

## **Cabinet**

**Date: Wednesday, 13 September 2023**

**Time: 17:30**

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

### **Committee members:**

**For further information please contact:**

### **Councillors:**

Stonard (chair)  
Jones (vice chair)  
Giles  
Hampton  
Kendrick  
Oliver

**Committee officer:** Alex Hand  
**t:** (01603) 989398  
**e:** [alexhand@norwich.gov.uk](mailto:alexhand@norwich.gov.uk)

Democratic services  
City Hall  
Norwich  
NR2 1NH

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

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

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

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



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

## Agenda

### Page nos

#### 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 Public questions/petitions

To receive questions / petitions from the public which have been submitted in accordance with the council's constitution.

#### 4 Questions to cabinet members

(A copy of the questions and replies will be available on the council's website prior to the meeting).

#### 5 Minutes

5 - 24

To agree the accuracy of the minutes of the meeting held on 12 July 2023.

#### 6 Q1 2023-24 Corporate Performance report

25 - 50

**Purpose:** To report progress against the delivery of the corporate plan priorities and key performance indicators for quarter one of 2023/24.

#### 7 Scrutiny Committee Recommendations

51 - 58

**Purpose:** To consider the recommendations made by scrutiny committee with respect to the impact of the Elections Act 2022 and on welcoming asylum seekers and refugees to Norwich.

#### 8 Q1 2023-24 Budget monitoring report

59 - 70

**Purpose:** This report sets out the council's overall financial position based on managers' forecasts to the end of June 2023 (Quarter 1); additional information based on more recent forecasts have also been included. The report covers the council's General Fund and Housing

Revenue Account (HRA) resources and includes information in relation to both its revenue and capital position.

**9 Update to capital programme 71 - 78**

**Purpose:** This report sets out revisions to the currently approved capital programme (2023 – 2028).

**10 Q1 2023-24 Risk register update 79 - 84**

**Purpose:** This report provides an update to the council's corporate risk register based on the position for quarter one (June 2023).

**11 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.

**Page nos**

**\*12 Q1 2023-24 Risk register update (exempt appendix) (Para 3)**

- 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.

**\*13 Exempt Minutes (Para 3)**

- 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, 05 September 2023**



**Cabinet**

**17:30 to 18:30**

**12 July 2023**

Present: Councillors Stonard (chair), Jones (vice chair), Giles, Hampton, Kenrick and Oliver.

Also present: Councillor Galvin, Green group leader

**1. Declarations of interest**

There were no declarations of interest.

**2. Public questions/ petitions**

One public question had been received from Mr James Hawketts.

Mr Hawketts asked the cabinet member for wellbeing and culture the following question:

“The council’s ability to communicate with members of the public appears to be under significant strain. At a full council meeting in March, a motion from Councillors Bogelein and Lubbock stated that of the 8096 calls made to the council in December last year, 3488 didn’t manage to get through at all and had to be rung back. This would represent a failure rate of 43%, which is staggering.

I’m worried that getting the help that residents need is becoming a two-tiered system between the IT literate and those not-so. The elderly in particular are disproportionately reliant on traditional methods of communication, which appear shunned. The motion points to face-to-face appointments; personally, I haven’t come across anyone who has received a response to a written letter whatsoever. So I ask the cabinet member, how many letters have been received in the past six months, and how many have had responses?”

Councillor Oliver responded:

“We need to be clear here because I think there may be a misconception about the call back service we offer and what it is. When a customer makes a call to us, they can either wait for their call to be answered or chose an option where they can request a call back from our customer service team if that suits them better. In requesting a call back, it means that the caller retains their place in the queue, instead of waiting and receives a call from us without

having to wait in a call queue. In December 2022 there were 14,610 calls, 3,488 of these answered calls were those who requested the call back option and the total success rate for answering calls was 79.29%. The calls that were not answered are where a customer has chosen not to wait or request a call back from us, where they have decided to choose another contact channel, their requirements to contact the council may have changed, they chose not to wait, or chose not to continue with their enquiry.

Traditional methods of communication are available to customers accessing our services including face to face at our customer contact centre and via written communication. The comment in your question that states 'I haven't come across anyone who has received a response to a written letter whatsoever' feels a little misleading, as across the council numerous written communications are sent each day whether via letter or email and to suggest otherwise feels like it paints an inaccurate picture. We are unable to provide the total volume of written letters received and responded to across the whole organisation, however if you would please provide the details of anyone who has not yet received a reply to their written communications then we will investigate this fully."

In response to Mr Hawketts' supplementary question, Councillor Oliver, the cabinet member for wellbeing and culture emphasised that digital exclusion was a high priority for the council.

### **3. Questions to cabinet members**

Councillor Stonard, the leader of the council and cabinet member for inclusive and sustainable development advised that 12 questions had been received from members of the council to cabinet members, for which notice had been given in accordance with the provisions of the council's constitution.

(Full details of the questions and responses were available on the council's website prior to the meeting. A revised version is attached to these minutes at Appendix A and includes a minute of any supplementary questions and responses.)

The questions are summarised as follows:

- Question 1 Councillor Worley to the leader of the council and cabinet member for inclusive and sustainable development on the Graffiti Strategy.
- Question 2 Councillor Osborn to the leader of the council and cabinet member for inclusive and sustainable development on empty retail units.
- Question 3 Councillor Schmierer to the leader of the council and cabinet member for inclusive and sustainable development on street cleaning.
- Question 4 Councillor Galvin to the leader of the council and cabinet member for inclusive and sustainable development on mitigation site allocation for Nutrient Neutrality.
- Question 5 Councillor Champion to the cabinet member for communities and social inclusion on the grass cutting programme.

- Question 6 Councillor Calvert to the deputy leader and cabinet member for housing and community safety on shed repairs.
- Question 7 Councillor Hoechner to the leader of the council and cabinet member for inclusive and sustainable development on an air quality communication campaign.
- Question 8 Councillor Catt to the cabinet member for resources on the cancellation of July's council meeting.
- Question 9 Councillor Fox to the cabinet member for resources on the use of city hall rooms for community groups.
- Question 10 Councillor Young to the leader of the council and cabinet member for inclusive and sustainable development on development policies and solar panels.
- Question 11 Councillor Haynes to the leader of the council and cabinet member for inclusive and sustainable development on communal bins.
- Question 12 Councillor Price to the cabinet member for resources on the Audit Commission.

#### **4. Minutes**

**RESOLVED** to agree the accuracy of the minutes of the meeting held on 14 June 2023.

#### **5. Q4 2022/23 Assurance Report**

Councillor Stonard, leader of the council and cabinet member for inclusive and sustainable development presented the report and highlighted areas of good performance and noted areas which were below target.

Councillor Kendrick, cabinet member for resources, referred to the excellent Treasury Management performance detailed in the report, the proactive management of cash flow resulting in £3.8m in income being achieved and the council's overall debt being reduced. Councillor Jones, deputy leader and cabinet member for housing and community safety referred to the progress which had been made on managing void turnarounds to relet council properties. The figures were reflective of several long term void properties which had now been brought back into use. In terms of Private Sector Housing enforcement, the impact of the government's decision to reduce planning red tape and allow permitted development had led to some poor quality office to residential conversions. This created large projects and led to peaks and troughs in performance as these were complex cases to tackle and took a lot of staff resource. Councillor Giles cabinet member for communities and social inclusion highlighted the effective housing benefit and council tax support processing achieved.

In response to Councillor Galvin's question Councillor Jones advised that work was underway to recruit to the Private Sector Housing Team, she noted that there was a

shortage of trained staff in the field and the council were looking to grow talent from within the council too.

**RESOLVED** to review progress on the key performance indicators for this quarter and the corporate risk register.

## **6. Vehicle anti- social behaviour Public Space Protection Order**

Councillor Jones, deputy leader and cabinet member for housing and community safety presented the report. She emphasised that the introduction of a Public Space Protection Order (PSPO) was not a decision to take lightly. However, she stressed that there had been issues with vehicles congregating in certain areas of the city. Residents in the Britannia Road area of the city had raised concerns but other areas had been highlighted as part of the consultation exercise which had taken place. It was important that the PSPO was city wide in order to avoid just moving the problem on to a different area. The PSPO would provide an additional tool which would enable the police to take a robust approach across the city with vehicles gathering and causing anti-social behaviour.

Councillor Giles, cabinet member for communities and social inclusion expressed his thanks to officers on behalf of residents and asked for more information in relation to the consultation. Councillor Jones advised that over 150 responses had been received flagging up issues in different areas of the city which was why a city-wide approach was needed.

Councillor Galvin considered the PSPO to be a good example of partnership working with residents, the council and police working together and wondered if a similar approach could be taken with the use of CCTV in areas. Councillor Jones advised that there was CCTV resource available and the council were looking at new cameras and options for their use. Councillor Giles commented that for the last few months CCTV cameras had been located at Britannia Road.

**RESOLVED** to agree:

- 1) to the making of the Public Space Protection Order for the management of vehicle-related anti-social behaviour associated with car meets in public spaces within the Norwich City district boundary for a period of three years; and
- 2) the Public Space Protection Order, once made, be advertised in local media and on the Council website.

## **7. Whole House Improvements to void properties**

Councillor Jones, deputy leader and cabinet member for housing and community safety presented the report. If the contract were agreed it would enable 40 large scale complex voids to be brought up to the standard for relet. The funding for the contract was already accounted for in the Housing Revenue Account Business Plan. Gasways were the selected contractor that met requirements and the contract would be closely monitored.



The interim head of asset management noted that the contract represented an interim arrangement to move forward a number of complex voids whilst procurement for a whole house approach and the property team restructure were taking place.

Councillor Galvin commented that with the properties empty it was a perfect time to install renewables and replace gas boilers and questioned why the opportunity had not been taken. Councillor Jones emphasised that the award of the contract would enable 40 voids to get back into use and whilst renewables were a priority they were secondary to meeting housing need. The interim head of building safety and compliance noted that where there were opportunities to install heat pumps this would be considered and he would keep Councillor Galvin updated.

**RESOLVED** to award the contract for whole house improvements works to void properties to Gasway Services Limited at a total cost of £625,000, subject to satisfactory performance and quality being met for the period of one year from 01 September 2023 to 31 August 2024.

## **8. Award of Stock Condition Survey Contract**

Councillor Jones, deputy leader and cabinet member for housing and community safety, presented the report. She noted that in order to maintain the council's housing stock in good condition regular stock condition surveys were needed to use to develop a stock condition programme. To keep current stock at the best possible standard it was necessary to know its condition to understand the investment needed going forward. The survey would also provide an opportunity to identify damp and mold in properties.

Councillor Galvin asked what the process was to identify properties and in which order would they be tackled, was there a decision model used and was this model ready and could she view it. Councillor Jones advised that she would come back to Councillor Galvin with more detail outside of the meeting.

**RESOLVED** to approve:

- 1) The award of the contract for stock condition surveys of housing properties to Fairthorn Farrell Timms LLP at a total cost of £599,250.00 for the period of one-year from 29 September 2023; and
- 2) The proposed virement of 2023/24 HRA revenue budget to fund the proposed works, as set out within the financial implications of the report.

## **9. An update on financial planning and the Medium Term Financial Strategy assumption**

(The chair referred to the supplementary agenda which had been circulated).

Councillor Kendrick cabinet member for resources presented the report. He noted that since the budget had been set inflation had continued to rise and financial turbulence was ongoing. He emphasised that it was essential to plan for an uncertain financial future with the best information available and the report extended medium term financial planning up to 2028/29.

Councillor Kendrick highlighted the strong financial planning which had taken place last year and noted that whilst the estimated budget gap was initially set at £8.2m. Once savings already agreed were taken account of, this reduced to approximately £3m. Councillor Stonard, leader of the council and cabinet member for inclusive and sustainable development referred to the recent peer review which had commended the council's financial planning.

Councillor Giles cabinet member for communities and social inclusion asked how much Section 31 windfall funding had been received and had the funding been allocated. The interim chief finance officer and S151 officer advised it was £2.8m and no decision had been made as yet, it would be considered as part of the first quarterly budget monitoring report.

Councillor Galvin referred to the initial assumption of £1m savings coming from city hall and asked why this had not been developed and when it would be. The interim chief finance officer advised that the initial proposals from last year were going through the validation process and he considered the risk of including the assumption too great at this time. Work had been commissioned to develop the proposal and when he was confident with projected costs and income it would be fed into the budget during the period of the Medium Term Financial Strategy.

**RESOLVED to:**

- 1) Note the current indicative MTFS projections;
- 2) Note the financial risks;
- 3) Endorse an approach to review the council's financial plans to support strong alignment with its corporate priorities; and
- 4) Endorse an approach to the early identification of on-going actions to close the estimated budget gap of £2.9m over the medium-term financial planning period.

**10. Exclusion of the public**

**RESOLVED** to exclude the public from the meeting during consideration of items \*11 and \*12 (below) on the grounds contained in the relevant paragraphs of Schedule 12A of the Local Government Act 1972 (as amended).

**\*11. Q4 2022-23 assurance report – exempt appendix (para 3)**

It was **RESOLVED** to note the exempt appendix.

**\*12. An update on financial planning and the Medium Term Financial Strategy assumption – exempt appendix (para 3)**

(The chair referred to the supplementary agenda which had been circulated).

An exempt minute exists for this item.

CHAIR



## **Cabinet**

**20 June 2023**

### **Questions to cabinet members**

#### **Question 1**

**Councillor Worley to ask the leader of the council and cabinet member for inclusive and sustainable development the following question:**

“In response to a question asked by Councillor Champion in September 2021 asking about a graffiti strategy for the city, the Cabinet Member said, “We do recognise the requirement for a joined-up approach and are examining the options for prevention, cleaning and enforcement in order to develop an effective long-term response to graffiti. Officers will be benchmarking performance at other councils, researching best-practice and working with NCSL to find the most efficient application of our resources in order to manage and reduce graffiti city-wide.” Can the Cabinet Member please tell us what progress has been made in the intervening two years, including stating when councillors and the public will be consulted on the graffiti strategy?”

**Councillor Stonard, the leader and cabinet member for inclusive and sustainable development’s response:**

“Officers have almost completed the tasks required to allow preparation of a draft strategy. Once complete, the draft will then be consulted on internally, prior to consulting with the council’s stakeholders by the end of September. We aim to have this process complete by the end of this year.”

(There was no supplementary question, as Councillor Worley was not present at the meeting.)

## Question 2

**Councillor Osborn to ask the leader of the council and cabinet member for inclusive and sustainable development the following question:**

“The closure of the Lakenham post office is the latest loss of vital in-person services for the city, following the closure of banks such as the TSB branch on Magdalen Street and other post offices in Bowthorpe and – soon – Eaton. Can the Cabinet member explain how the council’s economic strategy for the city will respond to the loss of these services, for example by implementing a “meanwhile use” policy to ensure that high street units are kept in use and not left abandoned?”

**Councillor Stonard, the leader and cabinet member for inclusive and sustainable development response:**

“I share your concern about the closure of valued community services in our communities and am aware that members from across all parties have been active in campaigning for retention of such facilities.

It is disappointing to see that notwithstanding these efforts that the closure of banks and post offices is continuing. Unfortunately, the council does not have the power to prevent such local facilities leaving our high streets. Fortunately, Norwich is performing well compared to the national average when it comes to vacant units on the high street. The latest retail floorspace monitor shows that vacancy rates in Norwich are at 12.6% in the City Centre and 12.1% in district centres compared to the national average of 15.4%. Vacancy rates in Norwich have been decreasing since the pandemic. Our economic development team have in the past worked with organisations such as the Business Improvement District to encourage landlords to implement meanwhile uses and will keep this under review should vacancy rates worsen.”

(In response to Councillor Osborn’s supplementary question Councillor Stonard confirmed that a “meanwhile use” policy was part of a range of measures the council could use to keep the city centre vibrant. He emphasised that Norwich City Centre was faring well when compared to vacancy rates in other cities and this was because there was a strategy to promote the city centre in place which cut across everything the council did.)

### **Question 3**

**Councillor Schmierer to ask the leader of the council and the cabinet member for inclusive and sustainable development the following question:**

“The council has said that its reporting shows a 92.33% pass rate for street cleaning inspections in Mancroft Ward. However, many streets and estates in the ward, such as Cowgate, Canterbury Place, King Street, Lothian Street and others, are often filthy due to rubbish being left strewn across the street, and often broken glass or excrement as well. As Mancroft councillors, we have repeatedly encouraged residents to report this, however there seems to have been little improvement. Will the Cabinet Member review the frequency and quality of street cleaning in the city?”

**Councillor Stonard, the leader and cabinet member for inclusive and sustainable development’s response:**

“The council uses a nationally recognised measurement system to measure the effectiveness of our street cleaning operations. Approximately 700 random inspections are carried out a year across the city, and the results are independently audited by the Association for Public Service Excellence. They also administer the inspection system on behalf of participating councils.

We are aware of the particular challenges at the locations identified, and we are working across the council and with Norwich City Services Limited to address these. In the meantime, we continually review our street cleaning schedules and are investing in new equipment to ensure the delivery of the quality of street cleaning expected by our residents.”

(In response to Councillor Schmierer’s supplementary question Councillor Stonard assured him that street cleaning was a council priority.)

#### **Question 4**

**Councillor Galvin to ask the leader of the council and cabinet member for inclusive and sustainable development the following question:**

“As you know, the River Wensum is one of 27 catchments that are subject to Natural England's Nutrient Neutrality policy which has restricted developers building new homes within its catchment. This is meant to prevent increases in levels of problem chemicals like phosphates and put measures in place to mitigate the impact of new development. However, I have heard concerns shared among experts and a range of stakeholders that the process of deciding the best sites for mitigation projects means they are not being determined in the light of existing evidence for where they would make the best impact on the health of the river. Please could you explain what work is being done to identify solutions to avoid the danger of commodity brokerage trading rather than actually reducing the pollution in the river?”

**Councillor Stonard, the leader and cabinet member for inclusive and sustainable development's response:**

“Since the announcement of Natural England's (NE) nutrient neutrality restrictions for the Rivers Wensum and Yare last March there has been close cooperation between the affected Norfolk authorities to address nutrient neutrality to enable planning consents to be issued.

Royal Haskoning DHV were commissioned to prepare a Nitrate/Phosphate Mitigation Strategy for the catchment areas of the River Wensum and the Broads in Norfolk.. The study sets out a range of potential mitigation measures over the short, medium and longer term.

A Joint Venture (JV) has been established (Norfolk Environmental Credits Ltd) between four Norfolk authorities and Anglian Water. Norwich is not yet a member but is closely involved in its work with a view to joining once the business case is established. The JV is liaising closely with Natural England on its work.

Natural England is developing a Nutrient Mitigation scheme to enable developers to purchase ‘nutrient credits’ which will discharge the requirements to provide mitigation.

For the Wensum catchment the mitigation needs to be in place upstream/in the catchment of the point of impact of the development on the Special Area of Conservation (SAC), in particular the discharge point into the River Wensum of the wastewater treatment works that the development will connect to.

The work being undertaken to address nutrient neutrality in the Wensum and Broads catchments is based on specially commissioned evidence and mitigation will be locationally restricted for the Wensum. The JV takes a strategic approach to delivery of mitigation across a number of local authority boundaries and is not a commodity broker. Operation of the JV will be guided by the need to secure a trajectory of phosphorus and nitrogen reductions in line with projected development and its approach is consistent with NE's

advice on nutrient neutrality requirements for these catchments published in March 2022.”

(Councillor Galvin asked by way of supplementary question for detail of the council's support, with timescales, of the work that was being done on how actual in-river measures of Phosphate could be linked and apportioned to clearly defined and measured upstream point sources. Councillor Stonard agreed that all were extremely concerned by the abuse of waterways and he would set out how the council were working with partners to mitigate this outside of the meeting.)

## Question 5

**Councillor Champion to ask the cabinet member for communities and social inclusion the following question:**

“The council has confirmed that it has no plans for a “No Mow May” policy. In June 2022, the Cabinet Member stated that the council is “looking to ensure that the NCSL grass cutting programme is aligned with our emerging Biodiversity Strategy.” Considering the very severe loss of wildlife being faced in the ecological emergency, can the Cabinet Member please detail the council’s goals for grass-cutting programmes and how the impact on biodiversity will be monitored?”

**Councillor Giles, the cabinet member for communities and social inclusion’s safety’s response:**

“The council, further to the publication of its biodiversity strategy last autumn is currently undertaking a biodiversity baseline and opportunities study, which is due to be completed over the summer. This will provide up to date information of the species and habitats that are under pressure in the city and how we may best go about conserving and enhancing them. It will also identify the opportunities we have for improvement of biodiversity so we can target our resources effectively.

In the meantime, there are many areas across the city that we do not cut at various times of the year in accordance with best horticultural practice. These include naturalised bulb areas, and areas that have previously been identified as being able to promote biodiversity in other ways.

Not all grassed areas are suitable for this type of maintenance. Much of our amenity grass contains species that are fast growing and have low biodiversity value. Stopping cutting for extended periods can be counter-productive, as more resources are required to tidy up the grass after it is eventually cut. In addition, if this tidy up work is carried out incorrectly, it can result in longer term damage to these areas.”

(In response to Councillor Champion’s supplementary question Councillor Giles advised that trials were ongoing but evidence was not totally clear on the benefit of letting grass grow without wildflowers.)



## **Question 6**

### **Councillor Calvert to ask the deputy leader and cabinet member for housing and community safety the following question:**

“Many tenants and leaseholders have reported that council sheds have fallen into disrepair, and when they have reported the need for repairs, these have not been carried out in a timely or an effective way. For example, sheds at Bargate Court have not been repaired after a fire several years ago. The council does not track how many requests for repair result in repairs being carried out or not, and is unable to provide the number of repair orders that are outstanding for repairs to sheds. What action is the Cabinet Member taking to get on top of the lack of tracking of repairs, so that tenants can get their sheds repaired and use them at last?”

### **Councillor Jones, the deputy leader and cabinet member for housing and community safety’s response:**

“Historically repairs to sheds were reported using a generic communal block reference code and so we are unable to extract detailed data to answer this question. All works are raised using NEC and the individual orders can be tracked until it is completed, with customers able to do this independently by using their account on the website, monitoring the work through to completion.

Sheds are not classed as habitable spaces, therefore, most repair work will fall within either our 60 working day time frame or into future programme of works. The exception to this is where the issue presents an immediate health and safety risk, which are then actioned accordingly.

A Senior Building Surveyor will be attending Bargate Court to inspect the sheds to assess condition and review current plans to repair.”

(There was no supplementary question, as Councillor Calvert was not present at the meeting.)

## Question 7

**Councillor Hoechner to ask the leader of the council and cabinet member for inclusive and sustainable development the following question:**

“In 2021, Scrutiny heard evidence from air quality experts demonstrating that, as has become very apparent through many scientific studies recently, burning wood of any kind, even in a so-called “eco stove”, causes toxic air pollution. The scrutiny committee recommended that the council undertake a communications campaign on this issue. A recent tweet for Clean Air Day stated that “if you have a wood-burning fire or stove in your home, this #CleanAirDay learn how to ease the #AirPollution impact: only burn dry, well-seasoned or “Ready-to-Burn” labelled wood; or use smokeless fuel.” It did not recommend not burning wood at all. While the council’s communication has warned that burning wood in any form causes toxic pollution, it has never recommended not burning wood. Does the Cabinet Member agree that people should be encouraged not to burn wood wherever possible?”

**Councillor Stonard, the leader and cabinet member for inclusive and sustainable development’s response:**

“While the price of electricity and gas remains so expensive, an increasing number of our residents are unable to heat their homes through the winter.. For those that already have a log burner or an open fire, the more affordable price of burning wood can be a lifeline.

In this context, the council has highlighted the risks of burning wood in the home, but we recognise that the choice to not burn wood isn’t available to everyone trying to heat their home during a cost-of-living crisis. By providing the guidance from Defra on compliant fuels we can limit the health impacts when people do burn wood at home.

In terms of enforcement, we can only use the legislation available to us and have no power to ban people using log burners or open fires. The Environment Act 2021 relates to what can be burned and defines smoke control areas, while the Environmental Protection Act 1990 relates to nuisance from smoke.”

(In response to Councillor Hoechner’s supplementary question Councillor Stonard advised that the council were encouraging people to not use wood burners but if they had no alternative form of heating they shouldn’t be prevented from keeping warm.)

## Question 8

### **Councillor Catt to ask the cabinet member for resources the following question:**

“For the second year in a row, we have seen the cancellation of the July full council meeting. Shortly after hearing this news, I had to respond to a resident who had asked for support to ask a question of the council, to tell them that their opportunity had been taken away from them, and that even their representatives would not be able to ask questions of the council until September, making it three months where the council will have no public scrutiny. While questions can be asked at Cabinet, this does not meet what the public expect in terms of the accountability offered by Full Council. I understand there is no official business to be discussed, but surely this means that we have more time to scrutinise and hold the council to account. How can the cancellation of this public meeting be squared with basic democratic principles?”

### **Councillor Kendrick, the cabinet member for communities and social inclusion’s response:**

“I would like to think that whilst the public rightly expect accountability from elected Councillors, they also expect efficiency and not to incur inefficient time and resources involved in meeting when there is no formal business to conduct, it was in this context that the Lord Mayor made the decision to cancel Council in July. It is perhaps a shame that you didn’t highlight to the member of the public that you refer to in your question, the opportunity to ask a question here, in an open public meeting that is being broadcast on YouTube, the very same opportunity you have taken in asking your question. If any members of the public have questions, they are also very welcome to contact myself, other members of Cabinet or any other elected Councillor directly, whether by phone or e-mail, where I’m sure they would happily respond, which is all part of the open and efficient democratic system we operate in.”

(In response to Councillor Catt’s supplementary question Councillor Kendrick emphasised that if there was no formal business to hear then it was reasonable and appropriate to cancel the meeting of council.)

## **Question 9**

**Councillor Fox to ask the cabinet member for resources the following question:**

“In my work as a community connector in Mancroft, one of the things that people frequently raised was the lack of free or affordable meeting space for community groups. Since being elected I have noticed that much of the space in City Hall is unused for some of the time. Does this council agree that allowing community groups, who are often supporting the work of the council, to use these rooms would be a better use of resource than having them stand empty?”

**Councillor Kendrick, the cabinet member for resources’ response:**

“Whilst we would want to maximise every opportunity to support local groups, offering meeting room space requires a significant resource commitment, from organising access to managing health and safety and compliance requirements. We are currently able to support and manage specific City Hall events but are unable to provide wider access for meeting room space. The use of meeting room space at City Hall, for community groups or local charities, is something that we will incorporate into considerations for the future, sustainable use of the building.

(There was no supplementary question, as Councillor Fox was not present at the meeting.)

## Question 10

**Councillor Young to ask the leader of the council and cabinet member for inclusive and sustainable development the following question:**

“I note that the council’s Development Management policies state: “Appropriate consideration should be given to orienting development in order to optimise energy efficiency and maximise solar gain”. However, some architects I have spoken to seem to suggest that council officers have objected to solar panels going onto roofs in conservation areas. I am very sympathetic to the desire to cherish and enhance Norwich’s historic buildings, but this cannot be done at the expense of the environment and in my opinion the fitting of solar panels on buildings should be actively encouraged wherever possible to indeed optimise energy efficiency and maximise solar gain. Does the cabinet member agree to ensure that new developments in particular have as many solar panels as possible to provide occupants with greener energy?”

**Councillor Stonard, the leader and cabinet member for inclusive and sustainable development’s response:**

“There are no examples from the past five years where the Council has refused consent for solar panels in the Conservation Area. As with most planning matters, assessing proposals for renewable energy that affect heritage assets is about striking the balance between the benefits of renewable energy and any harm that may be caused to the asset. The Council’s Design and Conservation Officers will always work constructively with those who are willing to engage with them to come up with solutions to the adaptation of heritage assets to meet the challenges of modern times.”

(There was no supplementary question, as Councillor Young was not present at the meeting.)

## **Question 11**

**Councillor Haynes to ask the leader of the council and cabinet member for inclusive and sustainable development the following question:**

“Across the city there is a problem with fly-tipping. This is not something new sadly, but it seems to be particularly prevalent in areas where there are communal bins. However, if these communal bins are locked away so that only local residents have access to them, the problem seems to dissipate. Where they are open and can be used by everyone they seem to attract bulky items and are often overflowing. Can the cabinet member commit to ensuring that any future council houses that are built with communal bins are ones that are locked away and can only be accessed by the residents for whom they are intended and similarly can they commit to investigating how practical it would be to have locked storage facilities built in existing communal bin sites?”

**Councillor Stonard, the leader and cabinet member for inclusive and sustainable development’s response:**

“Norwich City Council is committed to building social housing, as can be seen from our ongoing development at Mile Cross and Threescore. All developments are subject to viability tests, and we always seek to ensure communal spaces are well managed and maintained, however, in both terms of cost and planning requirements we cannot make this an absolutely commitment but will add this to our design principles.”

(There was no supplementary question, as Councillor Haynes was not present at the meeting.)

## Question 12

**Councillor Price to ask the cabinet member for resources the following question:**

“Since the abolition of the Audit Commission, up and down the country we have seen increased delays to the completion of the external auditing of Local Authorities, and an increase in the fees charged. Norwich has not been immune to the situation. This is resulting in unnecessary resource pressures on our finance team, who continue to deliver on time and to high standards. Does the Cabinet Member agree with me that the selling of auditing contracts to the big four auditors has failed, and will he write to the Leader of the Labour Party of the United Kingdom to ascertain if he will re-establish a publicly owned independent auditing body if elected to govern?”

**Councillor Kendrick, the cabinet member for resources’ response:**

“I agree that the Tory/Liberal Democrat coalition Government’s decision to abolish the Audit Committee in 2015 was a mistake and that the present external audit regime for Local Government is not fit for purpose. As to its replacement, I prefer to work within the LGA Labour Group which is working closely with frontbench shadow ministers on this and other issues dealing with Local Government, including that relating to future audit arrangements. This will have more impact, in my opinion than indulging in the gesture politics of just writing a letter to the leader of opposition.”

(There was no supplementary question, as Councillor Price was not present at the meeting.)







**Committee name:** Cabinet

**Committee date:** 13/09/2023

**Report title:** Corporate Performance Report for Quarter One, 2023/24

**Portfolio:** Councillor Stonard, 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 for quarter one of 2023/24.

**Recommendation:**

It is recommended that cabinet review progress on the key performance indicators for this quarter.

**Policy framework**

The Council has five corporate aims, which are:

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

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

## **Report details**

### **Background**

1. Previously, a quarterly combined assurance report has been brought to Cabinet, providing information across corporate performance, finance, and risk. For the reporting period 2023-24, these elements will be presented quarterly to Cabinet as three individual reports on the same agenda, to allow for work to begin on improving ways of reporting our progress.
2. The driver for this approach is the full review of our Corporate Plan 2022-2026 to ensure it is fully aligned with the priorities of Cabinet members, that these are communicated within and outside the Council, and are rooted in a clear understanding of the views of our communities and partners.
3. A new performance framework is being developed to reflect the new Corporate Plan 2024-2029, with greater support around data and intervention to ensure delivery of our priorities and rapid course correction.

### **Introduction**

4. The Corporate Plan 2022-26 describes the medium-term aims of the council, and how the organisation of the council needs to be structured to deliver these aims. It is also about how we use our limited resources, and how we maximise these resources by working with other partners outside of the council.
5. Each year there are adjustments to the plan to take account of changes at the local and national level. The budget that is debated and agreed each February, alongside the corporate plan, sets out what financial resources are available to deliver the council's corporate aims and political priorities.
6. There are five aims in the current corporate plan which collectively add up to building a more sustainable city: environmentally, socially, and economically:
  - a) People live independently and well in a diverse and safe city.
  - b) Norwich is a sustainable and healthy city.
  - c) Norwich has the infrastructure and housing it needs to be a successful city.
  - d) The city has an inclusive economy in which residents have equal opportunity to flourish.
  - e) Norwich City Council is in good shape to serve the city.
7. The corporate performance framework that sits alongside the corporate plan helps us to measure progress against these aims. This is done through key performance indicators (KPIs) which are a set of measures that monitor delivery of services and activities which contribute to us achieving the five aims.
8. This report sets out progress for year two of the Corporate Plan 2022-2026 and covers the period 1 April to 30 June 2023 (quarter one).

### **How to read this report**




9. Performance reporting for indicators in this report is based around a traffic light

system, as set out below.

#### KPIs by status

<b>Red</b>	Performance has reached a level where we will intervene & agree what action is required to bring it back on target.
<b>Amber</b>	Early warning that performance is not on target and action may be required.
<b>Green</b>	Performance is on or above target
<b>White</b>	Data is being monitored
<b>Blue</b>	Data is not currently recorded

#### KPIs by direction of progress

	Performance has dropped compared with the last quarter/year.
	Performance has stayed the same compared with the last quarter/year.
	Performance has improved compared with the last quarter/year.

10. There are a total of 28 KPIs for which our three directorates have responsibility for:
  - a) Community services are responsible for 14 KPIs covering all corporate aims except '*The city has an inclusive economy in which residents have equal opportunity to flourish*'.
  - b) Development and city services are responsible for 10 KPIs predominantly covering '*Norwich has the infrastructure and housing it needs to be a successful city*'.
  - c) Corporate and commercial services are responsible for four KPIs predominantly covering '*Norwich City Council is in good shape to serve the city*'.
11. There are 22 KPIs that are reported quarterly, and six KPIs that are reported annually (two in quarter two and four in quarter four).
12. Appendix B provides a detailed list of which directorate holds the reporting responsibility for each KPI, how it is calculated, how frequently it is reported and what the target and intervention levels are.
13. Appendix C provides a detailed list of all KPIs for this and the previous four reporting periods, showing the status and direction of progress.

#### Overview for this reporting period

14. There are 22 quarterly and no annual KPIs reported for this period.
15. Table 1 below shows a summary of the performance measures presented as a count of the KPIs by status as well as a total, for each corporate aim. There are no KPIs that fall into this reporting period for the corporate aim '*The city has an inclusive economy in which residents have equal opportunity to flourish*'.

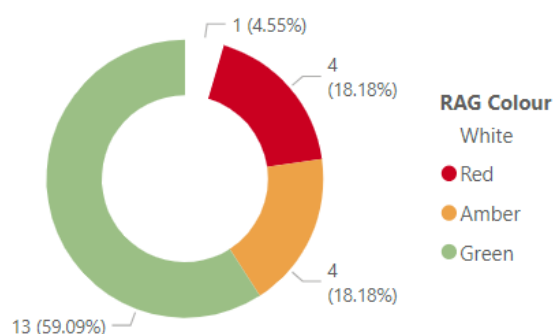
**Table 1: Quarterly KPIs by status for Q1 2023/24**

Corporate priority	White	Red	Amber	Green
People live independently and well in a diverse, and safe city			1	4
Norwich is a sustainable and healthy city			1	1
Norwich has the infrastructure and housing it needs to be a successful city		2		3
Norwich City Council is in good shape to serve the city	1	2	2	5
<b>Total</b>	1	4	4	13

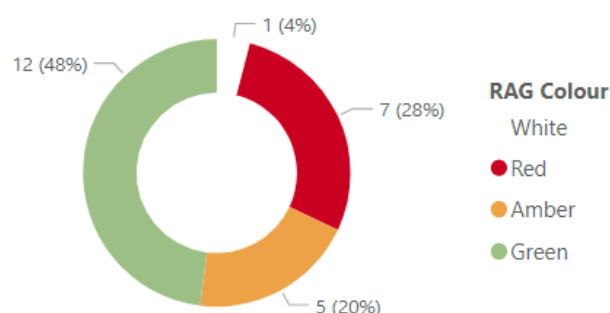
16. The two pie charts below shows that overall performance has improved for this quarter, 1 April 2023 to 30 June 2023, compared with the last reporting period, 1 January to 31 March 2023.

### Count of KPI performance status

Current quarter



Previous quarter



17. Table 2 below shows that performance has improved across 15 KPIs, worsened across five KPIs with no change for one KPI.

**Table 2: Quarterly KPIs by direction of progress for Q1 2023/24**

Corporate aim	Red – getting worse	Amber – no change	Green - improving
People live independently and well in a diverse, and safe city	1	1	3
Norwich is a sustainable and healthy city	-	-	2
Norwich has the infrastructure and housing it needs to be a successful city	1	-	3
Norwich City Council is in good shape to serve the city	3	-	4
<b>Total KPIs</b>	5 ▼	1 ◆	15 ▲

18. Appendix A provides additional information on notable successes for the reporting period, including:

- Completed Future Shape Norwich projects that have a potential income value of around £1.7 million, excluding assets, resulting in a positive impact on the budget for 2023/24 and beyond.

- b) Completion of assurance checks by the Department for Business and Trade for the Covid Business Grants paid in cohort 2, resulting in positive feedback for the council in its administering of the grants.
- c) Successful implementation of the new Elections Act 2022, at the 2023 local elections in Norwich, including the introduction of Voter ID.
- d) Secured planning approval for the development proposals at Anglia Square, the most significant regeneration opportunity in the northern part of the city centre and one of Norwich City Council's most important priorities for regeneration.
- e) Negotiated the purchase of vacant land at Windmill Road using the Towns Deal Revolving Fund, with the intention of disposing of it to a developer capable of building the consented 17 dwellings as soon as possible.
- f) Improvements to Wensum Park with £85,000 of Levelling Up Parks Fund.
- g) Successful recruitment to the post of Chief Executive Officer, Louise Rawsthorne, following the departure of Stephen Evans at the end of March 2023.

## Organisation wide KPIs

19. All KPIs are service specific except for two KPIs which are organisation wide measures. The reporting responsibility sits with Community services, but the activity takes place across all three directorates for KPIs 25 and 26, and forms part of the KPI suite for *Norwich City Council is in good shape to serve the city*:

- a) KPI 25: % of Freedom of Information (FOI) requests responded to within 20 working days
- b) KPI 26: % of complaints responded to within 10 days.

20. Performance has improved across both KPIs for quarter one, as shown in the table below.

Indicator	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	
% of FOI requests responded to within statutory timescales	79.52	80.12	92.36	91.40	98.50	▲
% of corporate complaints responded to within stated timescales	54.95	62.06	58.00	58.74	68.00	▲

21. The time to respond to complaints target was reduced from 15 to 10 days, effective from 1 October 2022. This has impacted on performance which remains below target however there is a positive direction of travel indicated as the new response time embeds.

22. Whilst below target, 68% is the highest quarterly figure achieved since 2019, and represents a 24% improvement on the same quarter last year despite the volume of complaints received increasing for this reporting period by 33% compared to the same quarter last year.

23. Understanding customer complaints remains a key priority for the council. They are seen as an opportunity to improve things, and not as a threat. We are working towards having a fair, open, and honest culture around feedback and complaints such that:

- a) Problems are picked up at an early stage and lessons are learned.
- b) Poor practice is highlighted and put right.

- c) Complaints to external bodies are less likely.
- d) People can feel confident about complaining – not fearful of reprisals.
- e) Those who find it difficult to make their views heard are protected and have access to adequate support including advocacy.
- f) Officers who are the subject of complaints are supported.
- g) Resources spent on dealing with formal complaints are kept to a minimum.
- h) People using the service can feel they have a voice and are able to influence change.

## People live independently and well in a diverse and safe city

24. There are five quarterly KPIs reported for this aim, one of which remains the same with three improving, and one worsening since the last reporting period, as show in the table below.

Indicator	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	
% of households owed a homelessness prevention duty (in accordance with the Homelessness Reduction Act) where the duty was ended due to suitable accommodation being secured for them	74.00	68.00	87.00	88.00	89.00	▲
% of people responding as feeling safe in local area survey	65.00	55.00	63.00	52.00	59.00	▲
Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement	16.00	19.00	18.00	18.00	18.00	◆
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	91.00	94.00	94.50	93.00	95.00	▲
Number of homeless households living in temporary accommodation	47.00	52.00	48.00	46.00	59.00	▲

25. Over the quarter, there has been a 28% increase in the *number of homeless households living in temporary accommodation*, however the figure of 59 is still below the target of 60, and intervention of 68. We continue to intensively manage the use of temporary accommodation and the number of homeless households in temporary accommodation (15 families, 41 singles and 3 couples) remains consistently low despite high numbers of homelessness presentations. With the reduction in the re-let time of council homes remaining a key priority for the council, the need to rely on temporary accommodation should decrease.

26. Whilst there remains concern about the reliability of the measure *% of people responding as feeling safe in a local area survey* we are working towards a more robust indicator to measure perceptions of community safety. However, we have seen a 13% increase in the response rate for this quarter. We are looking at increasing the number of our responses to around 1,000 by sending out more surveys which we hope will give us a more statistically significant response. We are also looking at the scoring for the questions to look at ways to improve the quality of the responses as the scale is currently too large to judge against. These improvements are due to be in place from the start of quarter two, 1 October 2023.

## Norwich is a sustainable and healthy city

27. There are two quarterly KPIs reported for this aim, both of which have seen an improvement since the last reporting period, as shown in the table below.

Indicator	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	
% household waste sent for reuse, recycling, composting (reporting on previous quarter)	39.10	38.80	38.10	37.00	38.30	▲
Total number of private sector insulation measures completed	50.00	50.00	0.00	34.00	60.00	▲

28. There has been a 76% improvement in the *number of private sector insulation measures completed* as expected. The nature of the funding landscape for this KPI produces 'peaky' quarterly KPI outcomes but with increasing annual outcomes, as shown when comparing quarters one 2023-24 (60) with 2022-23 (50).

29. The recycling rate has flatlined for several years. We are currently carrying out an options appraisal of all waste and recycling services across Norwich to see where improvements can be made.

## Norwich has the infrastructure and housing it needs to be a successful city

30. There are five quarterly KPIs reported for this aim. Four have seen an improvement since the last reporting period, and one moving from amber to red, as shown in the table below. Intervention steps have been put in place with close monitoring taking place during the next quarter.

Indicator	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	
% of council homes with a valid gas safety certificate	99.87	99.82	99.92	99.99	100.00	▲
% of council housing rent collected (excluding arrears brought forward)	95.87	96.20	98.25	98.77	96.71	▼
% of planning applications determined within statutory time limits	85.00	87.00	87.00	88.00	93.00	▲
% of planning decisions upheld after appeal (where council has won)	100.00	91.00	88.00	88.00	100.00	▲
Average re-let time of council homes in calendar days (excluding major works)	35.00	49.00	95.00	101.00	69.00	▼

31. Whilst we remain below the end of year target and there has been a two percent drop in the *% of council housing rent collected (excluding arrears brought forward)*, a collection rate of 96.71% for the end of quarter one in the current financial climate is positive. We have collected £17,660,990 to week 13, compared with £16,491,878 for the same period in the previous year. Casework continues with officers having more customer responsive conversations, offering advice and support to tenants while making clear tenants' responsibility to pay.

32. Reducing the re-let time of council homes remains a key priority for the council. This quarter shows a significant 32% decrease in *average re-let time of council homes in calendar days (excluding major works)*, and whilst the figure remains high at 69



days, we are maintaining a positive downward trend. We expect to see further reductions throughout the coming months, as additional contractors tackle those empty homes requiring Whole House Improvements.

33. Officers continue to make robust planning decisions, exceeding target on the *% of planning decisions upheld after appeal (where the council has won)*. We have also seen an improvement in the *% of planning applications determined within statutory time limits*. To note, this does not include permissions delayed due to Nutrient Neutrality.

### Norwich City Council is in good shape to serve the city

34. There are eight quarterly KPIs reported for this aim, one of which is new for this year and is being monitored to set an appropriate target in due course. Four KPIs have improved with three worsening since the last reporting period, as shown in the table below.

Indicator	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	
% of customer contact that takes place through digital channels	54.29	45.71	42.05	42.98	46.36	▲
% of customer's responding as satisfied with customer contact team service	70.43	68.04	83.71	84.75	67.46	▼
Business Rates Collection – the amount of in year business rates plus arrears from old years collected (target set according to budget requirement)	105.42	100.06	99.53	101.83	105.48	▲
Council income from investment property portfolio expressed as % of target income	87.00	92.00	95.00	97.00	95.00	▼
Council on track to remain within General Fund budget (£)	-626,000.00	-1,397,000.00	-1,764,000.00	-1,796,000.00	-2,070,000.00	▲
Council Tax Collection – the amount of in year council tax plus arrears from old years collected (target set according to budget requirement)	98.67	100.64	99.67	100.26	102.93	▲
Customer facing IT services availability expressed as a % of time (24/7 excluding scheduled downtime)			new KPI for 2023/24		99.93	
IT System availability expressed as a percent of time available during core hours	99.94	99.85	99.94	99.95	96.60	▼

35. There has not been any significant reduction in amount of contact received by telephone, so the channel shift percentage remains below target. Initiatives to increase digital interaction with the council are ongoing.
36. With telephone contact remaining at the current level, vacancies in the customer contact team are impacting on customer satisfaction levels. The team are focused on recruitment and increasing resources with two additional temporary advisers to meet current telephone contact demand. This will allow the team to reduce the average wait time, and a likely increase in satisfaction rates.
37. The data for *Council income from investment property portfolio expressed as % of target income* relates to quarter 2022/23 as this KPI is reported in arrears. Where we have not been able to collect income owed, this debt principally relates to common debtors with recovery action being discussed and agreed with nplaw. There continues to be increased debt from retail tenants, this is being monitored



closely.

38. There has been a drop in performance for *IT System availability expressed as a percent of time available during core hours*, with eight minor interruptions to systems services during the reporting period. All issues were promptly rectified by the support team, with minimal business impact.
39. A detailed financial report to Cabinet in September 2023 will include progress against our Medium-Term Financial Strategy. However, we continue to exceed target when it comes to remaining within the General Fund Budget.

## Consultation

40. No consultation was required in creating this report.

## Implications

### Financial and resources

41. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan 2022-26 and budget.
42. There are no proposals in this report that would reduce or increase resources.

## Legal

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

## Statutory considerations

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

Consideration	Details of any implications and proposed measures to address:
Crime and Disorder	This report does not have direct implications for crime and disorder; it provides an update on progress made in delivering agreed services and programmes, the implications of which will have been considered elsewhere.
Children and Adults Safeguarding	This report does not have direct safeguarding implications; it provides an update on progress made in delivering agreed services and programmes, the implications of which will have been considered elsewhere.
Environmental Impact	This report does not have direct environmental implications; it provides an update on progress made in delivering agreed services and programmes, the implications of which will have been considered elsewhere.

## Risk management

Risk	Consequence	Controls required
Specific risk management activities and detailed consideration of the corporate risk register are reported separately through the quarterly Risk Management Report.	Failure to manage risks appropriately could have financial reputational or other consequences	Risk owners are required to implement controls to mitigate risks and update these regularly.

## Other options

44. There are no alternative options to consider.

## Reasons for the decision/recommendation

45. It is recommended that cabinet review progress on the key performance indicators for this quarter.

## Appendices:

- **Appendix A Table of successes** provides details on notable successes from quarter one, aligning them to the relevant corporate aim, portfolio, and corporate risk, where appropriate.
- **Appendix B Table of KPIs** provides a detailed list of which directorate holds the reporting responsibility for each KPI, how it is calculated, how frequently it is reported and what the target and intervention levels are.
- **Appendix C Performance summary by KPI** provides a detailed list of all KPIs for this and previous reporting periods, showing the status and direction of progress.

**Contact officer:** Head of Strategy, engagement and culture.

**Name:** Helen Chamberlin

**Telephone number:** 01603 989269

**Email address:** [helenchamberlin@norwich.gov.uk](mailto:helenchamberlin@norwich.gov.uk)



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

## Appendix A: Table of successes

Success	Corporate aim	Portfolio	Corporate risk
<p><b>Programme Management:</b></p> <p>The first Future Shape Norwich (FSN) projects that went live in 2022 have been completed or closed successfully. The completed projects are:</p> <ul style="list-style-type: none"> <li>- Regulatory Services Fees and Licensing</li> <li>- Assets and regeneration / Data and strategy (phase 1)</li> <li>- Parking in parks (phase 1)</li> <li>- Parking Tariffs</li> </ul> <p>These projects have a potential income value of around £1.7 million, excluding assets, and were prioritised because of their positive impact on the budget for 2023/24 and beyond. Other projects are currently underway and progress on these will be reported throughout 2023/24.</p>	Norwich City Council is in good shape to serve the city.	Resources	CORP01: Council Funding Medium - Long Term
<p><b>Recruitment of chief executive and head of paid service:</b></p> <p>A national campaign commenced in February 2023 to recruit a chief executive, which includes the statutory role of head of paid service, returning officer, and electoral registration officer. Working with recruitment partners GatenbySanderson the campaign attracted a talented pool of candidates.</p> <p>The appointment of a new chief executive for Norwich City Council was unanimously approved by Full Council on 28 April and the successful candidate, Louise Rawsthorne, formally took up the appointment in May 2023.</p> <p>The robust recruitment process for the chief executive of Norwich culminated with interviews by a cross party appointments panel made up of five elected members. The rigorous assessment process also included technical and psychometric assessments and panel interviews and assessments with key external and internal stakeholders.</p>	Norwich City Council is in good shape to serve the city.		N/A

<p><b>Energy Bill Grants:</b> The Department for Business and Trade advised the Revenues Team in June 2023 that their assurance checks for the Covid Business Grants paid in cohort 2 (Local Restrictions Support Grant, Restart Grant, Additional Restrictions Grant and Omicron Hospitality and Leisure Grant schemes) were complete and the Department is now preparing the results for submission to the National Audit Office.</p> <p>Based on the assurance evidence supplied by the Council, none of the businesses that we have assessed were identified as ineligible for the grant they received. These results now go on to the National Audit Office to complete its own review.</p> <p>The Department said “Please can I take this opportunity to thank you again for your patience, support, and assistance during this process; together we have delivered and assured a successful program of grants in an unprecedented situation. We should all be proud of the hard work and dedication that has gone into achieving this”.</p>	<p>The city has an inclusive economy in which residents have equal opportunity to flourish.</p>	<p>Inclusive and sustainable growth</p>	<p>CORP04: Further waves of COVID 19</p>
<p><b>Election Act implementation:</b> The 2023 local elections in Norwich were the first elections under the new Election Act 2022, and the introduction of Voter ID. Ahead of the election, significant work was undertaken to ensure successful implementation. This included:</p> <ul style="list-style-type: none"> <li>a) Extensive and active engagement with DLUHC, the Electoral Commission and the Association of Electoral Administrators</li> <li>b) Production of an extensive communication plan, including circulations with council tax leaflets, information in the citizen magazine and promotion on social media</li> <li>c) Additional training and briefing for elections staff, agents and candidates</li> <li>d) Inspections of all polling stations to ensure compliance with new accessibility standards.</li> </ul> <p>In July 2023, the Scrutiny Committee undertook a review of the impact of the new Election Act, which is available <a href="#">here</a>. This highlighted that most electors were</p>	<p>Norwich City Council is in good shape to serve the city.</p>	<p>Resources</p>	<p>CORP16: Implementation of the Election Act and impact on operation of Council elections</p>

<p>successfully able to vote using ID, and whilst some voters expressed concern at the introduction of ID, concerns did not escalate into significant issues at polling stations. Unfortunately, a small number of electors (68) were unable to vote at the polling station due to not having ID and did not return.</p> <p>The returning officer, alongside the elections and communications team, will be continuing to assess the most effective forms of communication and messaging can be undertaken as we approach further elections, most notably the general election scheduled for 2024 or 2025, which is likely to attract a much higher turnout, as well as considering the recommendations made by the Scrutiny Committee.</p> <p>Further elements of the Act are yet to come into effect, particularly the handling of postal votes, processing of postal vote applications, and rules on overseas and EU voters. These remaining elements continue to be carefully monitored ahead of their implementation.</p>			
<p><b>Anglia Square development approval:</b> The Planning Applications Committee, held on 27 April 2023, granted planning approval for the development proposals at Anglia Square. Anglia Square is the most significant regeneration opportunity in the northern part of the city centre and one of Norwich City Council's most important priorities for regeneration. Unlocking this site for development provides the opportunity to deliver significant and permanent socio-economic and environmental benefits, and the potential to deliver environmental enhancement through the remediation of derelict land and buildings.</p> <p>There will be significant benefits to local people through the creation of new jobs, a substantial number of new homes (up to 1100); an improved district centre; and a significant boost to the local economy through investment and new expenditure which will support both existing businesses and the growth of new enterprise. Significant inward investment in this site would be a statement of confidence in the city of Norwich and boost the city's profile and attractiveness to other inward investors.</p>	<p>Norwich has the infrastructure and housing it needs to be a successful city.</p>	<p>Inclusive and sustainable growth</p>	<p>CORP15: Failure to be able to draw down £15m of Housing Infrastructure Fund (HIF) money previously secured from Homes England (HE) and under contract to assist with the delivery of</p>

<p>The planning team continue to work on securing £15m of Housing Infrastructure Funding from Homes England to support delivery of the site and it is hoped that a start will be made on site in early 2024.</p>			<p>Anglia Square leading to failure for successful redevelopment of this key city centre site.</p>
<p><b>Windmill Road:</b> Land at Windmill Road has lain vacant and undeveloped for several years, despite benefitting from a planning consent for the construction of 17 dwellings. The site was therefore a priority target for the Revolving Fund. This is a Towns Fund project, and seeks to unblock stalled sites around the city, which may attract fly tipping or anti-social behaviour. In these cases, the council may seek to acquire the site, either through negotiation or compulsory purchase. Following negotiation, the council has bought the site with the intention of disposing of it to a developer capable of building the consented development as soon as possible.</p>	<p>Norwich has the infrastructure and housing it needs to be a successful city.</p>	<p>Inclusive and sustainable growth</p>	<p>N/A</p>
<p><b>Wensum Park:</b> In February 2023, £85,000 of funding was received from Department for Levelling Up Housing and Communities (DLUHC) through their Levelling Up Parks Fund to improve access to quality green spaces. One condition of the funding was that 22% of the grant was spent on tree works and planting within a designated area.</p> <p>The woodland area within Wensum Park was selected by the council as being the most appropriate area within the city for this funding to be spent as it would deliver the greatest improvements to accessibility within our parks. In addition, lack of access points and layout of the park at the time encouraged anti-social behaviour. Finally, the tree stock was of limited value and the area was overgrown with self-seeded bramble and sycamore.</p> <p>Funding has enabled us to:</p> <ul style="list-style-type: none"> <li>• Clear a large amount of dead and diseased trees</li> </ul>	<p>Norwich is a sustainable and healthy city.</p>	<p>Communities and social inclusion</p>	<p>N/A</p>

<ul style="list-style-type: none"> <li>• Create a granite dust path through the woodland that will be accessible to those with mobility difficulties</li> <li>• Construct a 2<sup>nd</sup> bridge to allow residents to walk through the woodland whilst increasing the entrance / exit points.</li> <li>• Plant a diverse mix of trees, including fruit trees, along with a variety of wildflowers</li> <li>• Clearance of the pond to improve the flow of water.</li> <li>• Provision of new picnic tables and benches to improve seating for visitors</li> <li>• Remove the wooden boardwalk which was in disrepair, leaving the original exposed steps that form part of the park's original design.</li> <li>• Improve the area where the redundant paddling pool was situated. We sought designs from three play specialists to help us make changes that focused on younger children, and incorporated sensory play, which went out to public consultation.</li> </ul>			
---	--	--	--

## Appendix B: Table of KPIs

All KPIs are service specific with exception of KPIs 25 and 26 which are organisation wide measures.

KPI	Indicator description	Methodology	Target	Intervention	Frequency	Corporate Aim	Directorate Responsible
KP1 01	Average number of days taken to process new Housing Benefit Claims from point of receipt to notification of entitlement	Data generated from Northgate system	19.5 days from 2023/24 (previously 21 days)	21.6 days from 2023/24 (previously 23.1 days)	Quarterly	People live independently and well in a diverse and safe city.	Corporate and commercial services



KPI 02	Council Tax collection – the amount of in year council tax plus arrears from previous years collected (target set according to budget requirement).	The annual target is the Council Tax requirement set in the budget. The annual target is profiled across the year based on what we would expect to have collected by the end of each month. Each quarter, variance to the quarterly target is reported. Data is generated from the Northgate System	100%	99%	Quarterly	Norwich City Council is in good shape to serve the city.	Corporate and commercial services
KPI 03	Business Rates collection – the amount of in year business rates plus arrears from previous years collected (target set according to budget requirement)	The annual target is the National Non-Domestic Rate forecast rating income. The annual target is profiled across the year based on what we would expect to have collected by the end of each month. Each quarter, variance to the quarterly target is reported. Data is generated from the Northgate System	100%	99%	Quarterly	Norwich City Council is in good shape to serve the city.	Corporate and commercial services
KPI 04	Council on track to remain within General Fund budget (£)	Forecasts from all budget managers input into Collaborative Planning tool	£0.00	£500,000	Quarterly	Norwich City Council is in good shape to serve the city.	Corporate and commercial services

KPI 05	% of council housing rent collected (excluding arrears brought forward)	(A / B)*100 . Where A = the actual rent and service charges collected year-to-date on current & former General Needs (GN) & Housing for Older People (HfOP) (excluding garages) and where B = the actual rent and service charges due year-to-date for all tenanted GN & HfOP properties (excluding garages). Worked example - By the end of September £470,000 of rent and service charges had been received by the organisation from current & former tenants. The year-to-date actual rent and service charges due is £500,000. Rent collected as a percentage of rent owed = (£470,000 / £500,000)*100 = 94.0%	99.8%	98.8%	Quarterly	Norwich has the infrastructure and housing it needs to be a successful city.	Community services
KPI 06	Average re-let time of council homes in calendar days (excluding major works)	Calculated by dividing the total number of days standard re-let properties were vacant in the period, by the number of standard re-lets in the period	21 days	25 days	Quarterly	Norwich has the infrastructure and housing it needs to be a successful city.	Community services
KPI 07	% of council homes with a valid gas safety certificate	The denominator is the number of rented dwellings in ownership that have a connected gas supply. Calculation = Number of council homes with a valid gas safety certificate / Number of council homes requiring a gas safety certificate * 100	100%	99.8%	Quarterly	Norwich has the infrastructure and housing it needs to be a successful city.	Community services

KPI 08	Number of homeless households living in temporary accommodation	This measure of temporary accommodation is a snapshot at the end of the period. It is not a cumulative total of all households living in temporary accommodation across the period. Any households living in temporary accommodation in another local authority district are included where this has been provided by Norwich City Council	62	68	Quarterly	People live independently and well in a diverse and safe city.	Community services
KPI 09	% of households owed a homelessness prevention duty (in accordance with the Homelessness Reduction Act) where the duty was ended due to suitable accommodation being secured for them	<p>This KPI measures the proportion of households owed a prevention duty whose duty ended due to suitable accommodation being secured for at least six months. This can involve assisting them to stay in their current accommodation, or helping them to find a new place to live.</p> <p>Calculation = (N / D)*100</p> <p>N = Number of households secured accommodation for at least six months (where a prevention duty ended in the period)</p> <p>D = Number of households whose prevention duty ended in the period</p>	66	60	Quarterly	People live independently and well in a diverse and safe city.	Community services
KPI 10	% of household waste sent for reuse, recycling, composting (reporting on previous quarter)	Using DEFRA methodology from <a href="#">WasteDataFlow</a>	40%	36%	Quarterly	Norwich is a sustainable and healthy city.	Development and city services
KPI 11	% of people responding as feeling safe in a local area survey	% of people responding as feeling safe to a local area survey issued by text	60%	54%	Quarterly	People live independently and well in a diverse and safe city.	Community services

KPI 12	Number (of total) (%) of food premises rated 0,1 or 2 (not broadly compliant), moving to a compliant rating of 3, 4 or 5 against the Food Rating Hygiene System following intervention by food safety officers	Calculation run in Environmental Health systems	80	72	Quarterly	People live independently and well in a diverse and safe city.	Development and city services
KPI 13	Number of private rented sector homes made safe	Report run in Uniform	100	90	Annually (Q4)	Norwich has the infrastructure and housing it needs to be a successful city.	Development and city services
KPI 14	% of planning decisions upheld after appeal (where the council has won)	Trailing Twelve Month Data calculated after the end of each quarter based on planning appeal decisions	66%	59.4%	Quarterly	Norwich has the infrastructure and housing it needs to be a successful city.	Development and city services
KPI 15	% of planning applications determined within statutory time limits	% of planning applications of development types Q1-Q21 (these being central government definitions) determined within statutory time periods or within an agreed extension of time	90%	51%	Quarterly	Norwich has the infrastructure and housing it needs to be a successful city.	Development and city services
KPI 16	Council income from investment property portfolio expressed as a % of target income	Rental income collected (including agreed deferrals) as a % of budgeted income	95%	85.5%	Quarterly	Norwich City Council is in good shape to serve the city.	Development and city services
KPI 17	Area of underused council land brought into productive use (m2)	Measure the m2 of any sites allocated in the Site Allocations plan that are within council ownership and are brought into the use specified in the allocation policy within that monitoring year (excludes designated open space)	0%	0%	Annually (Q4)	The city has an inclusive economy in which residents have equal opportunity to flourish	Development and city services
KPI 18	Number of affordable homes built, purchased or enabled by the council	Collection of information from Registered Providers and in-house development	50	45	Annually (Q4)	Norwich has the infrastructure and housing it needs	Development and city

						to be a successful city.	services
KPI 19	Number of new homes (council & private) completed (built)	Sum of dwellings completed in financial year. the number of dwellings counted for this indicator refers only to standard dwellings that are counted against the Joint core strategy (JCS) target. Student and communal institutional accommodation are not counted against the JCS but are reported in the monitoring report for the Development Management Policies Local Plan	477	429	Annually (Q2)	Norwich has the infrastructure and housing it needs to be a successful city.	Development and city services
KPI 20	Value of external funding leveraged to support council development and place shaping priorities (£).	Sum of £ leveraged	£250,000	£225,000	Annually (Q4)	The city has an inclusive economy in which residents have equal opportunity to flourish	Development and city services

KPI 21	% reduction of CO2 emissions from Local Authority operations	The Council's carbon reduction metric relates to the % of carbon dioxide emitted, in tonnes, compared to the previous year. Carbon emissions included in the scope of measurement and reporting include Scope 1, 2 and a subset of Scope 3 emissions (as defined by the International Greenhouse Gas protocol and according to the National Indicator 185). These include heating and fleet fuel for operational buildings* and vehicles, electricity for operational buildings and vehicles, business travel and contractor's emissions for significant contracts including waste and other city services. * Operational buildings include City Hall, Riverside Leisure Centre, The Halls, car parks and sheltered housing schemes.	3%	2.7%	Annual (Q2)	Norwich is a sustainable and healthy city.	Community services
KPI 22	Total number of private sector insulation measures completes	Sum of measures	50	45	Quarterly	Norwich is a sustainable and healthy city.	Community services
KPI 23	% of customers responding as satisfied with customer contact team service	% responding as satisfied with service via a text survey	76%	70%	Quarterly	Norwich City Council is in good shape to serve the city.	Community services
KPI 24	% of customer contact that takes place through digital channels	Sum of webforms divided into total telephone and face to face contacts	53% from 2022/23 (previously 45%)	45% from 2022/23 (previously 40%)	Quarterly	Norwich City Council is in good shape to serve the city.	Community services
KPI 25	% of FOI requests responded to within statutory timescales (organisation wide KPI)	% of FOI requests answered within 20 working days	90%	81%	Quarterly	Norwich City Council is in good shape to serve the city.	Community services
KPI 26	% of corporate complaints responded to within stated	% of complaints answered within 10 days	70%	62%	Quarterly	Norwich City Council is in good	Community

	timescales (organisation wide KPI)					shape to serve the city.	services
KPI 27	IT system availability expressed as a percent of time available during core hours	System availability data captured from various applications	99%	90%	Quarterly	Norwich City Council is in good shape to serve the city.	Community services
KPI 28	Customer facing IT services availability (24/7 excluding scheduled downtime)	System availability data captured from various applications	New KPI for 2023/24	New KPI for 2023/24	Quarterly	Norwich City Council is in good shape to serve the city.	Community services

## Appendix C: Performance summary by KPI with the direction travel shown in the final column.

Indicator	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	
% household waste sent for reuse, recycling, composting (reporting on previous quarter)	39.10	38.80	38.10	37.00	38.30	▲
% of corporate complaints responded to within stated timescales	54.95	62.06	58.00	58.74	68.00	▲
% of council homes with a valid gas safety certificate	99.87	99.82	99.92	99.99	100.00	▲
% of council housing rent collected (excluding arrears brought forward)	95.87	96.20	98.25	98.77	96.71	▼
% of customer contact that takes place through digital channels	54.29	45.71	42.05	42.98	46.36	▲
% of customer's responding as satisfied with customer contact team service	70.43	68.04	83.71	84.75	67.46	▼
% of FOI requests responded to within statutory timescales	79.52	80.12	92.36	91.40	98.50	▲
% of households owed a homelessness prevention duty (in accordance with the Homelessness Reduction Act) where the duty was ended due to suitable accommodation being secured for them	74.00	68.00	87.00	88.00	89.00	▲
% of people responding as feeling safe in local area survey	65.00	55.00	63.00	52.00	59.00	▲
% of planning applications determined within statutory time limits	85.00	87.00	87.00	88.00	93.00	▲
% of planning decisions upheld after appeal (where council has won)	100.00	91.00	88.00	88.00	100.00	▲
Area of underused council land brought into productive use (m2)				0.00		
Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement	16.00	19.00	18.00	18.00	18.00	◆
Average re-let time of council homes in calendar days (excluding major works)	35.00	49.00	95.00	101.00	69.00	▼
Business Rates Collection – the amount of in year business rates plus arrears from old years collected (target set according to budget requirement)	105.42	100.06	99.53	101.83	105.48	▲
Council income from investment property portfolio expressed as % of target income	87.00	92.00	95.00	97.00	95.00	▼
Council on track to remain within General Fund budget (£)	-626,000.00	-1,397,000.00	-1,764,000.00	-1,796,000.00	-2,070,000.00	▲
Council Tax Collection – the amount of in year council tax plus arrears from old years collected (target set according to budget requirement)	98.67	100.64	99.67	100.26	102.93	▲
Customer facing IT services availability expressed as a % of time (24/7 excluding scheduled downtime)					99.93	
IT System availability expressed as a percent of time available during core hours	99.94	99.85	99.94	99.95	96.60	▼
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	91.00	94.00	94.50	93.00	95.00	▲
Number of affordable homes built, purchased or enabled by the council				39.00		
Number of homeless households living in temporary accommodation	47.00	52.00	48.00	46.00	59.00	▲
Number of new homes (both council and private) completed		316.00				
Number of private rented sector homes made safe				26.00		
Total number of private sector insulation measures completed	50.00	50.00	0.00	34.00	60.00	▲









**Committee name:** Cabinet

**Committee date:** 13/09/2023

**Report title:** Scrutiny Committee Recommendations

**Portfolio:** Councillor Kendrick, cabinet member for resources

**Report from:** Head of legal and procurement

**Wards:** All wards

**OPEN PUBLIC ITEM**

**Purpose**

To consider the recommendations made by scrutiny committee with respect to the impact of the Elections Act 2022 and on welcoming asylum seekers and refugees to Norwich.

**Recommendation:**

To consider whether to adopt all or some of the recommendations from the scrutiny committee.

**Policy framework**

The council has five corporate priorities, which are:

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

This report meets the city has an inclusive economy in which residents have equal opportunity to flourish and the people live independently and well in a diverse and safe city corporate priorities.

## Report details

### Elections Act 2022

1. Members agreed to consider a review of the impact of the Elections Act 2022, particularly that relating to Voter ID on Norwich City Council Elections in 2023 at their meeting on [20 July 2023](#).
2. Members received a report and presentation from the council's democratic and elections manager and elections team leader.
3. Members discussed the requirement to provide voter identification at polling stations at what impact this had on the election in 2023 in Norwich. Members considered how the council responded to the new legislation and heard about mitigation measures put in place by the team.
4. Members considered that the team had responded well but were concerned about the potential for residents to be disenfranchised by the legislation and considered any pertinent recommendations to make to cabinet which were as follows:

Recommendation	Rationale	Implications/ resource requirements
As part of a future council consultation process, investigate sources of funding to trial and potentially Commission demographically balanced participatory democracy methods including citizens assemblies based on the model of theories of change to ensure widescale representation is achieved;	To ensure widescale representation is achieved, to target disenfranchised and underrepresented electors.	Officer time to investigate sources of funding, question of how to fund if no funding streams available. Officer resource to run project to get assembly up and running and officer resource to maintain.
Research those in Norwich who may be disenfranchised as a result of the introduction of voter ID and assess how the Council can promote uptake amongst those disenfranchised;	To identify those that could be disenfranchised and enable them to vote.	Officer time to research those that could be disenfranchised and to design and implement a strategy to target this group.
Ensure that communications planning for future elections includes:	To ensure Norwich electorate aware of acceptable forms of Voter ID.	Communication planning is part of the election preparation process. Officer time to

<p>Promoting the Voter Authority Certificate and Proof of Age passes as an avenue for securing voter ID and engage with local communities to raise awareness;</p> <p>Promoting that acceptable Voter ID includes expired ID and, where relevant, EU passports and identity cards;</p> <p>Promoting the concept of Voter ID to younger groups, including those able to vote for the first time, and the different communication methodologies that may be more relevant for younger groups such as alternative social media channels;</p>		<p>ensure key points addressed.</p>
<p>Ask the Electoral Registration Officer to re-run the postal vote registration programme as previously undertaken in 2020 to raise awareness amongst non-postal voters, requesting funding if available to do so;</p>	<p>To increase the percentage of postal voters.</p>	<p>Officer time to manage project, to deal with responses and to input into system. Costs of stationery and postage. At the scrutiny meeting, officers highlighted that re-running this process has been estimated to cost £55k and there is not sufficient funding within the elections budget to support this</p>
<p>Thank the Returning Officer and her team for the work undertaken to support the implementation of Voter ID and the successful undertaking of the May 2023 election in Norwich;</p>	<p>Recognition of the success of the May 2023 election.</p>	<p>None</p>

To write to all party leaders to request that if called on to form a government, they should prioritise the abolition of the Election Act 2022, and if not, to include the poll card as an acceptable form of ID.	To remove or reduce the impact of the Election Act 2022.	Limited requires correspondence to be written.
---	--	--

The recommendations have been shared with Councillor Kendrick, cabinet member for resources as the portfolio holder for elections. Councillor Kendrick noted in reference to the recommendation to conduct research on disenfranchised voters in Norwich that research was being done nationally by the Electoral Commission. He highlighted that the pool of disenfranchised voters in Norwich was too small to provide statistically robust data especially in relation to categories such as ethnicity.

### **Welcoming immigrants, refugees and asylum seekers to Norwich**

5. The work on this topic began in the last civic year and cabinet will recall that they received an update on the committee's work at the [June 2023](#) cabinet meeting.
6. Members have been seeking to understand the lived experience of these groups and to identify any actions which could be taken to enable their smooth integration into Norwich.
7. As part of this work members undertook a visit to a community project working with refugees and asylum seekers and feedback from this visit and results of a survey of organisations supporting the cohort were considered at the committee meeting held on [16 March 2023](#).
8. Members held an extraordinary committee meeting on [25 July 2023](#) and heard from organisations within the city that directly supported refugees and asylum seekers.
9. Having considered all of this evidence members proposed the following recommendations to cabinet.

<b>Recommendation</b>	<b>Rationale</b>	<b>Implications/ resource requirements</b>
To engage with organisations that support asylum seekers and refugees, when making updates to the website to ensure that these changes are accessible;	To ensure accessibility for these groups.	Officer time taken to engage with organisations.
To explore becoming a Council of Sanctuary	To ensure that the council is a welcoming	Officer/ Member time to consider the

that will include a service user group of asylum seekers and refugees, to ensure that their voices and experiences are listened to on an ongoing basis;	organisation and takes account of the different needs of different groups.	implications of becoming a Council of Sanctuary and officer time to engage with service users and to consider and implement views.
Thank the organisations that have attended committee, and other organisations, and their work with asylum seekers and refugees;	Recognition of the excellent work of support organisations in the field.	None.
To condemn Home Office policies in relation to refugee and asylum seekers;	View of the committee.	None.
To include a strand within the Equality, Diversity and Inclusion policy review that relates to asylum seekers and refugees;	To ensure the needs of this cohort are considered.	Officer time to research and include within policy.
To engage with community centres to provide free activities to asylum seekers and refugees;	To recognise the limited financial means of the cohort and to promote wellbeing by engaging with activities.	Officer time to engage with organisations.
To engage with Places for Leisure to extend the provision of free gym services to asylum seekers	To recognise the limited financial means of the cohort and to promote wellbeing by engaging with activities	Officer time to negotiate with Places for Leisure.
To ask the leader of the council to write to the Norwich Business Improvement District to support refugees and asylum seekers to develop an outreach programme for asylum seekers and refugees	To recognise the limited financial means of the cohort and to promote wellbeing by engaging with activities	Leader's time to write to Norwich Business Improvement District.
To explore the potential for councillors to have training on using the INTRAN system	To ensure that councillors have means to communicate with all residents.	Officer time to deliver training.

To conduct user testing of the Norwich City Council website with service users	To ensure accessibility of website content.	Officer time to arrange and conduct user testing.
To conduct an audit of communications that the council produces, this would involve service users	To explore the effectiveness/ accessibility of council communications.	Officer time to design, implement and run project.
To explore the use of City Hall for organisations that support asylum seekers and refugees	To provide free or low cost space to organisations and to improve joint working.	Officer time to explore possibility.
To ask cabinet to explore the ability for asylum seekers, refugees and other residents that have limited English to book face-to-face appointments	To ensure that the council is communicating effectively in a way service users can understand.	Officer time to consider implications and then greater officer time to provide appointments.
To ask the leader of the council and Lord Mayor to invite refugees and asylum seekers to City Hall to be able to engage with them directly	To provide a welcome from the council to these groups and to hear from them directly.	Officer time to arrange, coordinate and deliver event.
To explore funding streams to be able to provide a similar provision that is provided Ukrainian refugees to other asylum seekers and refugees.	To provide a similar response to that provided to Ukrainian refugees.	Officer time to explore funding streams, provision of services. Would require a change in approach at a national level.
To request that cabinet treat these recommendations as a matter of urgency	Recognition that prompt action is required.	As above.

## Consultation

10. There has been no specific consultation on these proposals.



## Implications

### Financial and resources

11. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan 2022-26 and budget.
12. Any additional financial requirements where activities cannot be undertaken within existing resources will need to be subject to further consideration, and approval through a business case. This will need to include an appropriate funding source being identified and/ or being built into future years' budget processes.

### Legal

13. These recommendations related to the Elections Act 2022 from Scrutiny are to be put to Cabinet for consideration. However, any decision to be made will need to take into account the relevant legal framework, including the role of the Electoral Registration and Returning Officer who has statutory responsibilities for administering electoral registration and elections.

### Statutory considerations

Consideration	Details of any implications and proposed measures to address:
Equality and diversity	The measures impact beneficially by:  Ensuring that council services and communications are accessible to all.  Mitigating impacts of voter ID on disenfranchised groups.
Health, social and economic impact	The aim of the recommendations in terms of asylum seekers and refugees is to enable their smooth in integration into Norwich which should have a beneficial impact to their health, social and economic position.  The aim of the Elections recommendations is to ensure that electors are not disenfranchised and can contribute decisions which affect this arena.
Crime and disorder	None at this stage.
Children and adults safeguarding	None at this stage.
Environmental impact	None at this stage.

## Risk management

Risk	Consequence	Controls required
None at this stage.		

## Other options considered

14. There have been no other options considered for this report, as it is a factual report based on the outcome of committee meetings that have already taken place.

## Reasons for the decision/recommendation

15. This report will allow cabinet to make a decision on whether or not to take forward some or all of the recommendations.

**Background papers:** None

**Appendices:** None

**Contact officer:** Senior Committee Officer

**Name:** Alex Hand

**Telephone number:** 01603 989398

**Email address:** [alex.hand@norwich.gov.uk](mailto:alex.hand@norwich.gov.uk)



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



**Committee name:** Cabinet

**Committee date:** 13/09/2023

**Report title:** 2023/24 Quarter 1 – budget monitoring report

**Portfolio:** Councillor Kendrick, cabinet member for resources

**Report from:** Interim Chief Finance Officer

**Wards:** All wards

**OPEN PUBLIC ITEM**

**Purpose**

This report sets out the council's overall financial position based on managers' forecasts to the end of June 2023 (Quarter 1); additional information based on more recent forecasts have also been included. The report covers the council's General Fund and Housing Revenue Account (HRA) resources and includes information in relation to both its revenue and capital position.

**Recommendation:**

It is recommended that the cabinet:

- 1) Notes the forecast **£2.4m underspend** on the general fund revenue account and the **£0.4m overspend** on the Housing Revenue Account (HRA)
- 2) Notes the forecast **£13.9m underspend** against the general fund and the **£4.6m underspend** against the HRA capital programmes.
- 3) Notes the areas of significant variances contained within report.
- 4) Notes the detailed breakdown of capital programme variances.

**Policy framework**

The council has five corporate priorities, which are:

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

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

## 1. General Fund Revenue

- 1.1. Table 1. below sets out the estimated outturn position for general fund services; a £2.4m underspend has been estimated based on the returns submitted by budget holders to the end of June however, where a material change has been identified between the submissions made and the date of finalising this report, more up to date information has been included.
- 1.2. The 2023 pay award has not been agreed. The current offer would cost an additional £0.400m above the general fund budgeted amount, but this has been rejected by the unions. This pressure has not yet been included in the forecast outturn position and therefore represents a further budget risk.

**Table 1 – Estimated outturn position**

Directorate	Budget £'000s	Forecast £'000s	Variance £'000s
Chief Executive	267	267	0
Corporate Financing	(24,149)	(25,477)	(1,328)
Corporate and Commercial Services	7,144	7,254	110
Community Services	9,677	9,311	(366)
Development & City Services	7,061	6,253	(808)
<b>Total</b>	<b>(0)</b>	<b>(2,392)</b>	<b>(2,392)</b>

### Key variances

- 1.3. The provisional outturn report to Cabinet on the 14<sup>th</sup> June, identified that the council was able to make up for a lower level of section 31 Grants (£2.8m) in 2022/23 without recourse to reserves. The use of reserves, and their replenishment formed part of the approved 2023/24 budget and so the 2023/24 budget now represents a potential underspend in the current year.
- 1.4. Overall parking income appears to be returning to pre-COVID levels and is currently forecast to be £0.750m above budget. However, concerns remain around the economy, including the impact of inflation and interest rates on spending patterns meaning that this area will need to be monitored carefully for the remainder of the year.
- 1.5. The Medium-Term Financial Strategy (MTFS) report to the 12<sup>th</sup> July Cabinet identified a revenue pressure arising from a need to support the cashflow of one of the council's wholly owned companies. As this will be used to support the day-to-day expenditure of the company the loan must be treated as revenue expenditure with payments being received until the loan is repaid. An estimated provision has been included with any drawdowns subject to a formal loan agreement.

## 2. General Fund revenue position

### 2.1. Chief Executive and Corporate Financing

- 2.1.1. Table 2a sets out below that the Chief Executive's area is projected to be balanced for the year.

**Table 2a– Chief Executive forecast**

Directorate	Budget £'000s	Forecast £'000s	Variance £'000s
Chief Executive	267	267	0

## 2.2. Corporate Financing

2.2.1. Table 2b sets out that within Corporate Financing an estimated underspend of £1.3m is forecast. Table 4 summarises the key issues for this area, including performance against agreed the main saving areas.

**Table 2b – Corporate Financing forecast**

Directorate	Budget £'000s	Forecast £'000s	Variance £'000s
Corporate Financing	(24,149)	(25,477)	(1,328)

**Table 2c – Corporate Financing – key issues**

Summary issues	Detailed	£'000
Transfer to reserves now not required	Budget provision was made for a transfer to reserves to replace an expected drawdown in 2022/23. The improved outturn position meant this is now no longer required.	(2,828)
Provision for cashflow loans.	Prudent provision has been made for loan advances to be made subject to formal request and approval by S151 officer.	1,500
		<b>1,328</b>

**Table 2d - Savings Tracker (Corporate financing)**

Saving/ update	£'000	Status (R, A, G)
Achievement of investment returns target. Higher interest rates and an expectation of interest rates remaining higher for longer means that the target is expected to be achieved with a high probability of it being exceeded. Overall cash balances are slightly lower than anticipated due to capital expenditure and loans made being at higher levels than anticipated. An element of interest received is payable to the HRA and so any additional benefits are shared.	1,773	G
Debt refinancing. Opportunities to refinance debt at lower interest rates or deferral of reborrowing until rates become more favourable.	1,423	G
Prepayment of pension fund secondary contributions has already taken place with the benefit spread over the three years' covering the valuation period.	81	G
<b>Sub-total</b>	<b>3.277</b>	

## 2.3. Corporate and Commercial Services

2.3.1. Table 3a below sets out that within Corporate and Commercial Services an estimated overspend of £0.1m is forecast. Table 3b summarises the key issues for this area, including performance against agreed the main saving areas shown in Table 3c.

**Table 3a – Corporate and Commercial forecast**

<b>Service</b>	<b>Budget £'000s</b>	<b>Forecast £'000s</b>	<b>Variance £'000s</b>
Corporate & Commercial Services	476	585	109
Finance, Audit & Risk	871	918	47
HR & Organisational Development	737	780	43
Legal & Procurement	1,782	1,876	94
Revenues & Benefits	3,278	3,095	(183)
<b>Total</b>	<b>7,144</b>	<b>7,254</b>	<b>110</b>

**Table 3b – Corporate and Commercial Services – key issues**

<b>Summary issues</b>	<b>Detailed</b>	<b>£'000</b>
Increase in election running costs	The costs involved with running elections and electoral registration functions has risen over recent years as the costs involved in hiring venues and increased postal costs particularly have risen. An elections reserve exists to smooth the uneven incidence of elections and it may be possible to offset some of the overspend once the position becomes clearer.	94
Senior vacancies being covered by interim staff	A recruitment campaign to recruit to a number of vacant senior posts in the directorate will commence at the end of August. These include the S151 officer and the Head of Finance, Audit and Risk posts which are currently being covered by interim resources.	156
Vacancies held and additional grant received	Within the revenues and benefits service a restructure is shortly being launched and to avoid putting staff at risk vacancies are being held with peaks in work being managed through a resilience contract and staff working additional hours. An additional amount of grant funding for new burdens was received after the budget was set.	(183)
Other minor variances		43
		<b>110</b>

**Table 3c - Savings Tracker (Corporate and Commercial)**

<b>Saving/ update</b>	<b>£'000</b>	<b>Status (R, A, G)</b>
Stretch targets associated with system implementation projects are currently Amber pending go live status and process improvements.	125	A
Service review savings across finance, revenues and benefits are on track for delivery	95	G
Reduced contribution to Insurance reserve continues to be achievable	102	G
Agreed contract reductions and other changes to budgets are all being delivered with spend being reduced accordingly.	151	G
Increase in income from recovery of court costs is on target	41	G
<b>Sub-total</b>	<b>514</b>	

## 2.4. Community Services

2.4.1. Table 4a below sets out that within Community Services Directorate an estimated underspend of £0.4m is forecast. Table 4b summarises the key issues for this area, including performance against agreed the main saving areas shown in Table 4c.

**Table 4a – Community Services forecast**

<b>Service</b>	<b>Budget £'000s</b>	<b>Forecast £'000s</b>	<b>Variance £'000s</b>
Community Services	407	407	0
Customers, IT & Digital	5,371	5,371	0
Strategy, Engagement & Culture	2,693	2,742	49
Housing & Community Safety	1,206	791	(415)
<b>Total</b>	<b>9,677</b>	<b>9,311</b>	<b>(366)</b>

**Table 4b – Community Services – key issues**

<b>Summary issues</b>	<b>Detailed</b>	<b>£'000</b>
Additional grant	The amount of homelessness grant received has now been confirmed at a level higher than budgeted	(333)
Other minor variances		(33)
		<b>(366)</b>

**Table 4c - Savings Tracker (Community Services)**

<b>Saving/ update</b>	<b>£'000</b>	<b>Status (R, A, G)</b>
Stretch targets associated with system implementation projects are currently Amber pending go live status and process improvements.	40	A
Service review savings for the Tourism service will not be met in the current year but will be managed through other underspends within the overall service budget	40	R
All other agreed savings proposals are on track	425	G
<b>Sub-total</b>	<b>505</b>	

## 2.5. Development & City Services

2.5.1. Table 5a below sets out that within Development and City Services Directorate an estimated underspend of £0.8m is forecast. Table 5b summarises the key issues for this area, including performance against agreed the main saving areas shown in Table 5c.

**Table 5a – Development and City Services forecast**

Service	Budget £'000s	Forecast £'000s	Variance £'000s
Development & City Services	556	556	0
Environment Services	3,848	2,969	(879)
Planning & Regulatory Services	2,360	2,233	(127)
Property & Economic Development	297	495	198
<b>Total</b>	<b>7,061</b>	<b>6,253</b>	<b>(808)</b>

**Table 5b – Development and City Services – key issues**

Summary issues	Detailed	£'000
Waste contract rebate	The waste contract rebate has been agreed at a higher level than the budgeted amount.	(184)
Increased parking income	The off street parking income has increased in the first part of the year; projections have assumed that similar levels will be seen for the remainder of the year although this will be kept under close review given the continued economic uncertainty.	(750)
Vacant property	Carrow House was expected to be let during the year but despite marketing no tenant has been secured.	133
Other minor variances		(7)
		<b>(808)</b>

**Table 5c - Savings Tracker (Development and City Services)**

Saving/ update	£'000	Status (R, A, G)
Rental income from Carrow House is now not expected to be achieved as a tenant has not been identified	(50)	R
There have been delays to the commencement of service reviews in Property Services and Environmental Services. The estimated level of savings has also reduced.	(71)	R
The revised charging structure for HMO licensing is delivering above the level of estimated income	86	G
The unachieved saving from the 2022/23 NCSL contract review has been achieved in this year	53	G
The remaining savings proposals are anticipated to remain on track for delivery at the agreed levels	1,150	G
<b>Sub-total</b>	<b>1,132</b>	



### 3. Housing Revenue Account Revenue (HRA)

3.1.1. Table 6 sets out below that overall the HRA is projected to be overspent by £0.4m for the year. Table 6a sets out the major variations against the budget.

**Table 6 – Summary forecast position**

<b>Directorate</b>	<b>Budget £'000s</b>	<b>Actual £'000s</b>	<b>Forecast £'000s</b>
General Management	15,492	15,479	(13)
Special Services	9,290	9,288	(2)
Repairs & Maintenance	16,119	16,551	432
Rents, Rates, & Other Property Costs	6,030	5,996	(34)
Provision for Bad Debts	430	430	0
Depreciation & Impairment	22,160	22,160	0
Adjustments & Financing items	5,929	5,929	0
Garage & Other Property Rents	(2,320)	(2,361)	(41)
Dwelling Rents	(62,571)	(62,571)	0
Service Charges - General	(8,243)	(8,243)	0
Interest Received	(2,104)	(2,104)	0
Miscellaneous Income	(82)	(67)	15
Amenities shared by whole community	(130)	(130)	0
<b>Total</b>	<b>0</b>	<b>357</b>	<b>357</b>

**Table 6a – HRA – key issues**

<b>Summary issues</b>	<b>Detailed</b>	<b>£'000</b>
Increased repairs and maintenance costs	Mainly attributable to inflationary pressures	431
Increased volume of decants	Active targeting of potential disrepair cases to reduce legal costs; decant costs including alternative accommodation also impacted by inflation.	130
Vacancies held	Within the neighbourhood services area a recruitment campaign is being developed to fill several vacancies.	(204)
		<b>357</b>

## 4. Capital

### 4.1. General Fund

- 4.1.1. Table 7 sets out below that overall the General Fund capital programme is projected to be underspent by £13.9m for the year. Table 7a sets out the major variations against the revised capital budget.

**Table 7 – General Fund capital forecast**

Directorate	Budget £'000s	Revised Budget £'000s	Forecast £'000s	Variance £'000s
Community Services	5,334	8,958	7,374	(1,584)
Corporate & Commercial Services	161	379	390	11
Development & City Services	23,099	30,322	18,014	(12,308)
<b>Total</b>	<b>28,594</b>	<b>39,659</b>	<b>25,778</b>	<b>(13,881)</b>

**Table 7a – General Fund capital programme – key issues**

Summary issues	Detailed	£'000
Levelling Up Funding bid unsuccessful	Works to City Hall relied on the LUF funding bid. As this did not happen the match funding will not now be required until an alternative scheme is explored. An external consultancy has been appointed to draw up options for business case review.	(5,900)
Underspend of grant funding	BEIS (now DNZ) grant funding for the Sustainable Warmth Scheme is likely to be underspent as there is now limited time to utilise the funds and there have been implementation challenges.	(439)
Alignment of works has delayed expenditure	Separate projects to carry out improvement and modernisation works at The Halls have been aligned to avoid duplication of effort and elongation of the time the Halls will need to be out of action. Both projects expenditure will need re-profiling into later years'	(1,792)
Property remediation fund underspend	Once business cases have been developed the Strategic Property Remediation Fund will not spend fully its agreed budget in the current year.	(500)
Disabled Facility Grant underspend	The identification of qualifying projects is leading to a backlog of resources that may need to be delivered over an extended timeframe	(337)
Loan drawdowns delayed	Loans to both the Norwich Preservation Trust and Lion Homes have not yet been brought forward for drawdown. These will be deferred into later years' as relevant projects are delivered.	(3,000)
Other variances		(1,913)
		<b>13,881</b>

## 4.2. Housing Revenue Account (HRA) – capital forecast

4.2.1. Table 8 sets out below that overall the HRA capital programme is projected to be underspent by £4.6m for the year. Table 8a sets out the major variations against the revised capital budget.

**Table 8 – HRA – capital forecast position**

Directorate	Budget £'000s	Revised Budget £'000s	Forecast £'000s	Variance £'000s
Community Services	22,057	28,298	23,960	(4,338)
Corporate & Commercial Services	0	0	0	0
Development & City Services	13,599	17,471	17,181	(290)
<b>Total</b>	<b>35,656</b>	<b>45,769</b>	<b>41,141</b>	<b>(4,628)</b>

**Table 8a – HRA capital programme – key issues**

Summary issues	Detailed	£'000
Tender prices higher than expected	For communal heating and boiler upgrades a recent tender exercise resulted in prices being higher than expected. A retendering exercise is now proposed to try and get better value for money but this will lead to a delay in programmed expenditure.	(1,665)
Capacity issues has delayed spend profile	Temporary resourcing issues within the relevant service area have resulted in the solar thermal/ photovoltaic panels and window upgrade programmes being delayed.	(1,733)
Change in contractors has delayed spend profile	The electrical upgrade contractor has changed and the handover has resulted in a small delay to the proposed programme.	(200)
Other variances		(1,030)
		<b>(4,628)</b>

## 5. Consultation

5.1.1. There has been no specific consultation on these proposals.

## 6. Implications

### 6.1. Financial and resources

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

6.1.2. This report is primarily for information and no decisions are requested.

### 6.2. Legal

6.2.1. In considering its financial and non-financial performance, the Cabinet is supporting the Council to fulfil its duties under s.151 of the Local Government Act 1972 to ensure there are arrangements in place for the proper administration of its

financial affairs, and under s.3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

## 7. Statutory considerations

Consideration	Details of any implications and proposed measures to address:
Equality and Diversity	This report does not have direct implications for equality and diversity; it reports on the financial 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 the financial 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 the financial 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 the financial 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 the financial progress made in delivering agreed services and programmes, the implications of which will have been considered elsewhere.

## 8. Risk management

Risk	Consequence	Controls required
The council does not understand or manage its resources appropriately.  Budget overspend.	A potential overspending position or failure to deliver the outcomes intended from the resources allocated.  Unexpected need to draw on reserves	Management actions where an overspend is indicated.  Where underspends are apparent decisions on resource re-allocation or transfers to reserves as appropriate.

## 9. Other options considered

9.1.1. As the report is primarily for information no other options have been considered.

## 10. Reasons for the decision/recommendation

- 10.1.1. It is important for the Cabinet to understand the council's financial performance and to highlight corrective actions where significant variances are apparent.

**Background papers:** None

**Appendices:** None

**Contact officer:** Neville Murton (Interim S151 Officer)

**Telephone number:** (01603) 987766

**Email address:** [nevillemurton@norwich.gov.uk](mailto:nevillemurton@norwich.gov.uk)



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





**Committee name:** Cabinet

**Committee date:** 13/09/2023

**Report title:** Update to capital programme

**Portfolio:** Councillor Kendrick, cabinet member for resources

**Report from:** Interim S151 Officer

**Wards:** All Wards

**OPEN PUBLIC ITEM**

**Purpose**

This report sets out revisions to the currently approved capital programme (2023 – 2028).

**Recommendation:**

It is recommended that cabinet agrees to note and propose the changes set out below for approval by full Council:

- a) An additional £20,000 be added to the 2023/24 capital programme to meet the additional costs of implementing an audio system in the Mancroft Room.
- b) An additional £200,000 be added to the 2023/24 and 2024/25 capital programme to support phase 2 of the Enterprise Resource Planning system.
- c) The approved carry forwards from 2022/23 into the 2023/24 capital programmes be noted (Council approval not required)

**Policy framework**

The council has five corporate priorities, which are:

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

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

## **Introduction and Background**

1. The 2023 – 2028 capital programme was approved as part of the council's budget setting process by Full Council in February 2023; since that time a small number of issues have arisen that require additional resources to be added to the capital programme and which therefore require full council approval.
2. In the provisional outturn report presented to Cabinet in June 2023 delegated approval was given for the Interim S151 (Chief Financial Officer) to approve requests for carry forward resources which were unspent in 2022/23 to be added to the 2023/24 programme. Discussions have now taken place and the impact of agreeing some carry forward requests are included for Cabinet and Council information.

## **Changes to the capital Programme**

### **Improvements to the Mancroft Room (Hybrid working technology).**

3. The updating of the audio equipment in the Mancroft Room, used to support effective communication and hybrid access during committee and other meetings, including webcasting, was identified as a 2022/23 capital project. A budget estimate of £40,000 was included in the programme. No project spend took place during 2022/23 whilst investigations were undertaken on a range of solutions consequently this budget has been approved for carry forward into 2023/24 and is included in the overall figures set out in the later section of this report.
4. A technical specification was drawn up and tenders invited from 2 contractors drawn from a specialist procurement framework. However, following receipt of quotations it is apparent that a further sum is necessary to implement the preferred solution. A further £20,000 is now required to be added to the capital programme to allow for the solution to be procured and to also include a contingency sum for any additional equipment that is required. Although this represents a 50% increase in costs, until the detailed work was carried out to specify the required improvements only a broad estimate could be identified.
5. The original programme was financed from capital receipts and it is proposed that this additional cost is also financed in that way. Once agreed a formal quote can be accepted, contracts completed and the scheme can still be implemented in the current financial year.

### **Enterprise Resource Planning (ERP) System (Phase 2 enhancements)**

6. In April 2022 Cabinet approved the replacement of the council's separate finance and HR systems with a new ERP system. The initial implementation was estimated to take around 18 – 24 months. A contract was signed in May 2022 and the implementation work commenced almost immediately.
7. The project has now reached the point where the first phase of implementation; replacing the council's existing systems with the model ERP system recommended by our implementation partner, is almost ready to go live. Further phases of work are being identified to ensure that the council maximises its investment in the system through process improvements and several enhancements have already been identified:



8. To ensure continuity of the internal team it is considered necessary to secure the funding for the project in advance of the phase 1 coming to a conclusion; in this way the lessons learnt from the initial project work can be carried seamlessly into later phases. At this point in time a broad estimate of £200,000 has been proposed to cover expenditure in both 2023/24 and 2024/25 and to cover both the implementation costs of our partner (Embridge Consulting) and the internal staff time which can be capitalised against the project and which will allow business as usual backfilling to be accommodated. It is proposed to finance these costs from retained capital receipts as borrowing for short term IT projects is not a cost-effective solution.
9. The initial areas identified for phase 2 are:
  - 9.1. The council currently uses an external provider to deliver its payroll services (Sefton Council) During 2023 and as part of the project work extensive work was carried out to determine whether a business case demonstrated value in bringing the payroll function back in house. Due to the low cost of the current provision several non-financial benefits or risks were highlighted as the main drivers for change. In particular the number of errors and corrections needed each month and the risk that the low cost was not sustainable.
  - 9.2. In the event the current provider has now advised that, as part of its own restructuring proposals, the service will not be offered after April 2024; although we have asked for an interim solution to be in place until July 2024 to allow the internal team and system changes to be made. Some provision was included in the original contract which foresaw this eventuality and so some costs included within the implementation partner's contract to facilitate the system aspects of moving to a full integrated payroll solution. However, the use of internal resources to project manage and implement the changes required to processes will need additional funding.
  - 9.3. The council currently has an E-invoicing solution provided by V1 which is integrated within our Advanced (finance system) contract. Unit 4 has an alternative preferred provider although V1 can also be used and is in place elsewhere alongside the Unit 4 system. The basic system does not include a full e-invoicing solution and discussions have been taking place to consider the best way forward so that the process efficiencies currently seen are not lost. One option is to negotiate the use of V1 in unit 4 as we still have a licence to use until June 2024. This would provide a quick solution and permit a full tender to take place with other suppliers subsequently.
  - 9.4. Advanced Financial Planning (FPA) is a separate module that would bring additional functionality to our MTFS processes which are currently undertaken largely on spreadsheets.
  - 9.5. In addition, a small number of improvements to the model solution have been deferred so as not to delay the go live date. The implementation of these non-critical changes may require some additional resources from our implementation partner but will mainly require the existing internal resources to continue to be available.

- 9.6. The additional requirement for this second phase of work has been estimated at £200,000 and this includes both the additional costs of implementing the system changes (implementation partner costs) as well as the resources necessary to work on the project (including backfilling costs) to ensure that the investment and improvement is delivered quickly and effectively.
- 9.7. Efficiency savings have already been included as part of previously agreed savings programmes to ensure that processes efficiency across all council services are realised and these changes will also facilitate those savings.
- 9.8. For all these improvements the system will be enhanced and therefore the costs can be capitalised. The original financing for the project was via capital receipts and it is proposed to continue this approach.
10. During August meetings were held between budget managers and the Interim Chief Finance Officer to understand their requests to carry forward unspent resources from 2022/23 into 2023/24. The need to deliver more closely against the capital programme budgets has been recognised for a while to ensure that outcomes are maximised, and treasury management activities are as effective as possible.
11. Following these discussions proposed carry forwards of £16.7m have been agreed as set out in Table 1 below and these will be added to the capital programme and reported in the Q2 budget management report. In addition, there was accelerated expenditure against budgets for programmes of work by Lion Homes following the receipt of additional grant; this over delivery in 2022/23 has been offset against the expenditure which was programmed in 2023/24. As a result the net carry forward agreed is £14.5m.

**Table 1 – Agreed carry forward requests**

<b>Proposed Carry forward</b>	<b>£'000</b>
GF - Community Services	3,404.75
GF - Corporate and Commercial Services	64.74
GF - Development and City Services	6,387.59
HRA - Development and City Services	1,309.74
HRA - Community Services	5,541.22
	16,708.03
<b>Reprofiling required due to accelerated 2022/23 expenditure</b>	
HRA - Development and City Services	-2,230.74
	-2,230.74
<b>Total Movement</b>	<b>14,477.29</b>

12. Further work to refine the profiling of 2023/24 expenditure including the agreed carry forward sums is being undertaken in the Autumn.

### **Consultation**

13. No additional consultation has been undertaken in respect of the report proposals.

## Implications

### Financial and resources

14. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan 2022-26 and budget.
15. The recommendations (A and B) to increase the capital programme by £220,000 is proposed to be met from unapplied capital receipts; the CFO confirms that there are sufficient available to meet this level of expenditure.
16. In relation to the projects carried forward from 2022/23 to 2023/24, the financing associated with the scheme expenditure, will also be carried forward with no overall changes required. Where carry forwards have not been agreed the associated financing will be available for alternative proposals.

### Legal

17. In relation to the proposed increases in resources; recommendations A and B, only the council has the power to vary the level of capital programme budgets, unless it relates to a scheme where external funding which fully matches any increase is available in which case the cabinet can approve the change to the programme.

### Statutory considerations

Consideration	Details of any implications and proposed measures to address:
Equality and diversity	There are no specific equality and diversity implications arising from this report. Where individual schemes in the capital programme have implications related to this statutory condition they will be considered as part of the appropriate scheme assessment.
Health, social and economic impact	There are no specific health, social and economic implications arising from this report. Where individual schemes in the capital programme have implications related to this statutory condition they will be considered as part of the appropriate scheme assessment.
Crime and disorder	There are no specific crime and disorder implications arising from this report. Where individual schemes in the capital programme have implications related to this statutory condition, including the role of the crime reduction partnership, they will be considered as part of the appropriate scheme assessment.

<b>Consideration</b>	<b>Details of any implications and proposed measures to address:</b>
Children and adults safeguarding	There are no specific safeguarding implications arising from this report. Where individual schemes in the capital programme have implications related to this statutory condition they will be considered as part of the appropriate scheme assessment.
Environmental impact	There are no specific environmental implications arising from this report. Where individual schemes in the capital programme have implications related to this statutory condition they will be considered as part of the appropriate scheme assessment.

### **Risk management**

<b>Risk</b>	<b>Consequence</b>	<b>Controls Required</b>
Financial	Capital resources are not effectively used.	<p>Financing options for proposed expenditure takes account of the availability and suitability of the funding sources.</p> <p>Budget management identifies variances and informs appropriate management actions.</p>

### **Other options considered**

18. Consideration has been given to alternative ways of delivering schemes; for example reducing the scope of the Mancroft Room audio scheme to match the budget or not proceeding with further development of the ERP system. The proposals in this report reflect the view of officers on the appropriate levels of investment to achieve the intended outcomes from those schemes.

19. The requests for the carry forward of resources has considered the extent to which the council is already committed contractually to scheme expenditure or whether the scheme continues to meet the corporate plan objectives.

### **Reasons for the decision/recommendation**

20. Management of capital expenditure is dependent on approved resources being in place and reflected in the capital programme so that progress and variances can be measured effectively.

21. Only the council can approve increases to the capital programme. Delegated authority was given to the interim CFO to agree carry forward requests and so the level of carry forward agreed is included to ensure that the cabinet and council continue to have visibility on the level of capital resources being expended.

**Background papers: None**

**Appendices: None**

**Contact officer:**

**Name: Neville Murton**

**Telephone number: 01603 987766**

**Email address: [nevillemurton@norwich.gov.uk](mailto:nevillemurton@norwich.gov.uk)**



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





**Committee name:** Cabinet

**Committee date:** 13/09/2023

**Report title:** Q1 2023/24 Risk register update

**Portfolio:** Councillor Kendrick, cabinet member for resources

**Report from:** Interim S151 Officer

**Wards:** All wards

**OPEN PUBLIC ITEM**

**Purpose**

This report provides an update to the council's corporate risk register based on the position for quarter one (June 2023)

**Recommendation:**

It is recommended that cabinet notes the identified risks and the direction of travel.

**Policy framework**

The council has five corporate priorities, which are:

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

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

## **Introduction and background**

1. Heads of Service and other risk owners were asked to update their directorate and corporate registers to reflect the position at the end of quarter 1 (June 2023). The current Corporate Risk Register summary is shown at Appendix A.
2. There are three risks contained within the exempt Appendix.
3. Between Q4 (2022/23) and Q1 2023/24 most risks are static although one is improving. Subsequent to the Q1 position the risks associated with not addressing the Natural England advice on nutrient neutrality (CORP 18) would appear to have been overtaken by events with the government announcing its intention to legislate in the forthcoming Levelling up Bill for this guidance to no longer be mandatory. The progress of this legislation will be kept under review to ensure that any residual risks are fully mitigated.
4. One previously red rated risk (CORP 14) has now reduced to the point that it is now amber rated. This reflects the expectation that improvements in housing compliance have been maintained. Similarly, the work continues to review the financial health of the council's suppliers with any concerns being escalated for appropriate action.
5. There remain a small number of corporate risks (4) which have been rated as red and are also static indicating that specific consideration needs to be considered to take actions which are intended to reduce the impact of the identified risk. Two of these red rated risks are shown in the exempt appendix.
6. A new corporate risk (CORP 24) has been added this quarter: The financial risk around temporary and supported accommodation where there is a loss of housing benefit subsidy. A project group has been set up and is looking at the options for providing alternative accommodation where the housing benefit subsidy rate is higher taking into account the needs of the residents.
7. The Council will examine as to whether CORP23: Impact of economic downturn on key council suppliers needs to remain on the corporate risk register. It was only retained due to the overall weak economic performance of the economy.

## **Consultation**

8. No additional consultation has been undertaken in the preparation of this report. However, consideration and a detailed review of the corporate risk register and supporting information is also undertaken by the audit committee; this will take place at the next available opportunity and any feedback will be reported to an appropriate future meeting of Cabinet.

## **Implications**

### **Financial and resources**

9. Any decision to reduce or increase resources or alternatively increase income must be made within the context of the council's stated priorities, as set out in its Corporate Plan 2022-26 and budget.
10. There are no proposals in this report that would reduce or increase resources.



## Legal

11. Identification and consideration of its corporate risks is an important governance function of the cabinet to ensure that appropriate action is being taken to ensure the Council takes lawful decisions and mitigates exposure to risk. The audit committee also exercises similar oversight and collectively this is designed to ensure that the council understands and is in a position to respond to risks as they arise.

## Statutory considerations

Consideration	Details of any implications and proposed measures to address:
Equality and Diversity	This report does not have direct implications for equality and diversity. Where risks are identified that impact this area, the mitigations will include consideration of the statutory requirements
Health, Social and Economic Impact	This report does not have direct health, social or economic implications. Where risks are identified that impact this area, the mitigations will include consideration of the statutory requirements
Crime and Disorder	This report does not have direct implications for crime and disorder. Where risks are identified that impact this area, the mitigations will include consideration of the statutory requirements
Children and Adults Safeguarding	This report does not have direct safeguarding implications. Where risks are identified that impact this area, the mitigations will include consideration of the statutory requirements
Environmental Impact	This report does not have direct environmental implications. Where risks are identified that impact this area, the mitigations will include consideration of the statutory requirements

## Risk management

Risk	Consequence	Controls Required
Specific risk management activities and detailed consideration of the corporate risk register is included within this report.	Failure to manage risks appropriately could have financial reputational or other consequences	Risk owners are required to implement controls to mitigate risks and update these regularly.

## Other options considered

12. As this report is for information and discussion no other options have been considered.

## Reasons for the decision/recommendation

13. The report gives the cabinet the opportunity to be aware of the currently identified corporate risks and comment on any mitigating actions.

**Background papers: None**

**Appendices:**

Appendix A – Summary Corporate Risk Register

**Contact officer:**

**Name: Neville Murton**

**Telephone number: 01603 987766**

**Email address: [nevillemurton@norwich.gov.uk](mailto:nevillemurton@norwich.gov.uk)**



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

Risk (inc reference)	Directorate	Q4 2022/23		Q1 2023/24		Current direction	Last Review Date
		Residual risk score	Target risk score	Residual risk score	Target risk score		
CORP01 Council Funding Medium – Long Term	Exec Dir – Corporate & Commercial Services	12	8	12	8	Static	04/08/2023
CORP03 Health & safety in the workplace	Exec Dir – Development & City Services	12	8	12	8	Static	12/07/2023
CORP06 Failure to respond to a critical, business continuity or emergency planning event	Chief Executive	12	6	12	6	Static	12/07/2023
CORP07 Cyber security	Exec Dir – Community Services	15	15	15	15	Static	09/08/2023
CORP09 Failure to fulfil statutory or legislative responsibilities – safeguarding	Exec Dir – Community Services	15	12	15	12	Static	30/06/2023
CORP12 Contract management – governance	Exec Dir – Corporate & Commercial Services	9	6	9	6	Static	07/07/2023
CORP14 Health and safety and compliance in council homes and buildings	Exec Dir – Community Services	20	4	15	4	Improving	24/07/2024
CORP15 Failure to draw down £15m of Housing Infrastructure Fund (HIF) money previously secured from Homes England (HE) to assist with the delivery of Anglia Square.	Exec Dir – Development & City Services	12	8	12	8	Static	12/07/2023
CORP17 Failure to deliver acceptable levels of performance in regulatory services	Exec Dir – Development & City Services	12	8	12	8	Static	12/07/2023
CORP18 Failure to address Natural England advice on Nutrient Neutrality (NN)	Exec Dir – Development & City Services	15	10	15	10	Static	12/07/2023
CORP19 Housing regulation	Exec Dir – Community Services	12	9	12	9	Static	24/07/2023
CORP20 Cost of living (COL) crisis has a negative impact on the city and the council	Exec Dir – Community Services	20	12	20	12	Static	13/07/2023
CORP21 Climate Change risk to Council and its residents	Exec Dir – Community Services	16	12	16	12	Static	30/06/2023
CORP23 Impact of economic downturn on key council suppliers	Exec Dir – Corporate & Commercial Services	16	8	12	8	Static	07/07/2023
CORP24 Temporary and Supported Accommodation – Reducing the Housing Benefit Subsidy gap	Exec Dir – Housing & Community Safety	N/A	N/A	15	12	Static	04/07/2023

