

Extraordinary Cabinet

Date: Wednesday, 23 February 2022

Time: 16:30

Venue: Council chamber, City Hall, St Peters Street, Norwich, NR2 1NH

Committee members:

Councillors:

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Information for members of the public

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

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

AGENDA

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- 1 Apologies**
To receive apologies for absence.
- 2 Declarations of interest**
(Please note that it is the responsibility of individual members to declare an interest prior to the item if they arrive late for the meeting).
- 3 Q3 Corporate Assurance Report - Revised report** **5 - 90**

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 3 of 2021/22.
- 4 Housing compliance improvement plan (report to follow)**

Purpose - To consider the housing compliance improvement plan.
- 5 Greater Norwich Joint Five-Year Infrastructure Investment Plan** **91 - 102**

Purpose - To consider the draft Greater Norwich Joint Five - Year Infrastructure Investment Plan 2022-27.
- 6 Town Deal Fund Programme Update** **103 - 132**

Purpose - To update cabinet on the NCC Town Deal Fund Programme.
- 7 Improving the diversity of the Council's workforce update** **133 - 140**

Purpose - To consider the update on progress against the actions to improve the diversity profile of the council's workforce, which were presented to Cabinet for approval in March 2021.
- 8 The award of a contract for loft and cavity wall insulation to council owned homes** **141 - 146**

Purpose - To consider awarding a contract for loft and cavity wall insulation to council owned homes.

9 The award of a contract for Sustainable Warmth grant delivery 147 - 152

Purpose - To award a contract for the Sustainable Warmth grant delivery.

10 Exclusion of the public

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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***11 Q3 Corporate Assurance Report - Exempt Appendix**

- 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.

***12 Town Deal Fund Programme Update - Exempt Appendix**

- 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, 12 April 2022**



Committee Name: Cabinet

Committee Date: 23/02/2022

Report Title: Q3 Corporate 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 3 of 2021/22.

Recommendation:

To:

1. Review progress on the key performance indicators for this quarter and the corporate risk register;
2. Note the financial forecast for 2021/22 general fund, HRA and capital programme;
3. Note the consequential balances of the general fund and HRA reserves;
4. Suggest future actions and / or reports to address any areas of concern;
5. Approve an increase to the general fund capital programme of £0.004m in 2021/22 and £0.066m in 2022/23 to support the completion of the St Stephens Towers public realm project, wholly funded from Section 106 contributions;
6. Approve the retrospective appropriation of 16 Elm Hill for non-housing use and transfer of the property from the HRA to the general fund.

Policy Framework

The Council has three corporate priorities, which are:

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

This report meets the Healthy Organisation corporate priority

Report Details

1. This report sets out progress against the key performance indicators (KPIs) that track

delivery of the corporate plan priorities. This is the eleventh quarterly performance report for the corporate plan 2019-2022.

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

Consultation

6. No consultation was required in creating this report

Implications

Financial and Resources

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

General Fund:

8. A number of additional grants have been received in 21/22. These are details in Annex 2 along with the related expenditure required per the grant conditions.
9. Section 1.2 of the report provides more detail on the requested appropriation from the HRA of the 16 Elm Hill property. Where the purpose for holding a property is not related to the provision of housing under part II of the Housing Act 1985, the property cannot be held within the Housing Revenue Account ("HRA"). If a property is currently held within the HRA, usually as a result of being originally acquired under Housing powers, it must be transferred ("appropriated") to the General Fund.
10. The financial consequences of appropriation from the HRA are that the costs and any income relating to the property will subsequently fall on the General Fund. The transfer of asset value between the HRA and General Fund will be reflected by an adjustment to the respective Capital Financing Requirements (CFR). This will reduce the HRA CFR by

£58,100 with a corresponding increase to the GF CFR.

Housing Revenue Account:

11. The winding up of the joint venture company owned by the Council and Norfolk Property Services, that currently deliver building maintenance and repairs services on the 1st April 2022 will require outstanding contractual issues to be finalised. The costs arising from this will be funded from HRA balances when financials are fully reconciled and agreed, which may impact on the current forecast underspend.

Legal

12. There are no legal implications relevant to this report

Statutory Considerations

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

Risk Management

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

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

Other Options Considered

14. No alternative options.

Reasons for the decision/recommendation

15. The recommendation to increase the capital programme is to enable the use of Section 106 contributions and assist in the robust financial management of the council's budgets in line with the financial regulations.

16. The recommendation for the appropriation of 16 Elm Hill is to ensure the asset is held appropriately per under part II of the Housing Act 1985.

Background papers:

17. The report refers to additional documents throughout, supplying these as annexes within the relevant sections.

Appendices: Combine Assurance Report, Qtr3 2021-22

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Combined Assurance Quarterly Report

Q3 2021-22

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1. Executive summary

1.1. Performance

- Full KPI details are available in annex 1 where you can see the data broken down by directorate, service area and corporate priority, as well as compare performance with past quarters.
- The broader context of Q3 performance for each directorate is given in the 'successes and challenges' and 'case study' sections of the report.
- At a corporate level, Q3 showed a reduction of indicators reporting as red and amber and an increase in green indicators. This should be caveated by the fact that there are no annual indicators reporting in Q3.
- At a directorate the directorate level:
 - **Community Services** went from one red, four amber and six green indicators in Q2 to two red, two amber and six green in Q3. There were also two white indicators both quarters where the performance is being monitored to determine a baseline.
 - **Corporate and Commercial Services**
 - **Development and City Services**
- For KPIs 25 and 26, percentages of FOI requests and corporate complaints responded to within timescales, the breakdown by directorate is as follows:
 - FOI
 - Community services: 91.67%
 - Development and city services: 61.29%
 - Corporate and commercial services: 87.88%
 - Corporate complaints
 - Community services: 58.63%
 - Development and city services: 66.67%
 - Corporate and commercial services: 68.57%
- There have been no major changes to the definitions or methodologies of any of the indicators since the previous quarter.

Figure 1: Q3 KPI performance by directorate

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

Figure 1.1: Q3 KPI performance by corporate priority

Corporate Priority	Red	Amber	Green	Monitoring data	Not completed	No data this quarter	Total
People living well	0	1	5	0	0	0	6
Healthy organisation	0	2	5	2	0	0	9
Inclusive economy	0	0	0	0	0	2	2
Great neighbourhoods	2	1	3	0	0	4	10
Total	2	4	13	2	0	6	27

1.2. Finance

General Fund Review: The forecast revenue outturn for the general fund at Q3 shows a £0.426m underspend (Q2: £0.278 underspend).

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

This is being largely offset by reduced corporate financing costs, which includes additional forecast income from the government's sales, fees and charges scheme (£0.280m) and a reduction in the forecast contribution to capital as the programme can be funded from within grant allocations (£0.280m). Additional income against budgets is forecast for multi-storey car parks (£0.453m) and investment properties (£0.243m). These income budgets were amended as part of the 21/22 budget setting process, to take into account the ongoing impact of Covid-19. The current forecasts show income levels have not dropped as significantly as initially anticipated, but they are not yet at pre-Covid-19 levels. Forecasts continue to be monitored regularly using most recently available figures.

Potential risks

Housing benefit subsidy recovery figures currently show a forecast overspend of £0.407m. This is largely offset by a forecast increase against budget of identified overpayments (£0.106m) and a net reduction in bad debt provision (£0.220m). Due to the fluctuating nature of recovery rates and outstanding debt, there is a risk that the position at the end of the financial year may change from these forecasts.

£0.157m is built into the budget as a saving in respect of waste contract savings. As a result of taking a longer term view it is likely this saving will not be achieved in 21/22, with further work being undertaken on the future contractual options. This position will continue to be reviewed, with any final pressure mitigated through the Budget Risk earmarked reserve.

A £0.575m vacancy factor was built into the budget to reflect historic level of salary underspends arising through staff vacancies and time to fill posts. At Q3 £0.326m of this has been achieved. The forecasts include a further £0.158m expected to be achieved. The remaining £0.091m has yet to be identified.

Figure 1.2 General fund totals

	Current budget (£000)	Q3 Forecast outturn (£000)	Q3 Forecast variance (£000)	Movement in Forecast Variance since Q2 (£000)
Chief Executive	267	268	2	14
Chief Executive	267	268	2	14
Corporate Financing	(21,659)	(21,875)	(216)	781
Corporate Financing	(21,659)	(21,875)	(216)	781
Corporate & Commercial Services	440	436	(4)	8
Revenues & Benefits	2,594	2,453	(141)	(270)
Finance, Audit & Risk	802	813	10	41
HR & Organisational Development	740	718	(22)	(24)
Legal & Procurement	1,770	1,839	69	81
Corporate & Commercial Services	6,346	6,258	(87)	(163)
Community Services	324	468	144	(2)
Customers, IT & Digital	4,104	4,160	56	(40)
Strategy, Engagement & Culture	3,740	3,607	(133)	41
Housing & Community Safety	1,120	1,178	58	(199)
Community Services	9,288	9,413	125	(200)
Development & City Services	500	450	(50)	(71)
Environment Services	4,585	4,357	(228)	(777)
Planning & Regulatory Services	2,136	2,353	217	209
Property & Economic Development	(1,463)	(1,650)	(188)	59
Development & City Services	5,758	5,510	(249)	(580)
	0	(426)	(426)	(148)

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

The forecast underspend for the general fund has increased by £0.148m since Q2.

The previously reported underspend, relating to borrowing interest, has been transferred to an earmarked reserve as agreed by Cabinet as part of the Q2 Assurance Report: £0.591m, forecast income from car parking has increased based on most recently available figures and predicted trends for the remainder of the year: (£0.588m).

The key areas of movement are shown in the table below:

Figure 1.3

Area	Movement in forecast from Q2 (£000)	Comments
Car parking	(588)	Additional forecast income from Muti-storey and off-street car parking

Area	Movement in forecast from Q2 (£000)	Comments
Revs and Bens	(176)	Salary underspends due to vacancies. Additional grants not expected to be fully utilised, as some new workstreams covered by using existing staff resource.
Housing benefit	(94)	Net movement re HB subsidy, overpayments, write-offs and bad debt provision
Housing Options & Housing Partnerships	(93)	Net movement due to additional grant income review underway to determine whether this will be utilised in 21/22. If necessary, forecast will be amended in future months.
Customer Contact	(81)	Movement largely due to forecast salary underspends & virement of budget from revenue & benefits
Movement in reserves	621	Underspend relating to borrowing interest transferred to earmarked reserve as agreed by Cabinet as part of the Q2 Assurance Report.
Financial arrangements	215	Increase in forecast borrowing interest following additional PWLB borrowing in November and December.
Legal Services	80	Increase in legal costs relating to use of nplaw service. A full review of the usage details is being undertaken in order to identify the key areas of increased activity.
Other	(32)	
Total movement	(148)	

A number of additional grants have been received in 21/22 as detailed in Annex 2.

Council Tax: The Collection Fund includes all income generated from council tax and business rates that is due in the year from council taxpayers and ratepayers. Q3 forecasts have been provided however there remain uncertainties over bad debt levels and council tax reduction scheme levels. This will be kept under review in the final quarter of the year. Any surplus or deficit on business rates will be distributed in subsequent years.

Figure 1.4

	Budget £000s	Forecast £000s	(Surplus) / deficit £000s
Total Council Tax Collection Fund Income	(75,777)	(75,371)	406
Norwich City Council Share	(10,277)	(10,222)	55

Business Rates: Despite substantial business rates reliefs, Covid-19 is still impacting on the level of business rates collected as companies struggle with cash flow or cease trading. Despite this, a small surplus is currently forecast as the required top up to the appeals provision is lower than originally budgeted. This will be kept under review in the final quarter of the year. Any surplus or deficit on business rates will be distributed in subsequent years.

Figure 1.5

	Budget £000s	Forecast £000s	(Surplus) / deficit £000s
Norwich City Council Retained Income Share	(6,250)	(6,375)	(125)

HRA revenue: The forecast revenue outturn for the Housing Revenue Account at Q3 is a £1.576m underspend (Q2: £0.535m overspend).

The HRA forecast underspend has largely been generated from a reduction in expenditure in responsive repairs. In November 2021, Council approved the virement of some of the underspend to cover the additional cost of compliance works, with any unspent budget forming an earmarked reserve to be carried forward and utilised in 2022/23. Additional underspend is forecast against the provision for bad debts; the budget was increased for 2021/22 to reflect the impact on rent collection and associated bad debt resulting from the Covid-19 pandemic combined with the continued roll out of Universal Credit. However, based on the current level of arrears, it is forecast that a significant element of this budget will not now be required.

The winding up of the joint venture company owned by the Council and Norfolk Property Services, that currently deliver building maintenance and repairs services on the 1st April 2022 will require outstanding contractual issues to be finalised. The costs arising from this will be funded from HRA balances when financials are fully reconciled and agreed, which may impact on the current forecast underspend.

Figure 1.6 HRA totals

Housing Revenue Account	Budget (£000)	Q3 Forecast Outturn (£000)	Q3 Forecast Variance (£000)	Movement in Forecast Variance since Q2 (£000)
General Management	14,616	14,554	(62)	(826)
Special Services	4,962	4,743	(219)	174
Repairs & Maintenance	13,598	12,812	(786)	(540)
Rents, Rates, & Other Property Costs	5,687	5,468	(219)	(59)
Provision for Bad Debts	721	87	(635)	(635)
Depreciation & Impairment	23,264	23,231	(33)	(89)
Adjustments & Financing items	5,433	5,433	0	0
Garage & Other Property Rents	(2,148)	(2,156)	(9)	(45)
Dwelling Rents	(57,985)	(57,834)	151	(26)
Service Charges - General	(7,813)	(7,660)	153	(66)
Interest Received	0	0	0	0
Miscellaneous Income	(82)	(0)	81	(0)
Amenities shared by whole community	(254)	(254)	0	0
Housing Revenue Account	(0)	(1,576)	(1,576)	(2,111)

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

There is a financial risk in relation to contract costs for housing repairs. Further work is ongoing to assess the level of financial impact and an update will be provided in due course.

The forecast for the HRA has reduced by £2.111m since Q2. The key areas of movement are shown in the table below:

Figure 1.7

Area	Movement in forecast variance from Q2 (£000)	Comments
Repairs	(763)	Repairs fund - responsive repairs. In some areas costs are falling but there are contractual costs which are still to be agreed.
Provision for bad debts	(635)	Bad debt provision - based on the outstanding debts at the end of Q2, there is a forecast underspend. A risk should be noted around this figure, due to the fluctuating nature of the debt position.
Head of Neighbourhood Housing	(566)	Q2 figures showed an overspend - budget has been vired from various codes with forecast underspends, so the majority of the overspends no longer show
Neighbourhood Services	(182)	Recalculated income from internal secondment recharges and external secondments that have been extended past their original completion dates.
ASB	(147)	Change from staff being on temporary contracts to permanently engaged staff
Void repairs	305	Q2 forecast showed an underspend – As approved by cabinet, budget has been vired to various other codes, so majority of the underspend no longer shows.
Other	(123)	
Total movement	(2,111)	

The prudent minimum level of General Fund reserves has been assessed as £5.100m for 2021/22. The budgeted and forecast outturn's impact on the 31 March 2021 balance brought forward is shown in figure 1.8 and shows the General Fund balance is expected to continue to exceed the prudent minimum balance.

Figure 1.8 – general fund reserves

	£000s
Balance as at 1 April 2021	(9,980)
Forecast outturn as at 31 March 2022	(426)
Forecast balance as at 31 March 2022	(10,406)

The prudent minimum level of Housing Revenue Account reserves has been assessed as £5.844m. The budgeted and forecast outturn's impact on the 31 March 2021 balance brought forward is shown in figure 1.9 and shows the General Fund balance is expected to continue to exceed the prudent minimum balance.

Figure 1.9 – HRA reserves

	£000s
Balance as at 1 April 2021	(43,368)
Budgeted contribution from reserves 2021/22	10,640
Forecast reduction in budgeted contribution from reserves	(9,519)
Forecast outturn as at 31 March 2022	(1,576)
Forecast balance as at 31 March 2022	(43,823)

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

Capital Programme:

There have been a number of movements in capital budgets since Q2. The majority of these movements are due to reprofiling of capital projects into future years, as agreed by Cabinet in November. Movements are shown in the tables below:

Figure 1.10 GF capital programme budget movement since Q2

Capital Programme	Budget at Q2 (£000)	Change due to reprofiling (£000)	Other movements (£000)	Budget at Q3 (£000)	Comments
GF - Community Services	3,950	(1,180)	(0)	2,770	
GF - Development & City Services	21,250	(6,000)	2,094	17,345	NRL loan funding budget re-classified to correct directorate (£2.00m) Use of contingency fund for emergency works at Churchman House (£0.094m)
GF - Corporate and Commercial Services	995	0	(94)	901	Use of contingency as detailed above
	26,195	(7,180)	2,000	21,016	

Figure 1.11 HRA capital programme budget movement since Q2

Capital Programme	Budget at Q2 (£000)	Change due to reprofiling (£000)	Other movements (£000)	Budget at Q3 (£000)	Comments
HRA - Community Services	31,180	0	1,000	32,180	Additional budget for compliance upgrade works approved by Council
HRA - Development & City Services	18,839	(3,057)	(2,000)	13,782	
	50,019	(3,057)	(1,000)	45,962	

At Q2, the general fund capital budget was £26.195m with a forecast underspend of £8.011m. A number of budgets were reprofiled into future years, reducing the budget by £7.180m. £2.00m was added to the budget due to a re-classification of the NRL loans budget.

After reprofiling and the addition of the NRL budget, the general fund capital budget is £21.016m with a forecast underspend of £7.634m. Although the underspend on reprofiled projects has reduced, additional underspends have been identified, leading to a forecast variance movement of just £0.377m.

At Q2, HRA capital budget was £50.019m with a forecast underspend of £12.578m . A number of budgets were reprofiled into future years, reducing the budget by £3.057m. £2.000m was removed from the budget due to a re-classification of the NRL loans budget, as shown above.

After reprofiling and the removal of the NRL budget, the HRA capital budget is £45.962m with a forecast underspend of £14.493m. Although the underspend on reprofiled projects has reduced, additional underspends have been identified, leading to a net increase in the forecast underspend of £1.915m. A full breakdown of these figures is included in the relevant directorate appendices below.

Figure 1.12 Capital programme totals

Capital Programme	Budget at Q2 (£000)	Budget at Q3 (£000)	Actual to Q3 (£000)	Forecast outturn (£000)	Forecast variance (£000)
General Fund	26,195	21,016	7,138	13,382	(7,634)
HRA	50,019	45,962	13,736	31,469	(14,493)
	76,214	66,978	20,874	44,851	(22,127)

Increase to capital programme:

On 22nd February 2023, Council was asked to delegate to Cabinet, approval to include in the capital programme additional capital schemes funded wholly by grant where it meets the Council's aims.

A budget of £0.080m was approved as part of the 2018/19 general fund capital programme for the enhancement to the quality of the public realm around the St Stephens Towers student accommodation development, focusing on the section of city wall on Queens Road and the footway crossovers on the west side of Surrey Street. £0.010m of this was utilised over the course of three years leaving an unspent budget of £0.070m. As this wasn't included within the requested carry-forward of unspent 2020/21 budgets for utilisation in 2021/22, approval is now sought for the unspent budget to be added to the 2021/22 and 2022/23 capital programmes to enable the project to be completed. The sum of £0.004m is forecast to be required in 21/22 for technical drawings and design work and £0.066m required in 2022/23 for the bulk of the remaining works. The cost of works will be wholly funded from existing Section 106 contributions.

Appropriation of 16 Elm Hill for non-housing use:

The Norwich Preservation Trust (NPT) was formed in 1966 as a joint venture between the council and the Norwich Society with the primary purpose to preserve and restore historic buildings in the city. It has an exemplary track record in building conservation and over the years it has restored over 18 historic properties in the city bringing them back into either residential or commercial use. Projects include the restoration of Augustine Steward House in Tombland, the King of Hearts, the Britons Arms and most recently 16 Elm Hill. These and other projects have won awards for craftsmanship from the Norfolk Association of Architects, the Civic Trust, and the Norwich Society, including the Sir Bernard Feilding Award for the Britons Arms and latterly 16 Elm Hill.

As a charitable trust, the NPT has access to grants from Historic England and other charitable bodies and to low interest short term loans from the Architectural Heritage Fund. The Trust also has had access to loan finance from the council. These funds are supplemented by increased value from property that can be realised if sensitively restored and returned to beneficial use.

The NPT has always had very close ties with the council. Several of the buildings it has restored are in the council's ownership. With its access to funding not available to the council by virtue of its charitable status

together with its extensive knowledge and experience of restoring historic property, it plays a key role in preserving the city's built environment and supports the council's own work to preserve historic buildings in the city.

In July 2016, Cabinet agreed a proposal to work with the NPT in relation to four properties held by the council which required substantial investment to restore them to a condition suitable to enable them to be used. This included the disposal of 16 Elm Hill to the NPT on a 125-year lease.

A 125-year lease was granted to the NPT for consideration of £52,225 following the 2016 cabinet report, this took place in September 2019. At the time of transfer the property was in a poor state of repair and not fit for habitation and therefore affordable housing. The property has been renovated and is now in use as a private residential dwelling. Although the 2016 report acknowledged that 16 Elm Hill sat within the HRA it did not specifically provide for the appropriation of the freehold of the asset from the HRA to the general fund.

Where the purpose for holding a property is not related to the provision of housing under part II of the Housing Act 1985, the property cannot be held within the Housing Revenue Account ("HRA"). If a property is currently held within the HRA, usually as a result of being originally acquired under Housing powers, it must be transferred ("appropriated") to the General Fund.

The financial consequences of appropriation from the HRA are that the costs and any income relating to the property will subsequently fall on the General Fund. The transfer of asset value between the HRA and General Fund will be reflected by an adjustment to the respective Capital Financing Requirements (CFR). This will reduce the HRA CFR by £58,100 with a corresponding increase to the GF CFR.









The adjustment to the CFR will generate an adjustment to the associated annual revenue interest charges, with an anticipated reduction in costs to the HRA of £1,323 and corresponding increase to the HRA (based on 2020/21 charges).










1.3. Risk

The current Corporate Risk Register summary is shown below. Four risks scores have been adjusted to reflect the current situation. The risk scores relating to Brexit and delivery of acceptable levels of performance in regulatory services have been reduced and the risk relating to cyber security and data protection compliance have been increased. Two new risks have been escalated to the corporate risk register in relation to the delivery of the 2022 elections and delivery of acceptable levels of performance in regulatory services.

See Annex 4 for full Corporate Risk Register.

Figure 1.13 Corporate Risk Summary

	Q2 2021/22		Q3 2021/22		
	Current residual	Target	Current residual	Target	Movement from Q2
R1: Council Funding Medium-Long Term	15	10	15	10	
R2: Commercialisation	8	8	8	8	
R3: Health & safety in the workplace	12	8	12	8	
R4: Further Waves of Covid-19	12	12	12	12	
R5: Impact of Brexit	15	15	12	8	
R6: Business Continuity/Emergency Event	12	12	12	6	
R7: Cyber Security	12	12	20	15	

R8: Data Protection Compliance	9	9	12	8	
R9: Failure to fulfil statutory or legislative responsibilities - safeguarding	15	12	15	12	
R10: Removed due to commercial confidentiality.					
R11: Antisocial behaviour	16	6	16	6	
R12: Contract Management – Governance	12	9	12	9	
R13: Waste & Recycling	12	4	12	4	
R14: Health, Safety and Compliance in council homes and buildings	20	8	20	8	
R15: Anglia Square	16	8	16	8	
R16: Elections	New (escalated)		9	6	
R17: Failure to deliver acceptable levels of performance in regulatory services	New (escalated)		16	8	

Focus on Climate Change Risk

Work is ongoing across the council to identify risks associated with climate change. This quarter each Directorate has specifically considered the need to identify any risks associated with climate change.

Forecasts for Norwich's climate (for the 2020's, 2050's and 2080's) were updated based on the latest Met Office data, identifying wetter warmer winters and warmer drier summers. This is coupled with a predicted increase in population which will put increased pressure on services regardless of climate risks.

Based on these forecasts, initial analysis by the Environment Strategy Team identified likely risk areas for the council's services and for the city. The key risks arise mainly from increased precipitation and storminess, and an increase in mean temperature and frequency and intensity of heatwaves. This presents a number of risks, from flooding of properties in the city to community health risks during periods of increased heat, the effects of which will not be felt evenly across the city, as those already disadvantaged will likely be disproportionately affected by climate change.

This initial analysis was followed up by detailed discussions with directorates, to ensure that risks were identified with enough specificity to enable good quality mitigation and decision making around response.

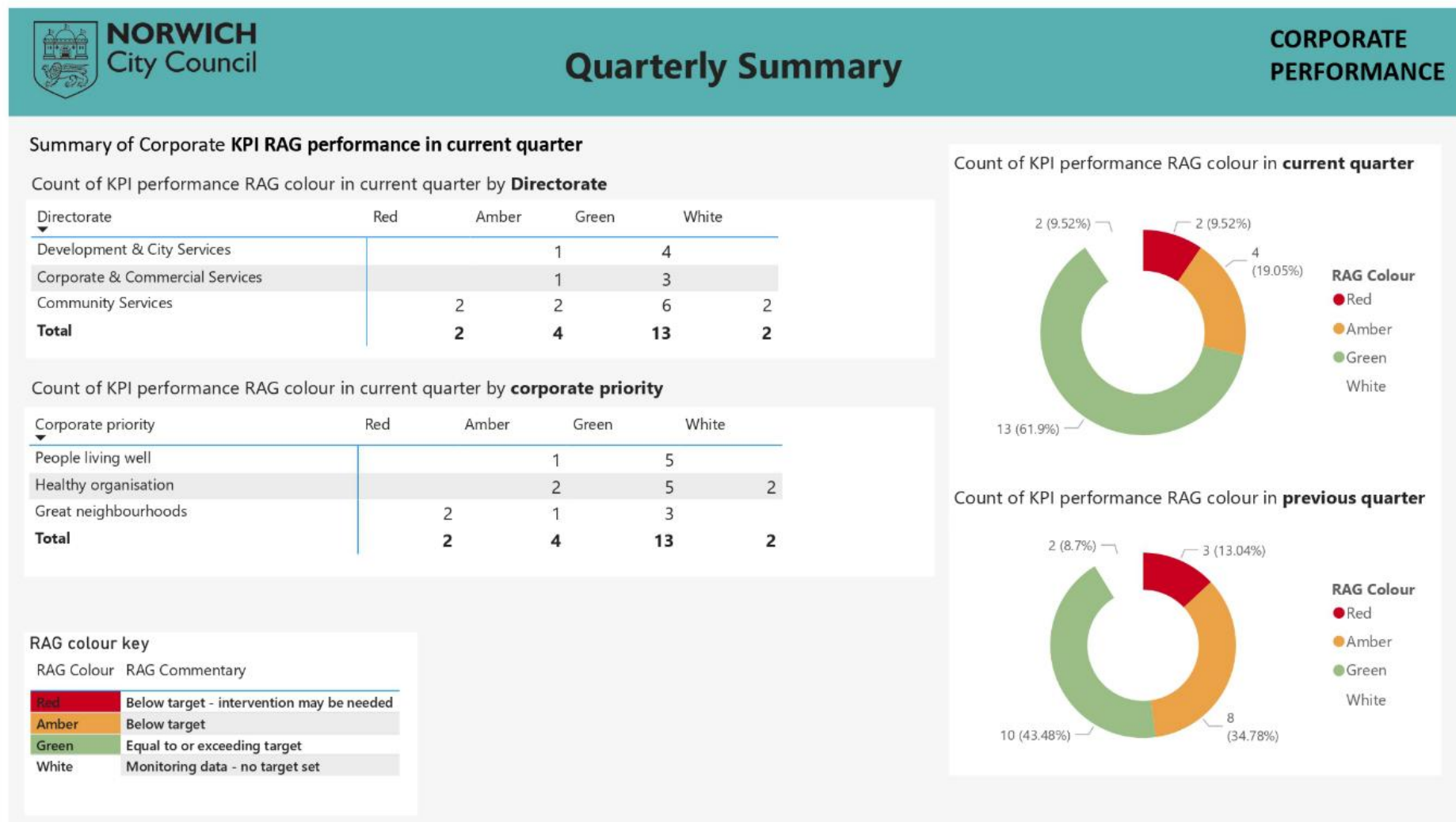
The risks identified are:

- Community Services
 - Disruption to events
 - Risks to community health, with a particular focus on inequality as those affected by inequality are more likely to suffer disproportionately more from the adverse effects of climate change
- Corporate and Commercial Services
 - Potential disruption to election delivery
 - Loss of staff productivity to heat
 - Risk in failure to properly resource climate change mitigation
- Development and City Services
 - Increased maintenance of open spaces
 - Increase in emergency situations
 - Increase in demand for regulatory services
- Cross-cutting risk (across Community Services and Development and City Services)

- Structural risks to buildings (from increased heat, subsidence, potential flooding and storm damage) and consequent risk to delivery of services delivered via those buildings.

Work is currently underway to finalise risk scoring and action plans. Risks will be escalated where necessary to the level of management best placed to manage them effectively; ie those with higher scores, or those of a cross-cutting nature, may sit at the corporate level, whilst others will remain on directorate risk registers or sit at service level for ongoing management. It is also the case that for a number of identified risks, such as climate change impact on existing stock (e.g. thermal comfort) mitigation is already in place (for example our strategic asset management plan commits to meeting MEES (minimum energy efficiency) standards, which requires all domestic rented properties to be at least a EPC E, guaranteeing a basic level of energy efficiency and thermal comfort.

Annex 1: Performance





Community Services KPIs

KPI Performance

Indicator	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021
% of corporate complaints responded to within stated timescales					65.88	57.65	62.02
% of customer contact that takes place through digital channels	37.90	31.70	30.80	31.60	41.03	43.29	42.88
% of customer's responding as satisfied with customer contact team service	82.40	79.70	76.50	74.90	81.20	79.19	78.74
% of FOI requests responded to within statutory timescales					64.61	84.16	81.32
% of households who asked for help who were prevented from homelessness	79.50	80.40	88.20	71.20	66.00	64.00	81.00
% of properties with a current valid gas safety certificate					99.84	99.84	99.66
% of rent collected (excluding arrears brought forward)					98.06	97.91	99.39
% people feeling safe	65.00	63.80	72.50	59.90	62.00	62.00	58.00
% reduction of CO2 emissions from Local Authority operations		2.50				9.00	
Average re-let time in days (standard re-lets only)					26.00	52.00	63.00
IT System availability expressed as a percent of time available during core hours	99.70	99.90	99.90	99.90	99.95	99.94	99.96
Number of households living in temporary accommodation					37.00	39.00	43.00
Total number of private sector insulation measures completed	25.00	40.00	44.00	35.00	83.00	50.00	70.00

Further KPI details for current quarter

KPI_Ref	Service	Indicator	Frequency	Target	Intervention	Polarity
CPI: 22	Environmental strategy	Total number of private sector insulation measures completed	Quarterly	50.00	45.00	High is good
CPI: 08	Housing	Number of households living in temporary accommodation	Quarterly	62.00	68.00	Low is good
CPI: 27	IT	IT System availability expressed as a percent of time available during core hours	Quarterly	99.00	90.00	High is good
CPI: 06	Housing	Average re-let time in days (standard re-lets only)	Quarterly	21.00	25.00	Low is good
CPI: 11	Early intervention & community safety	% people feeling safe	Quarterly	60.00	54.00	High is good
CPI: 05	Housing	% of rent collected (excluding arrears brought forward)	Quarterly	98.75	97.75	High is good
CPI: 07	Housing	% of properties with a current valid gas safety certificate	Quarterly	100.00	99.80	High is good
CPI: 09	Housing	% of households who asked for help who were prevented from homelessness	Quarterly	66.00	60.00	High is good
CPI: 25	Customer contact	% of FOI requests responded to within statutory timescales	Quarterly	0.00	0.00	High is good
CPI: 23	Customer contact	% of customer's responding as satisfied with customer contact team service	Quarterly	76.00	70.00	High is good
CPI: 24	Customer contact	% of customer contact that takes place through digital channels	Quarterly	45.00	40.50	High is good
CPI: 26	Customer contact	% of corporate complaints responded to within stated timescales	Quarterly	0.00	0.00	High is good



KPI Performance

Indicator	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021
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
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
Council on track to remain within General Fund budget (£)	1,298,687.00	784,456.00	-1,302,790.00	-2,822,631.00	73,786.00	-277,642.00	-425,957.00
Council Tax Collection – the amount of in year council tax plus arrears from old years collected (target set according to budget requirement)					98.07	99.28	99.03

Further KPI details for current quarter

KPI_Ref	Service	Indicator	Frequency	Target	Intervention	Polarity
CPI: 01	Revenue and Benefits	Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement	Quarterly	21.00	23.10	Low is good
CPI: 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	100.00	99.00	High is good
CPI: 04	Finance	Council on track to remain within General Fund budget (£)	Quarterly	0.00	500,000.00	Low is good
CPI: 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	100.00	99.00	High is good



KPI Performance

Indicator	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021
% household waste sent for reuse, recycling, composting (reporting on previous quarter)	38.00	41.00	37.70	37.50	38.80	39.60	40.20
% of planning applications determined in time	93.00	91.00	91.00	92.00	85.00	88.00	89.00
% of planning decisions upheld after appeal (where council has won)	88.00	79.00	80.00	75.00	88.00	85.00	78.00
Number (of total) (%) of food premises rated 0,1 or 2 (non-broadly compliant), moving to a compliant rating of 3, 4 or 5 against the Food Hygiene Rating System following intervention by food safety officers	87.90	91.40	92.50	94.30	93.00	94.00	94.00
Number of affordable homes built, purchased or enabled by the council				21.00			
Number of new homes completed						166.00	
Number of private rented sector homes made safe			4.00				
Total amount of income paid by tenants occupying the council's investment property portfolio expressed as % of target income (reporting on previous quarter)					93.40	94.20	95.00

Further KPI details for current quarter

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



All KPI details

CORPORATE PERFORMANCE

KPI Ref	Corporate_Priority	Directorate	Indicator	Frequency	Reports
CPI: 20	Inclusive economy	Development & City Services	Value of external funding leveraged to support council development and place-shaping priorities (£)	Annual	Q4
CPI: 22	People living well	Community Services	Total number of private sector insulation measures completed	Quarterly	
CPI: 16	Healthy organisation	Development & City Services	Total amount of income paid by tenants occupying the council's investment property portfolio expressed as % of target income (reporting on previous quarter)	Quarterly	
CPI: 13	Great neighbourhoods	Development & City Services	Number of private rented sector homes made safe	Annual	Q4
CPI: 19	Great neighbourhoods	Development & City Services	Number of new homes completed	Annual	Q2
CPI: 08	People living well	Community Services	Number of households living in temporary accommodation	Quarterly	
CPI: 18	Great neighbourhoods	Development & City Services	Number of affordable homes built, purchased or enabled by the council	Annual	Q4
CPI: 12	People living well	Development & City Services	Number (of total) (%) of food premises rated 0,1 or 2 (non-broadly compliant), moving to a compliant rating of 3, 4 or 5 against the Food Hygiene Rating System following intervention by food safety officers	Quarterly	
CPI: 27	Healthy organisation	Community Services	IT System availability expressed as a percent of time available during core hours	Quarterly	
CPI: 02	Healthy organisation	Corporate & Commercial Services	Council Tax Collection – the amount of in year council tax plus arrears from old years collected (target set according to budget requirement)	Quarterly	
CPI: 04	Healthy organisation	Corporate & Commercial Services	Council on track to remain within General Fund budget (£)	Quarterly	
CPI: 03	Healthy organisation	Corporate & Commercial Services	Business Rates Collection – the amount of in year business rates plus arrears from old years collected (target set according to budget requirement)	Quarterly	
CPI: 06	Great neighbourhoods	Community Services	Average re-let time in days (standard re-lets only)	Quarterly	
CPI: 01	People living well	Corporate & Commercial Services	Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement	Quarterly	
CPI: 17	Inclusive economy	Development & City Services	Area of underused council land brought into productive use (m2)	Annual	Q4
CPI: 21	Great neighbourhoods	Community Services	% reduction of CO2 emissions from Local Authority operations	Annual	Q2
CPI: 11	People living well	Community Services	% people feeling safe	Quarterly	
CPI: 05	Great neighbourhoods	Community Services	% of rent collected (excluding arrears brought forward)	Quarterly	
CPI: 07	Great neighbourhoods	Community Services	% of properties with a current valid gas safety certificate	Quarterly	
CPI: 14	Great neighbourhoods	Development & City Services	% of planning decisions upheld after appeal (where council has won)	Quarterly	
CPI: 15	Great neighbourhoods	Development & City Services	% of planning applications determined in time	Quarterly	
CPI: 09	People living well	Community Services	% of households who asked for help who were prevented from homelessness	Quarterly	
CPI: 25	Healthy organisation	Community Services	% of FOI requests responded to within statutory timescales	Quarterly	
CPI: 23	Healthy organisation	Community Services	% of customer's responding as satisfied with customer contact team service	Quarterly	
CPI: 24	Healthy organisation	Community Services	% of customer contact that takes place through digital channels	Quarterly	
CPI: 26	Healthy organisation	Community Services	% of corporate complaints responded to within stated timescales	Quarterly	
CPI: 10	Great neighbourhoods	Development & City Services	% household waste sent for reuse, recycling, composting (reporting on previous quarter)	Quarterly	

Annex 2: Grants

Unbudgeted grants received in 2021/22:

Grant	Type	Value (£000)	Details
Rough sleeper initiative	Revenue	472	Additional grant award over original budget, based on revised allocations from DLUHC
Contain Outbreak Management	Revenue	245	Additional funding in 21/22 to assist with Covid-19
New Burdens funding for the business support grants.	Revenue	228	Funding to support the administration of Business Support Grants
New Burdens Post Payment Assurance Reconciliation and Debt Recovery	Revenue	22	
New Burdens Restart and the Additional Restrictions COVID-19 Grant Scheme	Revenue	100	
Homelessness Prevention grant	Revenue	125	Funding to support vulnerable renters
Test & Trace Admin Costs	Revenue	75	Funding to support the administration of Track & Trace Payments
Elections	Revenue	44	Additional funding allocations to support Returning Officers in delivering the May 2021 local elections in a COVID-secure way.
Household support funding - DWP	Revenue	301	To be used to support households in the most need with food, energy and water bills
Community Renewal Fund - The Day Challenge – Norfolk County Council	Revenue	76	To support pilot programmes and test new approaches to support local economic growth
LGA Housing Advisers Programme - Improvement and Development Agency for Local Government	Revenue	25	Sector Improvement Programme
Temporary Pavement Licensing New Burden Payment – DLUHC	Revenue	15	To support delivery of temporary pavement licence provisions
Land release fund - DLUHC	Capital	150	Land Release Fund to bring forward housing development at Argyle Street
Housing Infrastructure	Capital	63	To support workstreams related to the revised planning application for the HIF MVF Anglia Square scheme

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

Grant	Type	Value (£000)	Details
Restart grant - BEIS	Revenue	11,766	Specifically for businesses that have been affected by national restrictions and need support to reopen and start trading safely as the restrictions ease
Omicron Hospitality and Leisure Grant - BEIS	Revenue	2,124	To support businesses that have been most impacted by the Omicron variant.
Additional Restrictions Grant	Revenue	202	Top up
Test & Trace Support Discretionary Payments	Revenue	102	Test and Trace Discretionary Support payments

Annex 3: Q3 revenue virements


The following general fund virements were approved and processed in Q3 in relation to the salary vacancy factor. The vacancy savings budget is held centrally within each GF directorate. Savings due to vacancies at the end of Q3 have been identified and the corresponding salary and pension budgets amended accordingly.


Cost Centre	Q2 Budget (£000)	Virement	Q3 budget (£000)
Development & City Services vacancy factor budget - 610015	(105,090)	87,635	(17,455)
Development Management - 620060	754,031	(57,380)	696,651
Environmental Services Team - 431071	485,677	(30,255)	455,422
Corporate & Commercial Services vacancy factor budget - 512020	(69,310)	21,236	(48,074)
Corporate & Commercial Services - 512020	384,323	(7,508)	376,815
Procurement Team - 540010	314,436	(13,728)	300,708
	3,170,787	0	3,170,787


The following general fund virements were approved and processed in Q3 in relation to utilisation of earmarked reserves:


Area	Q2 Budget (£000)	Virement	Q3 budget (£000)	Comments
Commercial Property earmarked reserve:				
NPS joint venture - 640210	80	30	111	Additional energy performance certificates required.
Business Grants earmarked reserve:				
Professional finance - 510050	75	80	155	To fund additional interim post within finance
Additional earmarked reserves utilisation	(742)	(110)	(852)	Adjustment to earmarked reserve utilisation budgets
Total	(587)	0	(587)	

Annex 4: Corporate Risk Register


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

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


Risk: 3. Health & safety in the workplace			Owner: Executive director of development and city services				Category: Finance & Resources		Risk Direction:		
				Target Risk				Current Residual Risk			
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score	
<ul style="list-style-type: none">A health & safety breach occurs in respect of an employee, contractor or member of the public using a City Council owned asset.	<ul style="list-style-type: none">Serious injury or death to the person/people involved in the breachSignificant cost to the CouncilHSE or other regulator investigation and potentially serious outcomes, e.g., corporate manslaughterReputational Damage	<ul style="list-style-type: none">Corporate Health & Safety Policy and all Performance standards in placeH&S training for staff and managers mandatory with updates for managers every 3 yearsService Area Risk Assessments in place (accepting these need review – see actions)Provision of PPE as required to all staff	May 20	4	2	8	Manage	4	3	12	
			Risk Control Action								
			Action		Owner		Target Date	Update			
			Peer review of CH&S functions to be undertaken <ul style="list-style-type: none">Head of planning and regulatory and EH&PP Manager to write scope and seek tendersReview completedImprovement plan to be draftedImplementation of Improvement plan		Head of Planning and Regulatory services & EH&PPM		March 22 April 22 June 22 To be defined once above completed				
			Review of CH&S Policy and Performance Standards		EH&PPM		April 22				
			Completion of Internal Audit of CH&S (Employees related only)		Internal Audit		March 22				
			Comments:								

Risk: 4. Further waves of Covid-19:			Owner: Chief Executive				Category: Customer		Risk Direction:	
			Target Risk				Current Residual Risk			
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
<ul style="list-style-type: none">Adverse impacts associated with further restrictions and pressures associated with Covid-19 that will have on the city, council and local services	<ul style="list-style-type: none">Lack of government funding to support local businesses resulting in local business failuresEconomic uncertainty increase volatility on business rates and council taxInsufficient government funding to local authorities to support the delivery of additional Covid -19 related activitiesFinancial pressure due to down turn in income leading to financial instabilityIncrease in unemploymentIncrease in claims for benefits and consequential impact on staff workloadsImpact of staff absences on essential services including the councilLonger term health inequality increases for deprived neighbourhoods	<ul style="list-style-type: none">Delivery of business support grants and self isolation support paymentsOngoing work with the Norwich BID and Norfolk Chambers of Commerce to support local businessesTCG has been stood back up as of Dec 21. Health Protection Board, attended by Chief Executive, providing oversight, with relevant NRF cells still operatingLocal Coordinating Group continues to oversee partnership response and internal Covid Facilities Group re-established for internal matters,C-19 Support Officer provided in the city to give and advice and support to businesses and the publicCentral Covid team established to provide coordinated oversight of marshalling, testing, vaccinations, contact tracing and self -isolation.Reinstatement of some covid business support officers (Dec 21) to ensure mask wearing in relevant shops and SIA contract established to review late night economy use of covid passportsContinued funding of Financial Inclusion Consortium and successful bids to Community Renewal Fund as mitigation to economic and deprivation risks. Continued work with	Jun 20	4	3	12	Manage	4	3	12
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Work with the Norwich BID, Norfolk Chambers of Commerce, police and Norfolk County Council to review and implement physical measures and signage in the city centre to support social distancing.		Executive director of development and city services		Completed	New posters, signage and toolkits sent to businesses based on new comms messaging and sector specific guidance changes. This has been updated with all taking part in Local Coordination Groups (LCGs) which meet fortnightly and review all possible actions needed and work together to take action. New posters based on the Dec 21 mask legislation changes are being distributed around the city.		
			Implementation of lessons from scenario planning via Public Health		Executive Director of Community Services		Ongoing	Covid team is now one single team with funding secured until at least Mar 22 with a funding request in with PH for extension until June 22 to mitigate for staff deciding to move on to other jobs.. Escalation route in place for events to LCG for any concerns and Public Health attendance at SAGs if needed. Coordination of additional resource requirements in the event of surge planned and ready for implementation.. LCG continue to monitor good practice regarding outbreak management. Debrief from tabletop scenario complete and learnings used in surge planning.		
Working via Safety Advisory Group to ensure careful scrutiny of public realm events		Executive Director of Community Services		Ongoing	New guidance produced via NRF social distancing cell and escalation routes confirmed. Public Health have an open invitation to invite them to SAGs where needed and all events in scope are discussed at LCGs fortnightly. Nothing upcoming except Love Light Festival in Feb which is being kept under review.					


		<p>HIOG (health inequality oversight group) led by CCG to review health equality issues.</p> <ul style="list-style-type: none"> • Close management of COMF budgets and exploration of re-charging opportunities • Working with Local Outbreak Management plan colleagues to scenario plan and ensure response is fit for purpose. Reviewed as needed but current wave is being more directed by central NHS teams with limited need to implement Op Eagle planning. • Use its licensing powers to support businesses – particularly those in the hospitality sector – where appropriate to vary the use of outside space, whilst ensuring that people with disabilities can move around the city safely 	Communications	Executive Director of Community Services	Ongoing	Communications NRF cell continues with targeted comms and outreach to vulnerable groups. Winter planning in train with Norwich BID and local businesses targeting the night time economy and how to continue to go out over the festive period but safely.
			Continue to deliver grants and wider support to businesses.	Executive director of corporate and commercial services	Ongoing	BAU – new business support grant announced for hospitality sector on 21 December. Awaiting details from government to take forward and open for applications.
			To work effectively with partners through effective networks to minimise spread of virus, provide clarity of local message and for us to provide an effective local track and trace service	Chief Executive	Ongoing	LCG convened fortnightly with key stakeholders including County Council Director of Public Health, East Anglia University. Action plan in place including deployment of Covid officers, more visible communications e.g. regular press conferences, continued review of data to identify hotspots and continued local contact tracing system. Dedicated covid team and management in place within budget and continued shifting of resource as needed depending on current circumstances. Utilising Household Support Fund (HSF) via the covid team to mitigate any financial issues caused by covid and ensure residents aren't leaving isolation to work where possible.
			Working with health colleagues in PH and CCG to review the longer term ambitions to reduce health inequality in deprived neighbourhoods	Executive Director of Community Services	Ongoing	Working with HIOG to ensure partnership working across the city which focused on those most impacted by the pandemic and previous deprivation. Funding secured from vaccine funds, CCG and Norwich Opportunity area to pilot new ways of working in this realm to be evaluated by UEA.
			<p>Comments: While the response is now more embedded and tested with clear plans in place for future waves, the impact is no less than before as the risks themselves are shifting with the changing variants and understanding of the longer-term impacts.</p>			

Risk: 5. Impact of Brexit			Owner: Chief Executive				Category: Customer		Risk Direction:	
Description/Triggers	Impact	Mitigation	Date Raised	Target Risk			Risk Strategy	Current Residual Risk		
				Impact	Likelihood	Score		Impact	Likelihood	Score
<ul style="list-style-type: none"> Continued uncertainty over the nature of the UK's exit from European Union. Risks associated with potential no deal scenario 	<ul style="list-style-type: none"> Public disorder events Food availability (panic buying/ stockpiling) - Increased prices for food and fuel Possible disruption to fuel supplies Staffing issues (EU nationals) Inclement weather may have increased impacts Flood season September – April (impacts on Coastal Districts – provision of mutual aid) Staffing resilience managing concurrent events (e.g. Covid, Brexit, severe weather) Potential political developments (elections/referendums) – these would place increased pressure on some district councils. Increases in environmental crimes i.e. fly tipping etc., as advised by the Environment Agency Significant impact in cost of labour and resources 	<ul style="list-style-type: none"> Membership & participation in Norfolk Resilience Forum (NRF) NRF multi-agency plans to deal with significant events NRF Brexit Strategy Business Continuity Plans Brexit Communications Plan National guidance/ toolkits Strategic Brexit Lead Officer 	Apr 20	2	4	8	Manage	3	4	12
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Monitor the situation, awaiting further government guidance		Emergency Planning Manager/ Environmental Health & Protection Manager		Ongoing	EPM engaged with NRF EU transition working group. Continuing to monitor any impacts		
			Information sharing through NRF structures		Emergency Planning Manager		Ongoing	NRF EU Transition strategy reviewed and updated to reflect our current position.		
			Participation in NRF Brexit planning meetings		Emergency Planning Manager		Ongoing	Risk assessment reviewed and updated in the strategy. Government Reasonable Worse Case Scenarios used to inform our activities. Update from 22/4 meeting: quiet in terms of immediate impact; supply chain issues seem to be calming down from a business perspective; deadlines ahead which may present challenges (30/6). Group agreed to stand down, can be reinstated quickly if there is a need to. Issues of concern can be escalated through MAFG. 5/7 – Meetings still on pause, no intel to cause concern at present. Not directly Brexit related, media article has highlighted concerns around food supply chain due to acute shortage of HGV drivers		
			Promotion of EU Settlement Scheme		Emergency Planning Manager		complete	Working with comms and service areas to proactively promote the EU Settlement Scheme. Leaflet included in		

						council tax bills; scripts and posters shared with service areas; leaflets and posters sent to businesses; text burst sent to residents. We will continue to promote. TC – 5/7: EU Settlement Scheme closed on 30 June. The scheme has introduced a criteria set for late applications if there are reasonable grounds for missing the deadline. Cllr Walters sent letter to government asking for the deadline to be extended.
			<p>Comments: Impacts from NRF Brexit Strategy</p> <p>Trade deal between the UK and EU finalised late December 2020.</p> <p>Proactive promotion and targeted comms to encourage EU nationals to register for EU Settlement Scheme. If individuals do not register they will become unlawfully resident, in breach of UK immigration laws and could be forcibly removed. They will not be entitled to benefits or support and classed as having No Recourse to Public Funds. Housing to consider if there are implications on housing stock and their service area. This could potentially result in greater numbers of rough sleepers.</p> <p>6/10: Nothing further to report. NRF meetings still on pause, no further intel.</p> <p>6/1/22 NRF meetings still on pause – no intel to cause concern at present. New customs procedures and 'rules of origin' declarations came into force 1/1/22, more complex paperwork to bring goods into Britain, which may cause issues with supply chain of some products.</p>			


Risk: 6. Failure to respond to a critical, business continuity or emergency planning event			Owner: Chief Executive				Category: Processes & Systems	Risk Direction:		
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
<ul style="list-style-type: none">• Occurrence of a significant event:<ul style="list-style-type: none">○ Loss city hall○ Denial of access to City Hall○ ICT failure temporary○ Cyber Attack○ Contractor collapse○ Supply chain failure○ Severe weather events○ Loss of power○ Sea level rise○ Fuel shortages○ Communications failure○ Pandemic• Insufficient staff representation across strategic, tactical and operational levels to ensure resilience, effective response and enable full engagement within NRF structures	<ul style="list-style-type: none">• Council/services unable to function.• Increase in demand on Council services• Vulnerable service users unable to access services• Reputational damage	<ul style="list-style-type: none">• Service Area Business Impact Analysis and Business continuity plans in place (albeit accepting update required)• ICT Disaster Recovery Plan in place (albeit accepting update required)• Incident Management Team response to business continuity incidents.• Regular training and exercising including of all Emergency Management plans and Service Area BIA/BCPs• Insurance policies• Asset register• Emergency planning strategy in place and maintained• Incident specific response plans• Rest centre and community centre plans• Full participation in Norfolk Resilience Forum meetings• Review of NRF risk assessments and Norfolk Community Risk Register• Norfolk Emergency Response Guidance NRF multi-agency plans for specific risks• Participation in training and exercises• Good contract governance• Services areas to raise at supplier engagement meetings potential risk of contractor for early warning.• Service areas to gain knowledge of alternative suppliers that could deliver key services.• Links in-place to other stakeholder BCPs – e.g. Biffa and NCSL• Service areas to flag with contract managers risk of supplier collapse due to Covid or issues with supply change due to Brexit.• Completion of outstanding actions	Apr 20	2	3	6	Manage	4	3	12
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Reinstatement of Business Continuity steering group, agreement of ToFR and attendees		Head of Planning and regulatory services		Mar 22			
			SLT training on Corporate BCP Review all SA BIA.BCPs Review CBCP Complete all actions identified in mean Arrows Exercise Report including (but not exhaustive)jt: <ul style="list-style-type: none">- Use of Lakenham Office as WAR location- Develop Corporate induction training for new starters- Communications and IT emergency response strategy to be defined including OOH- Cyber Incident Response plan to be prepared- Recruit additional		Head of Planning and regulatory services		Timescale s and lead officers to be agreed at first BCSG meeting (March 22)			

		from previous EP and BC exercises <ul style="list-style-type: none"> • Emergency planning duty officer rota and procedures in place • Emergency planning arrangements reviewed and updated • Business continuity plans reviewed • New emergency planning strategy • Gold/Silver rota in place to support EPDO. 	loggists			
			Comments:			


Risk: 7. Cyber Security			Owner: Executive director of community services				Category: Processes & Systems	Risk Direction:		
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
<ul style="list-style-type: none">• lack of staff awareness and training in relation to cyber security.• An IT vulnerability allows a Cyber-attack on the corporate data network• Failure to address the IT recommendations of IT Health assessments in a timely fashion.• Non-compliance with the Data Integrity Principle (GDPR).	<ul style="list-style-type: none">• The Cyber-attack on the local authority in NE England is estimated to have cost £10m.• Loss of IT systems (such as Web services, Email, Payments, Public Access, Corporate information etc) for several days, weeks or even months)• IT systems don't meet service transformational expectations.• Customer services disrupted• Financial impact of prolonged IT shutdown• Political & reputational risk• Non-compliance with Payment Card Industry standards which results in financial fines.• Non-compliance with Public Sector Network which results in possible loss of DWP information affecting the Benefits' Service.	<ul style="list-style-type: none">• Corporate Information Group – monitor information assurance related issues.• Independent annual Cyber health assessments provides for a friendly warning of vulnerabilities• Firewalls & Security Products• Internal audit of cyber security• Refresh the Staff Awareness Programme• Attendance at CyberShare East• Member of Security Information Sharing Partnership (CiSP)• Member of NCSC Early Warning system (a service designed to inform the organisation of potential cyber attacks)	Jun 20	5	3	15	Manage	5	4	20
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Review the need to insure against cybersecurity attacks.		Head of Customers, IT & Digital		Feb 22	Brokers have been identified that will provide insurance against cyber attacks. They have requested information about our existing security protection levels. Aim to have this returned to brokers by end of February 2022. A new action will follow this.		
			Address the vulnerabilities identified from the IT Health Assessment		Head of Customers, IT & Digital		Feb 22	The council has achieved PSN compliance status. The council has achieved PSN compliance status. Further information about planned actions can be obtained from the Head of IT, customers and digital¹.		
			Review of IT Process/Policy Documentation		Head of Customers, IT & Digital		Complete	review is complete.		
Training session in November 21 to include cyber-attacks and their potential impact		Emergency Planning Manager		Complete	6/1/22: Exercise Mean Arrows delivered to SLT on 22/11/21. The table-top discussion exercise was to evaluate the council's response to a cyber-attack. Exercise report drafted with a number of recommendations, to be presented to					

¹ Revised wording published 12 April 2022

						CLT
			Comments:			


Risk: 8 Data Protection Compliance			Owner: Executive director of community services				Category: Processes & Systems	Risk Direction:		
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
<ul style="list-style-type: none">• Technical or procedural non-compliance with UK Data Protection legislation• Unauthorised access to, loss or disclosure of personal data	<ul style="list-style-type: none">• Regulatory / Financial penalties. The Information Commissioner’s Office (ICO) can impose fines of up to £17.5 million or 4% of the total annual worldwide turnover in the preceding financial year, whichever is higher.• Legal action. Data subjects can bring compensation claims based on material or non-material damage including distress for non-compliance.• Political & reputational damage.	<ul style="list-style-type: none">• Mandatory e-learning modules on Data Protection.• Corporate Information Group – monitor information assurance related issues.	Jun 20	4	2	8	Manage	4	3	12
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Review all IT systems to ensure they meet technical data protection requirements		Head of Customers, IT & Digital		Complete	IT roadmap now in place to refresh and replace systems as appropriate. New systems are scrutinised as part of the DPIA process.		
			Deliver staff awareness. Links to Cyber Security Risk actions.		Head of Customers, IT & Digital		Complete	Member Development Training delivered on 06/12/2021 to highlight their roles and responsibilities. Mandatory training for all staff and contactors launched 4 th October 2021.		
			Review Data Protection / Information Assurance Policies		Head of Customers, IT & Digital		Mar 2022	The ‘Appropriate Policy Document’ is published on Norwich.gov but further work required to identify areas where NCC processes criminal data as a ‘Competent Authority’. The IT User Security Policy is being redrafted after feedback from JCNC. This is scheduled for reconsideration at the next meeting on 19 Jan 2022. The Records Management Policy has been approved by JNCN. The User Security and RM Policies will be launched together in Feb 2022.		


						All policies will be reviewed on an annual or bi-annual basis once published.
			Review Data Protection / Information Assurance Processes and Documentation	Head of Customers, IT & Digital	Jun 22	<p>The Information Security Incident procedure remains under review and is scheduled to be approved at Corporate Information Assurance Group on 21 Jan 2022. .</p> <p>It is recognised that the Retention Schedule requires a significant review to appropriately reflect our current processing activities. This is scheduled to commence in Q1 2022.</p> <p>It is recognised that the Records of Processing Activity register requires a review to better reflect our current processes. This is scheduled to commence in Q2 2022. Whilst a legal requirement this offers little useful application or risk assurance.</p>
			Comments:			


Risk: 9. Failure to fulfil statutory or legislative responsibilities - safeguarding.			Owner: Executive director of community services				Category: Customer		Risk Direction:	
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
<ul style="list-style-type: none">• Lack of understanding the statutory and legislative responsibilities.• Lack of awareness of legislative changes and new legislation.• Failure to implement statutory duties and responsibilities.• Lack of required skills knowledge and experience of key officers tasked to fulfil statutory or legislative responsibilities.• Insufficient organisational capacity.• Ineffective procedures and processes.• Lack of clarity of roles and ownership of legislative responsibilities (H&S, safeguarding, equality etc.).• Delegation of responsibilities where services are with a contractor.	<ul style="list-style-type: none">• Financial costs in compensation & fines• Intervention if complete failure• Acting illegally• Negative impact on the Council's reputation• Wrong decision being made• Harm, abuse, accident or death linked to failure of the Council to act within safeguarding arrangements• Being held to account by overseeing organisations (e.g. children safeguarding) maybe included in reputation	<ul style="list-style-type: none">• Communication Strategy to ensure implementation• Corporate Governance Group in place to oversee compliance• Legal Services in place to provide support• Positive approach to checking compliance with legislation• Professional leads identify legal requirements• Quality assurance processes in place for contracted services• Suitably trained and qualified staff and mandatory reading of key documents for all officers	Apr 20	4	3	12	Manage	5	3	15
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Review risks, impact, mitigations, ownership and actions		Housing Operations Director		Mar 22	Interim Head of Service appointed to undertake review.		
			Increase officer confidence in information sharing and understanding of when and how to do so appropriately		Early Intervention & Community Safety Manager		on-going	The Training audit is on-going as staff are recruited to key roles and inducted into the organisation. A targeted programme of safeguarding training is planned. To be updated following review		
			Safeguarding policy and risk embedded into contractors' and sub contractors' policy and practice		Early Intervention & Community Safety Manager		on-going	Safeguarding champions from NPS attend meetings to create the link into their organisation and the contractors that we work with. To be updated following review		
			Maintain safeguarding champion knowledge, understanding, confidence		Early Intervention & Community Safety Manager		on-going	Safeguarding champions meet every two months and assess their knowledge requirements. To be updated following review		
			Embed learning across council teams		Early Intervention & Community Safety Manager		Ongoing	There are regular learning sessions for Neighbourhoods staff. Learning from Complex Case Strategy Meetings and Safeguarding Adult Reviews is shared at bi-monthly champions meetings for		


						wider organisational dissemination.
			Comments: Populated from 2019-20 section 11 self-assessment action plan			


Risk 10 – Removed due to commercial confidentiality.


Risk: 11. Antisocial behaviour			Owner: Executive director of community services				Category:		Risk Direction:		
				Target Risk				Current Risk			
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score	
<ul style="list-style-type: none">• Failure to adequately manage risk to residents affected by antisocial behaviour	<ul style="list-style-type: none">• Death or serious injury to resident• Mental well-of resident being impacted• Escalation of issues leading to increased service demand and/or cost	<ul style="list-style-type: none">• Ensure risk assessment process being followed throughout the antisocial behaviour process• New ASB team fully staffed	Oct 20	2	3	6	Manage	4	4	16	
			Risk Control Action								
			Action		Owner		Target Date	Update			
			Successful recruitment to new team so it is fully staffed		Early Intervention & Community Safety Manager		Mar 22	Temporary staff recruited. Recruitment for front-line staff underway			
			New ASB team trained on and conversant with ASB risk assessment procedures		Early Intervention & Community Safety Manager		Jun 22	Temporary trained on corporate and national service standards. Awaiting recruitment of new team			
			Residents know how to report ASB to the council		Early Intervention & Community Safety Manager		Complete	Complete. Online and telephone reporting in place.			
			Review of new ASB response arrangements to ensure effective		Early Intervention & Community Safety Manager		Complete	New process and standards agreed in addition to targets set to improve performance. Customer touch points increased 6 times in first six weeks. This includes a minimum of 1 in-person visit to the victim.			
			Comments:								
			CLT 24/2 agreed to add to corporate register								
As part of new structure ASB has moved to housing and community Safety Service within community services directorate. Full review of ASB service underway.											


Risk: 12. Contract Management – Governance			Owner: Executive director of corporate and commercial services				Category: Processes & Systems	Risk Direction:		
				Target Risk				Current Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy Assess	Impact	Likelihood	Score
<ul style="list-style-type: none">Contract management strategy out of date / not being adhered toResourcing of contract management and training inadequateClarity of service area accountability & roles and responsibilities poorContract managers not fully aware of the risks to service delivery in their contractsInadequate SLA/KPIs/MI identified in tender/contracts documents withLack of escalation of contract issuesPoor due diligence pre-award and during contract	<ul style="list-style-type: none">Third party relationships and contracts not managed appropriately causing:<ul style="list-style-type: none">contract value not realised / obligations not carried outPoor performanceFinancial loss / poor value for moneyLegislative requirements not met / regulatory / legal fine or censureReputational impactLack of visibility of supplier performance	<ul style="list-style-type: none">Contracts and variations available to all contract managers; each contract has an identified leadProcurement and Contract Management Strategy sets principles and actions for contract managementCLT have requested review of how contract management is being delivered within the organisation to identify potential improvements'Driving value through our supply chain' corporate group to monitor value for money delivery in contracts and share practiceIA coverage in audit plans	Aug 20	3	3	9		4	3	12
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Refresh contract management strategy to become contract management framework, including assessing standard documentation to support effective contract management and evaluating assurance mechanisms within the organisation		Head of Legal and Procurement		Mar 22	This has been identified as an area of focus within the procurement strategy implementation plan. This work will be completed in tandem with the annual contract performance reviews identified below		
			Delivery of contract management fundamentals training		Business Relationship & Procurement Manager		Feb 22	To enhance existing organisational knowledge in the short term, we intend to provide training for lead managers in contract management. Beyond this, we will need to deliver specific training on an ongoing basis to support managers in adhering to the contract management framework.		
			Develop and deliver contract management training based on the framework <ul style="list-style-type: none">NCLS officersNCC officers		Business Relationship & Procurement Manager		Sept 22			
			Undertake commercial contracting challenge diagnostic to understand procurement maturity and potential high risk areas for further action		Head of Legal and Procurement and Business Relationship and Procurement Manager		Mar 22	The diagnostic is an externally commissioned exercise to help the Council understand its relative strengths in commissioning and procurement to then identify further action. The outcomes of this will be reported to the Future Shape Norwich: Driving value through our supply chain group to identify priority areas.		
			Comments: Recent limited assurance audit opinions on both NNBL and waste services contract management. Priority resources have been assigned to review these contracts and improve the performance and outcomes achieved.							

Risk 13: The Council's approach to waste and recycling becomes financially, environmentally and contractually unsustainable			Owner: Executive Director Development & City Services				Category:		Risk Direction:	
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
<ul style="list-style-type: none">• The Council's Waste Management services operate in a highly regulated environment. This regime covers the type of collection services that must be provided to households and businesses, and how material can be processed. There are a number of policy and contractual challenges that the Council must address between now and 2024, including the review of the collection contract with Biffa, our recycling processing with NEWS, and our response to the proposals in the proposed Environment Bill	<ul style="list-style-type: none">• Risk to service delivery as a result of appropriate contracts not being in place• Service becomes financially unsustainable• Services provided do not comply with new regulatory regime• Council cannot deliver the objectives of the Environment Strategy as they relate to waste minimisation and recycling• Significant reputational impact on the Council	<ul style="list-style-type: none">• Comprehensive review of financial and contract strategies to identify and address potential barriers to new contracts being agreed with suppliers is about to commence with Biffa and Peopletoo• Peopletoo evaluation will scope review and redesign of services to ensure that they meet current and future regulatory requirements• Staff development programme focussing on procurement, waste strategy and contract management to be designed and delivered• New “variable gate fee” contract with NEWS agreed at November Cabinet to address financial sustainability concerns of previous contract• New Environment Act 2021 does not provide specific dates for implementation of Consistency and Extended Producer Responsibility requirements• Council already provides range of services specified within the Act, although it is unclear on whether Garden Waste should be provided free of charge	May 2021	2	2	4	Manage	4	3	12
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Contract strategy for Biffa to be developed and agreed by CLT		Head of Environment Services		Mar 22	HoES attended CLT in July and resources agreed to allow resources to be released to enable actions identified below to be delivered.		
			Contract strategy for NEWS to be developed and agreed by CLT		Head of Environment Services		Complete	Anticipated that report will be taken to Cabinet in Nov to agree way forward Complete		
			Waste Strategy to be reviewed to address financial, regulatory and climate challenges		Head of Environment Services		Mar 22			
Comments:										

Risk 14: Health, Safety and Compliance in council homes and buildings			Owner: Executive Director of Community Services					Risk Direction:			
				Target Risk				Current Residual Risk			
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score	
<ul style="list-style-type: none">• The council fails to meet its statutory, legislative, and regulatory requirements in relation to Health, Safety and Compliance• The council fails to return its homes and buildings to full compliance within an acceptable period and as expected by the Regulator of Social Housing	<ul style="list-style-type: none">• Risk of serious detriment to tenants and leaseholders• Regulator of Social Housing takes enforcement action against the council• Planned programmes of work to council homes are delayed to ensure H & S and compliance work is prioritised• Cost increase in relation to contract works, insurance and management of homes• Emergence of further Health, Safety and Compliance matters as data is validated and through transfer of JV.	<ul style="list-style-type: none">• Capacity, skills and expertise to be recruited within NCC• Insourcing of JV (NPSN) including health, safety and compliance function• Compliance data validation for transfer to NEC• Compliance Improvement Plan (CIP) to be developed to include a suite of supporting plans• Remedial works trackers across all areas• Housing Health Safety and Compliance Board• Monthly reporting to RSH• Quarterly reporting to Cabinet• Sufficient capital and revenue budget provision• Increased contractor capacity to deliver CIP	October 2021	4	2	8	Manage	5	4	20	
			Risk Control Action								
			Action			Owner		Target Date	Update		
			CIP and suite of documents including: <ul style="list-style-type: none">• Recovery Plan (what we are doing to support/achieve recovery to 100% compliance)• Dashboard (the data that shows progress)• Building Safety Bill Act requirements• Risk assessment plus impact and mitigations			Housing Operations Director		Dec 21	Completed – ongoing as 'live documents'		
			Recruitment to be completed			Exec director of community services		Dec 21	Completed. Additional resource requirement identified to support other council buildings.		
			Budget provision to be recommended for approval November Council			Exec director of community services		Nov 21	Approved and budget provision in place for 2022/23		
			Remedial Works Trackers			Housing Operations Director		Dec 21	Completed – ongoing as 'live documents'.		
			Contractor Capacity			Housing Operations Director		Ongoing to Dec 22	In progress – procurement of additional capacity underway – to be in place by 01/04/2022		
			Data validation in preparation for transfer to NEC			Housing Operations Director		March 22	In progress in line with target date.		
			Comments: The Regulator of Social Housing has found NCC in breach of the Home Standard. The RSH served NCC with a Regulatory Notice on the 27 th of October 2021 setting out details of the breach.								

Risk 15: Failure to be able to draw down £15m of HIF money previously secured from Homes England and under contract to assist with the delivery of Anglia Square leading to failure for successful redevelopment of this key city centre site.			Owner: Executive Director Development & City Services					Risk Direction:		
Description/Triggers	Impact	Mitigation		Target Risk				Current Residual Risk		
			Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
<ul style="list-style-type: none">Failure to be able to draw down £15m of funding previously secured from Homes England in order to assist delivery of Anglia Square redevelopmentHIF funding needs to be spent by March 2024 at latest. Current HE advice is this means not only being drawn down by the Council from HE but also being able to evidence delivery of eligible infrastructure before payments are drawn downFollowing refusal of previous planning application for the site timetable is challenging insofar as a revised application is due to be submitted in March 2022. Earliest possible planning decision issued likely to be autumn 2022. Start on site prior to 2023 unlikely	<ul style="list-style-type: none">Threat to the redevelopment of Anglia Square – continued blight on northern City CentreNew housing and commercial development not delivered – needs remain unmetLoss of future Council tax and business rates income to CouncilReputational risk to council through failure to draw down allocated funding	<ul style="list-style-type: none">Regular liaison with Weston Homes and Colombia Threadneedle to ensure that consultation and processing of application is handled promptlyRegular engagement with Historic England to minimise prospects of objections/request for call-in of applicationEngagement with Homes England to understand parameters around HIF fundingBriefing of PAC and Cabinet on emerging proposals (programmed for January and March 2022)Requested Homes England reconsider deadline for HIF spend (Director letter sent – awaiting response)	2/11/21	4	2	8		4	4	16
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Commission detailed advice on state aid rules post Brexit and definition of eligible infrastructure for HIF funding		Executive Director Development & City Services		Mar 22	Meeting scheduled with HIF staff to explore additional capacity funding. Meeting with legal advisors planned for 11/01/22 to commission advice. Capacity Funding secured from HE.		
			Commissioning independent viability assessment and programme review. Funded through Homes England capacity Fund (secured £40k)		HofP&RS		Mar 22	Brief for tender written and with procurement for issue through Bloom framework.		
			HofP&RS meeting Outpost artists to consider relocation options		HofP&RS		Feb 22	Meeting arranged for 03.02.22		
			Community Review Panel		HofP&RS					
			Design review panel		HofP&RS					
Comments: Response from Homes England on possible extension of time on HIF mvf deadline still awaited.										

Risk 16: Elections			Owner: Executive director of corporate and commercial services				Category: Processes & Systems		Risk Direction: 	
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
<ul style="list-style-type: none">• Delivery of a successful and compliant election on a new election system and through the ongoing uncertainty of the covid-19 situation	<ul style="list-style-type: none">• Issues in deployment of the election system could present challenges in managing the electoral register and elections effectively• The Covid-19 pandemic uncertainty could create additional burdens in the general management of the election and impact on voter behaviour (increases in postal and proxy voting)	<ul style="list-style-type: none">• Delivery of the deployment programme for the election system with back-up plan in the event of unsuccessful implementation• Election activities continue to be risk assessed in light of the ongoing pandemic	Aug 20	3	2	6	Manage	3	3	9
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Delivery of election system deployment programme		Application support manager / Democratic and elections manager		Feb 22	A project team is in place with an agreed deployment plan with our chosen provider, Democracy Counts. The deployment plan includes user testing and training. To mitigate any risks of unsuccessful deployment, the IDOX system currently used has been extended to cover the election period if it needs to be called upon.		
			Monitor covid-19 restrictions and evaluate impact on conduct of the elections		Chief Executive / Democratic and elections manager		May 22	A regular programme of elections team meetings has been scheduled. This has been identified as a key risk to election delivery and will continue to be monitored. A full project plan for the election is in development.		
			Comments: This risk escalates to a corporate level for Q3 and Q4 of 2021-22. The risk will de-escalate at the end of Q1 and in Q2 to the directorate risk register.							

Risk: 17 Failure to deliver acceptable levels of performance in regulatory services			Owner: Executive Director Development & City Services				Category:	Risk Direction:		
				Target Risk				Current Residual Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
<ul style="list-style-type: none">• Large backlogs of applications needing to be addressed• Failure to avert avoidable harm to public• Increased challenge/complaint re decisions made• Failure to comply with Private Hire vehicle compliance standards	<ul style="list-style-type: none">• Reputational harm, restricted ability to charge• Reputational harm, potential legal risks• Failure to maximise income	Peer Review completed and areas for priority attention identified, resulting in programme of service improvements alongside temporary resource to address backlogs	26/01/2022	4	2	8		4	4	16
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Regulatory services improvement plan to be drafted, to include full business case for digitalisation of services, process review, and policy amends		Sarah Ashurst		Aug 22	Full improvement plan to be costed and presented to CLT for budget sign off through Opening Briefs process and approval of timescales. Once agreed, PID and Improvement plan will form actions to be completed here.		
Comments: Peer review outcomes and restructure proposals taken through CLT and Portfolio holders briefed. Restructure consultation and temporary resources will be consulted on and implemented in the New year. Improvement plan for Peer review services and wider dept to be drawn together in New Year (see action 2 above).										

Risk scoring matrix

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

Risk direction key



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 two red, two amber, six green and two white (monitoring data—no target set). The white indicators are response times to FOI requests and corporate complaints. Though these KPIs are owned by Customers, IT and Digital, the commentary rightly demonstrates that the performance against these indicators is ultimately spread across the council. The data is then given per directorate for each indicator. Target and intervention levels for these indicators have been drafted, to come into effect for 22-23.

The two red indicators this quarter are 'Average re-let time in days (standard re-lets only)' and '% of properties with a current valid gas safety certificate'. Context for the performance of these and the other KPIs can be found in the commentary section of the [corporate performance dashboard](#).

A.1.2. Successes and challenges

Successes:

- The customer contact team successfully recruited 3 apprentices.
- We received funding from the LGA as part of their Pathfinders programme, which funds Councils to pilot digital inclusion initiatives. There were 75 applications received and we were one of the lucky 9 projects funded. We have received £20,000 for the period October 2021 to March 2022 to look into a model for refurbishing technology from businesses to individuals and community projects.
- NEC project (new Academy system replacement for housing) – 200 processes streamlined, 500 new letter templates, nine million data records migrated, and all six core modules fully designed, built and tested preparing for a January phase 1 launch.

Challenges:

- Non access for gas inspections is linked to the challenge of getting Court time to obtain the necessary authority to gain entry to undertake servicing.

A.1.3. Case Study

Student placements within IT

Two students on placement from City College Norwich have recently played a crucial role in migrating and improving our online web forms.

The students, who are studying for a T-Level digital qualification at the college, have been working Mondays and Fridays with our service improvement team since October

Their task has primarily been to migrate all of our existing online webforms onto new software, although they have had the skill and initiative to improve them during the process.

They have worked with our digital experts to identify and modify forms which would benefit from being re-written using our low code digital solution, which provides customers with a vastly improved online experience.

These placements have been incredibly mutually beneficial – improving online services for customers and giving the students vital hands-on experience, with their hard work truly benefitting the council. We look forward to repeating this initiative in future years.

A.2. Finance

A.2.1. Community Services revenue budget

The forecast outturn for the directorate at Q3 shows a £0.125m overspend.

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

A.2.2. Key variances

Figure 2.1: Community Services key variances

Community Services	Budget (£000)	Forecast Outturn (£000)	Forecast Variance (£000)
Community Services	324	468	144
Customers, IT & Digital	4,104	4,160	56
Strategy, Engagement & Culture	3,740	3,607	(133)
Housing & Community Safety	1,120	1,178	58
Community Services	9,288	9,413	125
Key variances:			
Savings/increased income			
Riverside Leisure centre - The budget assumed full Business Rates would be payable, but centres is now eligible for 80% rate relief. The government also gave 100% rate relief for the first 3 months of 21/22 and 66% rate relief for the remainder of the year.			(98)
Net forecast salary underspend within customer contact. A further review will be undertaken and, if appropriate, budgets reduced to meet vacancy factor savings			(119)
One-off grant from the land registry for digitalising land charges			(90)
Sport England grant in respect of Riverside Leisure Centre			(88)
Other minor variances			(25)
Budget pressures – overspends/loss of income			
IT contract savings not expected to be achieved in 21/22			163
Housing Improvement Agency - original budget included recharges to capital iro recharges. These elements cannot be charged to capital so will remain in the GF.			105
Postage savings not expected to be achieved in 21/22			100
Vacancy factor savings not yet identified			91
Private Sector Leasing - net overspend forecast based on current occupancy and income levels			86
Total forecast variance			125

Further detail is shown in **Annex A1**

The forecast for the service has increased by £0.109m since P5.

The forecast variance for the service has reduced by £0.021m since P8.

There was a forecast variance reduction of £0.200m from Q2 to Q3, as shown in the table below:

Figure 2.2 – movement since Q2

Area	Movement in forecast variance from Q2 (£000)	Comments
Housing Options & Housing Partnerships	(93)	Net movement due to additional grant income review underway to determine whether this will be utilised in 21/22 if necessary forecast will be amended in future months.
Customer Contact	(81)	Movement largely due to forecast salary underspends & virement of budget from revenue & benefits
Other	46	
Total movement	(177)	

A.2.3. Savings tracker

The savings tracker summary for the directorate is shown below:

Figure 2.3

	Total Budget Savings (£)	Element of Saving at Risk (£)	Additional Savings (£)
Complete	(549,003)	-	(90,000)
Green	(62,300)	-	
Amber	(460,084)	286,677	
Red	0	-	
	(1,071,387)	286,677	(90,000)

Key savings at risk:
£163,000 IT contract reductions
£70,000 postage costs reduction
(£100,000 postage savings, £30,000 achieved from stationery budget savings)
Additional savings:
£90,000 iro one-off grant from the land registry for digitalising land charges

A.2.4. Housing Revenue Account revenue budget

The forecast outturn for the HRA at Q3 shows a £1.576m underspend. The key variances are shown in the table below:

Figure 2.4

Housing Revenue Account	Budget (£000)	Forecast Outturn (£000)	Forecast Variance (£000)
General Management	14,526	14,463	(62)
Special Services	4,962	4,743	(219)
Repairs & Maintenance	13,598	12,812	(786)
Rents, Rates, & Other Property Costs	5,687	5,468	(219)
Provision for Bad Debts	721	87	(635)

Housing Revenue Account	Budget (£000)	Forecast Outturn (£000)	Forecast Variance (£000)
General Management	14,526	14,463	(62)
Special Services	4,962	4,743	(219)
Repairs & Maintenance	13,598	12,812	(786)
Rents, Rates, & Other Property Costs	5,687	5,468	(219)
Depreciation & Impairment	23,264	23,231	(33)
Adjustments & Financing items	5,433	5,433	0
Garage & Other Property Rents	(2,148)	(2,156)	(9)
Dwelling Rents	(57,985)	(57,834)	151
Service Charges - General	(7,813)	(7,660)	153
Interest Received	0	0	0
Miscellaneous Income	(82)	(0)	81
Amenities shared by whole community	(254)	(254)	0
Housing Revenue Account	(90)	(1,667)	(1,576)
Key variances:			
Savings/increased income			
Repairs fund - responsive repairs. In some areas costs are falling but there remain contractual costs which are still to be agreed.			(843)
Bad debt provision - based on the outstanding debts at the end of Q2, there is a forecast underspend. A risk should be noted around this figure, due to the fluctuating nature of the debt position.			(635)
Forecast salaries underspend within the Income Collection, due to vacancies and staff turnover			(104)
Grounds maintenance and fly-tipping. Lower than anticipated spend based on actuals to date			(85)
Lower than budgeted parking recharge to the HRA, based on revised calculations			(75)
Other minor variances			(141)
Budget pressures – overspends/loss of income			
Dwelling properties' void rate slightly higher than anticipated			187
Compensation to tenants - Repair settlements going through that are unbudgeted			120
Total forecast variance			(1,576)

Further detail is shown in **Annex A2**

The forecast for the HRA has decreased by £0.191m since P8. The key areas of movement are shown in the table below: *Figure 2.5*

Area	Movement in forecast variance from P8 (£000)	Comments
Neighbourhood Services	(163)	Recovered costs iro of secondments due to extensions to current arrangements.
HRA parking	(85)	Lower than budgeted parking recharge to the HRA

Other	57	
Total movement	(191)	

The forecast variance has reduced by £2.111m from Q2 to Q3, as shown in the table below:

Figure 2.6

Area	Movement in forecast variance from Q2 (£000)	Comments
Repairs	(763)	Repairs fund - responsive repairs. In some areas costs are falling but there remain contractual costs which are still to be agreed.
Provision for bad debts	(635)	Bad debt calculated at end of Q2 as detailed above
Head of Neighbourhood Housing	(566)	Q2 figures showed an overspend - budget has been vired from various codes with forecast underspends, so the majority of the overspends no longer show
Neighbourhood Services	(182)	Recalculated income from internal secondment recharges and external secondments that have been extended past their original completion dates.
ASB	(147)	Change from staff being on temporary contracts to permanently engaged staff
Void repairs	305	Q2 forecast showed an underspend - budget has been vired to various other codes, so majority of the underspend no longer shows.
Other	(123)	
Total movement	(2,111)	

A.2.5. General Fund Community Services capital budget

The forecast capital outturn for the directorate at Q3 shows a £0.775m underspend.

Figure 2.7:

	Budget (£000)	Actual at Q3 (£000)	Forecast outturn (£000)	Forecast variance (£000)
GF - Community Services	3,611	753	2,836	(775)

A full breakdown by project is attached in **Annex A3**

A.2.6. HRA Community Services capital budget

The forecast capital outturn for the directorate at period Q3 shows a £11.041m underspend.










Figure 2.8:

	Budget (£000)	Actual at Q3 (£000)	Forecast outturn (£000)	Forecast variance (£000)
HRA	32,180	11,405	21,140	(11,041)

A full breakdown by project is set out in **Annex 4**

A.3. Risk

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

	Q3 2021/22		  
	Current residual	Target	Movement from Q2
R7: Cyber Security	20	15	
R8: Data Protection Compliance	12	8	
R9: Failure to fulfil statutory or legislative responsibilities - safeguarding	15	12	
R10: Ending of Joint Ventures with Norse	20	10	
R11: Antisocial behaviour	16	6	
R14: Health, Safety and Compliance in council homes and buildings	20	8	

As set out in section 1.3, a process has been undertaken across the council to ensure climate change risks are identified. Work is ongoing to pull together any cross-cutting risks, and finalise risk scores and actions, but the Community Services directorate has identified risks in:

Community Services:

- Disruption to events
- Risks to community health, with a particular focus on inequality as those affected by inequality are more likely to suffer disproportionately more from the adverse effects of climate change

Cross-cutting risk (across Community Services and Development and City Services)

- Structural risks to buildings (from increased heat, subsidence, potential flooding and storm damage) and consequent risk to delivery of services delivered via those buildings.

These risks will be finalised over the next quarter and managed in line with our standard risk management practices. Please note these risks are only draft and may be updated or adjusted over the next quarter.

Annex A1: Community Services revenue budget

CC	CC Description	Budget (£000)	Actual to Q3 (£000)	Forecast out-turn (£000)	Forecast variance (£000)
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Community Services

310030	Head of Comms & Culture	0	37	29	29
314035	Community Services	324	411	414	90

CC	CC Description	Budget (£000)	Actual to Q3 (£000)	Forecast out-turn (£000)	Forecast variance (£000)
420020	Director of Neighbourhoods	0	25	25	25
		324	473	468	144

Customers, IT & Digital

321020	IT Services	1,094	1,305	1,166	72
321025	IT Infrastructure	552	579	570	18
321026	IT Applications	575	570	566	(9)
321027	Norwich City Services Ltd IT	0	65	54	54
321030	Systems Support	286	382	303	17
321040	Service Improvement	264	379	262	(2)
520040	Land Searches	(129)	(184)	(102)	27
550010	Customer Contact Team	1,323	1,367	1,171	(152)
550040	Mail Handling Team	139	475	169	30
		4,104	4,937	4,160	56

Housing & Community Safety

170000	Community Centres	98	83	88	(10)
410030	Homelessness	782	(766)	682	(100)
410031	Rough Sleepers	0	99	(34)	(34)
410040	Private Sector Leasing Scheme	(41)	380	45	86
410045	Syrian Refugee Programme	(19)	25	(19)	0
410060	Housing Options	(81)	962	(88)	(7)
410130	Housing Improvement Agency Tm	(29)	375	76	105
410140	Housing partnerships	111	(520)	110	(2)
411020	Contributions to HRA	254	0	254	0
412020	Non-HRA Housing Properties	(19)	(26)	3	22
644060	Closed Circuit TV	64	43	62	(3)
		1,120	653	1,178	58

Strategy, Engagement & Culture

170101	Norman Centre, Bignold Road	201	149	203	2
190710	St Andrews & Blackfriars Halls	297	140	276	(21)
310020	Communications Team	371	387	377	7
310060	Social Policy/Arts Grants	301	242	309	8
312020	Sport & Leisure Development	172	125	170	(1)

CC	CC Description	Budget (£000)	Actual to Q3 (£000)	Forecast out-turn (£000)	Forecast variance (£000)
312040	Riverside Swimming Centre	267	72	81	(186)
313010	Tourist Information	42	(32)	92	51
314030	Culture & Events	191	86	183	(8)
320100	Head of Transformation	113	152	108	(5)
321050	Policy & Performance	199	335	210	12
321070	Fit for the Future	145	111	148	3
420060	Commissioning	39	12	39	0
420070	Financial Inclusion	184	164	178	(6)
420140	Community Enabling	287	343	280	(6)
420141	Active Hours	0	0	0	0
420160	Early Interventn & Comm Safety	78	55	82	4
510035	Project Place	461	221	461	0
522080	Covid recovery team	301	(57)	301	0
630010	Environmental Strategy	93	163	109	16
		3,740	2,668	3,607	(133)

Directorate Totals

9,288	8,731	9,413	125
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Annex A2: HRA revenue budget

CC	CC Description	Budget (£000)	Actual to Q3 (£000)	Forecast out-turn (£000)	Forecast variance (£000)
710020	Head of	1,749	779	1,821	73
710030	Tenancy Services	153	75	152	(1)
710050	Tenancy Support	89	58	89	(1)
710110	Unallocated Costs	4,454	1	4,601	147
710120	Neighbourhood	2,565	1,519	2,529	(36)
710125	Domestic Abuse Co-	67	9	34	(33)
710130	ASB Team	1,023	575	1,017	(7)
710145	Specialist Support	462	259	456	(6)
710150	Innovation &	674	413	661	(13)
710170	Collection Team	2,326	964	2,213	(113)
710180	Home Ownership	796	244	760	(36)
710210	Area Housing Offices	38	26	39	1
710220	HRA Properties	14	4	4	(10)
710230	Void Dwelling	116	71	88	(29)
721020	Estates Management	2,610	1,256	2,414	(197)
721040	District Heating	560	270	560	0
722020	Sheltered Housing	344	189	334	(11)
722025	Sheltered Hsg Tenancy	830	235	840	10
723100	Caretakers - Mobile	111	58	104	(7)
723200	Caretakers - Static	328	212	319	(8)
723300	Caretakers -	95	60	94	(1)
723400	Caretakers -	84	47	78	(6)
730020	HRA Repairs	11,504	868	10,662	(843)
730025	HRA Repairs Sheltered	50	4	40	(10)
730040	HRA Repairs Tenant	(534)	(82)	(522)	12
730080	HRA Repairs - Void	2,577	(1,058)	2,632	55
740010	General HRA Premises	5,687	3,961	5,468	(219)
740020	Provision for Bad	721	0	87	(635)
740030	Central Expenses	23,264	0	23,231	(33)
740040	MIRS (SMHRAB)	(10,343)	(21)	(824)	9,519
740045	MIRS (SMHRAB) Non-	15,777	0	6,258	(9,519)
740080	Rents - Shops & Shop	(799)	(599)	(804)	(5)
740090	Rents - Other land &	(78)	(96)	(81)	(4)
740100	Rents - Adjustments	194	77	158	(37)
740110	Rents - Estate	(58,179)	(43,761)	(57,992)	188
740120	Rents - Garages	(1,271)	(960)	(1,271)	0
740140	Service Charges -	(6,806)	(4,988)	(6,653)	152
740141	Service Charges -	(1,008)	(1,621)	(1,007)	1
740170	Miscellaneous Income	(82)	7	(0)	81
740190	General Fund	(254)	0	(254)	0
		(90)	(40,948)	(1,667)	(1,576)

Annex A3: Community Services GF capital budget

HOS	GF Capital Expenditure Programme	Current Budget (£000)	Actual at Q3 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
CID	IT Investment Fund - AA5206	88	0	88	0	Anticipated full use of budget in year
CID	IT Trans Digital platform Dev - AF5206		0	0	0	Expenditure on new laptops and peripherals completed and funded in 20/21.
HCS	CCTV replacement - AA5205		(6)	0	0	
HCS	CCTV replacement - AA5205		(1)	0	0	Project complete. Retention payable but accrual raised.
HCS	Disabled Facilities Grant - AA5207	1,140	233	546	(594)	Resources to be redistributed to increase spend on HIA/DFG in this financial year
HCS	HIA - Housing Assistance - AB5207	300	17	200	(100)	P.9 Resources to be redistributed to increase spend on HIA/DFG this financial year
HCS	Empty Homes Grant - AK0000		0	0	0	Project to commence in 2021/22.
HCS	DFG Residents Contribution - AQ0000		(14)	0	0	
SEC	Customer centre redesign - AA1000	25	0	0	(25)	Project being paused and to be considered as part of wider review.
SEC	Chapelfield Gardens Improve TF - AA1063	68	48	68	0	Water upgrades complete, electrical upgrade estimated January 2022, however risks exist as this depends on UKPN actions and timing.
SEC	Norman Centre replace boilers - AA1182		0	0	0	Repairs to boilers have extended life using revenue; Replacement reprofiled to 2023/24.
SEC	Community Centres - Upgrades - AA1184	60	0	0	(60)	NPSN have confirmed all EPCs have all passed therefore budget no longer required
SEC	Cadge Road re-roofing works - AA1197	39	0	39	0	Expected works to be completed in full by end Jan 2021
SEC	Rside Leisure repl plant/equip - AA1912		0	0	0	Budget reprofiled into 2022/23.
SEC	St Andrew's Hall refurbishment - AA1959	267	193	264	(3)	Seating has now been delivered but awaiting new fascia for tiered seating.
SEC	TF make space at the halls - AB1959	98	5	55	(43)	Remaining budget to be requested to be carried-forward into 2022/23.

HOS	GF Capital Expenditure Programme	Current Budget (£000)	Actual at Q3 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
SEC	St Andrews replace elect dist - AC1959		0	17	17	Design being prepared; spend in year dependant on no listed building consent being required by planning, if required will need carry forward.
SEC	St G's Kitch Elec upgrade - AD1959		0	0	0	Budget reprofiled into 2022/23 as part of wider Towns' Fund project.
SEC	CILN Community Enabling - AD5200	4	0	2	(2)	Some additional spend expected on a new Stuff Hub in Thorpe Hamlet shortly. Others are further from needing spend; may request carry-forward into 22/23
SEC	CIL Crowdfunding match funding - AL5200	15	15	20	5	Multiple match agreements confirmed and getting ready to pay.
SEC	CIL Neighbourhood West Earlham - AQ5200		0	0	0	Project complete. Costs accounted for in 2020/21.
SEC	BEIS Green Homes Grant - BA0000	566	14	566	0	
SEC	CIL NeighbourhoodProjects18/19 - ZZ8039	42	0	42	0	
SEC	CILN CommunitySkillsMileXGrant - AT5200	10	0	10	0	
SEC	CILN The Feed Grant - AS5200	48	48	48	0	Carry-forward from 2020/21. Being used as projects at present and expecting currently that this will be used by year end
CID	NCS Ltd establishment costs - AA2013	841	201	872	31	All audit requirements now met so ready to transfer by Dec 21. Forecast overspend relates to IT workstream – work underway to identify specifics and will be reported in future reports.
		3,611	753	2,836	(775)	

Annex A4: Community Services HRA Capital Budget

HOS	HRA Capital Expenditure Programme	Current Budget (£000)	Actual at Q3 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
HCS	Replacement Tenancy & Est Man - AG5206	220	178	220	0	Anticipate full usage of budget in year for system implementation.
HCS	Electrical - 5110	3,602	2,266	3,355	(247)	P9. Current average costs/property are lower than budgeted. Forecast based on current delivery volumes.
HCS	Whole House Improvements - 5120	1,332	(2)	70	(1,262)	Contractor delays; backlog to be addressed with additional contracts.
HCS	Kitchens - 5121	1,558	1,418	1,558	0	
HCS	Bathrooms - 5122	2,254	1,506	2,254	0	
HCS	Heating/Boilers Communal - 5130	5,064	280	1,955	(3,109)	A carry forward of £1.4m is not required as this was also included in the 2021/22 budget. The Mile Cross MHVR works will be delivered 2022/23 (£850k) £429k will be used for the increased budget at Barnards to £1.829m. £185k on Alnwick and £285k for Millers Lane to be utilised in 2022/23. Barnards Yard projected finish June 2022, costs apportioned between 2021/22 & 2022/23.
HCS	Heating/Boilers Domestic - 5131	3,177	1,725	2,721	(456)	Forecast is based on current delivery volumes with average costs per property lower than budgeted.
HCS	Thermal Comfort - 5140	26	0	3	(23)	Only costs in year relate to retention release on a completed contract.

HOS	HRA Capital Expenditure Programme	Current Budget (£000)	Actual at Q3 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
HCS	Solar Therml/Photovoltaic - 5141	714	4	618	(96)	Following initial procurement delays, Gasway and Impact renewables are currently surveying, but not yet commenced installations. Possible delays to material deliveries as components are sourced from abroad, which could result in underspend and requirement to request carry-forward into 2022/23.
HCS	Windows - 5150	2,900	618	860	(2,040)	Tower block communal window installations on hold pending outcome of the survey. Forecast is based on the contractors' current programme.
HCS	Doors - 5151	881	321	725	(156)	Forecast based on projected volume of installations. Trial installation of combination door sets due, if successful, forecast will remain at the current level, if unsuccessful it will reduce.
HCS	Door Access Controls - 5160	482	196	372	(110)	Expenditure will be limited within this financial year, due to contract delays.
HCS	Estate Aesthetics - 5161	769	82	500	(269)	New contract awarded and forecast includes additional works in addition to the agreed programme. Carry forward of underspend to be requested for some additional projects to be carried out in 2022/23.
HCS	HRA Shops - 5163	205	92	205	0	Currently anticipate major projects to the value of £169k with additional smaller projects to be delivered in this financial year.
HCS	Sheltered Hsg Comm Facs - 5171	135	5	107	(28)	Forecast subject to the delivery of materials. Works at Waddington Court will take place in 2022/23

HOS	HRA Capital Expenditure Programme	Current Budget (£000)	Actual at Q3 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
HCS	Re-Roofing - 5180	963	167	671	(292)	Some programme delays resulting from consultation requirements.
HCS	Structural - 5181	3,791	1,545	2,303	(1,488)	consultation and will be delayed generating an underspend in this financial year. Following surveys, one project has been deferred until 2022/23 and another until 2023/24. Further projects costs are less than anticipated with one requiring additional repointing works.
HCS	Tower Block Regeneration - 5182	1,537	518	519	(1,018)	Forecast underspend as awaiting costs of risers and laterals at Normandie Tower prior to stage 2 consultation. Work will not now commence in 2021/22.
HCS	Lift Upgrades - 5183	154	0	0	(154)	Lift contract is currently out for retendering but unlikely to proceed in this financial year due to consultation requirement.
HCS	Disabled Adaptations - 5190	1,127	325	1,527	400	Work has progressed rapidly over recent months with more work being completed than initially anticipated. Forecast overspend to be covered by virement from other underspend.
HCS	Stairlifts - 5191	51	73	51	0	Full budget will be utilised.
HCS	Community Alarm - 5192	205	85	140	(65)	Underspend is due to actual costs being less than estimated budget for two schemes.
HCS	Compliance Upgrades - 5210	1,000	0	400	(600)	Forecast underspend to be requested to be carried forward into 2022/23.
SEC	Catton Grove CC replace EDB - AA1186	9	0	7	(2)	
SEC	Comm centre assets HRA impact - BB0000	25	0	0	(25)	No work required in this financial year.
		32,180	11,405	21,140	(11,041)	

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 Q3, the directorate reported zero red, one amber and three green indicators. The indicator around processing new Housing Benefits claims built on the improvements seen last quarter and moved from red to green, cutting the processing time by an additional six days.

Full details available at the [corporate performance dashboard](#).

B.1.2. Successes and challenges

Successes:

- Q2 Assurance Report went to Cabinet in November, this built on the revised reporting structure implemented this year bringing together strategy, finance and risk
- Revised risk management strategy and policy approved by Cabinet in October
- Update on internal audit recommendations to Audit Committee in November – this included for the first time updates on all medium priority recommendations
- Continued to support the financial management of the council with monthly budget monitoring reports to the corporate leadership team
- Implementation of the finance service review structure on 1 December. We have had a successful internal appointment to one of the new roles and two new starters in January. The team is currently recruiting into a number of positions, including our second finance apprentice role.
- Ongoing work to support the development of the 2022/23 budget, working closely with service leads and the Resources, Performance & Delivery Board.
- We have successfully completed the annual Canvass and published the new electoral register on 1 December
- We have completed a review of the polling districts to come into effect in May 2023
- We have concluded a review of our protocol in the event of a Royal Death, ensuring sound plans are in place to manage such an event
- We have undertaken an internal exercise to produce a Procurement Plan to identify our forthcoming commissioning demands more effectively across the Council.

Challenges:

- Recent experience has found recruitment to both permanent and interim finance roles has been challenging. The team will work closely with HR to progress the current recruitments and promote roles.
- The finance team has been continuing to support service leads to develop budget options and finalise the proposed 2022/23 budget, while also supporting the delayed external audit process for the 2020/21 Statement of Accounts. This has created resource pressures and relied on team working collaboratively to prioritise key work as well as continue the business-as-usual activity.
- The Council has procured a new elections system, which will be going through an implementation plan in January 2022. A robust back-up plan is in place given the potential risks around implementation of the election system and the effective management of elections, which has been identified in the corporate risk register.

B.1.3 Case Study

HR and organisational development (OD)

Our recruitment strategy and practice is fundamental to ensuring we have the right people with the right skills in the right place at the right time to deliver priority outcomes.

In quarters one and two we reported challenges with recruitment activity – with the average time to fill posts peaking in Q2 at 18.9 weeks. The contributing factors to this were:

- an increasingly competitive recruitment market meaning some jobs have been advertised multiple times. Nationally there are more job vacancies across most sectors and employers reporting difficulty attracting candidates
- in line with national trends, turnover has increased and therefore demand for support with recruitment activity from the HR and OD team has risen.
- vacancies in the HR and OD team, which have impacted on the ability to support recruitment in a timely way

To address the challenges, we reviewed where blockages were at each stage of the recruitment process – this identified some key areas to work on issues with the approval to fill vacancies process, delays in positions being advertised following approval, delays during pre-employment checks and candidates with long notice periods impacting on start dates. Weekly reviews were established to track progress of recruitment activity. In the short term, HR resource was deployed to target the backlog in HR transactional work and specifically recruitment.

In Q3 we have started to see the benefits of the interventions put in place.

The backlog in transactional HR work reduced significantly at the end of Q 3. This backlog didn't all relate to recruitment but does mean that we can now free up more resource to support that area of work. The trend of increased turnover continued in Q 3. Recruitment campaigns did reduce slightly compared to Q2, slowing prior to the Christmas period, but remains considerably higher than in previous years.

The average time to fill posts has reduced this quarter to 14.9 weeks. We have continued to see difficulties in recruiting to some roles and have worked closely with recruiting managers to explore alternative routes to the market and promoting employer brand.

Working with the change team and a focus group of managers, short, medium and long-term actions have been identified regarding current recruitment practice. In conjunction with communications colleagues, work has also started on developing and promoting our employer brand and particularly using our social media platforms to promote Norwich City Council employment opportunities.

B.2 Finance

B.2.1 Corporate & Commercial Services revenue budget

The forecast outturn for the directorate at Q3 shows a £0.087m underspend. P8 £0.088m overspend.

The directorate has a vacancy savings budget of £0.188m. At Q3, £0.140m of the target has been achieved and salary budgets have been amended to reflect this. The remainder of the saving is expected to be achieved by the end of the financial year.

B.2.2 Key variances

Figure 3.1: Corporate & Commercial Services key variances

Corporate & Commercial Services	Budget (£000)	Forecast Outturn (£000)	Forecast Variance (£000)
Corporate & Commercial Services	440	436	(4)
Revenues & Benefits	2,594	2,453	(141)
Finance, Audit & Risk	802	813	10
HR & Organisational Development	740	718	(22)
Legal & Procurement	1,770	1,839	69
Corporate & Commercial Services	6,346	6,258	(87)
Key variances:			
Budget pressures – overspends/loss of income			
Net housing benefit forecast position mainly due to lower than anticipated housing benefit subsidy recovery rates - partially offset by increase in identified overpayments and reduction in overall debt			81
Other minor variances			54
Savings/increased income			
Net forecast underspend in Revenues and Benefits including grants not expected to be utilised			(222)
Total forecast variance			(87)

Further detail is shown in **Annex B1**

The forecast variance for the service has reduced by £0.175m since P8. The key areas of movement are shown in the table below:

Figure 3.2 – movement since P8

Area	Movement in forecast variance from P8 (£000)	Comments
Housing Benefit	(110)	Movement in net Housing Benefit subsidy position, based on recovery rates and debt movement
Other	(65)	
Total movement	(175)	

The forecast variance has reduced by £0.163m from Q2 to Q3, as shown in the table below:

Figure 3.3 – movement since Q2

Area	Movement in forecast variance from Q2 (£000)	Comments
Revenues and benefits	(176)	Net movement in service based on salary position and grants not expected to be utilised
Housing Benefit	(94)	Movement in net Housing Benefit subsidy position, based on recovery rates and debt movement
Legal Services	80	Increase in legal costs relating to use of nplaw service. A full review of the usage details is being undertaken in order to identify the key areas of increased activity.
Other	27	
Total movement	(163)	

B.2.3 Corporate Financing revenue budget

The forecast outturn for the directorate at Q3 shows a £0.216m underspend. There has been no change since P8 and a £0.781m reduction in underspend since Q2.

Figure 3.4: Corporate Financing key variances

Corporate Financing	Budget (£000)	Forecast Outturn (£000)	Forecast Variance (£000)
Corporate Financing	(21,659)	(21,875)	(216)
Key variances:			
Budget pressures – overspends/loss of income			
Treasury management savings to be transferred to earmarked reserve, as agreed at November cabinet			591
Lower than budgeted income from the HRA to reflect the financial balances and borrowing position			89
Other minor variances			40
Savings/increased income			
Lower than budgeted borrowing costs based on current loans position			(376)
Reduction in revenue contribution to capital based on current requirements			(280)
Government grants - higher estimated recoverable amount based on sales, fees and charges performance to P6			(280)
Total forecast variance			(216)

Further detail is shown in **Annex B2**.

The Corporate Financing forecast underspend has reduced by £0.781m since Q2, the key areas of movement are shown in the table below:

Figure 3.5

Area	Movement in forecast from Q2 (£000)	Comments
Movement in reserves	621	Underspend relating to borrowing interest transferred to earmarked reserve
Financial arrangements	215	Increase forecast relating to borrowing costs
Other	(55)	
Total movement	781	

B.2.4 Savings tracker

Figure 3.6

	Total Budget Savings	Element of Saving at Risk	Additional savings	Key savings at risk: £35,000 Finance capital recharges
Complete	(115,893)	-	(7,400)	
Green	(1,258,000)	-	(490,000)	
Amber	(91,000)	35,000	0	
Red	0	-	0	
	(1,464,893)	35,000	(497,400)	

B.2.5 Corporate & Commercial Services capital budget

The forecast capital outturn for the directorate at Q2 shows a £0.032m underspend.






Figure 3.7:






Capital Programme	Budget (£000)	Actual Q3 (£000)	Forecast outturn (£000)	Forecast variance (£000)
GF - Corporate and Commercial Services	60	(0)	27	(32)

A full breakdown by project is attached in **Annex B3**

B.3 Risk

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

	Q3 2021/22		  
	Current residual	Target	Movement from Q2
R1: Council Funding Medium-Long Term	15	10	
R2: Commercialisation	8	8	

	Q3 2021/22		  
R12: Contract Management – Governance	12	9	
R16: Elections	9	6	

As set out in section 1.3, a process has been undertaken across the council to ensure climate change risks are identified. Work is ongoing to pull together any cross-cutting risks, and finalise risk scores and actions, but the Corporate and Commercial Services directorate has identified risks in:

Corporate and Commercial Services:

- Potential disruption to election delivery
- Loss of staff productivity to heat
- Risk in failure to properly resource climate change mitigation

These risks will be finalised over the next quarter and managed in line with our standard risk management practices. Please note these risks are only draft and may be updated or adjusted over the next quarter.

Annex B1: Corporate and Commercial Services revenue budget

CC	CC Description	Budget (£000)	Actual to Q3 (£000)	Forecast out-turn (£000)	Forecast variance (£000)
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Corporate & Commercial Services

512020	Corporate & Commercial Services	440	353	436	(4)
		440	353	436	(4)

Finance, Audit & Risk

510050	Professional Finance	529	876	564	36
511070	Business Grants Covid 19	0	(50)	0	0
514010	Internal Audit	71	96	68	(3)
514015	External Audit	81	(116)	61	(20)
515030	Operational Finance	121	189	119	(3)
		802	994	813	10

HR & Organisational Development

530010	Personnel Corporate Costs	126	3,919	123	(3)
530020	Personnel Services	545	507	525	(19)
530050	Learning & Development	70	58	69	(0)
		740	4,484	718	(22)

Legal & Procurement

315010	Civic Expenses	140	43	99	(41)
510040	BRM Team	0	0	0	(0)
512010	Insurance	261	922	250	(11)
512015	NCS Ltd Insurance	0	11	0	0
520010	Members Expenses	476	352	475	(1)
520015	Electoral Registration	93	12	110	17
520020	Committee Secretariat	266	221	292	26
520030	Council Elections	215	361	221	6
521010	Legal Services	0	354	63	63
540010	Procurement Team	170	378	168	(2)
550080	Corporate Business Services	149	210	160	11
		1,770	2,863	1,839	69

Revenues & Benefits

515010	NNDR Admin	(147)	(485)	(411)	(264)
515020	Council Tax Admin	1,266	847	1,113	(152)
516010	HB Private Sector Rent Allwnacs	(46)	345	522	568
516020	HB Public Sector Rent Rebates	901	555	414	(487)
516040	Benefits Admin (HB + CTB)	621	647	815	194
		2,594	1,908	2,453	(141)

Corporate & Commercial Services

6,346	10,603	6,258	(87)
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Annex B2: Corporate Financing General Fund revenue budget

CC	CC Description	Budget (£000)	Actual to Q3 (£000)	Forecast out-turn (£000)	Forecast variance (£000)
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Corporate Financing

510030	Corporate Management	(1,506)	99	(1,508)	(2)
511010	Debt Management Expenses	0	228	0	0
511020	Financial Arrangements	(1,139)	3,261	(1,348)	(209)
511030	MIRS (SMGFB) Reversing Items	48	0	(232)	(280)
511060	MIRS (SMGFB) Non-Reversing	(17,322)	0	(16,701)	621
511080	CT + NNDR Pool Income	154	(23,491)	154	(0)
511090	Corporate Financing	(2,257)	(1,907)	(2,603)	(346)
511100	General Fund Contingency	363	0	363	0
Corporate Financing Total		(21,659)	(21,810)	(21,875)	(216)

Annex B3: Corporate and Commercial Services General Fund capital budget

GF Capital Expenditure Programme	Current Budget (£000)	Actual at Q3 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
Finance System - AB5206	51	(0)	20	(31)	Preliminary work underway in this financial year.
HR System - AC5206	7	0	7	0	Preliminary work underway in this financial year.
Capital contingency - AH0000	1	0	0	(1)	
	60	0	27	(32)	

Appendix C: Development and City Services

C.1. Performance

C.1.1. Summary of performance

Development and City Services has ten KPIs, four of which only report annually in Q4. Of the six that report this quarter, none are red, one is amber and four are green. The one amber indicator (% of planning applications determined in time) reported at 89% with a target of 90%, so is a rounding error was from being green as well.

Full details available at the [corporate performance dashboard](#).

C.1.2. Successes and challenges

Successes:

- Performance of ‘% household waste sent for recycling’ KPI
- Green flag awards
- Performance of ‘income paid by tenants occupying the council’s investment property portfolio’ KPI
- [Q3 Success List](#)

Challenges:

- Following the conclusion of a peer review process, the Head of planning and regulatory services is drafting a full transformation and improvement plan for regulatory services, specifically those services which underwent the review. Delivering the multiple priority projects alongside business as usual will be challenging with the existing resources in the team, and a full restructure about to commence consultation in February 2022. Given the challenges in the teams over the past 2 years as a result of the diversion of officers to support efforts in respect of the pandemic, there are significant backlogs in the teams, and with, until recently, additional enforcement responsibilities still diverting essential staff resources there are some areas of the service which have suffered and as a result complaints levels are up.
- Continued challenges in providing good levels of customer service in particular via complaint, councillor queries and FOI requests. This is particularly concentrated in environmental and planning and regulatory services which both receive high numbers of such enquiries. Improvement plans are being drawn up by responsible heads of service and progress will be monitored by DMT in coming months.

C.1.3. Case Study

On Friday 3 December a partnership enforcement exercise was carried out to inspect taxi and private hire vehicles in the heart of Norwich’s night-time economy district.

The city council licensing team were joined by Norfolk Police and South Norfolk and Broadland council colleagues to conduct vehicle stops at a temporary static site on Rose Lane as well as inspections by roving foot patrol teams around the surrounding area.

Around 10 per cent of the vehicles stopped required action to be taken to meet the Norwich City standard as set out in their licence agreement. This included replacing bald tyres, broken seatbelts and fixing damaged bodywork. Notices for unfit vehicles were issued on site along with details of when actions needed to be completed, all of which will be followed up by the relevant licensing authority in due course.

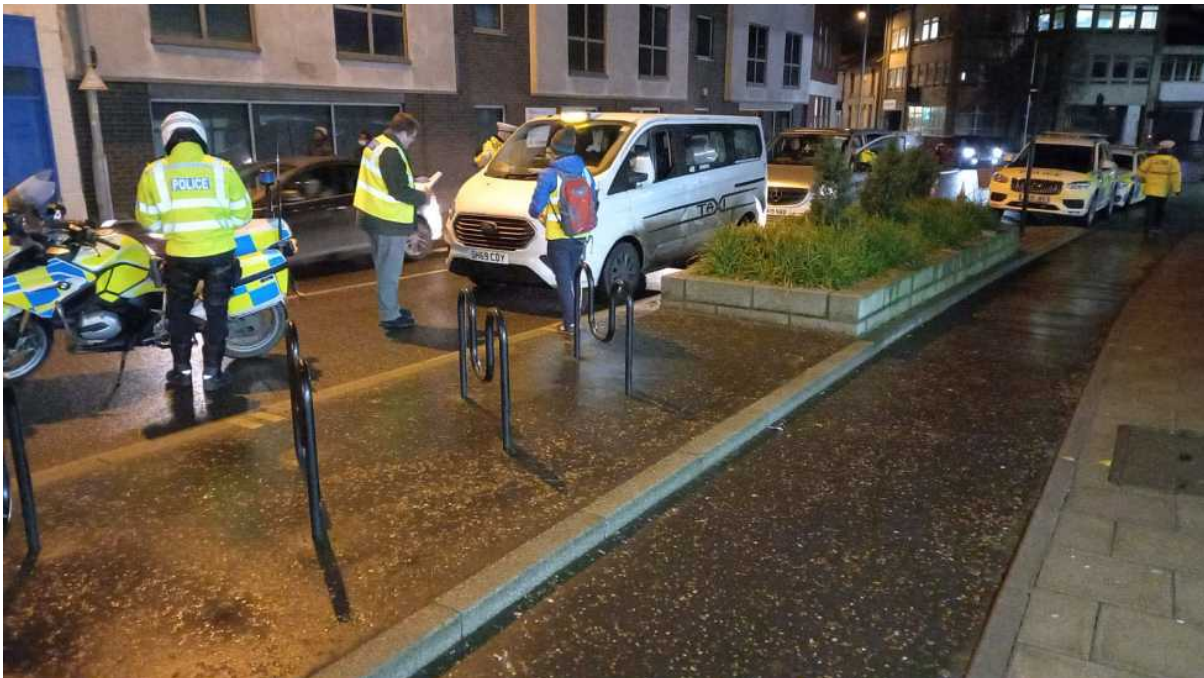
Safety in the late-night economy (drink spiking and vulnerability awareness training) was also reinforced with drivers during the stops.

Other licensing activity took place during the evening which included, entertainment venue licence checks and issuing advice on noise limits. The police also arrested a drunk driver and pulled over two vehicles with no insurance (these police incidents did not involve licensed taxis).

While it was disappointing to see the number of vehicles with defects, which were stopped as part of this initiative, it also showed what an important exercise it was and will lead the way for further similar exercises in future.

By reporting the findings, the partners hope to raise awareness of licensing compliance and encourage other licensed drivers to perform regular safety checks on their vehicles to ensure the safety of everyone using these services.

Plans are currently being developed to undertake more licensing enforcement exercises during the coming year.



C.2. Finance

C.2.1. Development and City Services revenue budget

The forecast outturn for the directorate at Q3 shows a £0.249m underspend.

The directorate has a vacancy savings budget of £0.151m. At Q3, £0.133m of the target has been achieved and salary budgets have been amended to reflect this. The remaining £0.017m is expected to be achieved by the end of the financial year.

C.2.2. Key variances

Figure 4.1: Development and City Services key variances

Development & City Services	Budget (£000)	Forecast Outturn (£000)	Forecast Variance (£000)
Development & City Services	500	450	(50)
Environment Services	4,585	4,357	(228)
Planning & Regulatory Services	2,136	2,353	217
Property & Economic Development	(1,463)	(1,650)	(188)
Development & City Services	5,758	5,510	(249)
Key variances:			
Budget pressures – overspends/loss of income			
On street operations net overspend due to inaccurate accrual			134
Off street car parks - forecast reduction in income from season tickets, contract parking & fees compared to budget			101
Integrated waste management stretch target not expected to be achieved in 21/22			68
Environmental services stretch target not expected to be achieved in 21/22			53
Other minor variances			94
Savings/increased income			
Multi-storey car park income from fees, season tickets and contract parking. Review undertaken by the service in Q3. Income levels forecast to be higher than the current annual budget. This assumes usage levels are maintained. There is risk to the income levels if further Covid-19 related restrictions are introduced by the government.			(453)
Net additional income in relation to investment properties. Mainly due to revised rental agreements, income from properties not budgeted and properties not disposed of as originally anticipated.			(246)
Total forecast variance			(249)

Further detail is shown in **Annex C1**

The Q2 forecast for the directorate showed a £0.331m overspend. The forecast outturn has reduced by £0.580m since Q2, leading to a shift from a forecast overspend to a forecast underspend position. This is largely due to the revised forecasts relating to Multi-storey and off-street car parking income (£0.588m)

C.2.3. Savings tracker

Figure 4.2 – Development and City Services savings tracker:

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

Key savings at risk:

- £225,000 Biffa contract savings
- £55,000 cashless parking
- £38,000 parking in parks
- £25,000 cemeteries income
- £52,000 NPS core fee
- £53,000 environmental services contractual savings

C.2.4. Development and City Services general fund capital budget

A number of capital budgets have been re-profiled into future years (£3.999m), as agreed by Cabinet in November 2021. In addition, £0.094m has been added to the Churchman House budget from the capital contingency. The budget showing in Q2 was £21.250m, this has now been reduced to £17.345 due to the movements discussed above.

The forecast general fund capital outturn for the directorate at Q3 shows a £6.826m underspend.

£3.793m of the forecast underspend relates to Towns' Fund projects and will be carried forward into 2022/23.

£2m of the forecast underspend relates to Threescore Phase 3, as per the delivery unit business plan. Budget will be carried forward to 2022/23.

Figure 4.3:

Capital Programme	Budget (£000)	Actual to Q3 (£000)	Forecast outturn (£000)	Forecast variance (£000)
GF – Development and City Services	17,345	6,385	10,518	(6,826)

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

C.2.5. Development and City Services HRA capital budget

A number of capital budgets have been re-profiled into future years as agreed by Cabinet in November 2021. The budget showing in Q2 was £18.839m, this has now been reduced to £13.782m.

The forecast HRA capital outturn for the directorate at Q3 shows a £3.452m underspend.

The majority of the forecast underspend relates to New Build projects and Ailwyn Hall redevelopment.








Figure 4.4:

Capital Programme	Budget (£000)	Actual to Q3 (£000)	Forecast outturn (£000)	Forecast variance (£000)
HRA – Development and City Services	13,782	2,332	10,329	(3,452)

A full breakdown by project is attached in **Annex C3**.

C.3. Risk

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

	Q3 2021/22		  
	Current residual	Target	Movement from Q2
R3: Health & safety in the workplace	12	8	
R13: Waste & Recycling	12	4	
R15: Anglia Square	16	8	
R17: Failure to deliver acceptable levels of performance in regulatory services	16	8	

A number of other corporate risks owned by other directorates are effectively managed by staff in the directorate.

As set out in section 1.3, a process has been undertaken across the council to ensure climate change risks are identified. Work is ongoing to pull together any cross cutting risks, and finalise risk scores and actions, but the Development and City Services directorate has identified risks in:

Development and City Services:

- Risk to buildings from service water flooding

Cross-cutting risk (across Community Services and Development and City Services)

- Structural risks to buildings (from increased heat, subsidence, potential flooding and storm damage) and consequent risk to delivery of services delivered via those buildings.

These risks will be finalised over the next quarter and managed in line with our standard risk management practices. Please note these risks are only draft and may be updated or adjusted over the next quarter.

Annex C1: Development and City Services revenue budget

CC	CC Description	Budget (£000)	Actual to Q3 (£000)	Forecast out-turn (£000)	Forecast variance (£000)
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Development & City Services

600040	Director of Regen & Developmnt	0	2	0	0
610015	Development & City Services	500	373	450	(50)
		500	375	450	(50)

Environment Services

100000	Markets	(455)	(394)	(511)	(56)
130000	Cemeteries	(46)	(28)	(50)	(4)
150000	Allotments	8	(32)	9	2
160000	Open Spaces	2,334	1,736	2,260	(74)
420150	Neighbourhood Operations	12	9	12	0
421010	Arboricultural services	193	110	163	(30)
421020	Mousehold Heath Conservators	205	141	204	(1)
421030	Highways Ground & Tree Maint	84	29	76	(7)
421040	Fringe Project	25	47	23	(2)
431020	Street Cleansing	1,592	1,192	1,585	(7)
431050	Environmental Services	(52)	1,958	0	53
431071	Environmental Services Team	729	512	729	0
431080	Integrated Waste Management	2,712	1,646	2,722	10
630070	Highways/Landscp Imprv & Maint	(91)	(65)	(71)	19
643020	Off Street Car Parks	(681)	(559)	(580)	101
643040	Multi-Storey Car Parks	(1,373)	(1,342)	(1,786)	(413)
643050	Multi-Storey Car Parks Staff	202	159	233	31
644010	On & Off Street Enforcement	(978)	931	(982)	(4)
644015	Bus Lane Enforcement	0	(55)	0	0
644020	Notice Processing	(51)	71	(36)	15
644030	Dispensations	0	(53)	0	0
644050	On Street Operations	(20)	(419)	114	134
644080	Permit Parking	0	(617)	0	0
644100	Housing Contract	0	(10)	0	0
644120	Earlham Park	(4)	0	0	4
645030	Public Area Lighting	241	141	242	1
		4,585	5,107	4,357	(228)

Property & Economic Development

110000	Livestock Markets - Group	3	(3)	3	0
120000	Conveniences	77	36	61	(16)
140000	Depots	5	4	7	2
180000	Buildings & Land	62	(85)	42	(21)
190000	Property Stewardship	245	149	267	22
210000	Economic Development	(50)	(51)	(50)	1

CC	CC Description	Budget (£000)	Actual to Q3 (£000)	Forecast out-turn (£000)	Forecast variance (£000)
220000	Investment Properties	(3,455)	(4,904)	(3,701)	(246)
230000	Land Held for Future use	(0)	(0)	(0)	0
250000	Assets Used by Others	(31)	(20)	(15)	16
260000	Airport Industrial Estate	(23)	(739)	(5)	18
270000	Externally Granted Rights	18	12	25	7
280000	River Assets	14	5	14	0
290000	City Hall	1,048	591	967	(81)
290001	Pool Cars - City Hall	0	6	0	0
290003	Swanton Road	0	31	0	0
410070	Strategy & Development	4	143	4	0
510020	Airport Appropriation a/c	(257)	(361)	(237)	20
600070	Head of City Development	191	114	189	(2)
610010	Economic Development Unit	336	110	336	(0)
620045	East Norwich Masterplan	0	88	0	0
620046	East Norwich Programme Mngmnt	0	11	0	0
620070	Towns Fund	93	(1,034)	67	(26)
620080	City Growth & Development	13	21	62	49
630060	Concessionary Bus Scheme	34	8	34	0
640210	NPS Joint Venture	23	1,475	92	69
640215	Maintenance Recharges NP&Rs	222	0	222	0
640220	Norwich NORSE Joint Venture	(40)	247	(40)	0
641150	Strategic Property	5	4	9	4
641160	Valuation & Property Mgmnt	0	(4)	(4)	(4)
		(1,463)	(4,144)	(1,650)	(188)

Planning & Regulatory Services

410010	Private Sector Housing	(27)	(73)	(7)	20
520070	Licensing	(42)	(91)	(7)	35
522040	Food, Health & Safety	666	447	653	(14)
522050	Environmental Protection	536	397	547	11
522060	Public Safety & Emergency Plan	39	77	57	18
522070	Emergency Events	0	19	0	0
600030	Greater Norwich Growth Board	44	30	45	1
620010	Planning Management Account	68	25	69	1
620015	Norfolk Strategic Framework	(8)	(80)	0	8
620030	Building Regulations NonCharge	91	6	91	0
620040	Planning Policy	446	344	446	0
620050	Conservation Dsgn & Landscape	194	256	225	32
620060	Development Management	129	165	234	105
		2,136	1,522	2,353	217

Directorate Totals

5,758	2,860	5,510	(249)
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Annex C2: Development and City Services general fund capital budget

HOS	GF Capital Expenditure Programme	Current Budget (£000)	Actual at Q3 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
ENV	Eaton Park path replacement - AA1009	52	3	52	0	-
ENV	Wensum Park Stone Wall - AA1079	20	0	20	0	-
ENV	Ketts Heights repairs/habitat - AA1112	109	3	8	(101)	Site investigation work is ongoing and will result in delay in final design and procurement timescales
ENV	Earlham Cem railings replcmnt - AB1037	105	0	105	0	Carry-forward and 2021/22 budget reprofiled into future years as part of carry-forward report. Works currently ongoing.
ENV	Waterloo Pk works to relet - AB1654	36	11	36	0	-
ENV	CILN 20 Acre Wood - AB5200	3	0	3	0	-
ENV	GNGB Football Pitch Imps - AB5202	0	0	0	0	-
ENV	Park toilet refurb Wen Hei Eat - BC0000	0	0	8	8	Grounds investigation works to be done this year. Procurement and delivery will be in 2022/23.
PRS	Hay Hill Public Realm TF - AA1019	150	6	58	(92)	Awaiting appointment of specialist consultants to commence detailed design work and site investigation reports.
PRS	Air Quality Monitoring Equip - AA2017	50	0	50	0	Spend is anticipated soon however may fall into next year and require a carry-forward into 2022/23 if not complete by end of March.
PRS	CIL Contribution Strategic - AE5200	1,393	368	1,393	0	Latest CIL forecasts anticipate full utilisation of budget in 2021/22.
PRS	GNGB Marrrt'sWy/HellsdnStnGrn - AN5202	145	1	7	(138)	Unlikely to reach construction phase this financial year due to staff resources. Spend limited to design fees only.
PRS	Transforming Cities Fund Contr - AW0000	530	200	200	(330)	£0.200m payment made to County for schemes being built in 2021/22. No more payments to be made in this financial year. Remaining budget to be requested to be carried forward into 2022/23.

HOS	GF Capital Expenditure Programme	Current Budget (£000)	Actual at Q3 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
PRS	St Giles Public Realm TF - AZ0000	100	5	90	(10)	Work progressing with County to develop detailed design.
PED	Memorial Gardens Undercroft TF - AA1012	75	1	75	0	LBC expected shortly which will allow works to be completed this year subject to weather.
PED	Norwich Parks tennis expansion - AA1058	392	318	392	0	Carry forward of budget from 2020/21. Works at Lakenham Rec/Heigham Park and Harford Park should be completed in 2021/22.
PED	Earlham Park toilet replacement - AA1064	96	105	114	18	-
PED	Sloughbottom Park Toilets TF - AA1076	52	1	53	1	-
PED	CILN Bowers Avenue Play Area - AA1133	25	25	25	(0)	-
PED	River Wensum Pontoon replace - AA1210	12	0	13	1	Works priced £700 higher - working on value engineering but could be small overspend.
PED	2a Old Meeting Hse elec/boiler - AA1224	12	0	0	(12)	Works not taken place in this financial year. Will be requested to be carried forward into 2022/23.
PED	StJohn Maddrmkt retaining wall - AA1255	70	20	30	(40)	Awaiting design, underspend to be requested to be carried forward into 2022/23.
PED	Guildhall (N&N Festival) TF - AA1287	161	148	161	0	Being delivered by Norfolk and Norwich Festival who are on site.
PED	Ber Street 85-91 re-roofing - AA1364	41	0	41	0	
PED	Townshnd House Digital Hub TF - AA1391	72	8	72	0	
PED	Exchange St 38 shop refurb - AA1437	61	50	72	11	Forecast overspend due to asbestos identified on site and structural issues with window opening.
PED	4a Guildhall Hill remedy dilap - AA1465	86	0	3	(83)	£3k spend for investigation works but remaining funds to be requested to be carried forward into 2022/23.

HOS	GF Capital Expenditure Programme	Current Budget (£000)	Actual at Q3 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
PED	Swanton Road Anti-Waste - AA1546	0	0	0	0	Project completed and funded in 2020/21.
PED	Rvrside Rd Yacht Stat rep Quay - AA1694	8	3	8	0	
PED	Hurricane Way 22 Solar PV - AA1730	101	2	101	0	
PED	OldMeetingHse rpl fire det sys - AA1791	11	0	11	0	Delivery in year is dependent upon not requiring listed building consent, if this is sought by planning then it will need to be requested to be carried forward into 2022/23.
PED	Riverbank stabilisation - AA1911	0	0	0	0	Investigation works carried out and funded in 2020/21.
PED	Heigham Park Tennis Pavilion - AA2014	175	5	85	(90)	Project to extend into 2022/23 as contract could not be awarded until approved by loss adjuster.
PED	Carrow House, King Street TF - AA2015	4,005	2,483	3,683	(322)	
PED	West End Street PlayAR MUGA TF - AA2016	80	80	80	(0)	
PED	GNGB Castle Gardens - AA5202	50	0	0	(50)	Project delayed until March 2023 therefore budget to be requested to be carried forward into 2022/23.
PED	Eaton Pk Changing Rm shwr repl - AB1009	0	0	0	0	Project completed and funded in 2020/21.
PED	TF- Digital hub - AB1391	235	55	10	(225)	Project anticipated to commence in 2022/23 and budget to be requested to be carried forward.
PED	20 Hurricane Way demolition - AB1728	0	0	0	0	Project no longer going ahead due to planned sale of site. Budget vired to support other projects.
PED	St Andrews suicide prevention - AB1857	10	20	10	0	Works complete.
PED	AFI Lawrence House Lift Refurb - AB2010	190	35	175	(15)	
PED	Park Depots demolition - AD0000	0	(7)	0	0	Retention still to be paid but accrued into 2020/21.
PED	GNGB Riverside Wk Access Imps - AD5202	60	1	30	(30)	
PED	St Giles MSCP lighting upgrade - AE1856	14	1	14	0	
PED	CCAG2 Fifers/lves/Heyford Rdbt - AE5204	0	0	0	0	
PED	St Giles Suicide prev measures - AF1856	10	0	10	0	Works complete.

HOS	GF Capital Expenditure Programme	Current Budget (£000)	Actual at Q3 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
PED	GNGB UEA Eaton boardwalk ext - AG5202	28	2	0	(28)	Contract awarded and programme to be set. Budget to be requested to be carried forward into 2022/23.
PED	City Hall heating system - AH1000	461	383	460	(0)	-
PED	GNGB Earlham Millenium Green - AI5202	10	5	6	(4)	-
PED	City Hall Kitchens & Toilets - AJ1000	1	11	1	0	Works in 2021/22 will be in line with the remaining budget following virement of some budget to support cost of council chamber benches project.
PED	CILN Netherwood Green - AK5200	17	0	17	0	
PED	Capital Grants Housing Asscns - AM0000	0	135	0	0	Actual expenditure misposted to incorrect budget – now corrected.
PED	GNGB Comm Accss Imp-20 Acre Wd - AM5202	63	2	62	(1)	-
PED	CIL Yare-Wensum Green Infrastr - AO5200	3	4	15	12	Final GNGB CIL funded fees in 2021/22
PED	Digitech Factory CCN TF - AX0000	1,500	1,500	1,500	0	Project complete.
PED	ACE Centre CCN TF - AY0000	3,100	0	10	(3,090)	Project delayed and budget to be requested to be carried forward into 2022/23.
PED	Min Energy Effic Standard MEES - BD0000	40	0	0	(40)	Works not completed in 2021/22 and budget to be requested to be carried forward to 2022/23.
PED	City Walls repair programme - BE0000	40	1	40	0	
PED	Closed Churchyards repair prog - BF0000	10	3	10	0	
PED	TF Compul Purch order rev fund - BG0000	0	60	65	65	Budget re-profiled into future years but some project and procurement costs arisen in this financial year.
PED	TF Programme - branding - BH0000	118	0	0	(118)	Branding costs reclassified to revenue.
PED	TF - Programme management - BI0000	47	13	47	0	

HOS	GF Capital Expenditure Programme	Current Budget (£000)	Actual at Q3 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
PED	S106 Castle Green Play Project - EV5201	65	5	1	(64)	Project delayed until March 2023 with only fees arising in this financial year. Budget to be requested to be carried forward into 2022/23.
PED	S106 Bowthorpe Southern Park - EX5201	5	6	6	1	Project complete.
PED	S106 Play Sector 3 & 4 Imps - EY5201	6	0	6	0	
PED	S106 Bowthorpe Clover HI Acs - FF5201	41	0	0	(41)	It will not be possible to make any further progress this financial year due to staff resources but budget to be requested to be carried forward into 2022/23.
PED	S106 Bunkers Hill - Entrance - FL5201	30	14	20	(10)	-
PED	Tourism Support package - ZZ5021	212	193	200	(12)	-
PED	CCAG2 20 mph areas (yellow) - AN5204	0	1	1	1	Overspend to be funded from existing CCAG grant.
PED	CH ASHP/Secondary Glazing/LED - AM1000	627	0	627	0	
PED	CityHall chamber bench consvtn - AL1000	34	0	34	0	Currently aiming for completion this year but may request carry forward into 2022/23.
PED	CILN Ketts Heights - AA5200	0	0	1	1	No anticipated costs beyond outstanding commitment.
PED	Churchman House - AB1369	94	94	94	0	Emergency works required.
PED	Threescore phase 3 - AI5100	2,000	0	0	(2,000)	Loan to NRL - drawdown not required until 2022/23.
		17,345	6,385	10,518	(6,826)	

Annex C3: Development and City Services HRA capital budget

HRA Capital Expenditure Programme	Current Budget (£000)	Actual at Q3 (£000)	Forecast Outturn (£000)	Forecast Variance (£000)	Comments
Demolition & Site Maintenance - AA5100	50	(0)	50	0	
HRA New Housing 23 The Crofts - AA5211	5	0	5	0	
HRA New Housing 22 Globe Place - AA5212	1	0	1	0	
HRA New Housing 29 Boundary Rd - AA5213	2	0	2	0	
HRA New Housing 11 Hudson Way - AA5214	3	0	3	0	
HRA New Hsg 165 Spring Bank - AA5215	21	0	21	0	
HRA New Hsg 68 Caddow Road - AA5216	11	0	11	0	
HRA NewHsg 30/32 Old Palace Rd - AA5218	0	0	0	0	
HRA New Hsing 77 Barnesdale Rd - AA5219	3	0	3	0	
HRA New Housing 57 Peverell Rd - AA5220	21	0	21	0	
HRA New Hsg 73 West End St - AA5221	21	0	21	0	
HRA New Hsng 157 Armes Street - AA5222	5	9	5	0	
HRA New Housing 45 Clarkson Rd - AA5223	259	241	259	0	
HRA New Hsg 334 Gertrude Road - AA5224	144	128	144	0	
HRA CP 20/21 Mile X Depot Site - AB1005	1,105	53	250	(855)	Forecast underspend resulting from delays to commencing enabling works and completing design to RIBA stage 3. Spend re-profiled in future years and budget to be requested to be carried forward into 2022/23.
New Build Opportunities - AB5100	3,368	11	1,793	(1,575)	Forecast reflects acquisition of 6 dwellings land but no further acquisition planned.
LANB-Goldsmith Street - AD5100	34	(51)	34	0	
LANB-Brazengate - AE5100	0	(15)	0	0	
Threescore phase 3 - AI5100	3,180	89	4,660	1,480	Spend re-profiled in future years and budget to be requested to be carried forward into 2022/23.

LANB - Northumberland Street - AJ5100	689	0	0	(689)	Land disposed and project cancelled.
Capital Grants Housing Asscns - AM0000	2,000	1,074	1,891	(109)	Forecast based upon grants approved to date.
LANB Argyle Street - AP5100	578	44	108	(470)	Spend re-profiled in future years and budget to be requested to be carried forward into 2022/23.
LANB Kings Arms - AQ5100	932	170	525	(408)	Work commenced on site but budget to be requested to be carried forward into 2022/23.
Ailwyn Hall redevelopment - AR5100	827	3	0	(827)	Project unlikely to progress further in this financial year.
HRA New HSG 21 Harpsfield Road - AA5226	326	301	326	0	
HRA New HSG 83 Mousehold St. - AA5225	197	180	197	0	
HRA New HSG 47 Boundary Road - AA5227	0	95	0	0	
	13,782	2,332	10,329	(3,452)	



Committee Name: Cabinet

Committee Date: 23/02/2022

Report Title: Greater Norwich Joint Five-Year Infrastructure Investment Plan

Portfolio: Councillor Waters, Leader of the council

Report from: Executive director of development and city services

Wards: All wards

OPEN PUBLIC ITEM

Purpose

To consider the draft Greater Norwich Joint Five-Year Infrastructure Investment Plan 2022-2027.

Recommendation:

It is recommended that Cabinet:

1. approve the draft [Greater Norwich Five Year Infrastructure Investment Plan 2022-27](#) ("the Plan")
2. approve the proposed 2022/23 Community Infrastructure Levy (CIL) allocations in the Annual Growth Programme (see paragraphs 12 to 16 of this report)
3. to enter into a draft loan agreement for the draw-down of £6.733m through the Greater Norwich City Deal, to support the delivery of Long Stratton Bypass (see appendix E within the Plan), with authority for the Executive Director of Corporate and Commercial Services, in consultation with the portfolio holder for resources, to agree the terms of the agreement on behalf of the Council
4. agree (subject to recommendation iii above) for the Greater Norwich Growth Board (GNGB) to be granted delegated authority to sign the final loan agreement together with their s151 officers, under the direction of Norfolk County Council as the Accountable Body (see paragraphs 20 to 25 of this report).
5. approve an adjustment to the 2022/23 general fund capital programme, in accordance with the delegation to Cabinet to approve capital schemes funded wholly by grant where it meets the Council's aims approved by Council on 22nd February 2022, to include:
 - a. £275,000 of neighbourhood community infrastructure levy funding and associated expenditure;
 - b. £17,000 of additional CIL funding and associated expenditure for the UEA – Eaton riverside walk green infrastructure project that was approved by the Greater Norwich Infrastructure Delivery Board on 17 September 2021.

Policy Framework

The Council has three corporate priorities, which are:

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

This report meets all three corporate priorities.

This report addresses the following strategic actions in the Corporate Plan:

- Ensuring there is a range of cultural, leisure and social activities which are accessible to all.
- Maintaining a clean and sustainable city with a good local environment that people value.
- Continuing the sensitive regeneration of the city that retains its unique character and meets local needs.
- Mobilising activity and investment that promotes a growing, diverse, innovative and resilient economy.

This report helps to meet the policies in the adopted Joint Core Strategy strategic planning policy of the Council.

This report helps to meet objectives of the COVID-19 Recovery Plan that relate to:

- Business and the local economy
- Housing, regeneration and development
- Arts, culture and heritage

Report Details

Background

- 1 In 2013 the Greater Norwich authorities (Broadland District Council, Norwich City Council, South Norfolk Council and Norfolk County Council) together with the New Anglia Local Enterprise Partnership, signed a City Deal with Government. The City Deal agreed a strategic infrastructure programme which would be supported by access to reduced cost borrowing and the local authorities made a commitment to pool a significant proportion of Community Infrastructure Levy (CIL) income to form an Infrastructure Investment Fund (IIF).
- 2 The Greater Norwich Growth Board has responsibility for managing the IIF and assembling the Annual Growth Programme (AGP) from the [Joint Five-Year Infrastructure Investment Plan \(5YIIP\)](#).
- 3 Prior to the preparation of this 5YIIP, the [Greater Norwich Infrastructure Plan \(GNIP\)](#) was updated.
- 4 The GNIP identifies infrastructure priorities to the end of the Joint Core Strategy (2026) and details the progress of infrastructure delivery within the Greater Norwich area.

Introduction

- 5 The projects identified within this 5YIIP (the Plan) are those currently considered to be a priority for delivery to assist in achieving the economic growth targets as set out in the Joint Core Strategy and the Greater Norwich City Deal. One of the key strands of the City Deal was the delivery of an infrastructure programme facilitated by a pooled funding arrangement between the authorities.
- 6 Income received from the CIL is pooled within the IIF, which is administered by the GNGB.
- 7 The new projects which have been recommended to receive IIF funding during the forthcoming financial year (the first of the planned five years) are proposed to be adopted as the 2022/23 Annual Growth Programme (AGP).
- 8 The Plan incorporates the updated position on infrastructure delivery, includes revised CIL income forecasts, provides updates on projects accepted within previous AGPs and outlines planned preparatory work for infrastructure schemes for future years.
- 9 Appendix A within the Plan details the projects which are being proposed within the 2022/23 Annual Growth programme. If agreed, they will receive IIF funding to support their delivery in the forthcoming financial year.
- 10 Appendix B within the Plan provides a financial overview and delivery timeframe of each project which has been allocated funding from the IIF since its establishment. This is referred to as the Full Growth Programme with all projects listed by their GP number. This is supported by a map showing the project

numbers coloured in accordance with its infrastructure thematic grouping added as Appendix C.

- 11 Appendix D within the Plan provides delivery updates for all projects that are still underway. The number of projects included within this section of the Plan has greatly increased in recent years. This section is now complemented by a map offering a more visual understanding of where the projects are located and how they support the Greater Norwich growth areas.

22/23 Annual Growth Programme (AGP)

- 12 In accordance with the agreed processes for the IIF, the Greater Norwich Growth Board met on 2 December 2021 to agree which projects are to be put forward as the proposed 2022/23 AGP. As a result, seven projects totalling £4,502,117 have been identified to be supported through the IIF.

Project Name	Applicant	Amount of CIL requested	Total project size
Yellow Pedalway extension (airport to Broadland Northway)	County	1,600,000	1,900,000
Wensum Walkway	County	1,264,951	1,974,096
Broadland Country Park-Horsford Crossing	Broadland	100,666	100,666
Wherryman's Way Access Improvements	County	216,500	445,148
Wensum Lodge	County	1,090,000	1,254,000
Football Development Centre-Heartsease Open Academy	Norwich	150,000	480,000
Yare Boat Club	Broadland	80,000	271,000
TOTAL		4,502,117	6,424,910

- 13 In addition to the seven projects, it is proposed that Norfolk County Council's Childrens Services receive £2million to support the development of their Education capital programme within Greater Norwich. This new allocation will support development at Hethersett Academy. An update on all Education projects that have been allocated IIF can be found within the Plan.
- 14 Furthermore, it is proposed that a £6.733m loan is drawn down from the Public Loan Works Board, as agreed through the Greater Norwich City Deal, to support the delivery of Long Stratton Bypass. The requirement for a Long Stratton Bypass is associated with growth proposed at Long Stratton. The need for the scheme is clearly set out in the adopted Joint Core Strategy and agreement that it is a priority for City Deal funding is clearly set out in the agreed City Deal. The timing of drawdown is unknown at this stage but is expected to be required

within the 22/23 financial year. This would require a forecasted annual repayment of £348,215 to be paid from the IIF for 25 years. As a forecasted figure this amount is subject to change.

- 15 To support the proposed new loan draw-down, it is proposed that £350,000 is allocated from the IIF to the cash reserve held by the County Council (accountable body for the GNGB) which would cover one year's forecasted loan repayment for Long Stratton Bypass. This is a safeguard that was agreed by all partner s151 officers when the first City Deal loan was drawn down for the Broadland Northway. It limits the risk that the IIF will not be able to meet loan repayments required. It also ensures that the GNGB adheres to the borrowing requirements as detailed within CIL legislation.
- 16 Approximately £2m from the IIF is to be committed to projects that have a delivery programme spanning multiple years, some of which were agreed in previous AGPs. Updates on previously agreed projects are provided in Appendix D of the Plan.

Capital programme implications for projects in Norwich

- 17 Of the seven new projects recommended, four are entirely or partly within the City Council's area. These are to be supported by £4,104,951 of CIL funding from the IIF. These are:
 - Yellow pedalway extension (airport to Broadland Northway)
 - Wensum walkway
 - Wensum Lodge
 - Football development centre – Heartsease open academy.
- 18 Further details of each project can be found within Appendix A of the Plan.
- 19 None of these projects will need to be included within the City Council's capital programme for 2022/23 because the funding will be held and spent by Norfolk County Council or, in the case of the Heartsease Football Development Centre, supplied directly to the Football Association. An extra £17,000 of CIL funding was agreed by the Greater Norwich Infrastructure Delivery Board on 17 September 2021 for the UEA – Eaton riverside walk green infrastructure project outside the annual growth programme to supplement the existing £30,000 budget. This sum does need to be incorporated into the capital programme for 2022/23.

Long Stratton Bypass

- 20 The Plan also provides a delivery update for Long Stratton Bypass (LSBP), recommending the draw-down of £6.733m borrowing to support its delivery. This is to cover the local contribution, having already secured £26.2m of match funding from the Department for Transport.

- 21 Up to £10m of reduced cost borrowing was ringfenced to the LSBP within the Greater Norwich City Deal agreement which all partners signed with government in December 2013, a commitment which has been re-established in each version of this Plan.
- 22 The City Deal borrowing is to be drawn down by Norfolk County Council as the GNGBs Accountable body, and the draft legal loan agreement to support this is included within the Appendix E of the Plan.
- 23 The Plan provides financial information which supports the decision making to borrow through the City Deal agreement. It is therefore appropriate that the decision to borrow to support the delivery of LSBP is progressed alongside this Plan.
- 24 The draft legal agreement mirrors the terms as agreed by all partners in 2016 when City Deal borrowing was drawn down to support delivery of the Broadland Northway (previously known as the NDR). The agreement requires the commitment from all partners to allocate funding from the IIF to pay the interest and capital loan repayments for a period of 25 years. Using current interest rates, the forecasted annual repayment to be paid from the IIF is in the region of £348,000.
- 25 Subject to the agreement of the draft Plan by all Councils, it is proposed that when delivery of LSBP has progressed to the point that the loan monies are required the final legal loan agreement will return to a special meeting of the GNGB. Delegated authority is sought to sign the final legal loan agreement together with their s151 officers under the direction of Norfolk County Council as the Accountable Body. As agreed within the GNGB's signed Joint Working Agreement, a unanimous decision will be required from the GNGB board prior to the signing of the loan agreement and the draw down being actioned.

Neighbourhood community infrastructure commitments and spending

26. 15% of overall CIL receipts in Norwich City Council's area are retained within the district for allocation to community projects. This is called neighbourhood CIL. Based on process changes previously approved by Cabinet, Cabinet is provided annually with an indicative figure of expected costs to enable a budget to be set based on expected general allocations. Decisions on spending are made during the year by a cross-council board based on the scoring criteria that were previously agreed by Cabinet.

27. In 2021/22, £115,800 of neighbourhood CIL was available for new projects. Of this amount 90% is forecast to be spend by the end of 2021/22 on the following projects:

- The Feed Social Supermarket capital works
- Match funding Norwich Good Economy Commission skills project
- Matched funding pot for Pledge Norwich
- Reducing inequalities provision for staffing costs

28. Projects currently agreed and allocated from the CIL funds in previous years are monitored in the capital programme separately to this report.

29. As of 31 January 2022 there was £524,000 of neighbourhood CIL funding available to be allocated. Approval is sought to assign £275,000 into the capital programme for 2022/23 for a combination of projects that have already been identified and projects which present during the financial year where they meet the criteria (see table below).

Project deliverables	Applicant	2022/23 expected spend
Pledge Norwich - Ringfenced allocation of funding to match community-led projects up to £5,000 through a cabinet approved process.	Varied VCSE applicants	£25,000
Community conversations - Matched funding committed for 3 years against Housing Revenue Account funding to fund a post and a small pot of funding to undertake the cabinet approved Reducing Inequality Target Areas approach on place-based working.	Norwich City Council	£30,000
Parish Partnerships - Ringfenced allocation to match community initiatives which apply for County Council funding for road safety improvements.	Norfolk County Council	£20,000
Community skills development project - Continued support from 2021/22 approved allocation	Norwich Good Economy Commission	£10,000
Amount available for new projects submitted in 2022/23	Norwich City Council and external partners	£190,000
Total		£275,000

Consultation

30. There has been no consultation on the content of the Plan but there has been consultation on some of the projects within the Annual Growth Programme. For example, the Wensum Walkway project is a key project in

the River Wensum Strategy that was consulted on by the City Council. Project sponsors are responsible for ensuring consultation takes place on individual projects.

Implications

Financial and Resources

31. The proposal to increase the 2022/23 capital programme by £275,000 would utilise the retained neighbourhood element of community infrastructure levy and the proposal to increase the budget of the UEA-Eaton green infrastructure project would utilise CIL from the IIF. The financial status of the IIF is explained in detail within the Plan.

Legal

32. The pooling arrangements for CIL and the designation of an Accountable Body are set out in the Joint Working Agreement which was signed on 21 October 2015 and is supported by the Infrastructure Investment Fund Programme Governance, which is agreed by all partners.
33. The agreement commits Norfolk County Council, as the accountable body, to a certain amount of borrowing. As it was for the benefit for all parties, in signing the agreement the districts made a commitment that collectively their Community Infrastructure Levy proceeds would be made available to the County Council to meet any liabilities that arose. It is a legally binding collaborative arrangement that lasts until at least 31 March 2026. The initial term can be extended by agreement of all the parties, but otherwise (and subject to all liabilities having been met) it will automatically terminate.
34. Each district agreed to the use of a proportion of their future Community Infrastructure Levy revenues to establish the Infrastructure Investment Fund (held, invested and managed by the County Council) to support the delivery of GNGB priority infrastructure projects. The Fund can be used to repay any additional borrowing. In accordance with clause 3.8, districts are not required to contribute any other funds (e.g. general revenue or cash reserves).
35. Each year, the GNGB recommends a programme of projects, including any recommended draw down on borrowing. If the parties agree then a project schedule is entered into within 21 days. That schedule will become part of the agreement and sets out the liabilities in respect of factors such as overspend, delay, timeframes and milestones.
36. A party can withdraw from the agreement after 12 months written notice. However, its rights cease at that point and the agreement shall continue in full force in respect of (a) any liabilities which arise up to the date of withdrawal and (b) any loan related liabilities incurred. If the withdrawal is before 31 March 2026, the withdrawing district commits to the projects for which there is a project schedule agreed before their notice was served. Without prejudice to the obligation of the withdrawing district to

make such payments, all parties would then negotiate a financial settlement in regard to the remaining debt payable by the withdrawing district that is fair and reasonable to all parties. If the parties cannot agree a financial settlement within 9 months, the dispute resolution procedure within the agreement is invoked.

37. The Long Stratton Bypass loan draw down is detained in the draft project schedule in appendix E of the Plan and will be subject to the joint borrowing agreement which will need to be signed by all partners. The recommendation is for delegated authority for final sign off to be granted to the GNGB together with each Distinct authority's s151 officer under the direction of Norfolk County Council as their Accountable Body. As agreed within the GNGBs signed Joint Working Agreement, a unanimous decision will be required from all GNGB partners prior to the draw down being actioned

Statutory Considerations

Consideration	Details of any implications and proposed measures to address:
Equality and Diversity	No specific equality and diversity issues arise from the funding of the Growth Programme. Individual project issues are the responsibility of the project manager and sponsor.
Health, Social and Economic Impact	The funding of the Growth Programme is intended to contribute to the provision of infrastructure that support the development identified in the Joint Core Strategy. Individual project issues are the responsibility of the project manager and sponsor.
Crime and Disorder	No specific issues arise from the funding of the Growth Programme. Individual project issues are the responsibility of the project manager and sponsor.
Children and Adults Safeguarding	No specific issues arise from the funding of the Growth Programme. Individual project issues are the responsibility of the project manager and sponsor.

Consideration	Details of any implications and proposed measures to address:
Environmental Impact	Four of the seven projects in the AGP have as their main objective the provision of cycling and walking infrastructure. The environmental impact of the Long Stratton bypass is detailed in the documents associated with the planning application. Individual project issues are the responsibility of the project manager and sponsor.

Risk Management

Risk	Consequence	Controls Required
In relation to the Long Stratton borrowing we have considered two main risk scenarios: 1) withdrawal from the GNGB; 2) insufficient CIL income due to either: i) the replacement of CIL with an alternative system for securing infrastructure funding from developers; or ii) a property market crash leading to a reduction in development activity.	<p>1) The financial consequence would be that the City Council (or any other withdrawing party) cannot escape liability for the projects it has committed to support, and any remaining debt will be subject to a negotiation. If that does not produce agreement dispute resolution measures can be used but this would lead to additional costs.</p> <p>2) Clause 3.8 in the agreement only requires payments from CIL revenues. The agreement does not directly deal with the replacement with an alternative system or property market crashes, but the collaboration though the GNGB allows early awareness, planning, support and working together to achieve mitigation, such as by not overcommitting to projects and for the County Council investing the Fund prudently.</p> <p>If legislative changes are minor, or represent a like for like change, then the parties are free to make variations to the agreement to incorporate that. If the market crashes and it is agreed as a group of Councils to undertake no more investment</p>	<p>The risk of allocating more CIL funding than is available is alleviated by the agreed monitoring and reporting processes that the GNGB adhere to. The Plan provides an annual financial update, any new allocations are only agreed when all existing commitments are considered. A cash reserve equal to one year's interest and loan repayment is also put aside to act as a safeguard against any unforeseeable financial events.</p> <p>The risks related to project cost and delivery remain with the project manager and sponsor. New projects are asked to sign an IIF funding offer letter to cover any additional project specific risks subject to specific conditions.</p>

	then the procedure described above to see existing projects through and then come to a financial settlement would arise.	
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Reasons for the decision/recommendation

34. Cabinet is invited to approve the recommendations to ensure that the programme of infrastructure investments that are needed to support development in the Greater Norwich area can be provided using the funds that have been collected from developers through the community infrastructure levy.

Background papers: None

Appendices: None

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Committee Name: Cabinet

Committee Date: 23/02/2022

Report Title: Town Deal Fund Programme Update

Portfolio: Councillor Waters, Leader of the council

Report from: Executive director of development and city services

Wards: All Wards

OPEN PUBLIC ITEM

Purpose

This report is to update Cabinet on the NCC Town Deal Fund Programme. It provides an update on progress being made in delivery on the towns fund programme, outlines the governance and oversight measures that have been put in place to manage the programme and an overview of the budget situation. It is intended that similar updates will be provided twice yearly for the duration of the programme.

In addition to providing an overview of progress in relation to all projects, it provides further information about the Revolving Fund project and seeks delegation to the Executive Director of Development and City Services to enable decisions to be made swiftly to purchase sites in need of regeneration using the available funds where these are in line with the objectives of the project.

Recommendation:

1. To note the current position regarding the Towns Fund programme and governance arrangements in place for the programme
2. To delegate authority to the Executive Director of Development & City Services, in consultation with the leader of the Council, portfolio holder for resources, portfolio holder for sustainable and inclusive growth and S151 Officer, to negotiate and purchase sites using the revolving fund.

Policy Framework

The Council has three corporate priorities, which are:

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

This report meets the Inclusive Economy corporate priority.

This report meets the *Great neighbourhoods, housing and environment* corporate priority

This report addresses *Good local environment* and *good quality housing* strategic actions in the Corporate Plan through delivery of good quality housing, and through intervention to remove derelict sites.

This report helps to meet *Housing, regeneration and development* objective of the COVID-19 Recovery Plan through intervention to address the problem of development sites which may become available due to the pandemic, or whose development is delayed as a result.

Town Deal Programme Update

Background

1. The government launched the Towns' Fund prospectus in November 2019, inviting 101 towns to bid for up to £25million each to drive forward long term economic and productivity growth via the development of a Town Deals Investment Plan. For the purpose of the Town's Fund, the eligible area of Norwich was the built-up area as defined by the Office for National Statistics, rather than the administrative boundary.
2. The council established the Town Deal Board in January 2020 as detailed at cabinet in March 2020. This Board met monthly to develop proposals in line with the key themes and requirements of the funding and Norwich's 2040 Vision. The Town Deal Board remains in place to oversee the delivery of the programme. It's membership, terms of reference and minutes of meetings can be found [here](#).
3. In July 2020 Cabinet endorsed the submission of the Town Investment Plan which set out a comprehensive package of eight schemes for investment totalling £26.13m.
4. By October 2020 the Council was notified that its bid had been successful. Norwich was one of only 4 places nationally that were successful in being offered the full £25m of funding available through the tranche of funding. This was reported to Cabinet which delegated authority for the offered town deal to be accepted. This was duly done on 16 November 2020.
5. Following the acceptance of the Town Deal, further detail was required to be submitted about each project. Budget profiles of projects, statements of community engagement and programme confirmation documentation were agreed by Cabinet at its meeting on 20th January 2021. Cabinet also delegated authority to allow the sign off of individual project business cases. Over the period January 2021 – July 2021 the eight detailed business cases were prepared and approved for submission to government. These were grouped in two themes (skills and enterprise infrastructure and urban regeneration) as follows:

6. Skills and enterprise infrastructure

This package of projects supports how we will grow the digital and creative economy and ensure our residents and businesses have the advanced skills in digital, construction and engineering they need to prosper.

Digital hub – a new city centre workspace with start-up and grow on space for digital businesses.

The Halls – investment to update and refurbish the venue including the development of a state-of-the-art making space for collaboration and high value cross sector partnerships between culture, digital and tech.

Digi-tech factory – a new skills facility at City College providing digital tech, engineering and design courses.

Advanced construction and engineering centre – a new technological advanced training facility at City College, supporting the application of digital technology to construction, manufacturing and engineering sectors.

7. Urban regeneration

These projects offer opportunities for significant levels of housing growth and employment space creation to accommodate the needs of a growing city.

East Norwich and Carrow House – investment to accelerate the development of a new high-quality urban quarter in east Norwich. Including support for the masterplanning exercise that is currently being commissioned and the purchase of Carrow House complex from Norfolk County in order to give the City Council a greater stake in the redevelopment and to ensure that the historic Carrow works site can be redeveloped as a whole.

Revolving fund – investment to unlock brownfield sites to deliver modern homes and workspaces for the growing economy.

Public realm – investment to enhance the city centre public and urban spaces and improve connectivity and navigation.

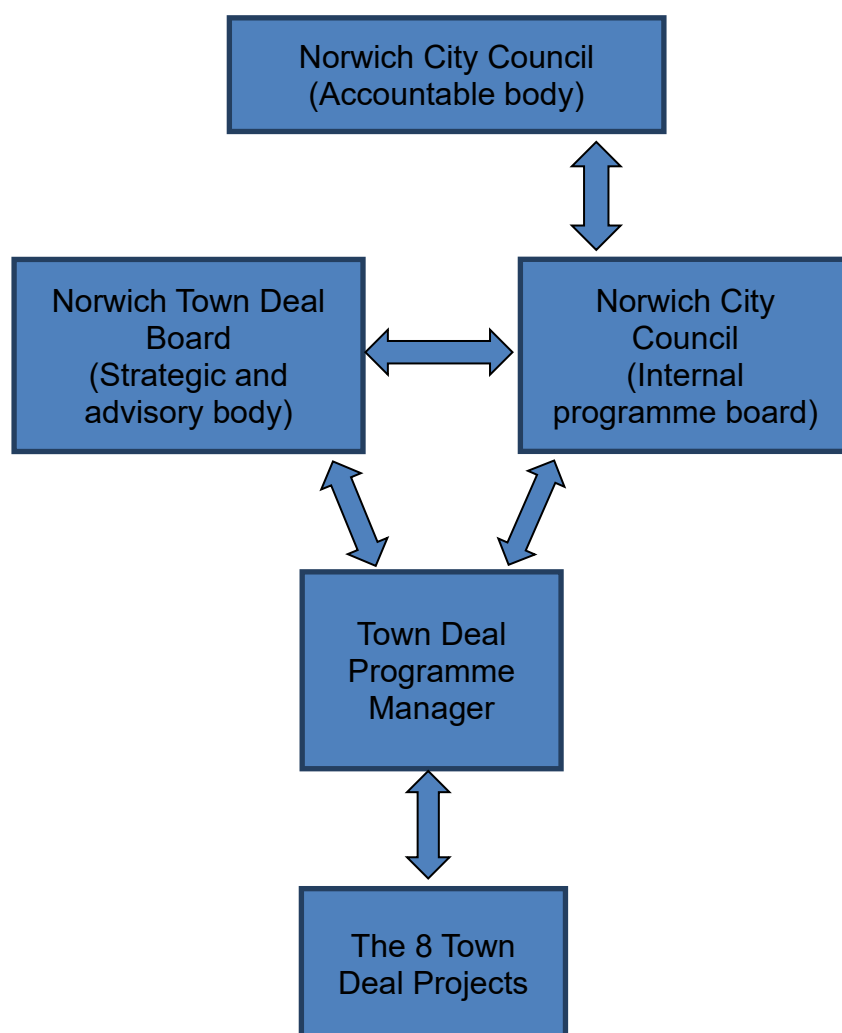
Branding – communicating what the city has to offer by developing a commercial proposition for Norwich as the place for business and a city to live, learn and invest in.

8. Two of the projects (East Norwich and Carrow House, and the Digitech Factory) were promoted as fast track projects which allowed spending to be incurred in 20-21.
9. By August 2021 the Council was notified that all eight business cases had been approved by MHCLG [now DLUHC], making it one of the first areas nationally to have approval and award of the Town Deal Funding.
10. In September and October 2021, NCC received £15,753,400 of the Town Deal Funding (in addition to an earlier payment to support the fast-track projects). The total town deal funding received and outstanding, for each individual project, is shown later in this paper.

Programme Governance

11. The Town Deal programme governance for Norwich City Council follows the guidance of DLUHC. The Town Deal Board continues to operate under the chairmanship of Andrew Dernie of Aviva and Chair of Norwich BID, and it meets monthly to review progress in relation to all projects.
12. As Norwich City Council is the accountable body for the programme and is responsible for delivering five of the eight approved projects, an Internal Programme Board has been established to ensure the programme is managed in an effective, efficient, and compliant manner. A new dedicated programme manager post and project manager post have been appointed to ensure sufficient resources are available to the programme.
13. The reporting procedures within the governance structure are as follows:
 - The Town Deal Project Managers report to the Town Deal Programme Manager.
 - The Programme Manager reports to The Norwich Town Deal Board and the NCC Internal Programme Board;
 - Internal Programme Board reports to CLT, Cabinet or Council as required.

14. The governance structure ensures that all required decisions are authorised by Senior officers via the Internal Programme Board, Cabinet, and Town Deal Board as appropriate.
15. The Internal Programme Board, chaired by the Executive Director of Development and City Services, works at the operational level, and makes recommendations for decision to officers, cabinet, or for consideration at CLT or the (external) Towns Deal Board.
16. The Internal Programme Board is accountable for the following:
- Programme planning of the in-scope programmes to meet programme and project objectives
 - Provision of sufficient financial, staff and other resource to meet objectives
 - Programme level risk, action, issue, and decision management
 - Escalation of matters as required
 - Agreeing decisions made under delegated powers (where approval has been gained from cabinet), to ensure required momentum is upheld in each of the internal TD projects
17. The internal Programme Board can escalate decisions to CLT if required, with recommendations.



Project Progress

Project	Achievements	Key Milestones
Digital Hub	Initial design work and building layouts have been completed. Further information regarding the digital hub project is set out in the Exempt Appendix to this report.	NPSN vacate building – end March 22 MWW vacate building – end Feb 22 Anticipated contractors start on site – end 2022
The Halls – Phase 1	Purchase and installation of specialist retractable seating completed. Heritage Statement commissioned. Arts Council approval to apply for capital funding received – Nov 21	Appointment of scope consultant – Nov 21 Appointment of Access statement – Dec 21 Submit funding application to the Arts Council for Phase 2 funding – Dec 21 Consultants project scope report received – Feb 22 Design and cost consultant appointment – Mar 22
DigiTech Factory	Accelerated Project. Officially opened 20 th October 2021	Completed project.
ACE Centre <i>Note: There is a programme delay due to project personnel constraints</i>	Building layouts designed	Procurement process in progress. Result of DfE funding awaited.
Carrow House	Purchase of Carrow House completed – Sept 21 Construction contracted award for New Carrow House works and Mitie start on site – Nov 21	Engage Consultants for Old Carrow House works – Nov 21 Procure marketing and property management consultant – Dec 21 Commence marketing new office space – Jan 22
East Norwich Masterplan	Cabinet approval to progress to Stage 2 of the Masterplan process – Nov 21	Stage 2 testing, strategy and programme agreed – Dec 21
Revolving Fund	All Town Deal funding received – Sept 21	Appointment of Property consultant – Dec 21 Property Consultants report received – Mar 22 Commencement of site purchase negotiations – Mar 22
Public Realm	St Giles Public Consultation completed – Sept 21	St Giles detailed design - Mar 22. Hay Hill structural Engineer appointment – Feb 22 Hay Hill stakeholder consultation – Mar 22 Hay Hill Public Consultation – Mar 22
Branding	Workshops delivered – Oct 21	Complete brand logo (programme delay) – Dec 21 Deliver Prospectus – Nov 21 Commence campaign tender – Dec 21 Platform design – Nov 21

Project budgets

18. The following highlights the total funding for each project, including the agreed Town Deal maximum funding per project, match funding for internal projects and additional funding given to externally managed TD projects, as set out in the Heads of Terms from DLUHC, the confirmed and unconfirmed match funding and the current project totals. All of the projects are projected to be delivered on budget or are showing an underspend at present. It should be noted in relation to the Carrow House project, that the scope of works currently contracted have been reduced to enable it to remain within budget and further work is ongoing to determine next steps with the remainder of the building.

Towns Deal Finance Summary - as at 11th Jan 2022					
Actuals and Full Project Cost					Project Forecast VS Project Funding (Underspend) £0's
	Actuals £0's	Total Project Forecasted Spend £0's	Total Project Funding £0's	% Of Funding Spent	
<u>Internal Projects</u>	-				
Carrow House	2,542,410	3,934,135	4,191,955	60.6%	(257,820)
East Norwich Masterplan	382,980	642,597	674,866	56.7%	(32,269)
Digital Hub / Townsend House	76,418	2,847,600	2,847,600	2.7%	-
Public Realm - St Giles & Hay Hill	14,103	4,077,000	4,096,000	0.3%	(19,000)
The Halls	205,556	3,806,000	3,806,000	5.4%	-
Revolving Fund	33,322	5,471,535	5,471,535	0.6%	-
<u>External Projects & Programme Management</u>					
ACE	-	3,100,000	3,100,000	0.0%	-
Digitech Factory (Nch City College)	1,500,000	1,500,000	1,500,000	100.0%	-
Branding Project	74,500	180,000	180,000	41.4%	-
Programme Management (Staff Costs)	174,671	393,010	393,010	44.4%	-
Programme Management (Monitoring and Evaluation)	-	187,500	187,500	0.0%	-
Total	5,003,959	26,139,377	26,448,466	18.9%	(309,089)

Funding Details	
Towns Deal Funding	24,953,000
East Norwich Masterplan - Stakeholder Match Funding	574,866
Norfolk County Council (DH £315k, PR £127k)	442,000
£1m Accelerated Fund from MHCLG (Halls £224k, DH £75k)	299,000
Norwich Consolidated Charities (Halls £100k) Uncommitted	100,000
Norwich City Council (Halls £56k, PR £16k)	72,000
Economic Regeneration Budget (DH)	7,600
Total TD Funding	26,448,466
Digitech Factory - Additional Funding to Norwich City College for the Project	9,899,600
Total Project Funding	36,348,066

Contingency - Capital			
	Pre Tender		Contingency % of
Internal Projects	Contingency	Forecast Total	Forecast
The Halls	392,789	3,806,000	10.3%
Public Realm	490,200	4,077,000	12.0%
Digital Hub	226,160	2,847,600	7.9%
Revolving Fund	380,000	4,950,000	7.7%
	Average Pre Tender Contingency %		9.5%
	Post Tender		Contingency % of
	Contingency	Forecast Total	Forecast
Carrow House	157,695	3,895,840	4.0%

19. The Towns fund tenancy loss for Carrow House and Townsend House are estimated to be £436k over three financial years, in 2021/22 the loss is £93k is covered by a virement and was approved by the Corporate Leadership Team in 2021. The 2022/23 loss of £259k is covered by short term growth in the 2022/23 budget, which is going for approval to the council on the 22nd February 2022 and the estimated £84k impact in 2023/24 will need to be incorporated into the 2023/24 budget proposals.

Towns Fund Tenancy (Loss)				
	2021-22 £0's	2022-23 £0's	2023-24 £0's	Total £0's
<u>Internal Projects</u>				
Carrow House	(92,654)	(126,013)	78,256	(140,411)
Digital Hub / Townsend House	-	(133,000)	(162,304)	(295,304)
Total	(92,654)	(259,013)	(84,048)	(435,715)

Overview of risks and issues

20. Since the project Business Cases were submitted to DLUHC there has been increasing cost inflation in the construction market as well as supply chain challenges. This ongoing pressure in the market means that all capital Town Deal projects price and programmes are likely to be impacted, with the exceptions of Branding, which is a revenue only project and DigiTech Factory, which has been completed.
21. On 13th October 2021 a paper was presented to cabinet regarding the award of contract for Carrow House. Similar issues are likely to affect the remaining 5 Town Deal capital projects, however these projects are in their initial stages and officers are aware and working to mitigate these problems where possible. DLUHC is also aware of the national construction industry pressures, which are being experienced by all 101 Town Deal programmes.
22. Now that all projects are entering their development phase, each project manager is revisiting their programme of works and project costs, with a view, if required, of going back to DLUHC in spring 2022, to reprofile the finances possibly between projects to ease budgetary pressures. Scope from other funding sources is also being explored at this time.
23. The programme for each project is evaluated regularly by the project team, including the programme manager, and at the monthly Internal Programme Board and The Town Deal Board. At the time of writing, the internal NCC projects are following their agreed programmes, except for a slight delay on Carrow House. The City College Norwich (CCN) Advanced Construction and Engineering Centre (ACE) has a delay due to project personnel illness and construction industry constraints; officers are working with CCN colleagues and are confident the project will be delivered within the timeframe and budget. The Branding project is predominantly on programme with a small slippage; however, this is not a concern.
24. Exempt Appendix B provides further information in regards to the DigitalHub project.
25. The overriding risks to the capital projects are cost inflation in the construction market and supply chain challenges, as previously mentioned. These risks may impact on both budget and programme, however the extent of this will not be known until projects have progressed to a tender stage for the works, and officers are working to mitigate the impact.
26. Project risks are discussed at Town Deal Board and Internal Programme Board monthly meetings. Individual Project Highlight Reports are produced which detail all project risks for discussion, and a programme level risk register is also completed and reviewed at these meetings.
27. **Appendix A** contains the programme and project risk logs. Please note that although this follows a similar methodology to the Council's corporate risk management approach, the risks have been assessed and are managed on a programme basis, and this risk log will evolve as the programme develops.

Future Programme Updates

Cabinet will receive an update on the Town Deal Programme yearly for the duration of the programme. The next update is due to be made to Cabinet in February 2023.

The Revolving Fund Project

28. One of the most innovative projects within the Towns Deal programme is the revolving fund project. This is intended to tackle long term derelict and underused sites that blight neighbourhoods across the city by allowing the Council to increase activity such as the approach recently undertaken on the Kings Arms site in Mile Cross.
29. The Revolving Fund operates within Norwich City Council's Towns Deal programme and has received £4.9 million of capital funding and £500k of revenue funding, the latter to support the associated costs of bringing forward of sites through this route. It will enable the delivery of residential and mixed-use development to meet the needs of a growing and dynamic city economy and support regeneration.
30. Residential development will be the predominant focus for the fund, given the high demand for housing across the city. However, vacant city centre sites whose impact on the surrounding area is deemed negative will also be considered. In the event that the economic impact of Covid-19 upon the retail and office market leads to prominent vacancies, the Revolving Fund may seek to acquire sites in cases of clear market failure where intervention by the council is justified.
31. The premise of this fund is the acquisition of stalled sites with the intention of then selling them on for development. The Revolving Fund will provide the resources to cover the costs and risks associated with these site acquisition, whether through negotiation with the landowners or through Compulsory Purchase Orders (CPOs). It would also cover the costs of securing a deliverable planning consent, where required. The Towns Fund will provide some revenue resources which safeguard against the costs incurred in the unlikely event that the CPO process is unsuccessful. The risks associated are to be managed via a thorough site selection process, rigorously assessing sites for suitability against strict criteria, prior to any decision on acquisition. The council's decision-making will be supported throughout by expert advice from a property advisor.
32. The nature of development will vary on a site-to-site basis and will be delivered under a variety of mechanism including:
- Sale to a private developer for residential or commercial development (with appropriate contractual provision to ensure developments are built out within a reasonable timeframe)
 - Developed by the council for social housing either directly or via NRL

- Developed via registered providers such as Orbit Housing Association or Broadland Housing Association
 - Development in collaboration with a developer partner
 - Disposal via auction
33. Upon the site being sold to a third party or transferred to the HRA, the money will be reinvested into the Revolving Fund to be utilised on further stalled sites. It is envisaged that this process can be undertaken across several phases of delivery. The number of revolutions of the fund will be dependent upon the extent to which compulsory purchase powers are required due to their associated costs in comparison to standard negotiation.
34. The council's decision-making on candidate sites will be informed by detailed input from an independent property advisor. Procurement of this role has been completed and Avison Young have been appointed.
35. The criteria for acquisition sites currently include the following considerations, not all of which will apply to all sites.
- Is the site likely to be developed (without council intervention) within 2-3 years?
 - Will acquisition by the council address the block to progress, or lead to a better outcome?
 - Are there other justifications for acquisition? For example, problems with the site, enabling adjoining development, assembly of a larger site.
 - Does the site's vacancy impact negatively on the local economy or streetscape?
 - Does the vacant site attract anti-social behaviour or fly tipping?
 - Opportunity cost – will the failure to acquire the site result in a negative financial impact on the council?
 - Can a disposal route be provisionally identified?
36. This report covers phase 1 of the Revolving Fund's operation. This is expected to be 12-24 months in duration, further phases are anticipated. The council will look to develop capacity in house to cover the property advisor role in future phases (a £50,000 annual allocation is made to support this).

Appointment of property advisor	Late December 2021
Delivery of report inc. recommendations for site acquisition	March 2022
Commencement of acquisition work	April 2022
Disposal of phase 1 sites (assumes no CPO)	March 2023
Disposal of phase 1 sites (assumes CPO)	January 2024

Project Governance

37. The project governance follows the same governance structure as highlighted in item 13 of this report; however, The Revolving Fund also has a project team,

which includes the project manager, programme manager, Executive Director of Development and City Services and colleagues in planning, finance and property and development, to ensure all the relevant departments can advise and comment on the proposed sites. The Revolving Fund Project Team will make recommendations on actions relating to sites, informed by the advice of the Council's property advisor procured specifically to advise on the project, to the programme manager.

38. Avison Young, the property advisor, will develop a candidate list of sites for potential acquisition by the Revolving Fund and will contact owners to establish their intentions regarding site development. Site acquisitions will be made subject to appraisal against the agreed criteria covered in Item 33 above, to ensure that the Revolving Fund avoids targeting sites deemed likely to be developed through the normal operation of the market. Acquisitions would be subject to a due diligence process including scrutiny by the council's Finance officers, provision of a RICS valuation, and a clear preferred disposal route.
39. The current process provides for formal approval of the acquisition of identified sites to be sought from Cabinet at the appropriate point. Due to the nature of the Town Deal Programme projects, and the real necessity to continue momentum in the projects, Cabinet is asked to agree delegation of powers to acquire sites to the Executive Director of Development & City Services. The delegation of this responsibility is particularly important within the Revolving Fund project, as to seek cabinet authorisations for each potential site acquisition could preclude the council from moving swiftly to acquire a site and continue the project momentum, especially in pre- election periods.

Consultation

40. Consultation on the current phase of the project takes place at a high level and involves confirmation of those sites to be included in phase one of the Revolving Fund. An all-member briefing was held on 4th Feb 2022 to allow local members the opportunity to provide input on potential problems sites they are aware of, which may be considered for purchase under the fund. Further consultation with ward members / portfolio holder will be undertaken as appropriate when details of sites are confirmed.

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 2019-22 and Budget.

41. The current budget position in relation to the other towns fund projects is outlined above. The following paras deal with the revolving fund project.

42. Resources for the project are covered within the Towns Fund programme and are subject to the financial controls set up to manage the programme.

43. The revolving fund has total funding of £5,471,535 of which 90% is allocated to Capital and 10% is allocated to Revenue, the capital noted is included with the approved 2021-22 capital programme. A £50,000 per annum revenue allocation is made for external property advice, this is to be capitalised as far as possible (work on sites successfully acquired by the Revolving Fund is capitalised).

Legal

44. Legal advice will be obtained throughout the site selection period and during the acquisition of sites.

Consideration	Details of any implications and proposed measures to address:
Equality and Diversity	Regeneration of sites will have a positive impact in areas of social deprivation, and level up the standards in areas of social and economic diversity
Health, Social and Economic Impact	Regeneration of stalled sites will improve the impact on social, health and economy in areas by providing employment and improving the outlook of an area.
Crime and Disorder	In some cases, undeveloped, stalled sites, attract anti-social behaviour. By ensuring these sites are developed these activities will be removed enhancing the community experience.
Children and Adults Safeguarding	Regeneration of these sites will remove areas experiencing anti-social behaviours, ensuring areas become safer for the community
Environmental Impact	Regeneration of certain sites may include removal of ground contamination improving the area. In some instances, larger sites may include green areas and improvement of foot/cycle pathways.

Risk Management

Risk	Consequence	Controls Required
Procurement risks – high cost or longer than expected programme	External resource mitigates risks by increasing council's capacity to undertake due diligence / appraise sites	Use has been made of existing frameworks (such as HE's) as far as possible
Abortive work on sites which are not subsequently acquired.	Increased cost, delays in programme	CPO/Property consultants will be focused on sites deemed most likely to be successful.

Other Options Considered

45. Not to delegate authority for site acquisition. It would be possible to seek cabinet authorisations for each potential acquisition of property through the Revolving Fund. However, this would preclude the council from moving swiftly to acquire a site and continue the project momentum. Pre-election period, for example, could delay the programme by 3-4 months if Cabinet approval is required.

Reasons for the decision/recommendation

46. This report fulfils the request from Cabinet to receive periodic reports on the progress in delivering the Towns Fund.
47. In terms of the recommendation regarding the revolving fund, site acquisition can be a lengthy process, and often requires decisions to be made quickly at the end of the negotiations. There is also an expectation from central government that the Revolving Fund will achieve some 'early wins', and it is considered that seeking cabinet approval for each acquisition within the Revolving Fund project, could lead to slower outcomes, impacting negatively on the council's ability to react to opportunities (or responses from site owners).

APPENDIX A

Town Deal Programme and Project Risk Logs

Project: Town Deal Fund Programme High Level Risks

Current overall Programme risk	Owner:				Category:		Risk Direction:	
		Current Residual Risk				Target Risk		
	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
	21/12/21	3	2	12		3	1	6

Risk:			Owner:				Category:		Risk Direction:	
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
The Government forces a country/local lock down. Covid illness in project staff, including NCC staff, Consultants and Contractors.	Delay in progressing programme, resulting in funds being unspent within the DLUHC time frames.	Reprofile funding with DLUHC.	21/12/21	3	2	6		3	1	3
			Risk Control Action							
			Action		Owner	Target Date	Update			
			Communication with DLUHC		Programme Manager	01/03/22				

Risk:			Owner:				Category:		Risk Direction:	
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Impact of the pandemic and BREXIT on the construction industry.	Increasing costs and programme delays due to issues in the supply of materials, and staff shortages.	Continued monitoring of the situation for each project. Reprofile budgets where needed. Constant cost monitoring across all projects to enable variations in budgets where possible.	21/12/21	4	3	12		3	3	9
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Continued Monitoring		Programme Manager Project Manager		Ongoing			

Risk:			Owner:				Category:		Risk Direction:	
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Key project staff leaving the employment of the Council.	There is one person for each project and admin role. If a member of staff resigns, this will impact the progress of the projects and the well-being of the other staff due to excessive workload to cover.	Ensure recruitment advertising is managed quickly. Ensure all staff have a 1:1 fortnightly and an annual review, so that managers are aware of their workload and well-being.	21/12/21	4	3	12		3	3	9
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Continued Monitoring		Programme Manager Economic Development Man.		Ongoing			

Risk:			Owner:				Category:	Risk Direction:		
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Contractor or consultant abandoning works or go bankrupt.	Significant delays to programme and budget	Continued monitoring of the situation for each project. Reprofile budgets where needed. Constant cost monitoring across all projects to enable variations in budgets where possible.	21/12/21	5	3	15		3	3	9
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Continued Monitoring		Programme Manager		Ongoing			

Project: The Halls Make Space

Risk:			Owner:				Category:		Risk Direction:		
				Current Residual Risk				Target Risk			
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score	
The Council fails to secure match funding from Arts Council and Consolidated Charities	Significantly reduced project budget making Stage 2 – Make Space – unviable.	Value Engineer works in Stage 1. Reallocate funds within TD Projects. Apply for alternative funding, such as Levelling Up Fund.	21/12/21	4	3	12		2	2	4	
			Risk Control Action								
			Action		Owner		Target Date	Update			
			Continued contact with, and responses to ACE.		Project Manager		01/04/22				
Continued contact with, and responses to, Consolidated Charities.		Project Manager		01/04/22							

Project: Carrow House

Risk:			Owner:				Category:		Risk Direction:	
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Increased project budget due to unknown element of building works.	Project will go over budget.	Value Engineer works New Carrow House. Prioritise construction works in areas of unknow risk. Reallocate funding from other TD projects.	21/12/21	4	3	12		2	2	4
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Close monitoring of onsite construction works.		Project Manager		06/04/22			
Regular meetings with external project manager.		Project Manager		06/04/22						

Risk:			Owner:				Category:	Risk Direction:		
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Old Carrow House building works were removed from MITIE contract. These works will be tendered as a separate package.	The actual cost of works and programme are uncertain until tenders are submitted. However due to construction industry pressures and urgent works required to the Listed buildings, this will impact negatively on budget, leading to abandonment of works.	Value engineer works further if possible. Source alternative funding from within NCC.	21/12/21	4	4	16		3	2	6
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Monitoring of costs through tender		Project Manager Programme Manager		01/02/22			
Obtaining further funding		Programme Manager Exec Director		01/02/22						

Risk:			Owner:				Category:	Risk Direction:		
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Marketing of the office space.	If both New and Old Carrow are not occupied to the estimated rate, income will be lower than expected.	Ensure the marketing suite is completed by Feb 2022. Appoint a marketing agent by Jan/Feb 2022. Ensure all external landscaping is well kept and inviting to potential tenants.	21/12/21	3	3	9		2	2	4
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Close monitoring of onsite construction works.		Project Manager		07/02/22			
			Early appointment of agent.		Project Manager Programme Manager		28/01/22			

Project: Digital Hub, Townshend House

Risk:			Owner:				Category:	Risk Direction:		
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Budget estimates have been produced for the design, however costs are expected to rise due to construction industry pressures	If costs escalate the viability of the scheme described in the business case will be negatively impacted and the programme will be delayed.	Value Engineer design. Reprofile funds within TD Programme.	21/12/21	4	3	12		3	2	6
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Continued communication with design team		Programme Manager Project Manager		01/06/22			
			Budget reprofile		Programme Manager		01/06/22			

Project: Public Realm

Risk:			Owner:				Category:		Risk Direction:			
				Current Residual Risk				Target Risk				
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score		
Budget estimates have been produced for both St Giles Street and Hay Hill, however costs are expected to rise due to construction industry pressures	If costs escalate the viable of the scheme described in the business case will be negatively impacted.	Value Engineer works on both project areas. Reallocate funds within TD Projects.	21/12/21	4	3	12		2	2	4		
			Risk Control Action									
			Action		Owner		Target Date	Update				
			Design and cost evaluation		Project Manager		01/03/22					
			Project/Programme budget monitoring		Programme Manager		01/03/22					

Risk:			Owner:				Category:		Risk Direction:	
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Removal and relocation of sculptures in Hay Hill. The sculptures are difficult to relocate due to the subject.	The sculptures must be moved to allow for the new scheme and intended use. A suitable alternative location is difficult to find, and this could result in a reputational risk for NCC.	Discuss possible options with NCC stakeholders, the Norwich Society and the Thomas Browne Society. During the stakeholder and public consultation, suggestions can be sort for its location.		3	4	12		1	2	2
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Communication with stakeholders		Programme Manager					
			Public consultation		Project Manager					

Risk:			Owner:				Category:		Risk Direction:	
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Relocation of the Thomas Browne statue in Hay Hill may be resisted by Historic England.	The statue is currently located in a position that inhibits our ability to design a widely useable community space.	Early discussions with Historic England to ensure they are aware of the reasons for the relocation within Hay Hill.		4	3	12		2	2	4
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Communication with HE		Project Manager					

Project: The Revolving Fund

Risk:			Owner:				Category:	Risk Direction:		
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Cost escalation due to CPO purchase route for sites would reduce the number of sites we could purchase.	This is a reputational risk as the approved DLUHC business case identifies a rotation of sites to provide affordable housing in Norwich.	Work closely with the property consultant to ensure the most viable sites are purchased. Monitor budget spend.	21/12/21	4	3	12		2	2	4
			Risk Control Action							
			Action		Owner	Target Date	Update			
			Continued contact with property consultant		Project Manager Programme Manager	01/03/22 for 1 st stage				
			Budget monitoring		Programme Manager	ongoing				

Risk:			Owner:				Category:		Risk Direction:	
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Significant underspend of budget.	We have an agreed programme spend with DLUHC which, if the programme is not monitored, may result in the money being withdrawn	Close monitoring of spend and progress with landowners. Work closely with property consultant to ensure the correct sites are selected to ensure acquisitions can be made and further sites are selected for evaluation and acquisition. Reprofile funding.	21/12/21	4	4	16		2	2	4
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Monitoring of spend and communication		Project Manager		ongoing			
Reprofiling		Programme Manager		01/05/22						

Project: East Norwich Masterplan

Risk:			Owner:				Category:		Risk Direction:	
			Current Residual Risk				Target Risk			
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Landowner and local authorities' agreement on process	Breakdown of agreement and collaboration between stakeholders.	Continuous communication to ensure landowners differences are identified and where possible their needs met.	21/12/21	4	3	12		3	3	9
Risk Control Action										
Action					Owner		Target Date		Update	
Continued communication					Project Manager		01/04/22			

Risk:			Owner:				Category:		Risk Direction:	
			Current Residual Risk				Target Risk			
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Historic England considers allocated sites unsound and raises significant issues at pre-app stage	If HE believes the masterplan will affect listed buildings, applications could be rejected.	Demonstrate the masterplan has considered the significance of the historic environment within its curtilage.	21/12/21	4	3	12		3	3	9
Risk Control Action										
Action					Owner		Target Date		Update	
Continued communication					Project Manager Planning Policy Team Leader		ongoing			

Risk:			Owner:				Category:		Risk Direction:	
			Current Residual Risk				Target Risk			
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Wider environmental issues effecting the viability of planning approvals.	If large areas are proven to be unsuitable for development this would halt the Masterplan process	Identify the possible issues at an early stage and investigate with appropriate consultant methods to mitigate the issues.	21/12/21	3	2	6		2	2	4
Risk Control Action										
Action					Owner		Target Date		Update	
Appoint required investigations					Project Manager		01/04/22			

Risk:			Owner:				Category:		Risk Direction:	
			Current Residual Risk				Target Risk			
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Required highways and transport agreements with Norfolk CC are not achieved.	This would significantly impact on the viability of the masterplan process and its requirement to provide facilities for greener transport options.	Norwich CC, Norfolk CC, landowners and ENR Partnership continue to openly communicate with each other so that all parties can raise issues, and these can be resolved in the planning process.	21/12/21	3	2	6		2	2	4
Risk Control Action										
Action					Owner		Target Date		Update	
Continued communication					Project Manager		01/04/22			

Project: Branding

Risk:			Owner:				Category:		Risk Direction:	
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
The Click – failure to deliver, failure of business	Branding project progress significantly affected.	Regular contact with The Click to understand their project progress and company status.	21/12/21	5	3	15		2	2	4
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Communication with The Click		BID		Ongoing			
			Prepare process in the event of failure so that other partners can be contacted quickly.		BID		01/02/22			

Risk:			Owner:				Category:	Risk Direction:		
				Current Residual Risk				Target Risk		
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score
Website creation programme slippage.	Delay the launch of the Branding Project.	An additional month has been built into the programme. Maintain close communication with the website builders.	21/12/21	3	3	9		2	2	4
			Risk Control Action							
			Action		Owner		Target Date	Update		
			Programme reporting to Programme Manager		BID		ongoing			
Communication		BID		ongoing						

Project: Advanced Construction and Engineering (ACE) Centre

Risk:			Owner:				Category:		Risk Direction:				
				Current Residual Risk				Target Risk					
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score			
Staff sickness – CCN are using internal staff for design layout and project management.	Significantly programme impact if internal staff are unwell.	Identify alternative internal staff that could take over design and PM of project. Shortlist possible consultants that would step in to continue design and project management. Reprofile funding.	21/12/21	4	3	12		2	2	4			
			Risk Control Action										
			Action		Owner		Target Date	Update					
			Alternative staff resources		CCN		01/03/22						
Reprofiling		Programme Manager		01/04/22									

Project: DigiTech Factory

Risk:			Owner:				Category:		Risk Direction:		
				Current Residual Risk				Target Risk			
Description/Triggers	Impact	Mitigation	Date Raised	Impact	Likelihood	Score	Risk Strategy	Impact	Likelihood	Score	
PROJECT COMPLETE											
			Risk Control Action								
			Action		Owner		Target Date	Update			

Committee Name: Cabinet

Committee Date: 23/02/2022

Report Title: Improving the diversity of the Council's workforce update

Portfolio: Cllr Alan Waters, Leader of the Council

Report from: Chief Executive

Wards: **All Wards**

Purpose

To consider the update on progress against the actions to improve the diversity profile of the council's workforce, which were presented to Cabinet for approval in March 2021.

Recommendation:

It is recommended that Cabinet:

1. Note the progress made against the action plan to improve the workforce diversity profile; and
2. Agree that further reporting against the workforce diversity action plan is picked up in the annual progress report against the council's new Corporate Plan and in the annual refresh of the council's Equality Information Report.

Policy Framework

The Council has three corporate priorities, which are:

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

This report meets the Inclusive Economy and People Living Well corporate priorities. This report also helps to meet the Equality, Diversity and Inclusion adopted policy of the Council and the Modernising the Council objective of the COVID-19 Recovery Plan.

View the [Corporate Plan 2019-22](#)

Report Details

Introduction

1. The Council has a strong commitment to equality, diversity and inclusion both as an employer and as a service provider. This is demonstrated in the Council's Corporate Plan, Covid 19 Recovery Plan and in the Norwich 2040 City Vision.
2. The 2011 Census indicated that 9.1% of the economically active population of Norwich City are from an ethnic minority group. This is significantly higher than other Norfolk local authority areas, which range from 1.6% to 3.4% of the population.
3. On 10 March 2021, Cabinet considered an outline strategy and action plan to improve the diversity of the council's workforce over time, specifically the ethnic diversity of the workforce.
4. The report identified that the workforce profile of the council was currently not representative of the communities we serve and there was a significant difference in relation to employees from an ethnic minority heritage.
5. Three key themes identified in the strategy were to:
 - a. Ensure our recruitment practices and processes are designed to attract a diverse candidate pool.
 - b. Build an inclusive workplace and create a culture where people from all backgrounds feel included and valued.
 - c. Embed effective and objective workforce and succession planning to support the retention and progression of talented employees
6. This report provides Cabinet with details of progress made against the plan since its inception in March 2021. The report considers the impacts, successes and challenges faced so far.

Progress against actions - overview

7. The Council recognises that improving the diversity of the workforce will not happen overnight – the aim is for incremental progression over the medium to long term.
8. The following table provides a summary of the actions set out in the March 2021 Cabinet report, and the progress made against each action:

	Action	Status	Comments
1.	Develop a detailed action, activity and resource plan	Complete	Detailed action and activity plan developed, and actions and activities being implemented.

	Action	Status	Comments
2.	Increase workforce reporting of protected characteristics	Ongoing	Regular leadership messages encouraging employees to update their data. Contact with all new starters by HR & OD to encourage them to complete their data.
3.	Improve the diversity of the workforce and specifically those from an ethnic minority background	Ongoing	The ethnic diversity of the workforce has increased since the plan was adopted in 2021.
4.	Ensure service reviews do not disproportionately affect under-represented groups.	Ongoing	Equality impact assessments (EQIA) are carried out on all organisational change proposals and shared with trade unions as part of consultation and engagement.
5.	Ensure employment policies are designed to actively support the council's determination to improve the diversity of its workforce	Ongoing	Equality impact assessments are carried out on all new policies.
6.	Equality, diversity and inclusion training developed and rolled out to all council staff	Ongoing	Unconscious bias e-learning has been rolled out to all employees and has been made available to Councillors. A new programme of equality, diversity and inclusion training has been developed and piloted, with roll-out of the mandatory training across the council commencing on 19 January 2022.
7.	Improvements to recruitment and selection processes	Ongoing	Feedback continues to be offered to all job applicants at all stages of the recruitment process. Recruitment & selection training has been reviewed. Review of agency framework commenced.
8.	Voluntary reporting of ethnicity pay gap	Complete	Ethnicity pay gap has been calculated and was reported/published in January 2022 alongside gender pay gap.

	Action	Status	Comments
9.	Proactively improve the culture of the council	Ongoing	<p>A strategic partner to support a culture change programme across the council has been appointed, to commence Spring 2022.</p> <p>The programme will be linked to the adoption of a number of strategic documents and priorities including the new Corporate Plan and new hybrid working policy.</p>

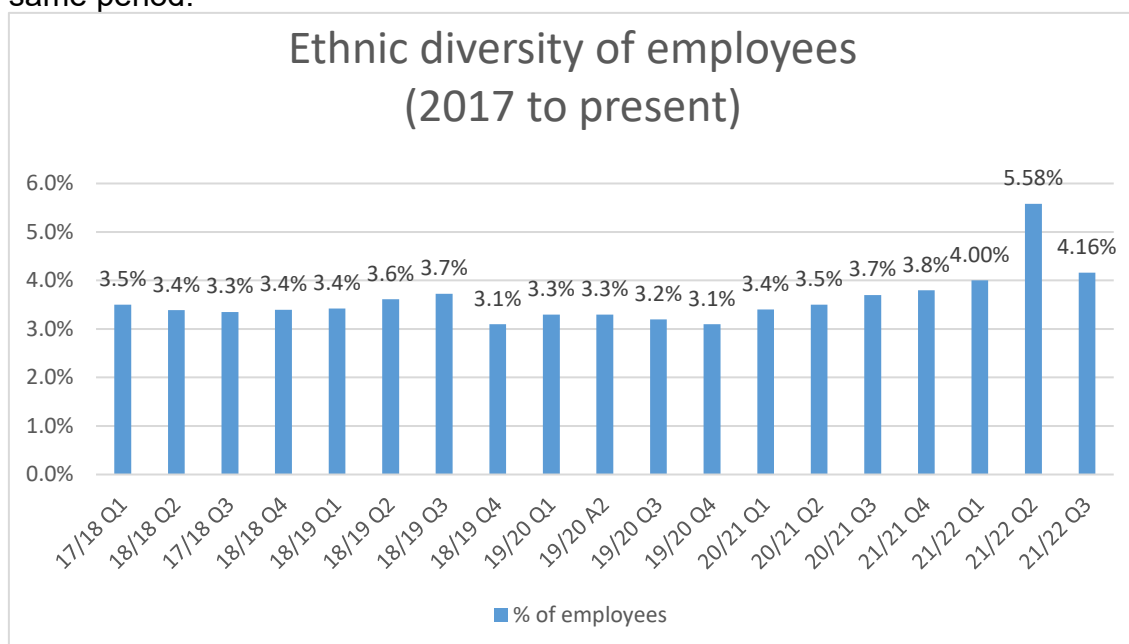
Increase workforce reporting of protected characteristics

9. Reporting of protected characteristics improved slightly since the report to Cabinet in March 2021. The data gap in respect of ethnicity at the end of September 2021 was 5%, with 3% of employees who preferred not to state their ethnicity. Reporting declined at the end of December 2021 and the data gap has increased slightly to 8.47%. This primarily relates to employees who have not updated their data rather than those who have updated data and selected prefer not to say/unspecified.
10. In terms of next steps – to further improve the quality of data, all employees will be provided with their personal data held in the HR information system and asked to review and update the data. Information and an explanation of why we collect sensitive personal data and what we do with it will also be provided.
11. There are two areas where there are significant data gaps. These relate to disability and sexual orientation. In both categories, the main reason is employees have not updated data rather than having selected prefer not to say/unspecified. Overall, data gaps are most prevalent in the community services directorate. Targeted work to understand any concerns and increase reporting of protected characteristics has been planned. All employees will be written to in February 2022 requesting they update their personal data and an employee engagement survey scheduled for May 2022 will include questions around protected characteristics to inform our understanding of why employees haven't updated their data. Next steps will be determined by the outcome of these activities.

Improve the diversity of the workforce and specifically those from an ethnic minority group

12. Overall, there has been a positive direction of travel over the past year. Data shows that the ethnic diversity of the workforce has increased to 4.16% in December 2021, compared to 3.1% in December 2020.

13. The ethnic diversity of the top 5% of earners also increased slightly in the same period.



Ensure service reviews do not disproportionately affect under-represented groups

14. Equality impact assessments are carried out on all organisational change proposals and shared with trade unions as part of consultation and engagement, to ensure there is not a disproportionate detrimental impact on employees with protected characteristics.

Employment policies

15. As part of our next steps, a revised employment policy framework and timetable to refresh policies and EQIAs has been drafted.

Equality, diversity and inclusion training

16. Unconscious bias e-learning has been rolled out to all employees and has also been made available to councillors, to help adjust discriminatory patterns of thinking and behaviours.
17. A new programme of equality, diversity and inclusion training has been developed and piloted. There are two programmes:
- a) a module for all employees - Being Inclusive
 - b) a module specifically aimed at managers – Inclusive leadership
18. The training provider carried out surveys with senior managers to inform the programme and the new training was piloted in October 2021, with two manager sessions and two employee sessions. The feedback from these pilots was overwhelmingly positive and roll out of the mandatory training across the council commenced on 19 January 2022.

19. An assessment of the suitability of this training for Councillors and any adjustments required is currently being considered.

Recruitment and selection

20. Recruitment & selection training has been reviewed. The updated training for all recruiting managers will be rolled out in April 2022. Data shows that diversity has generally improved at shortlisting stage with some improvement at offer stage.

Ethnic minority heritage		Applications	Shortlisted	Appointed
2018/19	Q1	8.40%	9.23%	3.16%
	Q2	7.00%	7.60%	2.90%
	Q3	13.00%	16.40%	8.30%
	Q4	5.00%	0.00%	0.00%
2019/20	Q1	6.70%	8.00%	0.00%
	Q2	6.20%	7.50%	0.00%
	Q3	7.80%	11.00%	3.90%
	Q4	10.30%	4.10%	0.00%
2020/21	Q2	10.10%	0.30%	0.30%
	Q3	10.56%	3.53%	0.00%
	Q4	9.73%	2.33%	1.17%
2021/22	Q1	9.09%	6.06%	3.03%
	Q2	11.72%	8.60%	1.56%
	Q3	10.34%	1.14%	0.00%

21. A review of the essential requirements for each job role has commenced. This is currently carried out as jobs become vacant and prior to advertising. A systematic review of the essential requirements for job roles will commence alongside service reviews.

22. An equality, diversity and inclusion (EDI) statement is now included on recruitment advertisements and EDI requirements incorporated in specifications for recruitment partners and discussions on addressing EDI in recruitment campaigns have commenced with our recruitment partner.

23. Equality checks on shortlisted candidates have been extended to include race and ethnicity. The impact of this will be evaluated in August 2022.

24. Focused workshops have been held with customer contact managers, and the use of alternative media channels to improve the candidate pool have been piloted. The Council has also researched and are currently evaluating diversity focused job posting sites/media and are investigating software tools to identify bias in recruitment/job descriptions.

Voluntary reporting of ethnicity pay gap

25. Our mean hourly rate has been found to have no pay gap.

Culture change

26. A strategic partner to support a culture change programme across the council has been appointed, with inclusivity and workforce diversity to be a key theme of the programme. The programme will commence by April 2022 and will coincide with the adoption of the new Corporate Plan and hybrid working policy.

Next steps and future reporting to Cabinet

27. Work continues to implement the actions set out in the plan presented to Cabinet in 2021, as well as identifying new opportunities to increase the diversity of the workforce. It is pleasing to see that the workforce data shows we are moving in the right direction, albeit with much more work to do.
28. Reference to our ambitions to increase the diversity of the council's workforce is made in the new Corporate Plan, and it is recommended that future reporting against progress is incorporated into the annual review of progress against the Corporate Plan and in the refresh of the Equality Information Report. Both reports are presented to Cabinet for discussion.

Implications

Financial and Resources

29. There are no proposals in this report that would reduce or increase resources. All actions have to date been implemented within existing resources and budget. Any additional costs identified to deliver the actions which cannot be contained within existing budget will be supported through the Business Change reserve following consideration of a business case.

Legal

30. The Equality Act 2010 provides the legal framework to protect the rights of individuals and advance equality of opportunity for all. The Public Sector Equality Duty (PSED), which was created under the Equality Act and came into force in 2011, places specific duties on public bodies to have due regard to eliminate discrimination, to advance equality of opportunity and foster good relations between different communities. The Employment Rights Act 1996.

Statutory Considerations

Consideration:	Details of any implications and proposed measures to address:
Equality and Diversity	Equality Impact Assessments are carried out on policies and proposals impacting on employees and on an action specific basis, as appropriate.
Health, Social and Economic Impact	Increasing the diversity of the workforce to better reflect communities is likely to have a health, social and economic impact
Crime and Disorder	None
Children and Adults Safeguarding	None
Environmental Impact	None

Other Options Considered

31. Not applicable to the progress update.

Reasons for the decision/recommendation

32. Not applicable as this is a progress update

Background papers:

[10 March Cabinet paper](#)

Appendices:

None

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Committee Name: Cabinet
Committee Date: 23/02/2022
Report Title: The award of a contract for loft and cavity wall insulation to council owned homes

Portfolio: Councillor Harris, Deputy leader and cabinet member for social housing

Report from: Executive director of community services

Wards: All Wards

OPEN PUBLIC ITEM

Purpose

To consider awarding a contract for loft & cavity wall insulation to council owned homes.

Recommendation:

To approve the award of a contract for loft and cavity wall insulation work to 1st Choice Insulations Ltd, from 01 April 2022 to 31 March 2027 at an estimated value of £2,500,000 excluding VAT, over five years (£500,000 per annum). The final award value will be within the existing allocated budget.

Policy Framework

The Council has three corporate priorities, which are:

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

This report meets the “great neighbourhoods, housing and environment” corporate priority

This report addresses the “good quality housing” strategic action in the Corporate Plan

This report helps to meet the “housing, regeneration and development objective of the COVID-19 Recovery Plan

Report Details

Identification of need and background

1. This contract is to appoint a single supplier to deliver loft and cavity wall insulation to council owned homes. The contract includes other ancillary items such as insect infestation treatment to roof timbers, improved ventilation to roof spaces, mould treatment works and the replacement of insulated loft hatches.
2. Works are mainly of a planned nature. Therefore, works for the first year of the contract have already been identified pending Cabinet approval to award this contract. We anticipate some additional and responsive upgrade work to be identified during the course of the first year (2022-23) and throughout the duration of the contract.
3. The contract period is up to five years, consisting of an initial three-year term with the option to extend for a further two years, depending on satisfactory performance and annual budget approval.
4. The work is designed to improve energy efficiency of council owned homes, reducing the carbon footprint of the dwelling and tenant's utility bills.

Procurement

5. A competition procurement process was carried out by Eastern Procurement Limited (EPL) who assessed the requirement as works. Seven suppliers under Lot 7 of their Dynamic Purchasing System (DPS) for Asset Solutions were engaged.
6. A further benchmarking exercise was undertaken, and suppliers were asked to quote for example works that may be required throughout the term of the contract. Work volumes are not guaranteed over the course of the contract.
7. Tenders were evaluated with a maximum of 50% of the available marks awarded for price and 50% of the marks awarded for quality criteria.
8. Despite there being seven suppliers on the framework, only two submitted tenders. The cost and quality scores achieved by the two bidders are set out in the table below:

Company	Price	Price score	Quality Score	Total Score
1 st Choice Insulations	£454,553.50	50	38	88.0
Breyer Group PLC	£993,056.97	22.89	30	52.89

9. The supplier offering the best value for money from the benchmarking exercise was 1st Choice Insulations at £454,553.50. The value of works is up to a maximum of £500,000 per annum depending on the number of additional properties requiring works for each financial year.

10. The procurement exercise has been undertaken in accordance with the council's contract procedures. It has been conducted fairly, transparently, in an open and regularised way that conforms to relevant legal requirements.
11. On the basis of the tenders received, we anticipate, subject to cabinet approval, for EPL to issue the official award to the successful supplier after the Scrutiny call-in period in order for the contract to start 01 April 2022.
12. The full awarded value of the contract over the full five years will be £3million inclusive of VAT.
13. 1st Choice insulations are a locally based contractor employing its workforce from the local area.
14. We anticipate (based on previous years installations) that the contract will benefit between 400-500 properties per year through the term of the contract.

Consultation

15. No leaseholder consultation is required.

Implications

Financial and Resources

16. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan 2019-22 and Budget.
17. The value of the contract is a maximum of £2,500,000 over the full five years (£500,000 per annum). The works will be funded from an HRA revenue budget, included within the 2022/23 budget proposed to Council for approval on 22nd February 2022.
18. Future years budget requirements will depend upon identified demand, but it is anticipated that the requirement will continue at a similar value.
19. There are no proposals in this report that would reduce or increase resources.

Legal

20. The contract will be subject to the EPL Asset Solutions Dynamic Purchasing System contract and CDM Regulations 2015 together with Norwich City Council's Schedule of processing, personal data and data subjects.

Statutory Considerations

Consideration	Details of any implications and proposed measures to address:
Equality and Diversity	No material implications

Consideration	Details of any implications and proposed measures to address:
Health, Social and Economic Impact	These works ensure that tenants can live in warm, well maintained homes that are fit for purpose and comply with current social landlord legislation.
Crime and Disorder	No material implications
Children and Adults Safeguarding	The council's safeguarding statement is included as part of the tender package.
Environmental Impact	The work is designed to improve energy efficiency and reduce the carbon footprint of dwellings.

Risk Management

Risk	Consequence	Controls Required
Without a contract in place, the council will not be able to deliver insulation improvements to the scale that is required in a large housing stock.	This could contribute to higher fuel bills for tenants, fuel poverty and defects such as damp / mould growth in homes which may lead to compensation claims.	If cabinet agree to award the contract, appropriate properties are targeted to ensure most effective use of the budget and by contract performance monitoring.

Other Options Considered

21. **Do nothing:** If the works are not carried out some tenant's homes would miss out on energy saving insulation upgrades at a time when utility bills are rising sharply.
22. **In house provision:** The council does not have any existing in-house resources to undertake these works.
23. **Joint venture provision:** The service cannot be provided by any of the council's current joint ventures or partnerships at this current time.
24. **Identify a single supplier to award the contract to without competition:** This route would be contrary to Contract Procedures as the value is up to a maximum of £500,000 per annum.
25. **Establish competitively tendered contract with one supplier:** Run a competitive procurement exercise advertised as an 'open' procedure to look for a single supplier to meet the council's requirements. This is as per the council's contract procedures for the procurement of contracts of over £25,000. Although timescales allowed for the requirement to be fulfilled by this method, the EPL Dynamic Purchasing System option as detailed below was already in existence still promoting value for money.
26. **Utilise an existing framework:** [Eastern Procurement Ltd \(EPL\)](#) is a not-for-profit organisation offering specialist compliant framework agreements, social landlords and other public sector bodies, predominantly in the Eastern region. The council are owner members of EPL and work closely with them to create

bespoke procurement frameworks and Dynamic Purchasing Systems (DPS). The frameworks and DPS's promote value for money for the council and include SMEs and local suppliers. As a member of EPL, the council benefits from the lower rates achieved from aggregation from all of its members.

A mini-competition exercise of the suppliers under Lot 7 of the DPS for Asset Solutions provided by EPL was explored and this was found to be the best solution for the contract requirements.

Reasons for the decision/recommendation

27. To ensure timely award of a contract enabling the delivery, by a single supplier, of insulation works to council owned homes and associated works over the entire five-year period of 01 April 2022 to 31 March 2027.

Background papers:

None

Appendices:

None

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Committee Name: Cabinet

Committee Date: 23/02/2022

Report Title: The award of a contract for Sustainable Warmth grant delivery

Portfolio: Councillor Hampton, cabinet member for climate change and digital inclusion

Report from: Executive director of community services

Wards: All Wards. Further analysis is needed to determine full address list but work will likely begin in wards with highest levels of fuel poverty (Nelson, Wensum and Sewell)

OPEN PUBLIC ITEM

Purpose

To award a contract to deliver insulation measures to 200 private sector homes in Norwich, funded from the government's Sustainable Warmth grant scheme.

Recommendation:

To award a contract for the Sustainable Warmth Grant – retrofit insulation measures to E:On via the Fusion21 framework, subject to approval of the capital programme by Council on 22 February 2022. The contract value will be up to a maximum of £3.1 million.

Policy Framework.

The Council has three corporate priorities, which are:

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

This report meets the Great neighbourhoods, housing and environment corporate priority

This report addresses 'Improve the quality and safety of private sector housing' strategic action in the Corporate Plan

This report helps to meet housing, regeneration and development objective of the COVID-19 Recovery Plan

Report Details

The Sustainable Warmth Scheme

1. As part of the government funded Sustainable Warmth scheme, the Council has been awarded £3.1m to improve 200 private sector homes in Norwich by installing a mixture of insulation measures, including loft and cavity wall insulation and solar panels.
2. This scheme is focused on improving energy efficiency in the city, particularly in low-income housing. Low-income housing is defined as income under £30,000 or via the use of proxy measures such as receipt of benefits, and/or households identified to be in fuel poverty, which takes into account energy efficiency ratings and broader categories of vulnerability. Areas of the city likely to be eligible have already been identified using data tools which show areas of low income and inefficient housing.
3. Residents will be contacted, and information shared about the scheme, the process and the benefits. Homes will also need to be verified as eligible for the grant works, using income checks or our Eco Flex statement which sets out vulnerabilities that enable a classification of fuel poverty. There is no obligation for residents to receive the works, and residents will be kept up to date throughout the project following industry best practice PAS guidelines, to ensure the best outcome for them.
4. We expect the scheme to save 200,000 kg of CO2 per year and £250,000 in bill savings per year.

Delivery of the works

5. In order to complete these works, an installer will need to be contracted. Given the significant nature of the works, and the grant requirement that work must be completed by 31st March 2023, delivery needs to commence as soon as possible.
6. A suitable procurement framework has been identified - Fusion 21 Energy Efficiency Framework; using a framework enables us to procure a contractor in line with the deadlines required whilst also assuring us of value for money and delivery capability.
7. Three suppliers are available on the framework and Eon Energy has been identified as the only supplier with the capacity to deliver these works, based on an assessment of size and capacity of the companies to deliver a significant project in a short timeline. As such the recommendation is to direct award the contract to E:on Energy, in accordance with the rules and procedures set out in the framework agreement and in accordance with the Public Contract Regulations 2015. Department

for Business, Energy and Industrial Strategy (BEIS), who are providing the funds, are also content that Eon has the capacity to deliver, and this procurement process also conforms to the standards of the Sustainable Warmth scheme and conditions of the grant.

Consultation

8. Regular engagement will be undertaken with residents in the targeted areas before and throughout grant delivery in a variety of ways, compliant with the processes set out in the grant funding and in line with industry best practice. This will include, in the first instance, letters to potentially eligible households, followed by visits in the community. At any time residents will be able to indicate their interest (or lack of). Any data sharing will be guided by a Data Sharing Agreement.
9. We have consulted with BEIS in this process who are content that our plans meet grant funding requirements.

Implications

Financial and Resources

10. The full funding for the works (£3.1 million) is provided by the government's Sustainable Warmth Fund: this includes funding for a management fee to cover the council's costs of administering the grant (15% of the total grant), as well as the capital funding required for the works themselves.
11. This funding and the associated capital budget allowance is included in the 2022/23 Budget proposals being presented for approval at Council on 22nd February 2022.
12. There are no additional funding implications.

Legal

13. We do not foresee any legal complications.
14. We have consulted with our legal team who have advised that as long as the framework allows for Norwich to access it and it allows for a direct award to be made then calling off is in accordance with the Public Contracts Regulations 2015.
15. The framework does allow Norwich to access it, therefore this is in accordance with the Public Regulations 2015.

Statutory Considerations

Consideration:	Details of any implications and proposed measures to address:
Equality and Diversity	N/A
Health, Social and Economic Impact	This work will have a positive impact as the scheme is focused on improving energy efficiency in the city, particularly in low income housing and/or households identified to be in fuel poverty.
Crime and Disorder	N/A
Children and Adults Safeguarding	N/A
Environmental Impact	This work will improve the fabric of some of the worst performing homes in Norwich, considerably reducing carbon emissions from them.

Risk Management

Risk	Consequence	Controls Required
Issues with installation impacting residents	Reputational blow to council Possible remedial works required	All installers will be Trustmark registered Regular inspections by council staff will take place Proposed risk is therefore low
Works not installed by scheme deadline	Loss of reputation to council	Approved contract will allow works to take place Regular oversight and meetings with contractors

Other Options Considered

16. Do nothing: The funding has been applied for and approved, if we do not complete the works then it will be lost and the low income homes will not benefit from the savings. This option is not recommended.

17. In house provision: Norwich City Council does not have any existing in-house provision for this work. This option is not recommended.
18. Joint venture provision: The service cannot currently be provided by any of the Councils current joint ventures or partnerships. This option is not recommended

Reasons for the decision/recommendation

19. This approach is recommended so that works can be completed on schedule, in line with the requirements of the grant

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