This capital spending includes both capitalised additions and capital loans made in year. Consequently the actual level of revenue and borrowing needed to finance the expenditure was less than that estimated. The actual capital expenditure forms one of the required prudential indicators. The table below shows the estimates and then the actual capital expenditure for 2017-18 and how this was financed in the year:

**Table 1**

	<b>2017/18 Original Estimate £m</b>	<b>2017/18 Revised Estimate (30.09.17) £m</b>	<b>2017/18 Actual £m</b>	<b>(Underspend) /Overspend £m</b>
<b>Capital Expenditure</b>				
Non-Housing Capital expenditure	35,075	67,489	19,221	(48,268)
Non-Housing Capital Loans	12,593	12,593	10,856	(1,737)
HRA Capital expenditure	51,281	47,094	28,636	(18,458)
	<b>86,356</b>	<b>114,583</b>	<b>58,713</b>	<b>(55,870)</b>
<b>Financed by</b>				
Capital Receipts	16,246	12,382	7,284	(5,098)
Capital Grants	8,897	10,713	6,309	(4,404)
Capital Reserves	6,925	-	-	-
Revenue	22,366	19,927	13,273	(6,654)
Major Repairs Reserve	-	13,871	7,001	(6,870)
	<b>54,434</b>	<b>56,893</b>	<b>33,867</b>	<b>(23,026)</b>
<b>Borrowing need for the Year</b>	<b>31,922</b>	<b>57,690</b>	<b>24,842</b>	<b>(32,848)</b>

7. Capital expenditure may either be:
- Financed immediately through the application of capital or revenue resources e.g. capital receipts, capital grants, revenue contributions etc.), which has no impact on the council's borrowing need; or
  - If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need, which will be satisfied by either external or internal borrowing.

### **Council's overall borrowing need**

8. The council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). The CFR arises as the council incurs capital spending and then if it does not apply resources immediately to finance the capital spend, i.e. capital receipts, capital grants, capital reserves or revenue, a borrowing need arises. The 2017-18 CFR year-end balance is the cumulative total of the 2017-18 unfinanced capital expenditure i.e. £24.842m, and prior years' unfinanced capital.
9. Treasury Management includes addressing the funding requirements for this borrowing need; it also includes maintaining a cash position to ensure sufficient cash is available to meet the capital expenditure and cash flow requirements. This may be sourced through borrowing from external bodies, e.g. the Government

through the Public Works Loan Board (PWLB) or the money markets, or utilising temporary cash resources within the council (known as internal borrowing).

10. Reducing the CFR – the council's (non-HRA) underlying borrowing need (CFR) is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. This requirement is met by making an annual revenue charge, called the Minimum Revenue Provision (MRP), to reduce the CFR. This is effectively a repayment of the non-HRA borrowing need (there is no statutory requirement to reduce the HRA CFR).
11. The total CFR can also be reduced by either:
  - the application of additional capital financing resources (such as unapplied capital receipts)
  - charging more than the statutory MRP each year through a Voluntary Revenue Provision (VRP).
12. This differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External borrowing can be taken or repaid at any time, but this does not change the CFR.
13. The council's CFR for the year is shown below, and is a key prudential indicator. It includes leasing schemes on the balance sheet, which increase the council's borrowing need. No borrowing is actually required against these schemes as a borrowing facility is included in the contract.

**Table 2**

	<b>2017/18 Original Estimate</b>	<b>2017/18 Revised Estimate</b>	<b>2017/18 Actual</b>
<b>General Fund</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Opening balance	32.739	32.081	34.673
Add: Unfinanced capital expenditure*	31.922	57.690	24.597
Less: MRP	(0.302)	(0.344)	(0.352)
<b>General Fund closing balance</b>	<b>64.359</b>	<b>89.427</b>	<b>58.918</b>
<b>HRA</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Opening balance	211.634	205.717	205.717
Add: Unfinanced capital expenditure	-	-	-
<b>HRA closing balance</b>	<b>217.665</b>	<b>205.717</b>	<b>205.717</b>
<b>Total Capital Financing Requirement</b>	<b>282.024</b>	<b>295.144</b>	<b>264.635</b>

\* The actual unfinanced capital expenditure differs from Table 1 by £0.245m as a result of loan repayments received in year which have reduced the capital financing requirement.

14. Borrowing activity is constrained by prudential indicators for borrowing and the CFR, and by the authorised limit.

### **The actual prudential and treasury indicators**

15. **Gross borrowing and the CFR** - in order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year (2016/17) plus the estimates of any additional capital financing requirement for the current (2017/18) and next two financial years. This essentially means that the council is not borrowing to support revenue expenditure. This indicator allows the council some flexibility to borrow in advance of its immediate capital needs. The table below highlights the council's gross borrowing position against the CFR. The council has complied with this prudential indicator.

**Table 3**

	<b>2017/18 Original Estimate £m</b>	<b>2017/18 Revised Estimate £m</b>	<b>2017/18 Actual £m</b>
Gross borrowing	255.283	291.576	201.392
CFR	282.203	295.051	264.635
<b>Over Borrowed/(Under Borrowed)</b>	<b>(26.920)</b>	<b>(3.475)</b>	<b>(63.243)</b>

16. **The authorised limit** - the authorised limit is the "affordable borrowing limit" required by s3 of the Local Government Act 2003. The council does not have the power to borrow above this level. The table below demonstrates that during 2017/18 the council has maintained gross borrowing within its authorised limit.

**Table 4**

	<b>2017/18 Original Estimate £m</b>	<b>2017/18 Revised Estimate £m</b>	<b>2017/18 Actual £m</b>
<b>Authorised Limit for external debt</b>			
Borrowing	253.707	290.000	290.000
Other long term liabilities	1.576	1.576	1.576
<b>Total Agreed Authorised Limit</b>	<b>255.283</b>	<b>291.576</b>	<b>291.576</b>
<b>Operational boundary for external debt</b>			
Borrowing	253.107	270.000	270.000
Other long term liabilities	1.576	1.576	1.576
<b>Total Agreed Operational Boundary</b>	<b>254.683</b>	<b>271.576</b>	<b>271.576</b>
<b>External debt (including other long term liabilities e.g. finance leases)</b>	<b>215.856</b>	<b>266.085</b>	<b>202.729</b>

17. **The operational boundary** – the operational boundary is the expected borrowing position of the council during the year. Periods where the actual position is either below or over the boundary is acceptable subject to the authorised limit not being breached.

### **Actual financing costs as a proportion of net revenue stream**

18. This indicator shows what the cost of capital is (borrowing and other long term obligation costs net of investment income) as a percentage of the net revenue stream (the amount that is funded by government grants and council tax payers) for the general fund and the rental income (paid by tenants) for the HRA.
19. There is a notable difference when comparing the actual affordability percentages and estimated affordability percentages for both the general fund and the HRA. This is due to a review of the method of calculation. The calculation of the actual percentage follows the method given in the CIPFA guidance whereas the estimate used a different basis. Using the prescribed method in the guidance will ensure consistency year on year and will also allow comparison with other authorities on a consistent basis (if the council wanted to compare like with like). For comparison purposes the revised methodology has been applied to the 17/18 budget figures to provide comparable percentages for the 17/18 actual outturn.

**Table 5**

<b>Affordability of financing costs</b>	<b>2017/18 Strategy Estimate</b>	<b>2017/18 Strategy Reworked</b>	<b>2017/18 Actual</b>
General fund - financing costs as a percentage of net revenue stream	7.64%	2.15%	2.56%
HRA - financing costs as a percentage of rental income	10.25%	37.68%	40.33%

### **Treasury Position as at 31 March 2018**

20. The council's debt and investment position is managed by the in-house treasury management team. All activities are undertaken primarily to ensure security for investments, to ensure that there is adequate liquidity for revenue and capital activities, and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through member reporting detailed in the summary, and through officer activity detailed in the council's Treasury Management Practices.
21. The council's actual borrowing position at 31 March 2018 and activity during 2017-18 is detailed in the table below:

**Table 6**

<b>Borrowing activity 2017-18 (excluding finance leases)</b>	<b>PWLB loans £m</b>	<b>Market loans £m</b>	<b>Total £m</b>	<b>Average interest rate %</b>
Opening balance (1 April 2017)	203.107	5.000	208.107	4.45%
New borrowing taken	-	-	-	
Borrowing matured/repaid	(7.000)	-	(7.000)	
Closing balance (31 March 2018)	<b>196.107</b>	<b>5.000</b>	<b>201.107</b>	<b>3.88%</b>
Authorised limit for external debt			291.576	

22. The maturity structure of the debt portfolio was as follows:

**Table 7**

<b>Maturity Structure of fixed rate borrowing</b>	<b>Upper Limit per Strategy %</b>	<b>%</b>	<b>31-Mar-18 £m</b>
Under 12 months	10	1	2.000

Between 12 months and 2 years	10	0	0.000
Between 2 years and 5 years	30	7	53.459
Between 5 years and 10 years	50	60	119.700
Over 10 years	95	13	25.948
<b>Total borrowing</b>			<b>201.107</b>

23. The upper limit set in the strategy for maturity between 5-10 years has been exceeded at the end of 2017/18. This is the result of a scheduled repayment of Housing Revenue Account self-financing debt moving into the lower maturity category at the end of the year, combined with the deferral of planned long term borrowing because cash balances have been sufficient in the year. The strategy limits will be reviewed as part of the wider consideration of the council's future borrowing requirements.
24. The following table shows the movement in investments in the year. The decrease in year was due to investments being liquidated to fund commercial property investments and the loan to Norwich Regeneration Ltd.

**Table 8**

<b>Investments</b>	<b>Actual 31 March 2017</b>	<b>Net movements in year</b>	<b>Actual 31 March 2018</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Short term</b>			-
Banks	28.000	(20.000)	8.000
Building Societies	27.400	(15.400)	12.000
Local Authorities	-	3.000	3.000
<b>Cash Equivalents</b>			
Banks	10.660	(3.890)	6.770
Building Societies	-	1.650	1.650
Local Authorities	7.500	(3.250)	4.250
Money Market Funds	-	15.000	15.000
<b>Total Internally Managed Funds</b>	<b>73.560</b>	<b>(22.890)</b>	<b>50.670</b>

25. The maturity structure of the investment portfolio was as follows:

**Table 9**

	<b>31 March 2017</b>	<b>31 March 2018</b>
	<b>£m</b>	<b>£m</b>
Under 1 year	73.560	50.670
	<b>73.560</b>	<b>50.670</b>

### **Borrowing Strategy for 2017-18**

26. The council maintained an under-borrowed position in 2017/18. This means that the capital borrowing need (the CFR) has not been fully funded with loan debt as cash supporting the council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is relatively high.

27. Going forwards caution will be adopted with the 2018-19 treasury operations. The Chief finance officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:
- if it was felt that there was a significant risk of a sharp fall in long and short term rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
  - if it was felt that there was a significant risk of a much sharper rise in long and short term rates than that currently forecast, perhaps arising from a greater than expected increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates were still relatively cheap.
28. The Chief Finance Officer (CFO) advise that it is very likely that the council will need to undertake fixed rate long term borrowing within the next few months. Any decisions will be reported to Cabinet at the next available opportunity.

### **Policy on borrowing in advance of need**

29. The council's policy is not to borrow more than, or in advance of, its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the council can ensure the security of such funds. The policy has been complied with in 2017/18.

### **Borrowing Outturn for 2017-18**

30. No borrowing was undertaken during the year because cash balances have been sufficient in the short term to cover the 2017/18 unfinanced capital and short term investments. During 2017-18 £7.000m of PWLB debt was repaid.
31. During 2017-18 the council paid £8.4m in interest costs on external loans, this compares to a budget of £8.5m.

### **Investment Strategy for 2017-18**

32. The council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Capital Asset Services (formerly Sector)al Guidance Notes ("the CIPFA TM Code"). The council's investment priorities will be security first, liquidity second, then return.
33. In accordance with the above guidance from the Government and CIPFA, and in order to minimise the risk to investments, the council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk.
34. The aim of the strategy is to generate a list of highly creditworthy counterparties which will also enable diversification and thus avoidance of concentration risk.

### **Investment Outturn for 2017-18**

35. The investment activity during the year conformed to the approved strategy, and the council had no liquidity difficulties.

## Reserves

36. The council's cash balances comprise revenue and capital resources and cash flow monies. The council's reserves comprised:

**Table 10**

<b>Balance Sheet Reserves</b>	<b>31-Mar-17</b>	<b>31-Mar-18</b>
	<b>£m</b>	<b>£m</b>
General Reserves	44.728	43.644
Earmarked Reserves	3.701	8.360
Useable Capital receipts	26.554	33.997
Capital grants Unapplied	4.879	8.079
Major Repairs Reserve	-	7.000
<b>Total</b>	<b>79.862</b>	<b>101.080</b>

## Investments held by the Council

37. The council's year-end balance of cash and short term investments was £50.670m. These internally managed funds earned an average rate of return of 0.61%. The target performance indicator was the average 7-day LIBID rate + 0.4% for the year, which was 0.62%.
38. The council is part of a benchmarking group (run by our treasury management advisors, Link Asset Services) across Norfolk, Suffolk & Cambridgeshire. The table below shows the performance of the council's investments when compared with this benchmark group, and also when compared with the non-metropolitan districts and all authorities that use Link's benchmarking group facility.

**Table 11**

<b>Link benchmarking - position at 31 March 18</b>				
	<b>Norwich</b>	<b>Benchmark Group (7 of 12)</b>	<b>Non met districts (90)</b>	<b>All authorities (223)</b>
WARoR <sup>1</sup>	0.61%	0.65%	0.69%	0.66%
WA Risk <sup>2</sup>	3.40	3.97	3.36	3.19
WAM <sup>3</sup>	48	111	99	92
WATT <sup>4</sup>	92	188	194	178

1. **WARoR** – Weighted average rate of return. This is the average annualised rate of return weighted by the principle amount in each rate

2. **WA Risk** – Weighted average risk number. Each institution is assigned a colour to a suggested duration using Sector's credit methodology. The institution is assigned a number based on its colour and an average, weighted using principal amount, of these numbers is calculated. A number of 5.13 means between 0 to 3 months

3. **WAM** – Weighted average time to maturity. This is the average time, in days, until the portfolio matures, weighted by the principle amount

4. **WATT** – Weighted average total time. This is the average time, in days, that deposits are lent out for, weighted by the principle amount

The number in brackets in the headings is the number of authorities that provided information to Link

39. The council's average investments return (0.61%) is lower than that for the benchmark group (0.65%), and it was also lower than both the 90 non-met authorities at 0.69% and the population of 223 local authorities at 0.66%. The slightly lower average investment return when compared with other similar

authorities reflects the council's policy of keeping funds readily available so that if an opportunity to acquire an investment property arose the funds would be available to purchase it at short notice.



## Integrated impact assessment



**NORWICH**  
City Council

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

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

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	12 September 2018
<b>Head of service:</b>	Karen Watling
<b>Report subject:</b>	Full Year Treasury Management Report
<b>Date assessed:</b>	31 August 2018
<b>Description:</b>	This report is to inform members of the actual treasury activity for the year and compares that to the treasury management indicators set in the Treasury Management Strategy 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 report has no direct financial consequences however it does report on the performance of the Council in managing its borrowing and investment resources
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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment	
Positive	
Negative	
Neutral	
Issues	

**Report to** Cabinet  
12 September 2018  
**Report of** Chief finance officer (Section 151 Officer)  
**Subject** Adjustments to 2018/19 General Fund Capital Programme

**Item**

**13**

### **Purpose**

To consider recommending to council, adjustments to the 2018/19 general fund capital programme and to note changes to the presentation of the capital programme in future budget monitoring reports.

### **Recommendations**

To:

- 1) recommend to council, additions to the 2018/19 General Fund capital programme as set out in this report; and
- 2) note changes to the way the capital programme is presented in future budget monitoring reports.

### **Corporate and service priorities**

The report helps to meet the corporate priority value for money services and the service plan priority to provide accurate, relevant and timely financial information.

### **Financial implications**

The financial implications are set out in the body of the report.

**Ward/s:** All wards

**Cabinet member:** Councillor Kendrick - resources

### **Contact officers**

Karen Watling, chief finance officer	01603 212440
Shaun Flaxman, senior finance business partner	01603 212805
Paul Smithson, service accountant	01603 212603

### **Background documents**

None

## **Report**

1. The General Fund capital programme for 2018/19 was approved by council on 20 February 2018.
2. The carry-forward of unspent 2017/18 capital budgets into the 2018/19 capital programme was approved following delegation to the director of regeneration and development, director of neighbourhoods and chief finance officer, in consultation with the portfolio holder for resources, by cabinet on 11 July 2018.
3. In the February report, it was highlighted that in addition to the schemes included in the approved programme, there were a number of other significant potential schemes still at an early planning stage that would be submitted to cabinet for recommendation to council, for inclusion within the capital programme during the year.
4. Now further work has been carried out, this report seeks to adjust the 2018/19 capital programme to include some of those schemes, whilst also making some changes to the way that the capital programme is presented to provide greater clarity in future budget monitoring reports.

## **General Fund Capital Expenditure Programme**

### **Cycle Safety Grant**

5. In March 2018 Norwich successfully bid for and was awarded a £1.725m Cycle Safety Grant by the Department of Transport. The funding was approved to fund two schemes aimed at improving the safety of cyclists using the Earlham Fiveways Roundabout and the Green Pedalway on Earlham Road. Consultation and design work will be undertaken in 2018/19 with delivery of the schemes scheduled for 2019/20. The improvements will be delivered in partnership with the county council.
6. Cabinet is asked to recommend to council that the General Fund capital programme is increased by £365,000 to facilitate the preparatory work on both schemes in 2018/19.

### **IT Investment Fund**

7. The following key elements of IT infrastructure and telephony are now reaching the end of their useful life and are not Public Sector Network (PSN) compliant. The network provides a secure environment for the utilisation and transfer of information and data between and by public bodies:
  - Internal switches (LAN refresh) £227,000
  - Firewall £30,000
  - Uninterrupted power supply £16,000
  - Skype (voice and e-mail) £25,000
  - Mobile phone replacement £50,000

8. The total cost of the upgrades is £348,000 and in order to mitigate the risk of system failures and security vulnerability, must take place during in 2018/19.
9. An existing budget of £309,000 has been carried forward from 2017/18, but an additional budget of £39,000 is required if all upgrades are to be completed within this financial year.
10. Cabinet is therefore asked to recommend to council that the general fund capital programme is increased by £39,000 to cover the cost of IT infrastructure and telephony upgrades, to be funded from capital receipts/revenue contributions.

#### **Formation of development site at former Mile Cross depot**

11. The former depot site at Mile Cross is to be cleared to form a development site, with initial demolition and decontamination work commencing in this financial year.
12. The full detail is included in a separate report on the agenda for this meeting and accordingly, Cabinet is asked to recommend to council that the 2018/19 General Fund capital programme is increased by £550,000.

#### **Community Infrastructure Levy (CIL) Strategic Pool Contributions**

13. CIL revenues totalling £1.250m are forecast for collection during 2018/19.
14. Cabinet is asked to recommend to council that the General Fund capital programme is increased by £1.050m to facilitate the transfer of 80% of the Community Infrastructure Levy collected in 2018/19, to the strategic funding pool administered by the Greater Norwich Growth Board in accordance with the Joint Working Agreement.

#### **Section 106 St Stephens Towers Public Realm Scheme**

15. The redevelopment of the St Stephens Towers was approved subject to a Section 106 agreement requiring the developers to pay a contribution towards specified public realm works in the vicinity of the development. The £80,000 contribution was paid over in 2017.
16. Cabinet is asked to recommend to council that the General Fund capital programme is increased by £10,000 to allow expenditure on the planning and design costs associated with the delivery of the public realm works which are scheduled to be undertaken in 2019/20.

#### **Riverside Walk Accessibility Improvements Scheme**

17. The project to improve accessibility to the Riverside Walk between New Mills Yard and Carrow Bridge was commenced in 2017/18 and will continue into 2019/20.
18. Cabinet is therefore asked to recommend to council that the General Fund capital programme is increased by £90,000 to finance the forecast expenditure on the delivery of the improvements in 2018/19. The project is financed by a

£200,000 CIL funded contribution from the Greater Norwich Growth Board Growth Programme.

### Summary Table GF Capital Expenditure Programme

19. The table below summarises all of the proposed adjustments to the 2018/19 GF capital programme:

2018/19	Existing Budget £000	Proposed Increase in Budget £000	Revised Budget £000	Funding Source
<b>GF Capital Expenditure Programme</b>				
Cycle Safety Grant	0	365	365	Grant
IT Investment Fund	309	39	348	Capital Receipts/ RCCO
Mile Cross Depot	0	550	550	Capital Receipts/ Grant
CIL Strategic Pool	0	1,050	1,050	CIL
St Stephens Towers Public Realm	0	10	10	S106
Riverside Walk Accessibility	15	90	105	CIL
<b>GF Capital Expenditure Total</b>	<b>324</b>	<b>2,104</b>	<b>2,428</b>	

### GF Capital Loans Programme

#### Loan to Norwich Regeneration Limited

20. On 26 March 2018 Norwich City Council entered into a loan facility agreement with its wholly-owned subsidiary Norwich Regeneration Limited (NRL) with an available facility of £35.49m. To date, NRL has drawn down £11.5m in loan financing to progress the Three Score Phase 2 residential development.
21. The latest review of the Three Score Phase 2 short term cashflow highlights that an additional loan drawdown is likely to be required in 2018/19. The final amount required will be dependent upon the timing of sale receipts from completed dwellings but is expected to be within the current capital budget allocation.
22. The financial modelling for NRL continues to evolve as project timescales and cash flows are revised and investment in future projects is undertaken. It is proposed that the loan budgets currently allocated within the 2018/19 programme are amalgamated by virement to create a single budget which can be administered in line with the company's overall cashflow requirements rather than being allocated to specific schemes and phases.
23. The NRL board continues to look for opportunities to expand the company's development activities and potential expenditure of £100,000 on preparatory work and feasibility studies for new commercial business opportunities in 2018/19 have been identified in the latest NRL Business Plan.



24. Cabinet is therefore asked to recommend to council the amalgamation by virement of the existing GF Capital Loans programme budgets for Three Score Phase 2 & 3 and Ber Street.

### Summary Table GF Capital Loans Programme

2018/19	Existing Budget £000	Proposed Increase/ (Decrease) in Budget £000	Revised Budget £000	Funding Source
<b>GF Capital Loans Programme</b>				
New Build Three Score –Phase 2	1,120	(1,120)	0	Borrowing
New Build Three Score –Phase 3	482	(482)	0	Borrowing
New Build Ber Street	280	(280)	0	Borrowing
Loan financing for Norwich Regeneration Limited	0	1,882	1,882	Borrowing
<b>GF Capital Loans Total</b>	<b>1,882</b>	<b>0</b>	<b>1,882</b>	

### Changes to Budget Monitoring Report

25. The budget monitoring report currently shows capital budgets grouped only as the general fund (GF) capital programme or the housing revenue account (HRA) capital programme.

26. The budgets within the general fund capital programme have broadened in recent years to include activity such as providing loans and acting as an agent for funds delegated from government departments that are utilised by other organisations. It is correct that these budgets form part of the council's capital programme but the expenditure does not always benefit assets held by the council or the expenditure may not be within the direct control of the council and can therefore distort the position of the controllable capital expenditure shown in the budget monitoring reports.

27. In order to provide more clarity to the budget monitoring, future reports will separate capital expenditure into the following groups:

- General Capital Expenditure
- Section 106/Greater Norwich Growth Partnership
- Capital Expenditure not controlled by NCC
- Capital Asset Investment
- Capital Contingency
- Capital Loans

The current general fund capital programme is shown in this revised format, in detail in Appendix 1.



<b>Report author to complete</b>	
<b>Committee:</b>	Cabinet
<b>Committee date:</b>	12 September 2018
<b>Head of service:</b>	Karen Watling, Chief Finance Officer
<b>Report subject:</b>	Adjustment to 2018/19 Capital Programme
<b>Date assessed:</b>	
<b>Description:</b>	This integrated impact assessment covers proposals for the General Fund and Housing Revenue Account 2018/19 capital programmes.

	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"/>	Report is in line with financial procedures for the management of financial resources
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Environmental (please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
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"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>(Please add an 'x' as appropriate)</b>	<b>Neutral</b>	<b>Positive</b>	<b>Negative</b>	<b>Comments</b>
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Report demonstrates awareness of risks to delivery of planned capital works and mitigating actions

Recommendations from impact assessment	
<b>Positive</b>	
None	
<b>Negative</b>	
None	
<b>Neutral</b>	
None	
<b>Issues</b>	
None	

## General Fund Capital Programme 2018/19

<b>2018/19 GF Capital Programme Summary</b>	<b>Current Budget</b>
GF Capital Expenditure	3,948,708
Section 106/Greater Norwich Growth Partnership	1,129,812
GF Capital (Expenditure not controlled by NCC)	4,661,741
GF Capital Asset Investment	66,571,036
GF Capital Contingency	64,500
GF Capital Loans	1,881,161
<b>Total GF Capital Programme</b>	<b>78,256,958</b>
<b>GF Capital Expenditure Programme</b>	<b>Current Budget</b>
Grounds Maintenance Equipment	559,580
Riverbank stabilisation	82,500
St Giles MSCP - replace central	15,750
Hewett Yard Refurbishment	46,600
Royal Oak Court - Demolition	38,500
City Hall - Fire system	62,000
Community Centre fire detection	21,000
Earlham Park toilet replacement	86,750
Eaton Park path replacement	45,000
HR System	63,273
Parking machines card upgrade	32,822
Non trafficked pedestrian bridges	55,000
Strangers Hall stores roof	27,500
Riverside Footpath District Lighting	21,000
City Hall heating system	17,250
Castle Museum windows	33,000
Pulls Ferry quay heading	16,500
St Giles MSCP Lift Controller	35,500
CCTV replacement	250,935
City Hall external lighting	5,556
Parking Management System	65,825
Customer centre redesign	440,363
St Giles MSCP - Windows and doors	20,000
New Build - Three Score Phase 2	942,877
IT Investment Fund	309,439
Finance & HR System	241,869
Park Depots demolition	282,319
Investment for regeneration	130,000
<b>Total GF Capital Expenditure Programme</b>	<b>3,948,708</b>

<b>GF Capital S106/GNGP Programme</b>	<b>Current Budget</b>
Section 106	388,462
Greater Norwich Growth Partnership	741,350
<b>Total Section 106/GNGP Programme</b>	<b>1,129,812</b>
<b>GF Capital Expenditure Programme (Expenditure not controlled by NCC)</b>	<b>Current Budget</b>
Riverside Leisure Centre - Plant	12,000
Traveller Site	26,000
Community Infrastructure Levy	253,412
Cycle City Ambition Group 2	3,386,254
Home Improvement Agency Works	984,075
<b>Total GF Capital Expenditure Programme</b>	<b>4,661,741</b>
<b>GF Capital Asset Acquisition Programme</b>	<b>Current Budget</b>
Acquisition of income generating assets	56,368,455
Asset Acquisition 1	40,033
Asset Acquisition 2	184,581
Asset Acquisition 3	23,774
Asset Acquisition 4	9,954,193
<b>Total GF Capital Asset Acquisition Programme</b>	<b>66,571,036</b>
<b>GF Capital Contingency</b>	<b>Current Budget</b>
Capital contingency	64,500
<b>Total GF Capital Contingency</b>	<b>64,500</b>
<b>GF Capital Loans Programme</b>	<b>Current Budget</b>
10-14 Ber Street	280,000
New Build - Three Score Phase 2	1,119,546
New Build - Three Score Phase 3	481,615
<b>Total GF Capital Loans Programme</b>	<b>1,881,161</b>



**Report to** Cabinet  
08 August 2018  
**Report of** Director of business services  
**Subject** Write off of irrecoverable national non domestic rate debt

**Item**

14

### **Purpose**

To provide an update on the position as at 4 July 2018 with regard to the write off of non- recoverable national non domestic rate (NNDR) debt and request approval for the write-off of debts totalling £169,939.27 which are deemed irrecoverable.

### **Recommendation**

To approve the write off of £169,939.27 of NNDR debt which is now believed to be irrecoverable.

### **Corporate and service priorities**

The report helps to meet the corporate priority value for money services and the service plan priority to provide accurate, relevant and timely financial information.

### **Financial implications**

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

These write-offs of £169,939.27 will mean that there will be £1,256,865.29 left in the bad debt provision for 2018/19.

**Ward/s:** All wards

**Cabinet member:** Councillor Kendrick - resources

### **Contact officers**

Anton Bull, director of business services	01603 212326
Carole Jowett, revenues and benefits operations manager	01603 212684

### **Background documents**

None

## Report

### National Non Domestic Rates

1. National Non Domestic Rate income for 2018/19 is forecast to total £75m. Significant work is undertaken by the Revenues and Benefits team to pursue all outstanding debt. However, there are debts where despite this work, the debt is believed to be irrecoverable often because the company owing the money has become insolvent. In the year to 8 August 2018 £140,305.66 of NNDR debt has been written off which is the equivalent of 0.0019% NNDR annual income.
2. Two further amounts totalling £169,939.27 require cabinet approval for write-off because of their value. The debts relate to two companies, Northern Star Ventures (Norwich) Ltd which went into liquidation on 21/10/2016 and was dissolved on 02/04/2018 and we have been advised that there will be no distribution of assets. The second is Kingsrd Norwich Ltd, the company was dissolved on 09/01/2018 and we have been trying to trace the sole director Amba Patel but have been unsuccessful, the Recovery Officer Andrew Bone has reviewed the case and concluded that there is no prospect of recovering the outstanding monies.
3. The cost to the collection fund of write offs is shared as follows: central government 50%, Norwich City Council 40% and Norfolk County Council 10%. The Norwich City Council share of write-off's to date including the ones proposed in this report is £124k.
4. Each year an assessment of debt is undertaken to set the bad debt provision within the collection fund. These write offs will be charged in full against the provision.

## Integrated impact assessment



**NORWICH**  
City Council

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	12 September 2018
<b>Director / Head of service</b>	Director of business services
<b>Report subject:</b>	Write-off of non-recoverable National Non Domestic Rate debt
<b>Date assessed:</b>	4 July 2018

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	X	<input type="checkbox"/>	The report shows that the council monitors its debt levels and pursues debt wherever there is a reasonable chance of recovery resulting in a low level of debt write off.
Other departments and services e.g. office facilities, customer contact	X	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	X	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	X	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	X	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	X	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	X	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	X	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	X	<input type="checkbox"/>	<input type="checkbox"/>	

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

	Impact			
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	X	<input type="checkbox"/>	The report demonstrates that the council is aware and monitors risks to the collection of its income.

Recommendations from impact assessment	
<b>Positive</b>	
None	
<b>Negative</b>	
None	
<b>Neutral</b>	
None	
<b>Issues</b>	
The council should continue to monitor its levels of debt and take action to recover where possible and costs effective to do so.	

**Report to** Cabinet  
12 September 2018  
**Report of** Chief finance officer (Section 151 Officer)  
**Subject** Mile Cross Depot Redevelopment

**Item**

15

## **KEY DECISION**

### **Purpose**

To seek approval to demolish the buildings and decontaminate the land at the Mile Cross Depot site.

### **Recommendation**

To recommend that council approves an increase in the General Fund capital budget of £1.975m (£0.550m in 2018/19 and £1.425m in 2019/20) to undertake the required works at the Mile Cross depot site.

### **Corporate and service priorities**

The report helps to meet the corporate priority value for money services.

### **Financial implications**

A new capital budget requirement of £1.975m, to be funded by a DHCLG (Department for Housing, Communities and Local Government) Land Release Fund grant of £0.980m and £0.995m of matched funding from the council's capital receipts. This will also result in a revenue budget saving of £0.1m (full year effect).

**Ward/s:** Mile Cross

**Cabinet member:** Councillor Stonard - Sustainable and inclusive growth

### **Contact officers**

Karen Watling, Chief Finance Officer 01603 212440

Richard Carden, Project Manager 01603 212369

### **Background documents**

None

# Report

## Background Information

1. The Mile Cross depot was formerly Norwich City Council's principal works depot and was subsequently managed as a business centre. The last remaining occupant of the site (Norwich Norse Environmental) vacated in August 2018.
2. The site is located close to the city centre and main transport routes and is adjacent to Sloughbottom Public Park. It is in the ownership and control of Norwich City Council.
3. Planning policy for the site is for a mixed use development to include housing. Ground investigations have been carried out which reveal low levels of ground gas and other chemical contaminants as well as asbestos.
4. Given the ground contamination and the desire to redevelop the site, a bid was made last year for Land Release Funding from central government. This bid was successful and £980k has been awarded to the Council. The grant condition requires this to be used so as to make the site "released" for housing redevelopment by 2020.
5. Officers are currently working on the options available for redeveloping the Mile Cross Depot site including:
  1. Sale of the site to a private developer (possibly with planning and a Development Agreement in place).
  2. Transfer/sale of the site to the Council's company, Norwich Regeneration Limited (NRL), for the company to build housing.
  3. Transfer/sale of part of the site to NRL to construct housing with the Council retaining part to build health & wellbeing and other community facilities.
6. A preliminary Business Case and options appraisal is scheduled to be tabled at Cabinet during November 2018. Feedback from informal discussions with Cabinet and Ward Members show the third option as being the preferred way forward if discussions with potential partners and the funding arrangements can be successfully concluded.
7. A decision however is required now whether to proceed with the demolition of the depot and the decontamination of the site given the lead in time required to procure and undertake the necessary works and the need to have the site cleared and decontaminated by the deadline of 2020.

## Description of the works required

8. The buildings are a mixture of traditional and non-traditional light industrial units that made up a former Corporation Works Depot. The majority of buildings are asbestos clad with a reinforced concrete frame, the remaining structures are a mixture of brick built with flat roofs and portakabin type buildings.



9. The demolition will be carried out in accordance with BS 6187:2011 code of practice for full and partial demolition and will include:
  - The removal of all ground floor slabs, foundations and base pads.
  - Removal and disposal of all debris/items left by former tenants.
  - Removal and disposal of green waste within the site boundary.
  - Removal of 3 underground fuel tanks.
  - Removal and disposal of all concrete, tarmac and asphalt hardstanding within the site boundary.
  - Vibration and noise monitoring will be in place and there will be dust suppression when required.
10. Remediation of the entire site will need to be undertaken. A site investigation undertaken in 2017 shows a number of different contaminants located on the site and these need to be neutralised or removed prior to any development of the site. It is considered that it will be more cost effective to undertake this work across the entire site and will be a requirement of any planning permission going forward.
11. In order to undertake this work a Prior Approval Consent application will need to be submitted to the Planning Department with a detailed method statement for the demolition. This will include details of how noise and dust produced will be mitigated and also details of how the demolition will take place to allay any safety concerns.
12. Security of the site – Pre-demolition and post demolition, the site will be secured by an independent security firm. The site is currently surrounded by walls and fencing ensuring ingress to the site is challenging unless via the front gate. This fencing has been checked and is secure around the entire boundary. There will be a new lock and added security to the front gate to the site. Within the boundary, there will be CCTV towers strategically placed around the site with built in motion sensors that alert a central control to any trespass within the site. There is also voice transmission via speakers from the control station. Additionally site visits will be undertaken at regular intervals during the day and more intensively at night to ensure the site remains secure.

### **Timeline for the works**

<b>Task</b>	<b>By When</b>
Procure contractor for demolition and decontamination	Early October 2018
Seek prior approval consent for demolition from Planning Department with Approval expected	End November 2018
Demolition works completed	April 2019
Decontamination works completed	January 2020

### **Financial Implications**

13. The total capital cost of the works is estimated at £1.975m (see table below). The Land Release Funding (LRF) grant would be used to part-fund these works leaving a net funding requirement of £0.995m to be met by the Council.

<b>Cost Element</b>	<b>Estimate £000</b>	<b>Basis of Estimate</b>
Site Clearance/Demolition	700	Initial quote
Remediation/Decontamination	1,200	Estimate by Land Contamination Specialist
Security of the site	75	Initial quote
<b>Total Estimated Cost</b>	<b>1,975</b>	

<b>Mile Cross Depot Funding Analysis</b>			<b>Funding Allocation</b>			
			<b>NCC Capital Receipts</b>	<b>LRF</b>	<b>NCC Capital Receipts</b>	<b>LRF</b>
<b>Cost Element</b>	<b>2018/19 £000</b>	<b>2019/20 £000</b>	<b>2018/19 £000</b>		<b>2019/20 £000</b>	
Site Clearance/Demolition	525	175	278	247	104	71
Remediation/Decontamination	0	1,200	0	0	575	625
Security of the site	25	50	13	12	25	25
<b>GF Non Housing Budget Required/Funding Allocation</b>	<b>550</b>	<b>1,425</b>	<b>291</b>	<b>259</b>	<b>704</b>	<b>721</b>

14. The Chief Finance Officer recommends that the matched funding of £0.995m is funded from capital receipts. External borrowing is not currently an option because this would incur revenue budget growth in external interest charges and Minimum Revenue Provision (MRP) costs. The Business Case for the project has not yet been developed to the stage whereby it is certain that the redevelopment would generate a new revenue income stream sufficient to cover these costs. If this situation changes once the Business Case is completed, then the funding will be financed from external borrowing rather than using a capital receipt.
15. The Council's General Fund currently holds £0.7m of already-received capital receipt money over and above the amount needed to fund the approved capital programme for this financial year. Information of forecast future property sales obtained from NPS show there is a reasonable expectation that a further £4m could be received by the end of the financial year. Most of the latter is already earmarked to fund the base capital programme for the next five years but £0.295m could be released from this amount.
16. Under options 1 and 2 referred to above, the Council is likely to recoup the value of this matched capital funding. In the "worst case" scenario, the Council would sell the site to a private developer. A preliminary desktop valuation of the Mile Cross Depot site gives a range from £3.85m to £5.5m (the latter with the site not only cleared and clean but with outline planning permission granted).

17. Under option 2, i.e. transferring the site to Norwich Regeneration Limited to develop housing, the market value of the cleared site would need to be given (either in cash or in equity shares) to the council from the company otherwise the transaction may contravene state aid rules.
18. For option 3, where part of the site is transferred to NRL for housing development and part retained by the Council to develop community facilities, the situation is less clear. There is a risk that all or part of the monetary value the Council puts in now to clear the site will not be reimbursed. Legal advice and further financial analysis will be required when the costs and funding of the options are better known later this year and reported to Cabinet and Council for approval.
19. The demolition of the building will result in a revenue budget saving in Business Rates and other property expenses totalling approximately £60k in this financial year and £123k for a full financial year (2019/20 and onwards).
20. The demolition of the property also means that the Events Team's equipment and the Gurney Clock have to be stored elsewhere, the resultant increase in costs are £12k in this financial year and £18k for a full financial year (2019/20 and onwards).

### Financial risks

21. The following table sets out the potential financial risks arising from the recommendations made in this report.

Risk	Quantum	Mitigation/Risk Level
Not having the site cleared and released for housing development by 2020	The Council would potentially need to hand back the £980k Land Release Funding Grant	<p>MEDIUM RISK</p> <p>Council is being asked to agree the funding of the demolition and decontamination now so that a contractor can be procured to start on site ASAP</p> <p>Officers will keep DHCLG continually informed on progress so that they may allow some slippage if needed</p>
Not having sufficient capital receipts to fund the cost of the works	The Council may need to fund £295k from its general fund reserves	<p>LOW RISK</p> <p>Very low risk that further capital receipts will not be generated to the value required</p>

The capital funding will not be recouped by the council	The £0.995m may not be reimbursed therefore this amount of money will not be available for funding the future capital programme	<p>LOW TO HIGH RISK</p> <p>The risk level depends on the option ultimately taken with option 3 being the most risky. The issue will be a factor to consider in the Business Case to be tabled at Cabinet and Council in November 2018</p>
Overspend against estimated budget requirement	Cannot quantify	<p>LOW RISK</p> <p>The estimates have been provided by various specialists who have visited the site</p>

## Integrated impact assessment



**NORWICH**  
City Council

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

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

### Report author to complete

<b>Committee:</b>	Cabinet
<b>Committee date:</b>	12 September 2018
<b>Director / Head of service</b>	Chief Finance Officer
<b>Report subject:</b>	Mile Cross Depot Redevelopment
<b>Date assessed:</b>	20 August 2018

	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 works proposed in this report would result in a revenue budget saving of £0.1m per annum
Other departments and services e.g. office facilities, customer contact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Mile Cross currently consists of predominantly social housing. The works proposed in this report will enable the site to be developed for mixed housing, with a higher proportion of housing for private sale on this site which will help to achieve a more balanced community, allow for greater social mobility in the area, and help to change the perception of the Mile Cross area.
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"/>	

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

	Impact			
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	
Risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	There is a medium level of risk that the works proposed in the report may not deliver a cleared site by April 2020, which could mean the Council having to repay the £980k grant back to central government.

Recommendations from impact assessment	
<b>Positive</b>	
Economic development and Finance (value for money)	
<b>Negative</b>	
Risk	
<b>Neutral</b>	
<b>Issues</b>	