Committee Name: Cabinet
Committee Date: 14/09/2022
Report Title: Q1 22-23 Corporate Performance Assurance Report

Portfolio: Councillor Waters, Leader of the council

Report from: Executive director of community services

Wards: All Wards

OPEN PUBLIC ITEM

Purpose

To report progress against the delivery of the corporate plan priorities and key performance indicators and to provide an update on corporate risks for quarter one of 2022/23.

Recommendation:

1) Review progress on the key performance indicators for this quarter and the corporate risk register.
2) Note the financial position for quarter 1 2022/23 for the general fund, HRA and capital programme.
3) Note the carry-forward of unspent 2021/22 capital budget for utilisation in 2022/23 as approved under delegation by the executive director of corporate and commercial services in consultation with the portfolio holder for resources.
4) Note the capital budget virements approved by CLT detailed in Annex 1.
5) To approve the additions to the 2022/23 capital programme as set out in Annex 1.
6) Recommend to Council, the removal of budgets from the 2022/23 capital programme as set out in Annex 1.

Policy Framework

The Council has five corporate aims, which are:

- People live independently and well in a diverse and safe city.
- Norwich is a sustainable and healthy city.
- Norwich has the infrastructure and housing it needs to be a successful city.
- The city has an inclusive economy in which residents have equal opportunity to flourish.
- Norwich City Council is in good shape to serve the city.

This report meets the Norwich City Council is in good shape to serve the city corporate aim.

Report Details

1. This report sets out progress against the key performance indicators (KPIs) that track delivery of the corporate plan priorities. This is the first quarterly performance report for the corporate plan 2022-2026.

2. This report also provides the current financial outlook for the council, as well as the corporate risk register, which highlights key corporate risks.

   The corporate plan 2022-26 established five corporate aims: People live independently and well in a diverse and safe city; Norwich is a sustainable and healthy city; Norwich has the infrastructure and housing it needs to be a successful city; The city has an inclusive economy in which residents have equal opportunity to flourish; and Norwich City Council is in good shape to serve the city.

3. The performance framework aims to measure progress against these through KPIs which monitor delivery of activities and services which contribute to these objectives.

4. Performance reporting for indicators in this report is based around a traffic light concept where green is on target, amber provides an early warning for possible intervention and red suggests intervention is necessary.

5. The report appendices give further information across corporate performance, finance and risk. Relevant annexes have been provided and are referred to throughout the report.

Consultation

6. No consultation was required in creating this report.

Implications

Financial and Resources

Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan 2022-26 and Budget.

7. Overall the council's financial position on the General Fund, taking into account the estimated impact of the 2022 pay award is for a minor overspend. For the Housing Revenue Account again reflecting the estimated impact of the 2022 pay award is for an underspend of £0.482m.

8. A number of changes are proposed to the capital programme reflecting carry forwards from 2021/22, together with some additions, deletions and some virement of resources between schemes. The expected outturn position against the revised capital programme will be reported in Quarter 2.

Legal

9. In considering its financial and non-financial performance, the Cabinet is supporting the Council fulfil its duties under s.151 of the Local Government Act 1972 to ensure there are arrangements in place for the proper administration of its financial affairs, and under s.3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Statutory Considerations

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

Risk Management

Risk	**Consequence**	**Controls Required**
Include operational, financial, compliance, security, legal, political or reputational risks to the council	n/a	n/a

Other Options Considered

10. No alternative options.

Reasons for the decision/recommendation

11. The recommendation to note the unspent amounts carried forward into 2022/23 will allow those projects to complete in the appropriate year following slippage in 2021/22.

12. The recommendation to approve an increase to the 2022/23 the capital programme will enable Yare/Wensum Green Infrastructure and UEA/Eaton Boardwalk Extension projects to be completed and Department for Levelling Up Housing and Communities funding to be utilised to provide a Changing Places Toilet at The Forum. The recommendation to Council to the remove budgets from the 2022/23 capital programme will enable funding to be used for alternative projects and reduce capital underspend in the year.

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

Appendices: Q1 22-23 Corporate Performance Assurance Report – Exempt appendix

Contact Officers:

Helen Chamberlin, Head of Strategy, Engagement and Culture
01603 989269
helenchamberlin@norwich.gov.uk

Neville Murton, interim head of finance, audit and risk
Nevillemurton@norwich.gov.uk

Combined Assurance Quarterly Report

Q1 2022-23

Cabinet Version

Contents

1. Executive summary 7

1.1. Performance 7

1.2. Finance 9

1.3. Risk 13

Annex 1: Adjustments to the Capital Programme 15

Appendix A. Community Services 17

A.1. Performance 17

A.1.1. Summary of performance 17

A.1.2. Successes and challenges 18

A.2. Finance 19

A.2.1. Community Services revenue budget 19

A.2.2. Key variances 19

A.2.3. Savings tracker 20

A.2.4. Housing Revenue Account revenue budget 20

A.2.5. Outstanding debt – HRA 21

Appendix B: Corporate and Commercial Services 22

B.1 Performance 22

B.1.1 Summary of performance 22

B.1.2. Successes and challenges 22

B.1.3 Case Study 23

B.2 Finance 23

B.2.1 Corporate & Commercial Services revenue budget 23

B.2.2 Key variances 24

B.2.3 Corporate Financing revenue budget 25

B.2.4 Savings tracker 26

B.2.5 Outstanding debt 26

B.3 Risk ..... **Error! Bookmark not defined.**

Appendix C: Development and City Services 27

C.1. Performance 27

C.1.1. Summary of performance 27

C.1.2. Successes and challenges 27
C.1.3. Case Study 29
C.2. Finance 29
C.2.1. Development and City Services revenue budget 29
C.2.2. Key variances 29
C.2.3. Savings tracker 31
C.2.4. Outstanding debt 31
Annex 2: Performance 32

1. Executive summary

1.1. Performance

At a corporate level, this quarter shows five red, five amber and eleven green indicators overall. 6 annual KPIs were not reported on this quarter.

Notable trends at the directorate level include:

- **Community Services** outperformed in % of people responding as feeling safe in local area survey and % of customer contact that takes place through digital channels. There were also improvements in number of households living in temporary accommodation.
- **Corporate and Commercial Services** outperformed in business rates collected and in the efficiency of processing Housing Benefit claims. KPI 4, 'Council on track to remain within General Fund budget (£)' is also on target.
- **Development and City Services** continues to outperform in planning decisions upheld after appeal and food premises hygiene compliance.

Corporate Performance Indicators

- Performance has not improved for FOI requests and corporate complaints responded to compared with the previous quarter.
    - FOI responses in time in Q1:
        - Community services 86.4%
        - Corporate & commercial 65.9%
        - Development & city services 74.6%
    - Corporate complaints responded to in time in Q1:
        - Community services: 56%
        - Development & city services: 41%
        - Corporate & commercial: 88%

With the publication of the Corporate Plan for 22-26, the current KPIs are now reported across 5 corporate aims. Details can be found in the Technical Appendix of the Corporate Plan.

Throughout 22-23, the strategy team will be working with services to review the current corporate KPIs and ensure they are representative and fit for purpose in delivering a robust reporting framework for assurance and enabling decision making. Any proposals for change to existing KPIs will be presented to CLT for decision.

Figure 1: Q1 KPI performance by directorate

Directorate	Red	Amber	Green	Monitoring data	Not completed	No data this quarter	Total
Community Services	4	2	6	0	0	1	13
Corporate and Commercial Services	1	0	3	0	0	0	4
Development & City Services	0	3	2	0	0	5	10
Total	**5**	**5**	**11**	**0**	**0**	**6**	**27**

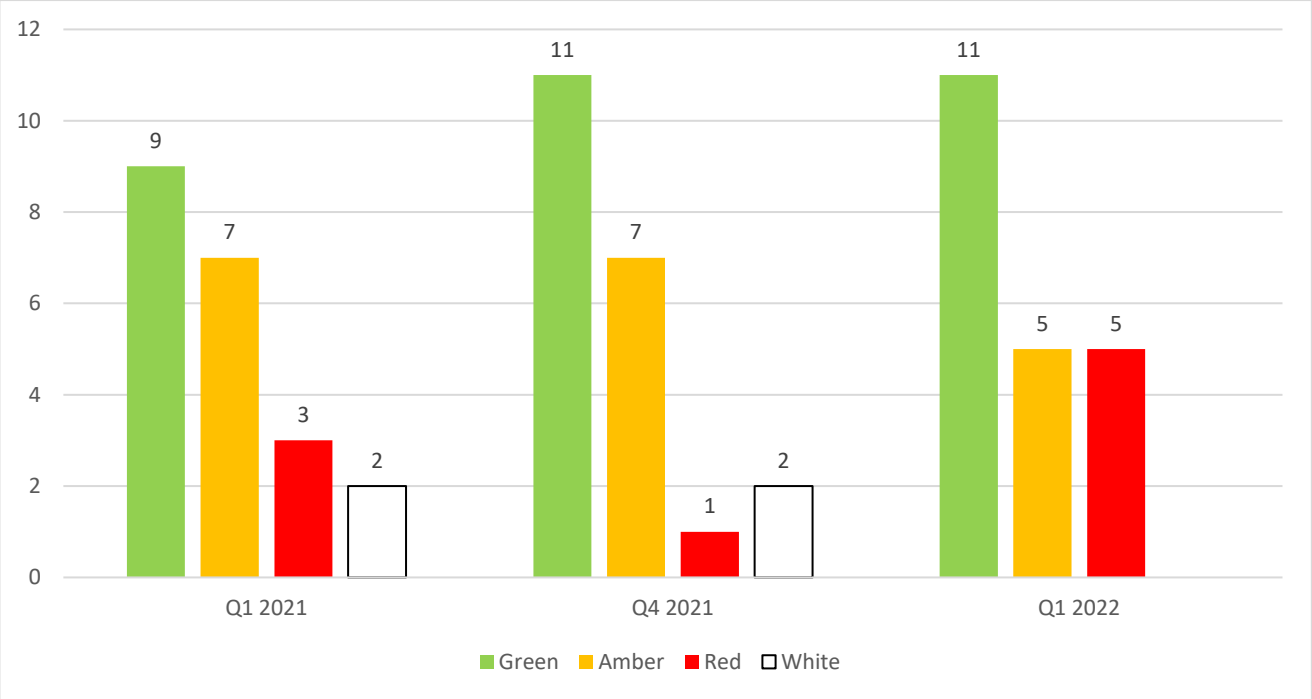
Figure 1.1: Q1 KPI performance by corporate aim

Corporate Priority	Red	Amber	Green	Monitoring data	Not completed	No data this quarter	Total
An inclusive economy in which residents have equal opportunity to flourish	0	0	0	0	0	2	2
Norwich City Council is in good shape to serve the city	3	2	4	0	0	0	9
Norwich has the infrastructure and housing it needs to be a successful city	2	2	1	0	0	3	8
Norwich is a sustainable and healthy city	0	1	1	0	0	1	3
People live independently and well in a diverse, and safe city	0	0	5	0	0	0	5
Total	**5**	**5**	**11**	**0**	**0**	**6**	**27**

Performance has improved compared with Q1 2021. There has been a slight drop in performance compared with the previous quarter (Q4 2021):

- 2 indicators (FOIs and corporate complaints responded to) that were white last quarter as we were monitoring data before setting a target, moved to red.
- 2 that were previously amber (council housing rent collected and Council Tax collection) moved to red.
- 2 that were previously green (customer satisfaction and council income from investment property portfolio) are now amber.

*Figure 1.2: Q1 performance compared with Q1 2021 and Q4 2021**



**For comparison purposes, only quarterly indicators are included. White indicators are those where we were monitoring data before setting a target.*

It is possible that we are beginning to see impact of the cost of living crisis on some services performance, particularly when looking at the slight drop in both council housing rent collection and commercial rent collection.

1.2. Finance

General Fund – Revenue

Based on budget managers returns to the end of June 2022 the council's general fund revenue forecast outturn position is an underspend of £0.626m. The table below sets out budget managers' aggregated forecasts.

The 2022/23 pay award is still being negotiated but the latest forecast impact is for an additional £0.728m on the general fund, although an estimated £0.05m of this may also fall to be met by the HRA through the recharge process leaving a net pressure of £0.678m. This pressure is reflected in the table below to give an overall estimated outturn position for the council's general fund.

Overall, therefore a small overspend position is anticipated.

General Fund position at Quarter 1 (June 2022)	Budget (£000)	Forecast Outturn (£000)	Forecast Variance (£000)
Chief Executive	**280**	**264**	**(16)**
Corporate Financing	**(23,560)**	**(24,432)**	**(872)**
Corporate & commercial services	511	505	(6)
Revenues & benefits	2,908	2,943	35
Finance, audit & risk	880	877	(3)
HR & organisational development	788	765	(23)
Legal & procurement	1,818	2,043	225
Corporate & commercial services	**6,906**	**7,133**	**227**
Development & City Services	480	480	0
Environment Services	3,460	3,743	284
Planning & Regulatory Services	2,352	2,334	(18)
Property & Economic Development	338	199	(140)
Development & City Services	**6,630**	**6,757**	**127**
Community Services	862	983	121
Customers, IT & Digital	4,952	4,884	(68)
Strategy, Engagement & Culture	2,727	2,746	19
Housing & Community Safety	1,203	1,039	(164)
Community Services	**9,744**	**9,652**	**(92)**
Total General Fund Revenue position	**0**	**(626)**	**(626)**
Adjusted for estimated impact of 2022/23 pay award		**678**	**678**
Restated GF outturn position		**52**	**52**

In Community Services a small number of additional general fund grant resources have been received where the associated delivery costs have not yet been identified; if this work can be delivered within existing resources there is an opportunity to deliver an underspend within the service.

In Corporate and Commercial Services the additional costs of the legal services contract are currently shown centrally although these will be allocated to the relevant directorate in September – going forward a quarterly re-allocation will be undertaken so that commissioning managers can see the financial impact of their decisions.

A significant increase in the level of interest generated by the council's day to day cash investments is being seen due to the increasing level of interest rates and relatively high cash balances as capital expenditure has slipped and the externalisation of some debt took place last year when interest rates were lower.

In Development and City Services pressures associated with multi-storey car parking advertising income and the delayed implementation of the parking in parks proposals are causing budget pressures although the airport industrial estate continues to deliver income, until the sale completes (expected in Q2), which has offset some of that pressure.

At this stage the corporate contingency of £0.400m has been assumed to be fully spent and is therefore not improving the position– this reflects the uncertainty surrounding resourcing any agreed pay award.

Housing Revenue Account – Revenue

The forecast position on the Housing Revenue Account (HRA) is an underspend of £0.714m.

The impact of the 2022/23 pay award is currently forecast to be £0.232m on the HRA taking account of both the direct cost of the 2022/23 pay award and the estimated recharge of £0.05m from the general fund.

Housing Revenue Account position at Quarter 1 (June 2022)	**Budget (£000)**	**Forecast Outturn (£000)**	**Forecast Variance (£000)**
General Management	16,185	16,027	(158)
Special Services	5,118	5,097	(21)
Repairs & Maintenance	17,966	17,975	8
Rents, Rates, & Other Property Costs	5,988	6,049	61
Provision for Bad Debts	430	430	0
Depreciation & Impairment	23,224	23,224	0
Adjustments & Financing items	641	641	0
Garage & Other Property Rents	(2,187)	(2,203)	(16)
Dwelling Rents	(59,163)	(59,263)	(100)
Service Charges – General	(7,867)	(7,867)	0
Interest Received	0	(500)	(500)
Miscellaneous Income	(82)	(70)	12
Amenities shared by whole community	(254)	(254)	0
Total Housing Revenue Account Position	**0**	**(714)**	**(714)**
Adjusted for impact of 2022/23 pay award		**232**	**232**
Restated HRA outturn position		**(482)**	**(482)**

The Housing Revenue Account underspend is largely as a result of the increased levels of investment income being generated of which the HRA is entitled to a share. However, given the issues associated with the cost-of-living crisis it is important that levels of rent and service charge arrears are kept under close review.

Capital

The table overleaf sets out a number of proposed carry forward requests for schemes where recent meetings with capital budget managers have identified a clear rationale for the proposals to be considered by the ED for corporate and commercial services. Within the individual directorate sections of this report there are several actions which require consideration. These are also summarized in Annex 1 below.

- proposed capital virements are set out in the corporate and commercial and the development and city services directorate sections
- proposed deletions of scheme budgets totaling £0.172m, which will require council approval, are set out in the development and city services section of this report.
- three additions which can be approved by cabinet as they are supported by new external funding sources totaling £0.066m which are set out in the development and city services section.

Budget managers' projections for the capital outturn position, taking into account the below carry-forward requests, in the context of the progress of those schemes will be considered further by the Resources, Performance and Delivery Board and reported in the Quarter 2 assurance report.

Project	Proposed Carry-Forward (£000)	Total (£000)
Disabled Facilities Grant – AA5207	336	
St Andrew's Hall refurbishment – AA1959	6	
TF make space at the halls – AB1959	56	
CILN Community Enabling – AD5200	4	
BEIS Green Homes Grant – BA0000	549	
CILN Community Skills Mile X Grant – AT5200	1	
NCS Ltd establishment costs – AA2013	153	
GF – Community Services Total		**1,104**
Finance System – AB5206	51	
HR System – AC5206	7	
GF – Corporate and Commercial Services Total		**58**
Ketts Heights repairs/habitat – AA1112	99	
CILN 20 Acre Wood – AB5200	3	
Hay Hill Public Realm TF – AA1019	111	
Air Quality Monitoring Equip – AA2017	50	
GNGB Marrt'sWy/ HellsdnStnGrn – AN5202	144	
Transforming Cities Fund Contr – AW0000	330	
St Giles Public Realm TF – AZ0000	76	
Memorial Gardens Undercroft TF – AA1012	70	
Norwich Parks tennis expansion – AA1058	103	
Sloughbottom Park Toilets TF – AA1076	51	
2a Old Meeting Hse elec/boiler – AA1224	12	
StJohn Maddrmkt retaining wall – AA1255	49	
Ber Street 85-91 re-roofing – AA1364	41	
Exchange St 38 shop refurb – AA1437	7	
Hurricane Way 22 Solar PV – AA1730	41	
OldMeetingHse rpl fire det sys – AA1791	11	
Heigham Park Tennis Pavilion – AA2014	170	
Old carrow house – AA2015	766	
GNGB Castle Gardens – AA5202	50	
TF- Digital hub – AB1391	235	
AFI Lawrence House Lift Refurb – AB2010	4	
St Giles edge protection measures - AF1856	4	
GNGB UEA Eaton boardwalk ext - AG5202	26	
GNGB Comm Accss Imp-20 Acre Wd - AM5202	60	
ACE Centre CCN TF - AY0000	3,082	
TF - Programme management - BI0000	10	
S106 Castle Green Play Project - EV5201	59	
S106 Bowthorpe Clover Hl Acs - FF5201	41	
St Stephens Twrs Public Realm - FG5201	4	
S106 Bunkers Hill - Entrance - FL5201	8	
Tourism Support package - ZZ5021	17	
CH ASHP/Secondary Glazing/LED - AM1000	228	

CityHall chamber bench consvtn - AL1000	30	
GF - Development & City Services Total		**5,989**
Replacement Tenancy & Est Man - AG5206	11	
Heating/Boilers Communal - 5130	1,370	
Re-Roofing - 5180	250	
Lift Upgrades - 5183	125	
Compliance Upgrades - 5210	1,000	
HRA - Community Services Total		**2,756**
Capital Grants Housing Asscns - AM0000	388	
HRA CP 20/21 Mile X Depot Site - AB1005	1,002	
LANB-Goldsmith Street - AD5100	30	
Threescore phase 3 - AI5100	3,000	
LANB Argyle Street - AP5100	509	
LANB Kings Arms - AQ5100	374	
New Build Opportunities - AB5100	1,329	
HRA New Housing	132	
HRA - Development & City Services Total		**6,764**
Total Proposed Carry-Forward		**16,672**

1.3. Risk

Heads of Service and other risk owners were asked to update their directorate and corporate registers by 30 June 2022. The current Corporate Risk Register summary is shown below. A new risk on nutrient neutrality has been added and the previous risk on anti-social behaviour has been removed. Council Funding Medium – Long term shows as a worsening position as continuing inflationary pressures are seen whilst contract management governance and the failure to be able to draw down on the £15m housing infrastructure fund have an improved risk position.

Corporate Risk Register - Summary position Q1

	Directorate	Current residual risk score	Target risk score	Current direction	Review Date
CORP01 Council Funding Medium - Long Term	Exec Dir - Corporate and Commercial Services	16	8	Worsening	01/08/2022
CORP02 Commercialisation (investment property, Norwich Regeneration Ltd (NRL) and other commercial income sources)	Exec Dir - Corporate and Commercial Services	8	8	Static	01/08/2022
CORP03 Health & safety in the workplace	Exec Dir - Development and City Services	12	8	Static	31/07/2022
CORP04 Further waves of COVID 19	Chief Executive	12	9	Static	30/06/2022
CORP05 Impact of Brexit	Chief Executive	12	8	Static	30/06/2022
CORP06 Failure to respond to a critical, business continuity or emergency planning event	Chief Executive	12	6	Static	31/07/2022
CORP07 Cyber Security	Exec Dir - Community Services	15	15	Static	26/07/2022
CORP08 Data Protection Compliance	Exec Dir - Corporate and Commercial Services	12	8	Static	30/06/2022
CORP09 Failure to fulfil statutory or legislative responsibilities - safeguarding	Exec Dir - Community Services	15	12	Static	27/07/2022
CORP11 Antisocial behaviour (ASB) - moved down to Community Services Register as CS14	Exec Dir - Community Services	9	6	Moved to Directorate Register	27/07/2022
CORP12 Contract management - governance	Exec Dir - Corporate and Commercial Services	9	6	Improving	25/07/2022
CORP13 The Council's approach to waste and recycling becomes financially, environmentally and contractually unsustainable	Exec Dir - Development and City Services	12	4	Static	31/07/2022
CORP14 Health and safety and compliance in council homes and buildings	Exec Dir - Community Services	20	8	Static	28/07/2022
CORP15 Failure to be able to draw down £15m of Housing Infrastructure Fund (HIF) money previously secured from Homes England (HE) and under contract to assist with the delivery of Anglia Square leading to failure for successful redevelopment of this key city centre site	Exec Dir - Development and City Services	12	8	Improving	28/07/2022
CORP16 Implementation of the Election Act	Exec Dir - Corporate and Commercial Services	12	4	Static	30/06/2022
CORP17 Failure to deliver acceptable levels of performance in regulatory services	Exec Dir - Development and City Services	16	8	Static	31/07/2022
CORP18 Failure to address Natural England advice on Nutrient Neutrality (NN)	Exec Dir - Development and City Services	25	10	N/A	31/07/2022
CORP19 Housing regulation	Exec Dir - Community Services	20	9	Static	27/07/2022
CORP20 Cost of living (COL) crisis has a negative impact on the city and the council	Exec Dir - Community Services	16	12	Static	18/07/2022
CORP21 Equality impacts due to climate change	Exec Dir - Community Services	16	12	Static	18/07/2022

Annex 1: Adjustments to the Capital Programme

The following virements have been approved by CLT:

GF Capital Project		Current Budget £000	Proposed Virement £000	Revised Budget £000
AB5206	Finance System	51	(51)	0
AC5206	HR System	7	(7)	(0)
AI5206	HR system 2023	576	58	634
Total		**634**	**0**	**634**

Budgets totaling £0.058m remain from the implementation of the previous HR and Finance systems that are required for the ERP system due for implementation in 2023. It is proposed that these are amalgamated to support the cost of the replacement HR system.

GF Capital Project		Current Budget £000	Proposed Virement £000	Revised Budget £000
AA1992	Southam Roof	100	(100)	0
AB1915	St Giles House Roof	25	100	125
Total		**125**	**0**	**125**

2022/23 budgets were approved for replacement roof works at St Giles House and Southam. However, it has been identified that the works required to St Giles are more extensive and urgent than the Southam site and it is therefore proposed that the Southam budget is vired to cover additional works at St Giles House (£0.100m).

GF Capital Project		Current Budget £000	Proposed Virement £000	Revised Budget £000
AF1856	St Giles MSCP Edge Protection	154	(154)	0
AB1857	St Andrews MSCP Edge Protection	150	154	304

2022/23 budgets were approved for edge protection works at St Giles and St Andrews MSCPs. However, it has now been ascertained that that the costs are higher than initially anticipated and works to St Andrews are of a higher priority and it is therefore proposed that the St Giles budget is vired to cover the cost of works at St Andrews MSCP (£0.154m).

GF Capital Project		Current Budget £000	Proposed Virement £000	Revised Budget £000
EV5201	S106 Castle Green Play Project	59	(59)	0
AA5202	Castle Gardens	150	59	209
Total		**638**	**0**	**638**

The Castle Green Play Project and Castle Gardens Project are being managed as a single project but currently are financed from separate S106 funded budgets. It is proposed that the remaining Castle Green Play Project budget (£0.059m) is vired to the Castle Gardens Project to enable more effective budget management of the project.

Cabinet are asked to approve the following additions to the capital programme, for which full external funding has been received:

GF Capital Project		Current Budget £000	Proposed Virement £000	Revised Budget £000
AO5200	CIL Yare-Wensum Green Infrastructure	0	2	2
An additional £0.002m of Greater Norwich Growth Board funding has been made available to support the Yare/Wensum Green Infrastructure project and it is proposed that the capital budget is increased accordingly.				
AG5202	GNGB UEA Eaton boardwalk ext	43	1	44
Due to the rounding of budget carried-forward in previous years, the approved budget for the Greater Norwich Growth Board funded UEA/Eaton Boardwalk Extension project is now £0.001m less than the allocated funding. It's proposed that this is corrected by increasing the capital programme accordingly.				
TBC	Changing Places Toilet - The Forum	0	63	63
The City Council has secured £0.063m from the Department for Levelling Up Housing and Communities to provide a Changing Places Toilet at The Forum. The Forum Trust will be implementing this project that will provide an important new facility to enable people with carers to gain greater dignity and independence when visiting the Forum and the wider city centre. It's therefore proposed that the capital programme is adjusted to include the additional budget.				

Cabinet are asked to recommend to Council, approval for the following projects to be removed from the 2022/23 GF capital programme:

GF Capital Project		Current Budget £000
AA1184	Community Centres – Upgrades	60
A 2022/23 budget was approved as part of the 2021/22 five-year capital programme (£0.006m) to facilitate any upgrades required following minimum energy efficiency standard surveys. However, following completion of the surveys, no upgrade work has been identified and the budget is not required.		
AD5202	GNGB Riverside Wk Access Imps	112
Access improvements to Riverside Walk have been delayed and will not now take place in this financial year. As its not known when the project will proceed, it has been agreed with the Greater Norwich Growth Board that the project and budget (£0.112m) should be removed from our programme and any future application will be fast-tracked through the GNGB process.		

Appendix A. Community Services

A.1. Performance

A.1.1. Summary of performance

Community Services has thirteen KPIs, twelve of which report quarterly and one annually. For this quarter, the directorate reports four red, two amber and six green indicators.

The red indicators this quarter were:

- 'Average re-let time in days (excluding major works)'. This indicator has been red throughout the previous 21/22 year. Challenges during the final year of the repairs and maintenance contract led to a backlog of void works. Backlog contractors and Norwich City Services Ltd (NCSL) have been mobilised and are making good progress in undertaking outstanding void works. In addition, a multi discipline project team has been established to work to improve re-let process end to end. As the backlog is cleared, this will result in a higher turnaround time next quarter.
- '% of housing rent collected (excluding arrears brought forward)'. This indicator has moved from amber to red for this quarter. The commentary explains that this is due to several factors including high sickness absences within the team, a large volume of cases requiring rent verification following changes to UC and cost of living concerns amongst residents. Intervention steps have been taken and will be monitored throughout Q2.

The following indicators relate to performance across the whole Council. Community services are responsible for the coordination, policies and reporting of these indicators. Both indicators are red this quarter:

- '% of FOI responded to within statutory timescales'. This is the first quarter this indicator has been RAG rated, following a period of monitoring to set a baseline. The commentary indicates that whilst a decrease in performance compared to the previous quarter is disappointing, we can still see that progress is being made over the longer term.

- '% of corporate complaints responded to within stated timescales'. This is the first quarter this indicator has been RAG rated, following a period of monitoring to set a baseline. The commentary indicates that a need to improve performance in this area is recognised. The new customer experience officer has improved the weekly reports that are sent to heads of service that detail all outstanding complaints. Working directly with heads of service to support completion of overdue complaints is underway. In addition, there have been a number of workshops with key services to work collaboratively on how the complaints process can be improved. The new complaints policy will go live in October alongside the updated process.

The below gives a view of Community Services performance against its KPIs compared to the 21/22 year. This shows outperformance in a number of key areas such as homelessness prevention, IT systems availability and % of customer contact taking place through digital channels.

Indicator	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022
Total number of private sector insulation measures completed	83.00	50.00	70.00	70.00	50.00
Number of homeless households living in temporary accommodation	37.00	39.00	43.00	41.00	47.00
IT System availability expressed as a percent of time available during core hours	99.95	99.94	99.96	99.86	99.94
Average re-let time of council homes in calendar days (excluding major works)	26.00	52.00	63.00	55.00	35.00
% reduction of CO2 emissions from Local Authority operations		9.00			
% of people responding as feeling safe in local area survey	62.00	62.00	58.00	59.00	65.00
% of households owed a homelessness prevention duty (in accordance with the Homelessness Reduction Act) where the duty was ended due to suitable accommodation being secured for them	66.00	64.00	81.00	80.00	74.00
% of FOI requests responded to within statutory timescales	64.61	84.16	81.32	91.19	79.52
% of customer's responding as satisfied with customer contact team service	81.20	79.19	78.74	78.35	70.43
% of customer contact that takes place through digital channels	41.03	43.29	42.88	42.75	54.29
% of council housing rent collected (excluding arrears brought forward)	98.06	97.91	99.39	99.35	95.87
% of council homes with a valid gas safety certificate	99.84	99.84	99.66	99.82	99.87
% of corporate complaints responded to within stated timescales	65.88	57.65	62.02	56.30	54.95

A.1.2. Successes and challenges

Successes:

Biodiversity Strategy: A new biodiversity strategy has been agreed for public consultation over the summer. The strategy sets the ambitious target to "Create a city where biodiversity can recover and thrive, halt species decline and increase species diversity and abundance by 2030", which will be delivered via the development of a nature recovery network for Norwich. The strategy was informed by public engagement, and a comprehensive public consultation will be undertaken over the summer before a final strategy is adopted later this year.

NEC Housing: The NEC Housing System has now been upgraded to the most up to date version. The upgrade enhanced a number of the core programmes and introduced new functionality around the customer view and the ability to develop workflows. A big thank you to our colleagues in IT Services who have gone above and beyond to implement the upgrade as quickly as possible and reduce the impact on users.

Safer Streets Funding: Our Safer Neighbourhood Initiative has secured £200,000 from the government's Safer Streets Fund, following a successful funding application made in partnership with Norwich BID. The money will be used to provide a range of new safety measures in neighbourhoods and the night-time economy, including increased lighting, CCTV and safety technology, as well as additional staffing resource to support businesses managing safety issues. The measures were designed using evidence gathered from anti-social behaviour reports and consultation with city businesses.

Challenges:

Income collection: Collection rates across the Housing income team have reduced throughout Q1. It is likely that we are beginning to see the impact of the cost-of-living crisis. Improvements prioritised for Q2 and Q3 include changes in working practices; and the development of an improvement plan which will be monitored through the Housing Leadership Team.

Cost of Living: The cost-of-living crisis is placing huge pressure on people in Norwich, particularly those on lower incomes, and we know this is likely to get worse from October, as the energy price cap rises and the weather gets colder. The crisis is also likely to affect the council's income, as people struggle to pay bills. Norwich City Council has a well-established approach to supporting financial inclusion, but the cost-of-living crisis requires an additional urgent response. We are exploring what more we can do

to make sure everyone is able to claim the benefits, discounts and support they are entitled to and to help charities meet the increased levels of demand.

A.2. Finance

A.2.1. Community Services revenue budget

The provisional outturn for the directorate at Q1 shows an underspend of £0.092m.

A.2.2. Key variances

Figure 3.1 Community Services key variances

Community Services	**Budget (£000)**	**Forecast Outturn (£000)**	**Forecast Variance (£000)**
Community Services	862	983	121
Customers, IT & Digital	4,952	4,884	(68)
Strategy, Engagement & Culture	2,727	2,746	19
Housing & Community Safety	1,203	1,039	(164)
Community Services	**9,744**	**9,652**	**(92)**
Key variances:			
Savings/increased income			
Homelessness: Additional grant income	(109)	Additional grant from DLUHC above that which was anticipated. Spend against the additional income has not currently been forecast until areas of project spend have been identified.	
Housing Partnerships: Additional grant income	(30)	Additional grant awarded (yet to be received) to be spent on projects for which relevant areas of spend have not yet been identified.	
Vacancy factor	123	Actions to deliver the vacancy factor have not yet been identified.	
Other minor variances	(76)		
Total forecast variance	**(92)**		

Potential budget risks

- In previous years the corporate vacancy factor has been achieved in the directorate, however given the potential inflationary pressures on pay in 2022 there is a risk that this will not be fully achieved.
- The current outstanding debt for the at the end of Q1 was £1,356m across 871 invoices. A full list is circulated on a regular basis so, that a review can be undertaken with the aim of identifying old debt which is unlikely to be recovered and writing-off accordingly.

A.2.3. Savings tracker

Figure 3.2 – Community Services savings tracker:

Community Services			
Saving	Target	Forecast	
IT contract saving - 21/22 budget saving	(175,000)	(117,500)	Amber
Postage - 21/22 budget reduction	(100,000)	(100,000)	Amber
Council events programme refresh	(82,000)	(82,000)	Green
Norman Centre contract review	(6,686)	(6,686)	Green
Deletion of unused budget	(22,000)	(22,000)	Green
Stationery savings	(25,000)	(25,000)	Green
Customer Contact service review	(106,000)	(106,000)	Complete
The Halls - improve income and link to Towns Fund	(10,000)	(10,000)	Amber
Council events provision reduction	(62,000)	(62,000)	Amber
	(588,686)	**(531,186)**	

A.2.4. Housing Revenue Account revenue budget

The provisional outturn for the directorate at Q1 shows an underspend of £0.714m.

Housing Revenue Account	**Budget (£000)**	**Forecast Outturn (£000)**	**Forecast Variance (£000)**
General Management	16,185	16,027	(158)
Special Services	5,118	5,097	(21)
Repairs & Maintenance	17,966	17,975	8
Rents, Rates, & Other Property Costs	5,988	6,049	61
Provision for Bad Debts	430	430	0
Depreciation & Impairment	23,224	23,224	0
Adjustments & Financing items	641	641	0
Garage & Other Property Rents	(2,187)	(2,203)	(16)
Dwelling Rents	(59,163)	(59,263)	(100)
Service Charges - General	(7,867)	(7,867)	0
Interest Received	0	(500)	(500)
Miscellaneous Income	(82)	(70)	12
Amenities shared by whole community	(254)	(254)	0
Housing Revenue Account	**0**	**(714)**	**(714)**

Key variances:		
Budget pressures – overspends/loss of income		
Rents, Rates, & Other Property Costs: Empty property costs	56	A backlog of historic cases has resulted in additional costs relating to void properties.
Neighbourhood Services Compensation to tenants	20	Insufficient budget provided.
Savings/increased income		
Tenancy Services Manager: Event costs	(50)	No events currently planned. .
Innovation Team Vacancies within the team	(116)	Due to vacancies and secondments within the team.
Dwelling Rents: Write offs of rental arrears	(100)	A backlog of rental arrears write offs were reviewed at the end of the last financial year resulting in lower cases this financial year.
Interest Received: Higher interest rates	(500)	Due to an increase in interest rates and higher cash balances, additional income is now expected.
Other minor variances	(24)	
Total forecast variance	**(714)**	

A.2.5. Outstanding debt – HRA

The current outstanding debt for the directorate at the end of Q1 was £0.869m across 1,251 invoices. A full list is circulated on a regular basis so that a review can be undertaken with the aim of identifying old debt which is unlikely to be recovered, and writing-off accordingly.

Appendix B: Corporate and Commercial Services

B.1 Performance

B.1.1 Summary of performance

Corporate & Commercial Services has four KPIs, all of which report quarterly. For Q1, the directorate reported one red and three green indicators.

The red indicator this quarter was:

- 'Council Tax collection – the amount of in year Council Tax plus arrears from old years collected (target set according to budget requirement)'. The commentary reflects that a change from amber to red for this quarter is disappointing, but likely an outcome of pressures on household finances as a result of the cost of living crisis.

The table below gives a view of Corporate & Commercial Services performance against its KPIs compared to the 21/22 year.

Indicator	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022
Council Tax Collection – the amount of in year council tax plus arrears from old years collected (target set according to budget requirement)	98.07	99.28	99.03	99.60	98.67
Council on track to remain within General Fund budget (£)	73,786.00	-277,642.00	-425,957.00	-2,364,000.00	-626,000.00
Business Rates Collection – the amount of in year business rates plus arrears from old years collected (target set according to budget requirement)	113.53	102.77	100.34	101.48	105.42
Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement	34.00	24.00	18.00	14.00	16.00

-

B.1.2. Successes and challenges

Successes:

Council Tax Rebate: Payments need to be made by the 30th September. For those payers on Direct Debit, payments have been made, and for others, bank details continue to be sought to make remaining payments. To date the Council has paid 45,994 rebates worth £6.9m. The Council also received £292,050 of discretionary funding to support households who are in need but not eligible for the Council Tax Rebate. This needs to be spent by 30th November and a scheme is currently being developed to ensure households in most need receive additional support.

Enabling services: The directorate has established the governance necessary to support the innovating enabling services programme. One of the projects within that programme is to replace the existing HR (iTrent) and Finance (Advanced E5) systems with a new Enterprise Resource Planning (ERP) system. Following a procurement exercise through the government's GCloud 12 framework, Embridge Consulting have been selected to implement the (Unit4) Agresso system in the council. Building of the main system is scheduled to take place from early August and, in addition we are progressing with the implementation of a new recruitment system as an early deliverable of the project.

Statement of accounts: The Audit Committee signed off the final 2020/2021 Statement of Accounts (SoA) and associated Annual Governance Statement in this quarter. Although significantly delayed because of issues with the national audit market which is beyond the council's control, there were no material issues for the audit to raise and they reflected on the way that the accounts were produced to the national timetable and audit queries were dealt with promptly and professionally. The statutory

deadline for the 2021/2022 SoA is the end of July, and the team are on track to deliver them on time again.

Challenges:

Discretionary Housing Payment scheme: To be expected, as more people migrate to Universal Credit (UC) and suffer effects of the cost of living crisis, we are seeing an increase in the percentage of UC DHP applications awarded. In 2021, 37% of awards were to UC claimants, to date, this has increased to 46%. The value of these awards has also increased by 19% which is impacting on funding. If the current rate of spend continues, the DHP fund is predicted to be spent in full by the end of September 2022. The Council is currently looking at what options are available to support this and its ongoing cost of living work, including whether a further review of its current policy is required.

B.1.3 Case Study

Culture: The Corporate Plan sets out a vision for the Council to be 'an agile, collaborative, learning organisation where employees feel empowered to succeed and take responsibility'. Increased productivity stems from having an empowered workforce, trusted to deliver, with the ability to work flexibly. Key to achieving a sustainable and agile council for the future is to ensure that the culture aligns with this vision.

Alongside looking at how we deliver our services in the future to ensure they are effective and efficient and continue to meet the needs of the people of Norwich, we have commenced a review of culture to support that vision.

What we set out to achieve:

- Measure our current culture
- Identify our ideal culture
- Develop a plan to achieve our ideal culture
- Define our values and working principles for the future

Approach:
We have not taken a top-down approach but have engaged with the whole of the workforce to understand the current and ideal culture and how we work together to make sustainable changes. This has involved a culture survey sent to all employees, workshops to look at the outcomes of the survey and provide feedback, regular communication and a webinar. We have had fantastic response with over 500 surveys returned and over 200 employees have attended workshops

Next steps: future communications and webinar planned. Further workshops with middle managers and elected members, roadmap for change and new values being developed over the summer.

B.2 Finance

B.2.1 Corporate & Commercial Services revenue budget

The forecast outturn for the directorate at Q1 shows a £0.227m overspend.

B.2.2 Key variances

The key variances are shown in the table below.

Corporate & commercial services	Budget (£000)	Forecast Outturn (£000)	Forecast Variance (£000)
Corporate & commercial services	511	505	(6)
Revenues & benefits	2,908	2,943	35
Finance, audit & risk	880	877	(3)
HR & organisational development	788	765	(23)
Legal & procurement	1,818	2,043	225
Corporate & commercial services	**6,906**	**7,133**	**227**
Key variances:			
Legal costs - nplaw Usage of legal services with nplaw have increased.	134	Data received from nplaw for Q1 shows an overspend of £0.075m. It is predicted that this level of overspend will continue for the remainder of the year. This overspend is partially offset by an increased profit share to partners including NCC (£0.202m for the year). Additionally, a proportion of these costs are distributed across the council based on service usage and include a significant sum to the HRA for dilapidations work and capital Towns' Fund projects. The gross overspend of £0.134m shown will be re-allocated to the relevant areas once the basis is known and agreed.	
Elections Increased 22/23 elections costs and no expected grant funding.	107	In 2022, we only operate Norwich City Council elections, and thus there is less opportunity to share costs or receive income from running elections / referendums on behalf of other authorities. This has been exacerbated by additional costs of running the election whilst still managing covid-19 risks and the increased demand for postal votes. Such costs can be managed through use of the elections reserve, however this would erode the reserve significantly. As a result, we are currently assessing methodology for managing the reserve to offset costs across the elections cycle.	

Other minor variances	(15)	This includes budgets for a full-time union rep currently only working part-time hours.
Total	**226**	

Further detail is shown in **Appendix 1.**

Potential budget risks

- The council cannot recover in full the level of housing subsidy paid out and work is underway to assess this impact on a case by case basis for inclusion in the quarter 2 monitoring information.
- In previous years the corporate vacancy factor has been achieved in the directorate, however given the potential inflationary pressures on pay in 2022 there is a risk that this will not be fully achieved

B.2.3 Corporate Financing revenue budget

The forecast outturn for the directorate at Q1 shows a £0.872m underspend.

The key variances are shown in the table below.

Corporate Financing	**Budget (£000)**	**Forecast Outturn (£000)**	**Forecast Variance (£000)**
Corporate Financing	(23,560)	(24,432)	(872)
Key variances:			
Treasury management Improved performance as rates and cash balances have both increased.	(995)	The average level of cash balances has increased over the level assumed when setting the budget. Additionally, since April 2022 the bank base rate has increased which has fed through into the rates being offered for investing cash with counterparties. These factors lead to higher investment interest income variance of £1.380m, of which £0.385m is due to the HRA.	
Intra group interest NRL loan interest income reduced in 22/23	81	NRL loan interest income forecast is reduced due to revised assumptions re NRL borrowing - £2m in 22/23 rather than £6m; to be drawn down in November 22 at an interest rate of 6% (assumed increased BoE rate at November of 1.5% plus 4.5% as agreed in the NRL business plan).	
Other minor variances	42		
Total	**(872)**		

B.2.4 Savings tracker

	Target	Forecast	
Household Notification Letters	(30,000)	(30,000)	Complete
Commercial property reserve contribution	(417,000)	(417,000)	Complete
Borrowing cost underspends from 2021/22	(591,000)	(591,000)	Complete
Treasury management options 2022/23	(690,000)	(690,000)	Complete
Merchant Acquiring Services	(53,000)	(53,000)	Green
	(1,781,000)	**(1,781,000)**	

The tracker should be reviewed and updated by budget managers regularly.

B.2.5 Outstanding debt

The current outstanding debt for the corporate & commercial services and corporate financing directorates at the end of Q1 was £0.256m.

Appendix C: Development and City Services

C.1. Performance

C.1.1. Summary of performance

Development and City Services is responsible for ten KPIs, five of which report quarterly and five of which are annual indicators. For Q1, the five quarterly indicators continued to show good performance, with two being above target and the remaining three near to their target. The planning decisions and food hygiene indictors reported especially strong performance this quarter.

The directorate's quarterly performance across the five indicators shows two green and three amber.

The table below gives a view of Development and City Services performance against its KPIs compared to compared the 21/22 year.

Indicator	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022
Value of external funding leveraged to support council development and place-shaping priorities (£)				16,999,750.00	
Number of private rented sector homes made safe				5.00	
Number of new homes (both council and private) completed		166.00			
Number of affordable homes built, purchased or enabled by the council				23.00	
Number (of total) (%) of food premises rated 0,1 or 2 (non-broadly compliant), moving to a compliant rating of 3, 4 or 5 against the Food Hygiene Rating System following intervention by food safety officers	93.00	94.00	94.00	95.00	91.00
Council income from investment property portfolio expressed as % of target income	93.50	94.20	95.00	95.00	87.00
Area of underused council land brought into productive use (m2)				0.00	
% of planning decisions upheld after appeal (where council has won)	88.00	85.00	78.00	80.00	100.00
% of planning applications determined within statutory time limits	85.00	88.00	89.00	88.00	86.00
% household waste sent for reuse, recycling, composting (reporting on previous quarter)	38.80	39.60	40.20	39.10	39.10

Development & City Services performance in council income from investment property portfolio has dropped from green in Q4 to amber this quarter, however it continues to be above the intervention target. This change is mainly related to a single debtor and action is being taken to pursue. The team are also exploring steps to assist tenants and aid income following evidence of increased debt from retail tenants. They are also monitoring the increased risk of inflationary pressures on tenants. Planning applications determined within timescales and household waste indicators continue to report as amber, however both are above their intervention targets.

The directorate's performance in responding to FOI requests was down 12 percentage points compared with the previous quarter, but up 12 percentage points compared with Q1 2021. Similarly, DCS's performance in responding to corporate complaints within timescales has remained under target at 41%. There are plans in place for both planning and regulatory services and environmental services to improve response times.

C.1.2. Successes and challenges

Successes:

The Food Safety Team: Having recently been nominated and 'highly commended' at the ROARS staff awards, the team are well on target to complete food safety inspections in accordance with the targets set by the Food Standards Agency following delays to inspections during the Covid pandemic. The team are working tirelessly to ensure that food safety businesses in Norwich are safe and where they are not swiftly taking action to ensure compliance with standards. The team appeared on

national television in April 2022 (ITN News) to highlight and demonstrate the important work of food safety teams across the nation to keep residents and visitors in cities like Norwich safe.

Housing Development: Work is nearing completion on the developments of Hanover Road and Belvoir Street by Orwell Housing Association with handover anticipated in October. These sites will see the culmination of the replacement homes programme phase 1 which has delivered a total of 68 affordable homes. The council provided land and a grant of £2.54m of RTB receipts to facilitate these developments. The council has recently announced the second phase of this work through procuring a partnership arrangement with Orwell that will deliver further new affordable homes across the next 5 years. The council is also progressing well with the development of the former Kings Arms pub on Mile Cross Road.

East Norwich Masterplan: Q1 saw a significant milestone reached in the emerging proposals for the comprehensive regeneration of East Norwich which Cabinet's endorsement of the masterplan. The masterplan was produced following an exhaustive exercise that involved considerable engagement with the general public, interested stakeholders and close co-operation of all landowners (of which the City Council is one following the purchase of Carrow House). The masterplan was used to inform the evidence given in support of the emerging planning policy in the Greater Norwich Local Plan to its examination and, assuming the plan is able to adopted, should inform a Supplementary Planning Document which will maximise the prospects of securing the most sustainable form of overall development with far reaching benefits for the City as a whole. Following the endorsement of the masterplan close working with Homes England has been continuing to build the case to secure the necessary funds to deliver the largest and most significant brownfield redevelopment opportunity in the region.

Challenges:

Volume of Complaints/FOIs and other requests: Environmental Services and Planning and Regulatory Services provide front facing services of the Council where officers necessarily often make decisions which seek to regulate activity, e.g., planning permissions, or licensing applications, or where we have taken enforcement action against people and/or businesses, for example, where we enforce against fly tipping, or environmental crimes. These decisions may often leave people, affected either directly or indirectly, aggrieved, and it is therefore not unexpected that the number of complaints and enquiries which come into the service are high. In addition, the numbers of FOIs are high with both services often attracting a lot of press coverage or industry scrutiny. The resulting corporate processes place significant demand on staff to provide responses, some of which may require lengthy investigation prior to a reply being provided. Environmental Services currently has 137 outstanding processes and Planning and Regulatory Services 104. With limited timescales to reply the teams work hard to respond to as any as possible but meeting the deadlines and ensuring business as usual continues proactively is proving difficult at present. Action plans for addressing backlogs have been put in place and fortnightly monitoring has been implemented to address outstanding processes.

Aligning resource to meet demand: A lack of skills and resource is causing challenges with delivery in some areas, there have been difficulties recruiting to vacant posts needed to support ongoing transformation and change. Having the right skills and competencies in place is essential to the success of the organisation. All services in the directorate are currently looking a structures and resource and considering how to ensure we can avoid this in the future and grow skills in house to promote our vision as a learning organisation.

C.1.3. Case Study

St Peters House

On Monday 11 April 2022, the Private Housing Sector team was notified by UK Power Networks that the power to St Peter's House, a block of 51 residential units on Cattle Market Street, was to be disconnected at 1230hrs due to an illegal connection to their sub-station and works not having been completed safely.

Private Sector Housing Officers attended the site and were informed there was no prospect of the power being restored for, potentially, several months, posing a serious risk to the health and safety of the residents.

Officers spoke with Norfolk Fire & Rescue Service and inspected the property to gather evidence of the deficiencies. It was established that service of an Emergency Prohibition Order (EPO) was the most appropriate course of action given the seriousness of the situation. This was served on all the residents to prevent occupation of the flats, which effectively made the residents homeless. The council's Housing Options team then led on the rehousing of the residents. This course of action was not taken lightly by the Council and is reserved for only the most serious of cases.

The council's Private Sector Housing team is working proactively with other agencies including UK Power Networks, Norfolk Fire and Rescue Service and CNC Building Control to ensure the safety of the building for the residents of St Peter's House and whilst it is taking some time to address the multitude of issues at the property, it is necessary to ensure that when residents return, they are safe in their homes. This case is an excellent demonstration of collaborative working of the private Sector Housing team with other regulatory partners as well as internal teams.

C.2. Finance

C.2.1. Development and City Services revenue budget

The forecast outturn for the directorate at Q1 shows a £0.127m overspend.

C.2.2. Key variances

Figure 2.3 Development & City Services key variances

Development & City Services	Budget (£000)	Forecast Outturn (£000)	Forecast Variance (£000)
Development & City Services	480	480	0
Environment Services	3,460	3,743	284
Planning & Regulatory Services	2,352	2,334	(18)
Property & Economic Development	338	199	(140)
Development & City Services	**6,630**	**6,757**	**127**
Key variances:			

Parking MSCP: Income from the three MSCP around the City.	135	Advertisement income has stopped, due to contractor going into administration, leaving an income shortfall of £0.040. The service is currently looking for a new contractor. Season ticket income has reduced by £0.081; The adjacent hotel to St. Andrews CP no longer purchases season tickets for its guests. The car park maintenance budget has already been exceeded by £0.014.
Open Space Parking in the parks: Proposals to charge the public to pay to park in the parks	75	The saving proposal to charge for parking in the Council's parks has not yet been implemented meaning that there is a loss of £0.075 which represents the whole of the budgeted income.
NSCL review of contract price: Managing the parks and garden contract	53	A 2020/21 stretch savings target has not been achieved; the only way to achieve this would be through a contract price reduction which has not been implemented.
Norwich Airport Industrial Estate: Commercial income continues to be received pending sale of site	(104)	The land and units are due to be sold and the commercial income budget was reduced accordingly. Due to a delay in selling the site, it is now forecast that some income will be due to the City Council.
Investment income: Income from commercial units better than expected	(82)	The level of void properties is not as high as expected – this has resulted in a reduction in empty rates costs of £0.042m, and higher income forecasts than budgeted by £0.060m. There is an offsetting increase in utilities charges for void properties as the standing charges have increased. £0.020m.
Other minor variances across the directorate.	50	
Total	**127**	

Potential budget risks

- In previous years the corporate vacancy factor has been achieved in the directorate, however given the potential inflationary pressures on pay in 2022 there is a risk that this will not be fully achieved.

C.2.3. Savings tracker

	Director of City Development		
	Target	Forecast	
Gypsy and Traveller Site Management	(4,000)	(4,000)	Complete
Stretch - Biffa contract - 21/22 budget reduction	(68,000)	(90,495)	Green
Waste contract - 21/22 budget reduction	(157,000)	(157,000)	Green
Cashless parking - 21/22 budgeted saving	(110,000)	(110,000)	Green
Cemeteries income - 21/22 income budget	(50,000)	(50,000)	Green
Planning Fee Income	(105,000)	(105,000)	Green
HMO licence fee increase	(36,000)	(36,000)	Green
Review of Car Parking charges	(360,000)	(360,000)	Green
Review of Markets Income	(38,000)	(38,000)	Green
Norwich Airport Industrial Estate income	(70,000)	(104,444)	Green
Vaccination centre income	(47,000)	(47,000)	Green
City Dev Services service review	(10,000)	(10,000)	Amber
City Hall rental	(28,500)	(28,500)	Amber
Review of NCSL Contract	(195,000)	(195,000)	Amber
Expansion of charges for Parking in parks	(50,000)	0	Red
Review of NCSL Contract - 21/22 budget saving	(53,000)	0	Red
Expansion of charges for Parking in parks	(25,000)	0	Red
	(1,406,500)	**(1,335,439)**	

The tracker is reviewed and updated by budget managers regularly.

C.2.4. Outstanding debt

The current outstanding debt for the directorate at the end of Q1 was £2.587m across 2,205 invoices. A full review is to be undertaken with the aim of identifying old debt which is unlikely to be recovered and writing-off accordingly.

Annex 2: Performance

NORWICH City Council

Quarterly Summary

CORPORATE PERFORMANCE

Summary of Corporate **KPI RAG performance in current quarter**

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

Directorate	Red	Amber	Green
Community services	4	2	6
Corporate and commercial services	1		3
Development and city services		3	2
Total	5	5	11

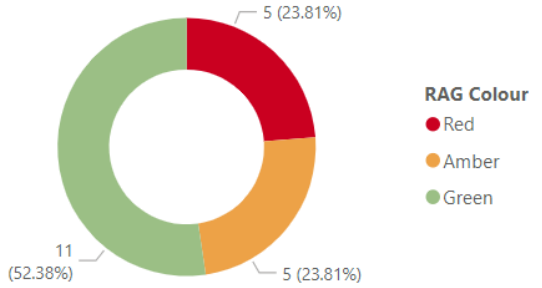
Count of KPI performance RAG colour in current quarter by **corporate priority**

Corporate priority	Red	Amber	Green
People live independently and well in a diverse, and safe city			5
Norwich is a sustainable and healthy city		1	1
Norwich has the infrastructure and housing it needs to be a successful city	2	2	1
Norwich City Council is in good shape to serve the city	3	2	4
Total	5	5	11

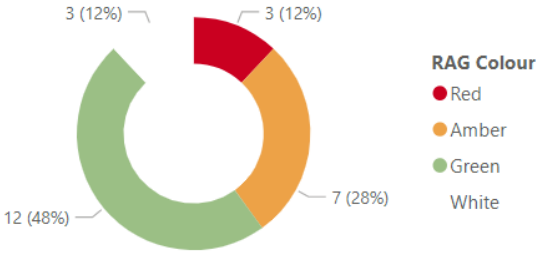
RAG colour key

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

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



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



Community services KPIs

Indicator	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022
Total number of private sector insulation measures completed	83.00	50.00	70.00	70.00	50.00
Number of homeless households living in temporary accommodation	37.00	39.00	43.00	41.00	47.00
IT System availability expressed as a percent of time available during core hours	99.95	99.94	99.96	99.86	99.94
Average re-let time of council homes in calendar days (excluding major works)	26.00	52.00	63.00	55.00	35.00
% reduction of CO2 emissions from Local Authority operations		9.00			
% of people responding as feeling safe in local area survey	62.00	62.00	58.00	59.00	65.00
% of households owed a homelessness prevention duty (in accordance with the Homelessness Reduction Act) where the duty was ended due to suitable accommodation being secured for them	66.00	64.00	81.00	80.00	74.00
% of FOI requests responded to within statutory timescales	64.61	84.16	81.32	91.19	79.52
% of customer's responding as satisfied with customer contact team service	81.20	79.19	78.74	78.35	70.43
% of customer contact that takes place through digital channels	41.03	43.29	42.88	42.75	54.29
% of council housing rent collected (excluding arrears brought forward)	98.06	97.91	99.39	99.35	95.87
% of council homes with a valid gas safety certificate	99.84	99.84	99.66	99.82	99.87
% of corporate complaints responded to within stated timescales	65.88	57.65	62.02	56.30	54.95

Corporate and commercial services KPIs

Indicator	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022
Council Tax Collection – the amount of in year council tax plus arrears from old years collected (target set according to budget requirement)	98.07	99.28	99.03	99.60	98.67
Council on track to remain within General Fund budget (£)	73,786.00	-277,642.00	-425,957.00	-2,364,000.00	-626,000.00
Business Rates Collection – the amount of in year business rates plus arrears from old years collected (target set according to budget requirement)	113.53	102.77	100.34	101.48	105.42
Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement	34.00	24.00	18.00	14.00	16.00

Development and city services KPIs

Indicator	Q1 2021	Q2 2021	Q3 2021	Q4 2021	Q1 2022
Value of external funding leveraged to support council development and place-shaping priorities (£)				16,999,750.00	
Number of private rented sector homes made safe				5.00	
Number of new homes (both council and private) completed		166.00			
Number of affordable homes built, purchased or enabled by the council				23.00	
Number (of total) (%) of food premises rated 0,1 or 2 (non-broadly compliant), moving to a compliant rating of 3, 4 or 5 against the Food Hygiene Rating System following intervention by food safety officers	93.00	94.00	94.00	95.00	91.00
Council income from investment property portfolio expressed as % of target income	93.50	94.20	95.00	95.00	87.00
Area of underused council land brought into productive use (m2)				0.00	
% of planning decisions upheld after appeal (where council has won)	88.00	85.00	78.00	80.00	100.00
% of planning applications determined within statutory time limits	85.00	88.00	89.00	88.00	86.00
% household waste sent for reuse, recycling, composting (reporting on previous quarter)	38.80	39.60	40.20	39.10	39.10

All KPI details

KPI Ref	Service	Indicator	Frequency	Due to report
KPI: 01	Revenue and Benefits	Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement	Quarterly	
KPI: 02	Revenue and Benefits	Council Tax Collection – the amount of in year council tax plus arrears from old years collected (target set according to budget requirement)	Quarterly	
KPI: 03	Revenue and Benefits	Business Rates Collection – the amount of in year business rates plus arrears from old years collected (target set according to budget requirement)	Quarterly	
KPI: 04	Finance	Council on track to remain within General Fund budget (£)	Quarterly	
KPI: 05	Housing	% of council housing rent collected (excluding arrears brought forward)	Quarterly	
KPI: 06	Housing	Average re-let time of council homes in calendar days (excluding major works)	Quarterly	
KPI: 07	Housing	% of council homes with a valid gas safety certificate	Quarterly	
KPI: 08	Housing	Number of homeless households living in temporary accommodation	Quarterly	
KPI: 09	Housing	% of households owed a homelessness prevention duty (in accordance with the Homelessness Reduction Act) where the duty was ended due to suitable accommodation being secured for them	Quarterly	
KPI: 10	Environmental services	% household waste sent for reuse, recycling, composting (reporting on previous quarter)	Quarterly	
KPI: 11	Early intervention & community safety	% of people responding as feeling safe in local area survey	Quarterly	
KPI: 12	Environmental health	Number (of total) (%) of food premises rated 0,1 or 2 (non-broadly compliant), moving to a compliant rating of 3, 4 or 5 against the Food Hygiene Rating System following intervention by food safety officers	Quarterly	
KPI: 13	Environmental health	Number of private rented sector homes made safe	Biannual	Q2 and Q4
KPI: 14	Planning	% of planning decisions upheld after appeal (where council has won)	Quarterly	
KPI: 15	Planning	% of planning applications determined within statutory time limits	Quarterly	
KPI: 16	City Development	Council income from investment property portfolio expressed as % of target income	Quarterly	
KPI: 17	Planning policy	Area of underused council land brought into productive use (m2)	Annual	Q4
KPI: 18	City Development	Number of affordable homes built, purchased or enabled by the council	Annual	Q4
KPI: 19	Planning policy	Number of new homes (both council and private) completed	Annual	Q2
KPI: 20	Economic Development	Value of external funding leveraged to support council development and place-shaping priorities (£)	Annual	Q4

KPI: 21	Environmental strategy	% reduction of CO2 emissions from Local Authority operations	Annual	Q2
KPI: 22	Environmental strategy	Total number of private sector insulation measures completed	Quarterly	
KPI: 23	Customer contact	% of customer's responding as satisfied with customer contact team service	Quarterly	
KPI: 24	Customer contact	% of customer contact that takes place through digital channels	Quarterly	
KPI: 25	Customer contact	% of FOI requests responded to within statutory timescales	Quarterly	
KPI: 26	Customer contact	% of corporate complaints responded to within stated timescales	Quarterly	
KPI: 27	IT	IT System availability expressed as a percent of time available during core hours	Quarterly	