

Cabinet

Date: Wednesday, 08 February 2017

Time: 17:30

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

Committee members:

Councillors:

Waters (chair)
Harris (vice chair)
Bremner
Kendrick
Ryan
Stonard
Thomas (Va)

For further information please contact:

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Information for members of the public

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

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

AGENDA

1. Apologies

To receive apologies for absence

2. Public questions/petitions

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

3. Declarations of interest

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

4. Minutes

7 - 26

Purpose - To agree the minutes of the meeting held on 18 January 2017

5. Corporate Plan 2017-18

27 - 46

Purpose - To consider the draft corporate plan 2017-2018

6. General fund revenue budget and non-housing capital programme 2017-18 to 2021-22

47 - 76

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

7. Housing Rents and Budgets 2017-18

77 - 94

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

8. Neighbourhood community infrastructure levy

95 - 106

Purpose - To consider proposals for the neighbourhood element of Community Infrastructure Levy (CIL) for Norwich in 2017-18

9. Revenue budget monitoring 2016-17 – Period 9 107 - 126

Purpose - To provide an update on the provisional financial position as at 31 December 2016, the forecast outturn for the year 2016-17, and the consequent forecast of the General Fund and Housing Revenue Account balances

10. Capital budget monitoring 2016-17 – Quarter 3 127 - 142

Purpose - To update cabinet on the financial position of the capital programmes as at 31 December 2016

11. Procurement of various housing stock upgrade contracts 143 - 150

Purpose - To consider the award of the contract for electrical and heating upgrades in council homes

12. Award of contracts for structural repairs to council homes 151 - 158

Purpose - To consider the award of contracts for structural repairs and improvements to council homes

13. Pedalways – appropriation of council-owned land for adoption as highway 159 - 174

Purpose - To consider the appropriation of several sections of pathway and associated infrastructure on city council-owned land for adoption as public highway to form part of the pedalway network

14. Exclusion of the public

Purpose - 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.

***15. General fund revenue budget 2017-18 and non-housing capital programme 2017-18 to 2021-22 – APPENDIX 5**

- 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.

***16. Housing Rents and Budgets 2017-18 – APPENDIX 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.

***17. Managing assets**

- 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, 31 January 2017**



Cabinet

17:30 to 19:10

18 January 2017

Present: Councillors Waters, Harris, , Kendrick, Ryan, Stonard, and Thomas.

1. Apologies

An apology for absence was received from councillor Bremner.

2. Public questions / petitions

There were no public questions or petitions.

3. Declarations of interest

No declarations were made.

4. Minutes

RESOLVED to agree the minutes of the meeting held on 14 December 2016.

5. Corporate performance measures 2017-18

RESOLVED to recommend the draft corporate performance measures 2017-2018 to council for approval.

6. Revenue budget monitoring 2016-17: Period 8

The leader of the council introduced the report.

In response to a member's question, the chief finance officer explained that there is a contingency provision in the budget each year for unforeseen spend and, in addition, the prudent minimum balance makes allowance for unforeseen factors which may require additional spend.

RESOLVED to note the financial position as at 30 November 2016 and the forecast outturn 2016-17.

7. Council tax reduction scheme 2017-18: Post consultation

The cabinet member for resources and business liaison introduced the report.

The director of business services explained that in addition to the responses used to write the report, a letter had also been received from the executive director of finance and commercial services at Norfolk County Council (appendix 1).

This letter responded positively to all four questions posed, but also suggested three proposals for the city council to consider. The chief executive added that a response had also been received from South Norfolk Council, making similar suggestions (appendix 2). Discussion ensued during which it was suggested that the cabinet member for resources and business liaison should write to both Norfolk County Council and South Norfolk Council suggesting that they adopt the Norwich City Council scheme.

RESOLVED to:

- 1) recommend council to make the following changes to the council tax reduction scheme (CTRS) for 2017-18 by continuing with the 2016-17 scheme with four modifications:

that the:

- a) applicable amounts shall be uprated by the composite rate of council tax increase that excludes adult social care. Including in the scheme the principle of the uprating rather than the actual figure;
 - b) provision of backdating shall be reduced from six to two months;
 - c) eligibility of CTRS applicants shall be aligned with the housing benefit regulations for those temporarily living away from Great Britain; and,
 - d) eligibility to CTR shall be aligned with the maximum six-month non-payment of Universal Credit, subject to being entitled to CTR during the period in question.
- 2) write to both Norfolk County Council and South Norfolk Council suggesting that they adopt the Norwich City Council model for their council tax reduction schemes.

8. Risk management report

The cabinet member for resources and business liaison introduced the report.

In response to a member's question, the director of business services explained that issues arising from the virus which had made it onto the city council network before Christmas had been resolved quickly and efficiently through close cooperation between LGSS and city council teams. He added that regular software and anti-virus updates continued to take place and that the circulation

of correct, up-to-date information to all IT users helped to minimise the impact of further risk in this area.

RESOLVED to approve the proposed amendments to the corporate risk register and risk management policy.

9. Equality information report

The cabinet member for fairness and equality introduced the report.

In response to a member's question, the strategy manager explained that although recording methodology had changed (making it impossible to achieve direct comparison of figures month to month) raw data indicated a rise in reporting of hate incidents and hate crimes. He said that it was difficult to ascertain causality of this, as it could be down to increased awareness of such crimes and the need to report them.

RESOLVED to approve publication of the annual equality information report.

10. Mutual exchange incentives – better outcomes for tenants

The cabinet member for council housing introduced the report. She explained that the report which had been issued with the agenda had had a number of paragraph numbering issues and that a further report, amending this, had been circulated (appendix 3). It was the amended report which was then referred to during this item.

RESOLVED to agree to:

- 1) note the findings of the review of the Mutual Exchanges incentives scheme
- 2) retain the key elements of the incentives policy including the qualification criteria and payment levels as a guideline originally set and added to in April 2014
- 3) change the emphasis from a mandatory 'entitlement' scheme to a discretionary scheme offering incentives and payments ONLY where to do so will help the exchange to happen to the mutual benefit of both the tenants involved AND the council. I.e. where finance (rent arrears) or lack of prohibits the exchange from taking place.
- 4) augment the existing scheme and to offer a discretionary payment to tenants who mutually exchange in circumstances that meet the following criteria:
 - a) where at least one of the properties in a mutual exchange has had disabled adaptations.
 - b) where one of the parties in a mutual exchange is fleeing domestic abuse or is a victim of hate/mate crime

- c) in other extenuating circumstances for vulnerable persons (e.g. where the position or condition of the property is exacerbating health issues)

5) cap payments at £1500 per tenant or £2500 for one exchange procedure.

11. Update to the private sector financial assistance policy

The cabinet member for council housing introduced the report.

RESOLVED to amend the existing private sector financial assistance policy to add the ability to offer a 'top-up' to a facilities grant as detailed in the report.

12. Installation of sixty thermodynamic hot water systems

The cabinet member for council housing introduced the report.

RESOLVED to award a contract for the installation of Thermodynamic hot water systems to 60 council owned homes to Impact Renewable Energy Ltd.

13. Procurement of repairs to City Hall clock tower

The cabinet member for resources and business liaison introduced the report.

In response to a question, the associate director of operations (LGSS) explained that the bulk of the cost involved in the repairs lay in the erection of scaffolding around the clock tower. As such, a scoping exercise would to place to ascertain the possibility of carry out other works (such as repointing, painting the clock hands etc.) whilst the scaffold remained.

RESOLVED to approve the award of the contract for repairs to City Hall clock tower to JB Specialist Refurbishments Ltd.

14. Award of contracts for structural repairs to council homes

The cabinet member for council housing introduced the report.

RESOLVED to:

Approve the award of the structural repair and improvement contracts as follows:

- 1) Somerleyton Gardens and Wilberforce Road – concrete repairs and deck membrane replacement to JB Specialist Refurbishments Ltd.
- 2) West Pottergate - concrete repairs and deck membrane replacement to Thomas Sindén Ltd.
- 3) Omnia Ph.4 (William Mear Gardens) – concrete repairs and staircase replacement to Thomas Sindén Ltd.

15. Exclusion of the public

RESOLVED to exclude the public from the meeting during consideration items *16 to *17 (below) on the grounds contained in the relevant paragraphs of Schedule 12A of the Local Government Act 1972 (as amended).

***16. Managing assets (housing)**

The cabinet member for council housing introduced the report.

RESOLVED to approve:

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

***17. Review of the neighbourhood model and services: phrase three**

The cabinet member for council housing introduced the report.

RESOLVED to agree to:

- 1) the principle of developing a more targeted integrated approach to deliver services that is efficient and effective, building on phases one and two of the council's neighbourhood model;
- 2) consult UNISON and affected employees on the proposed management and organisational structure changes in citywide services and the housing Service outlined in the report; and,
- 3) delegate authority to the Director of neighbourhoods, in liaison with the Deputy Leader and portfolio holder for council housing; portfolio holder for neighbourhoods and community safety and portfolio holder for customer care and leisure to make the necessary changes to implement the final proposals, including the final employee structures following consultation, as part of the plan of change.

CHAIR

**Executive Director of Finance
and Commercial Services
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Fao Laura McGillivray
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Our Ref: SIG/JEP

Please ask for: Simon George
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19 January 2017

Dear Laura,

Many thanks for your email of the 13th December to Wendy Thomson giving us the opportunity to respond to your consultation on the Council Tax support scheme. Please see below our responses to your questions as well as a few further thoughts we would ask that your members consider when reviewing your scheme, both this year and in future years.

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

Yes

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

Yes

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

Yes

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

Yes

In addition we would ask that the City Council give consideration to exploring the following proposals:

1. To limit Council Tax Support where claimant has savings to a lower level than the current £16,000 (Breckland use £10,000 & Kings Lynn and West Norfolk use £6,000)
2. To limit Council Tax Support discount to occupants of properties no higher than Band D Council Tax
3. To work with district colleagues across the County to establish the cap for the Council Tax Support discount for working age claimants at a uniform amount in Norfolk, suggested at 75% of the maximum Council Tax charge. The range is currently from 75% - 100%, with only the City Council offering 100% in the County.

Many thanks for the opportunity to respond to the consultation and we would welcome the opportunity to discuss the scheme further on an on-going basis.

Kind regards,

A handwritten signature in black ink, appearing to read 'Simon George', with a stylized flourish at the end.

Simon George
Executive Director of Finance & Commercial Services

Minutes : 18 January 2017



Dear Cllr. Waters,

Norwich City Council Budget Consultation- South Norfolk Council Response

Thank you for the invitation to respond to your Budget Consultation 2017-18.

There are many examples over the past year of how we have successfully worked together to drive growth and productivity as well as ensuring we are working in the most efficient way, not least our work through the Greater Norwich Growth Board.

We recognise that we are operating in an evolving local government financial landscape. There are a number of areas where we would like to continue and develop our collaboration with you over the coming year to support both our organisations to make our budgets go further, make efficiencies and improve outcomes for our residents. These include:

- **Greater Norwich Collaboration;** Our collaboration across Greater Norwich, in particular with regard to the Greater Norwich Growth Board has delivered some impressive outcomes, not least the investment in the Northern Distributor Road. Over the coming year we are interested in building on this collaboration to identify other potential areas of collaboration across the Greater Norwich geography to drive economic and housing growth.
- **Norfolk procurement consortium;** we have appointed a consortium manager which may provide an opportunity for collaborative working which we can discuss with you.
- **CNC Building Control;** we look forward to continuing our collaboration through the shared CNC Building Control Service, driving efficiencies for both our organisations and ensuring the service remains cost competitive for all partners.
- **Waste and Recycling;** we also look forward to continuing our collaboration through the Norfolk Waste Partnership and are open to exploring any new opportunities to improve waste and recycling for our residents.

We note your proposals regarding changes to your council tax reduction scheme and would suggest that it may be helpful for this scheme to be aligned across the Greater Norwich and the Norfolk area as a whole to provide more consistency for our residents.

We would welcome your thoughts on the suggestions outlined in this letter for further collaboration and any other areas you would like us to consider. We look forward to continuing to work together and to hearing the outcome of your budget consultation.

Yours sincerely,

Cllr. John Fuller
Leader

Sinead Carey
National Management Trainee

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INVESTORS
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Report to	Cabinet	Item
	18 January 2017	
Report of	Head of neighbourhood housing services	10
Subject	Mutual exchange incentives – better outcomes for tenants	

Purpose

This report proposes a change to the current mutual exchange incentive scheme that Norwich City Council currently offers in order to make it more cost-effective and targeted to help the most vulnerable.

Recommendation

To agree to:

1. Note the findings of the review of the Mutual Exchanges incentives scheme
2. Retain the key elements of the incentives policy including the qualification criteria and payment levels as a guideline originally set and added to in April 2014
3. Change the emphasis from a mandatory 'entitlement' scheme to a discretionary scheme offering incentives and payments ONLY where to do so will help the exchange to happen to the mutual benefit of both the tenants involved AND the council. I.e. where finance (rent arrears) or lack of prohibits the exchange from taking place.
4. Augment the existing scheme and to offer a discretionary payment to tenants who mutually exchange in circumstances that meet the following criteria:
 - a) Where at least one of the properties in a mutual exchange has had disabled adaptations.
 - b) Where one of the parties in a mutual exchange is fleeing domestic abuse or is a victim of hate/mate crime
 - c) In other extenuating circumstances for vulnerable persons (e.g. where the position or condition of the property is exacerbating health issues)
5. Cap payments at £1500 per tenant or £2500 for one exchange procedure.

Corporate and service priorities

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

Financial implications

The proposed scheme will be resourced from the existing budgetary provision of £25,000 allocated to the current mutual exchange scheme.

Ward/s: All Wards

Cabinet member: Councillor Harris - Deputy leader and council housing

Contact officers

Tracey Fordham, housing operations manager	01603 213581
Grant Lockett, tenancy services and income manager	01603 212180
Phyllida Molloy, service development officer	01603 212817

Background documents

None

Minutes : 18 January 2017

Report

Background

Supporting tenants to mutually exchange

1. Section 92 of the Housing Act 1985 states that a tenant in a secure tenancy may, with the written consent of the landlord, assign the tenancy to another secure tenant who satisfies the conditions.
2. In February 2014, the Department for Communities and Local Government (DCLG) set out seven steps to guide local authorities and social landlords in how to promote mobility through mutual exchange. One such step was to make mutual exchange a viable and attractive proposition, for example by introducing financial incentives, undertaking repairs as an incentive or providing flexibility to the grounds on which consent for a mutual exchange is withheld.

Council policies

3. Norwich City Council's Tenancy Policy states that eligible tenants can exchange their home with another council tenant or housing association tenant.
4. Mutual exchanges are essentially tenant led process which can be an effective and simple way to find a new home of a more appropriate size and in a preferred location. From a Council point of view this can help with better use of stock, help ensure affordability, may help resolve a local issue and reduce void cost as no costs are involved in preparing the properties for re-letting (beyond utility safety checks) that would ordinarily be incurred by the Council during a transfer process via the Council's waiting list.
5. On 18 May 2005 Cabinet concerned at low take up of mutual exchanges agreed to implement a mutual exchange incentive scheme with the aim of encouraging mutual exchanges and making them easier and more attractive to tenants.
6. The scheme incentivised tenants for exchanging a house for a flat or maisonette, and giving up 2 or more bedrooms if they are under-occupying (ensuring best utilisation of housing stock) and a 'pick list' of services were also offered to boost the incentive, for example cooker reconnection, washing machine reconnection etc.
7. The scheme is detailed below:

A tenant would qualify for an incentive payment provided:-

- They are 'giving up' a house (except for a 1-bedroom house) in exchange for a flat or maisonette

and/or

- They are 'giving up' 2 bedrooms or more and moving to a flat or maisonette

Contributions to Removal Expenses and Cash Incentive

Removal costs £150 for all qualifying tenants

plus

Incentive 1 £250 if exchanging from house to a flat or maisonette

plus

Incentive 2 £250 if 'giving up' 2 bedrooms or more

Services

Each tenant would also be offered services from the 'pick list' below if required to facilitate the exchange, up to a maximum value of £130: -

Cooker reconnection	Cost =	£68.33 (max)
Washing machine reconnection	Cost =	£19.99 (max)
New door locks	Cost =	£56.58
New WC seats	Cost =	£29.83 ea
Use of a skip	Cost =	£111.11
Garden vegetation clearance	Cost =	£124.40

8. Only tenants of the Council would be eligible for the incentive payments, not tenants of other landlords who exchange into Council accommodation. Additionally, tenants who have received the incentives would be disqualified from receiving the incentives should they exchange again within 5 years.

Policy reviews

9. In April 2014 a review of the incentive scheme was undertaken due to the implications of the bedroom tax where tenants were under-occupying and therefore housing benefit did not cover the full rent. Whilst there was no overall change to the policy, the scheme was amended to incentivise the giving up any number of bedrooms and an additional element incorporated where £150 was awarded to anybody who exchanged to a property that they could have been offered under the choice based lettings (CBL) allocations scheme with minor amendments approved to the pick list of services offered.
10. The financial incentive was introduced to reduce the number of people transferring and in turn reduce the associated high void costs. A mutual exchange allows secure council tenants to exchange with another council or housing association tenant whilst a transfer is managed through the Choice Based Lettings (CBL) allocations scheme and involves properties being void for a period of time.
11. Following concerns of a high spend in this area the incentive scheme was reviewed again in October 2016 to see if it was meeting its original aims.
12. The review covered the exchanges that had taken place during 2015/16 and found:

13. 200 of our properties were mutually exchanged during 2015/16. Of these, 107 were exchanged between Norwich City Council tenants and 93 exchanged with a registered provider or other local authority tenants.
14. Of the 200 properties that were mutually exchanged, 57 properties were downsized, 50 upsized and 93 exchanged to a property of the same size.
15. 98 exchanges received an incentive payment. The value of the incentives totalled £32,234.43.
16. There are three elements of the cash reward incentive and tenants can potentially receive 0, 1, 2 or all 3 elements. The table below shows the number of payments made in 2015/16 as a result of meeting each incentive criteria. The largest number of payments made were to tenants who exchanged to a property that they could have been offered under the CBL allocations scheme.

Incentive	2015/16
1) £150 to anybody exchanging from a house to a flat or maisonette	19
2) £250 for each bedroom given up, regardless of the type of property the tenant moves from or to	53
3) £150 to anybody who exchanges to a property that they could have been offered under the CBL allocations scheme	71


17. During the review it was affirmed that although mutual exchange remained an attractive option to facilitate a move and that there are many more benefits to both the tenants and the council for a mutual exchange to proceed compared to a transfer, tenants who are affected by the bedroom tax are sometimes hampered from downsizing as they may have accrued rent arrears and/or are not able to afford the costs associated with moving.
18. Further analysis of the expenditure revealed that *there is no compelling evidence* to suggest that the mutual exchange incentive was the motivation of the exchanges completed.
19. Indeed, what was envisaged as an incentive was being operated as an 'entitlement' and could be viewed as rewarding tenants for moving largely as a result of their own personal choice. A number of payments have been made even when tenants have moved to a property of the same size and where their subsequent housing need has been met by another registered provider or local authority.
20. Research of other housing providers shows that most organisations do not offer any incentive, and those that do, offer a discretionary fund focused on specific circumstances or tenants. For example the London Borough of Wandsworth make discretionary payments to support tenants to move only if the exchange is a perfect fit.

Using a discretionary incentive

21. It is anticipated that, in order to help tenants to downsize as a result of the bedroom tax, up to £300 per payment should be sufficient to clear arrears and help with moving costs. In 2015/16, 53 of those who mutually exchanged downsized and of these only 11 received payments to help clear their arrears.
22. There are currently 1990 tenants who have a weekly reduction in their housing benefit entitlement but it is difficult to predict how many tenants may wish to downsize via mutual exchange as a result of being subject to the bedroom tax.
23. For tenants with disabilities, it can be expensive for the council to adapt a property and there is not always a supply of properties with existing adaptations available for a transfer. If the needs of both parties can be met by mutual exchange, this should be encouraged and incentivised in order to secure a suitable property and potentially save the council significant sums of money required for adaptations. An example would be a tenant no longer requiring adaptations in their home and is able to find an exchange with someone who does require them. Each tenant may then qualify for a discretionary payment in order to help fund and incentivise the move.
24. Tenants who have arrears are not normally allowed to exchange. The council may consent to an exchange where there are special circumstances that means an exchange should be allowed to take place (for example where a resident is the victim of domestic abuse or hate crime) and a discretionary payment may be made to help clear some/all of the tenant's arrears and help with moving costs. In circumstances where not all arrears are cleared, the rent arrears will be transferred to the new tenancy providing an agreement has been reached with the tenant to clear them over a reasonable time.
25. Following this review, it is therefore proposed to:
 - a) Retain the key elements of the incentives policy including the qualification criteria and payment levels as a guideline originally set and added to in April 2014
 - b) Change the emphasis from a mandatory 'entitlement' scheme to a discretionary scheme offering incentives and payments ONLY where to do so will help the exchange to happen to the mutual benefit of both the tenants involved AND the council. I.e. where finance (rent arrears) or lack of prohibits the exchange from taking place.
26. It is further proposed to augment the existing scheme and to offer a discretionary payment to tenants who mutually exchange in circumstances that meet the following criteria:
 - a) Where at least one of the properties in a mutual exchange has had disabled adaptations.
 - b) Where one of the parties in a mutual exchange is fleeing domestic abuse or is a victim of hate/mate crime
 - c) In other extenuating circumstances for vulnerable persons (e.g. where the position or condition of the property is exacerbating health issues)

27. The payments will be capped at £1500 per tenant or £2500 for one exchange procedure.
28. By implementing these recommendations, payments to facilitate mutual exchanges in the future will be more cost-effective and are focused on the most vulnerable tenants.

Minutes : 18 January 2017

Integrated impact assessment		 NORWICH City Council
Report author to complete		
Committee:	Cabinet	
Committee date:	18 January 2017	
Director / Head of service	Head of neighbourhood housing services	
Report subject:	Mutual exchange incentives – better outcomes for tenants	
Date assessed:	28 November 2016	
Description:		

Minutes : 18 January 2017

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Expenditure will be more cost effective and will help the most vulnerable to move to accommodation that is suitable and more affordable
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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

Recommendations from impact assessment
Positive
Value for money
Negative

Neutral
Issues

Minutes : 18 January 2017

Report to Cabinet
08 February 2017
Report of Strategy manager
Subject Corporate Plan 2017-18

Item

5

KEY DECISION

Purpose

To consider the draft corporate plan 2017-2018

Recommendation

To recommend the draft corporate plan 2017-2018 to council for approval

Corporate and service priorities

This report relates to all corporate priorities

Financial implications

The costs of taking forward the corporate plan are built into the draft budget for 2017-18

Ward/s: All Wards

Cabinet member: Councillor Waters - Leader

Contact officers

Adam Clark

01603 212273

Background documents

None

Report

- 1) The council's current corporate plan was adopted at a meeting of full council on 17 February 2015. It covers the period 2015-2020. This was developed through a number of methods including:
 - a) Analysing information on levels of need in the city such as looking at demographics, strengths, opportunities, inequalities and challenges.
 - b) Assessing the current environment the council operates in, including the national and local economic climate and policy and legislation for local government.
 - c) Looking at the potential future factors that may impact on Norwich and the council e.g. economic, social, environmental etc.
 - d) Discussions with councillors including an all councillor workshop.
 - e) Specific discussions with partner organisations
 - f) Assessing the future resourcing likely to be available to deliver a new corporate plan.
 - g) Formal review by scrutiny and cabinet.
- 2) The vision and mission are as follows:
 - a) Vision: to make Norwich a fine city for all
 - b) Mission: to always put the city and its people first
- 3) The five corporate priorities are:
 - a) A safe, clean and low carbon city
 - b) A prosperous and vibrant city
 - c) A fair city
 - d) A healthy city with good housing
 - e) Value for money services
- 4) The corporate plan vision, mission and priorities remain the same for 2017-18.
- 5) The main change in substance is to the key performance measures. These are the key metrics for how the council will measure how well it is delivering its corporate priorities. Revisions to these were considered by the scrutiny committee at their meeting on 15 December 2015. At the cabinet meeting on 18 January 2017 these revisions to the corporate performance measures were agreed.
- 6) Although the existing corporate plan 2015-20 is still in force, to contextualise the changes to the key performance measures and to summarise the opportunities and

challenges that exist in delivering the corporate plan, it is proposed that we 'refresh' elements of the supporting material that are published with the corporate plan. The document containing these 'refreshed' elements can be found in Appendix A. In the appendix, the sections that are italicised are unchanged from the published 2015-2020 corporate plan.

- 7) The revised content consists of:
 - a) A new foreword from the leader of the council
 - b) An overview from the Chief Executive Officer
 - c) New commentary on the 5 corporate priorities
- 8) The further proposal is that the current corporate plan remains in place until the end of 2017-18. During that period work should be undertaken to engage with stakeholders to inform the setting of corporate priorities beyond 2017-18, reflecting the changing landscape of local government finance and emerging opportunities and challenges for Norwich.

Integrated impact assessment



NORWICH
City Council

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

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

Report author to complete

Committee:	Cabinet
Committee date:	8 February 2017
Director / Head of service	Strategy Manager
Report subject:	Corporate Plan 2017-18
Date assessed:	25 January 2017
Description:	Revisions to supporting material around corporate plan

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

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

Recommendations from impact assessment	
Positive	
Negative	
Neutral	
Issues	
<p>As this corporate plan relates to the full range of activity undertaken by the council, rather than specific proposals, it is not possible to show the aggregate impact of this on, for example, equality of opportunity under our Equality Act duties. This does not mean that there are no potential positive or negative impacts, but that these are best ascertained at the level of individual projects and services, as per existing council processes. It is therefore recommended that the council continues to undertake impact assessments on specific services and projects as part of its business as usual.</p>	

Norwich City Council Corporate Plan 2015-2020**Corporate plan 'refresh' 2017-2018**

This document supplements the 2015-2020 corporate plan published in 2015. For background on key statistics about Norwich, please consult 'The State of Norwich'. Both documents can be found online at www.norwich.gov.uk.

Leader's foreword

2016 was a year of enormous political change with the vote to leave the European Union. The full significance of that decision on June 23rd is already changing national politics and will have a profound impact on the structure of the United Kingdom, our economy and society. The changes triggered by the referendum decision will affect all us in Norwich. Norwich was the only local authority area in Norfolk and Suffolk that voted to remain.

Brexit is not the only challenge we face as a city. Over the next five years the council faces severe financial constraints. This is consciously driven by central government policy as reflected in our medium-term financial strategy. The effect of this is a net reduction of £9.6 million over this period. The Department of Communities and Local Government estimates show that the reduction in spending power for Norwich City Council from 2015/16 to 2019/20 is 15.9%, the 4th highest reduction across the country. We have been very successful in reducing costs and redesigning services – thanks in large part to the commitment and flexibility of our workforce. However, delivering the necessary cost reductions and continuing to provide key services is becoming increasingly challenging. The scale of the savings we need to achieve means we have to fundamentally change how we operate if we are to maximise the positive impact we have on the city and the wider area.

Our priority is always to do the best for the residents of Norwich and it is vital that we deliver local investment in jobs, homes and new businesses with our partners on the Greater Norwich Growth Board and other medium size cities like Cambridge. Equally important is that we become an 'inclusive city' where everyone shares the benefits of being a citizen of Norwich. We must redouble our efforts to tackle inequality, poverty, job insecurity and low wages.

To do this we need to be a city that can adapt to change and that will require us to harness the support and strength of local people by making sure all our residents share the benefits of being a citizen of Norwich. That is something we need to work on collectively – a continuous dialogue with our residents, local business people and stakeholders about their vision for the city. It's not just for the next few years but planning for next 20 years – for example the Greater Norwich Local Plan – a crucial document that will ensure housing and job needs continue to be met up to 2036.

In a time of uncertainty a strong well-resourced city council is vital. This is a message that we will continue to make to central government. While we are currently reviewing how we operate in many key areas and the new environment may necessitate different approaches and partnerships with other organisations in the city and beyond, we remain committed to the priorities set out in this document.

Overview from the chief executive

Our resources are diminishing fast and this council is going to look a very different one in five years' time. Our transformation programme will need to be just that. The traditional look and feel of our services and the way we deliver them must be reviewed. In the future, many of them will be provided in partnership with other organisations and in some cases those who receive them. Our Early Help Hub in City Hall is a good example of that, an initiative that has brought together key services in one place so they can work more efficiently to identify and support vulnerable individuals and families before they reach crisis.

These are testing times for the whole of the public sector. Ongoing austerity measures, welfare reform and a shortage of affordable housing are putting huge pressure on services. Homelessness and rough sleeping is on the rise in Norwich, health services are stretched and cutbacks elsewhere mean we are seeing a visible increase in demand for our services.

We are constantly having to adjust our budget plans as the kaleidoscopic picture changes and look at how we can make the money we do have go further and produce positive outcomes for Norwich. However tight our finances, our sustainability and transformation plans are about generating income and reshaping services rather than stopping doing things. However, there comes a point where this may well have to happen.

Despite a lengthy recession, Norwich has never been more vibrant and the economy strong. 'Booming Norwich' read a recent headline in the Norwich Evening News and the city's reputation as a place where things are happening and a great destination is growing. There is a rich and diverse cultural scene in the city, the retail offer is rated one of the best in the country and we have a strong knowledge economy. Looking forward we will be exploring how to capitalise on these assets and collaborate with partners like Norwich Business Improvement District to attract even more investment.

Our challenge to others, including residents, is how can we work better together? In our budget consultation for 2017-18 we asked people how capable they felt about being able to positively change their neighbourhood and how likely they would be to lead or participate in an event aimed at improving their area. In 'doing with' as opposed to the more traditional 'doing to', we will put our resources to better effect and meet the changing needs of the city's residents. The resources we have need

to be targeted at those most in need or where we can have the most impact. The Council is strongest when it works in collaboration with others to make the most of this amazing city.

Strategic direction of the council

The council's strategic direction sets out our overall vision, priorities and values. This will guide everything we will do as an organisation and how we will go about it. The strategic direction is shown in the diagram on the next page and covers the following elements:

Our vision – overall this is what as a council we aim to achieve for the city and its citizens

Our mission – this is the fundamental purpose of the council – so basically what we are here for

Our priorities – these are the key things we aim to focus on achieving for the city and its residents to realise our vision over the next five years

Our core values – these drive how we will all work and act as teams and employees of the council.

Taken together these summarise what we promise to do and be as a council for the city and its residents.

Our strategic direction has been developed through a number of methods including:

- a) Analysing information on levels of need in the city such as looking at demographics, strengths, opportunities, inequalities and challenges.*
- b) Assessing the current environment the council operates in, including the national and local economic climate and policy and legislation for local government.*
- c) Looking at the potential future factors that may impact on Norwich and the council eg economic, social, environmental etc.*
- d) Discussions with councillors including an all councillor workshop.*
- e) Specific discussions with partner organisations*
- f) Consultation with citizens and organisations in the city.*
- g) Assessing the future resourcing likely to be available to deliver a new corporate plan.*

The council's 'blueprint' a separate document that can be found on our website at www.norwich.gov.uk and guides how we organise ourselves to deliver the priorities.

Council priorities

Our vision: to make Norwich a fine city for all

Our mission: to always put the city and its people first

Our priorities:

- *A safe, clean and low carbon city*
- *A prosperous and vibrant city*
- *A fair city*
- *A healthy city with good housing*
- *Value for money services*

Our core values

Everything we ever do as an organisation, whether in teams or as individuals, will be done with our core values in mind. These are:

P *Pride. We will take pride in what we do and demonstrate integrity in how we do it.*

A *Accountability. We will take responsibility, do what we say we will do and see things through.*

C *Collaboration. We will work with others and help others to succeed.*

E *Excellence. We will strive to do things well and look for ways to innovate and improve.*

Our priorities

Our priority

A safe, clean and low carbon city

We want to ensure that Norwich is safe and clean for all citizens and visitors to enjoy and that we create a sustainable city where the needs of today can be met without compromising the ability of future citizens to meet their own needs.

What's working well?

The council reduced its carbon dioxide emissions by eight per cent – sufficient to fill more than 4,000 double-decker buses – from 1 April 2015 to 31 March 2016. This brings the total reduction to 39.5 per cent since the 2007 baseline and close to achieving the 40 per cent carbon emissions target set in the council's 2015-2018 environmental strategy. We will continue this work through our ongoing commitment to successful affordable warmth initiatives such as Cosy City and Big Switch & Save.

There are high levels of satisfaction with the quality of our parks and people's local environment and people generally feel safe where they live.

What are the challenges?

Although we have relatively low levels of household waste, recycling levels are lower than they should be and contamination rates are high.

There have been some changes to environmental policy nationally, such as a reduction in feed-in-tariffs, which reduce any incentives around solar and photovoltaic energy.

Norwich has a proud tradition of welcoming people and being inclusive and the challenge is to maintain this with fewer resources and a changing demographic.

What will we focus on?

We will work closely with the police and other organisations around community safety initiatives such as the ongoing #IWalkedAway campaign aimed at reducing domestic abuse.

Encouraging residents to get involved in the improvement of the communities they live in.

We will continue to focus on reducing the council's own carbon emissions and improving air quality in the city.

Our priority

A prosperous and vibrant city

We want Norwich to be a prosperous and vibrant city in which businesses want to invest and where everyone has access to economic, leisure and cultural opportunities.

What's working well?

There is a positive economic buzz around Norwich and its reputation as a place to live, work and visit is growing. It is now in the Fast Growth Cities network and has been recognised nationally as being a digital technology cluster.

Norwich's potential to create a large number of new jobs and homes has been evidenced by significant developer interest.

What are the challenges?

Brexit has caused economic uncertainty and businesses are faced with a difficult trading environment, particularly in the knowledge economy which is critical to the city. EU funds provided through the Local Enterprise Partnership (LEP) are also at risk, threatening the inclusive nature of future growth.

What will we focus on?

Visitor numbers are increasing and we will seek to maintain this trend by cementing key partnerships such as that with Norwich Business Improvement District (BID), Visit Norwich and the Arts Council with a view to securing additional resources.

We will aim to ensure public access to a range of free cultural and sporting events, either through delivering them ourselves or working in partnership with others to do so.

We are committed to growing jobs and homes and will continue to work with partners to deliver the Greater Norwich Local Growth Plan and City Deal.

Our priority A fair city

We want Norwich to be a fair city where people are not socially, financially or digitally excluded and inequalities are reduced as much as possible.

What's working well?

We have continued to demonstrate our commitment to the Living Wage, by paying all our staff and the staff of our contractors who provide services in Norwich the "real" Living wage, obtaining accreditation and encouraging other employers in Norwich to adopt the same policies.

New ways of working include our Early Help Hub in City Hall and locality working in Lakenham, which has improved our collaboration with residents and partner organisations to tackle long standing health and financial inequality.

What are the challenges?

Welfare reforms are impacting on many individuals and families in the city, such as the new lower benefit cap and the rollout of Universal Credit.

Low wage levels in the city continue to be a concern as well as recent evidence of very poor social mobility for residents owing to poor educational outcomes and job prospects for the most deprived people.

What will we focus on?

Our prime focus will be on trying to protect the most vulnerable through seeking to maintain our council tax reduction scheme and supporting people to enhance their income, particularly through developing skills and moving into work.

Our priority

Healthy city with good housing

We want to ensure that people in Norwich are healthy and have access to appropriate and good quality housing.

What's working well?

We have introduced accreditation for private landlords and grant schemes to ensure housing is energy efficient and safe.

All Norwich City Council housing has been assessed in relation to our own 'Norwich Standard' of housing which covers energy efficiency, kitchens and bathrooms, and exceeds the more basic decent homes standard.

Norwich Standard has improved the Standard Assessment Procedure rating of council housing stock.

What are the challenges?

The impact of the government's 1 per cent social housing rent reduction remains a concern. This has resulted in around £65 million reduction in our projected income over 10 years.

Additionally, our ability to maintain good quality council housing standards threatens to be hampered by new duties imposed in order to subsidise Right To Buy sales made by registered providers. The council will be expected to sell its high value properties as they become empty to fund this instead of allocating them. This would further reduce the council's ability to provide good quality social housing.

Building affordable housing in the city is challenging but we are already building on several key sites and will continue to do so. Homelessness and rough sleeping in Norwich is on the rise and county council proposed cuts in funding to support vulnerable people threaten to exacerbate this.

There are concerns about the supply and affordability of some private sector rented housing, which is increasingly important given the erosion of council housing stock due to the Right To Buy.

What will we focus on?

More than ever we need to work in partnership across the public and voluntary, community and social enterprise sectors to ensure housing and health play complementary roles in maintaining people's wellbeing, despite dwindling resources.

Where possible we need to mitigate the impact of welfare reform, providing access to free debt and money advice, while seeking to increase take up of benefits to which people are entitled.

A balance must be found between being able to increase the supply of housing and keeping it affordable.

Our priority

Value for money services

The council is committed to ensuring the provision of efficient, effective and quality public services to residents and visitors. While we will continue to face challenging savings targets over the next five years, we will continue to protect and improve those services our citizens value most as much as we possibly can.

What is working well?

We have managed to save £30 million in recurring savings over six years.

Online services represent value for money for the council and following a refresh of the council's website, customers can now access even more services this way.

Our ongoing transformation programme is continuing to deliver efficiencies and savings.

We still spend around £50-£60 million a year on external contracts and manage an asset base of £200 million across the city.

What are the challenges?

How we will maintain good quality services that our residents and customers value with a significantly reduced income.

What will we need to focus on?

Our assets must be optimised to ensure value for money and, where possible, secure, social and environmental value.

New income streams must be explored, such as building houses for sale and rent through the Norwich Regeneration Company and Rose lane car park.

We will continue to develop online forms and other ways of our customers being able to communicate with us the way they want to and in ways that are efficient and cost effective whilst ensuring that people who need help can get it..

Working with the voluntary, community and social enterprise sector will be critical going forward, as this is a key sector for the city.

Key Performance Measures and Targets

To ensure we are achieving our priorities and delivering the key actions that support them, we develop and monitor key performance measures. We use these to test how we are doing. These are shown in the table below.

WHAT WE AIM TO ACHIEVE (OUR PRIORITIES)	SAFE, CLEAN AND LOW CARBON CITY		PROSPEROUS AND VIBRANT CITY		FAIR CITY		HEALTHY CITY WITH GOOD HOUSING		VALUE FOR MONEY SERVICES	
WHAT WE WILL DO TO ACHIEVE OUR PRIORITIES WORKING WITH OUR PARTNERS AND RESIDENTS (KEY ACTIONS)	To maintain street and area cleanliness		To support the development of the local economy and bring in inward investment through economic development and regeneration activities		To reduce financial and social inequalities		To deliver our annual Healthy Norwich action plan with our key partners to improve health and wellbeing		To engage and work effectively with customers, communities and partner organisations, utilising data and intelligence and collaborative and preventative approaches to improve community outcomes.	
	To provide efficient and effective waste collection services and reduce the amount of waste sent to landfill		To advocate for an effective digital infrastructure for the City		To advocate for a living wage		To support the provision of an appropriate housing stock in the City including bringing long term empty homes back into use and building new affordable homes		To continue to reshape the way the council works to realise our savings target and improving council performance wherever possible.	
	To work effectively with the police to reduce anti-social behaviour, crime and the fear of crime		To maintain the historic character of the City through effective planning and conservation management		To encourage digital inclusion so local people can take advantage of digital opportunities		To prevent people in the City from becoming homeless through providing advice and alternative housing options		To improve the efficiency of the council's customer access channels	
	To protect residents and visitors by maintaining the standards of food safety		To provide effective cultural and leisure opportunities for people in the City and encourage visitors and tourists to the City		To reduce fuel poverty through a programme of affordable warmth activities		To improve the council's own housing stock through a programme of upgrades and maintenance and provide a good service to tenants		To maximise council income through effective asset management, trading and collection activities	
	To maintain a safe and effective highway network in the City and continue to work towards 20mph zones in residential areas						To improve the standard of private housing in the City through advice, grants and enforcement and supporting people's ability to live independently in their own homes through provision of a home improvement agency			
	To mitigate and reduce the impact of climate change wherever possible and protect and enhance the local environment									
	To reduce the council's own carbon emissions through a carbon management programme									
HOW WE MEASURE WHAT WE ARE ACHIEVING (KEY MEASURES AND PROJECTS)	% of streets found clean on inspection	% of people satisfied with waste collection	Number of new jobs created/ supported through council funded activity	Delivery of the council's capital programme (encompassing all key regeneration projects)	Delivery of the reducing inequalities action plan	% of people who felt their wellbeing had been improved following receiving advice	Delivery of the Healthy Norwich action plan	Relet times for council housing	% of residents satisfied with the service they received from the council	Council achieves savings targets
	% of people feeling safe	Residual household waste per household (Kg)	Planning quality measure	Amount of funding secured by the council for regeneration activity	% of commissioned organisations who pay their staff the living wage for services delivered on behalf of NCC	Delivery of the digital inclusion action plan	Number of long term empty homes brought back into use	Number of new council or other affordable homes completed on council land or which the council has financially contributed to	Channel shift measure	Avoidable contact level
	% of food businesses achieving safety compliance	% of residential homes on a 20mph street	Number of priority buildings on the 'at risk register' that have been saved	Amount of visitors at council ran events	Number of private sector homes where council activity improved	Timely processing of benefits	Number of people prevented from becoming homeless	Number of people who feel that the work of the home improvement agency	% of income generated by the council compared to expenditure	% of income owed to the council collected

			from decay and dereliction through the intervention of the city council		energy efficiency			has enabled them to maintain independent living		
	Number of accident casualties on Norwich roads	% of adults cycling at least 3x a week for utility purposes		% of people satisfied with leisure and cultural facilities			% of council properties meeting Norwich standard	% of people satisfied with the housing service	% of customers satisfied with the opportunities to engage with the council	Delivery of local democracy engagement plan
	Reduction in CO2 emissions for the Norwich area	Reduction in CO2 emissions from local authority operations					Number of private sector homes made safe			
	% of people satisfied with parks and open spaces	% change in the number of cyclists counted at automatic count sites								
	% of people satisfied with their local environment									
KEY SERVICES CONTRIBUTING	City wide services	Local neighbourhoods service	City development service	Local neighbourhood services	Policy, performance and partnerships	Local neighbourhood services	Policy, performance and partnerships	City development service	All services	All services
	City development services	Customer contact service	Planning service	Policy, performance and partnerships	Customer contact service	Business relationship management service	Housing service	Customer contact service		
	Policy, performance and partnerships	Environmental strategy	Business relationship management service	Culture and communications service	Environmental strategy		Planning service			
	Planning service		Customer contact service							

Corporate performance measures 2017-18¹

For each of the key performance measures the council sets targets it aims to achieve. These are set out in detail in service plans and progress is reported on these to as part of the quarterly performance report. Specific measures and targets beyond 2017/18 will be developed as part of the review of the corporate plan in 2017/18.

Key performance measure	Prefix	2017/18 Target
Council priority: Safe, clean and low carbon		
% of streets found clean on inspection	SCL1	94%
% of people satisfied with waste collection	SCL2	85%
% of people feeling safe	SCL3	78%
Residual household waste per household (kg)	SCL4	375
% of food businesses achieving safety compliance	SCL5	90%
% of residential homes on a 20mph street	SCL6	45%
Number of accident casualties on Norwich roads	SCL7	<400
% of adults cycling at least 3x a week for utility purposes	SCL8	14%
% change in the number of cyclists counted at automatic count sites	SCL13	5% increase
Reduction in CO2 emissions for the local area	SCL9	2.4%
Reduction in CO2 emissions from local authority operations	SCL10	2.2%
% of people satisfied with parks and open spaces	SCL11	85%
% of people satisfied with their local environment	SCL12	80%
Council priority: Prosperous and vibrant city		
Number of new jobs created/ supported by council funded activity	PVC1	300
Delivery of the Councils capital programme	PVC2	80%
Amount of funding secured by the council for regeneration activity (4 year rolling average)	PVC3	£2m p/a
Planning service quality measure	PVC6	tbc
Number of priority buildings on the 'at risk register' that have been saved from decay and dereliction through the intervention of the city council.	PVC7	1 p/a
% of people satisfied with leisure and cultural facilities	PVC8	95%
Amount of visitors at council ran events	PVC9	85,200 p/a

Key performance measure	Prefix	2017/18 Target
Council priority: Fair city		
Delivery of the reducing inequalities action plan	FAC1	100% on target p/a

¹ Revised KPIs as agreed at cabinet 18 January 2017

Key performance measure	Prefix	2017/18 Target
% of people who felt their wellbeing had been improved following receiving advice	FAC2	86%
Delivery of the digital inclusion action plan	FAC3	100%
Timely processing of benefits	FAC4	100%
No of private sector homes where council activity improved energy efficiency	FAC5	165
% of commissioned organisations who pay their staff the living wage for services delivered on behalf of NCC	FAC6	100%
Council priority: Healthy city with good housing		
Delivery of the Healthy Norwich action plan	HCH1	100% on target p/a
Re-let times for council housing	HCH2	16 days
Number of long-term empty homes brought back into use	HCH3	20
Number of new council or other affordable homes completed on council land or which the council has financially contributed to	HCH4	200 (15-18)
Preventing homelessness	HCH5	60%
Percentage of people who feel that the work of the home improvement agency has enabled them to maintain independent living	HCH6	90%
% of council properties meeting Norwich standard	HCH7	97%
% of people satisfied with the housing service	HCH8	83%
No of private sector homes made safe	HCH9	100
Council priority: Value for money services		
% of residents satisfied with the service they received from the council	VFM1	93%
Council achieves savings target	VFM2	<£0 (balanced or underspend)
Avoidable Contact	VFM4	35%
Channel Shift	VFM5	25%
% of income owed to the council collected	VFM6	95%
% of income generated by the council compared to expenditure	VFM7	45.2%
% of customers satisfied with the opportunities to engage with the council	VFM8	54%
Delivery of local democracy engagement plan	VFM9	Yes on target

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

Purpose

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

Recommendations

That cabinet recommends to council:

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

Corporate and service priorities

The report helps to meet all the corporate priorities.

Financial implications

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

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

Ward/s: All wards

Cabinet member: Councillor Stonard – Resources and business liaison

Contact officers

Justine Hartley, Chief finance officer 01603 212440

Hannah Simpson, Group accountant 01603 212561

Background documents

None

Report

1. Contents of report

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

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

Appendix 1 [Budget consultation results](#)

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

Appendix 3 [Two year transformation plan](#)

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

2. Budgetary context

Provisional local government finance settlement

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

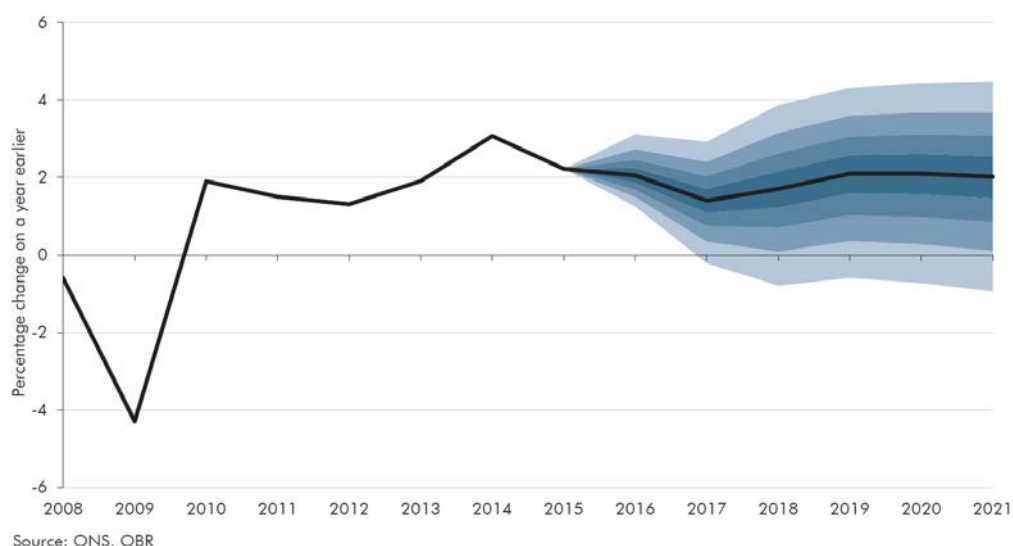
Wider economic context

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

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

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

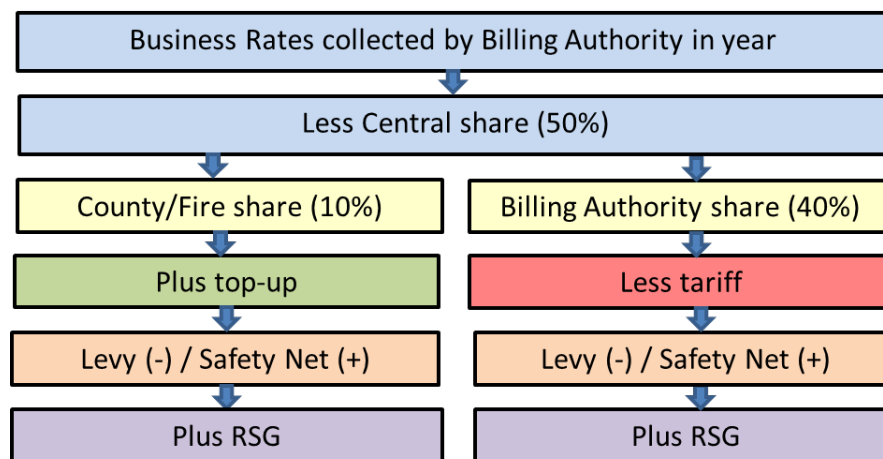
Figure 2.1: Real GDP growth fan chart November 2016 (Source: OBR)



Business rates retention system

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

Diagram 2.2: Business rates retention scheme



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

3. Medium Term Financial Strategy (MTFS)

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

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

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

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

New savings (smoothed)		£1,920	£1,920	£1,920	£1,920	£1,920
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	2017-18 Year 1 £000s	2018/19 Year 2 £000s	2019/20 Year 3 £000s	2020/21 Year 4 £000s	2021-22 Year 5 £000s	2022/23 Year 6 £000s
Reserve balance brought forward	-£12,949	-£12,261	-£10,312	-£8,032	-£6,025	-£5,043

Contributions to/(from) I&E	£688	£1,949	£2,280	£2,007	£982	-£16
Reserve balance carried forward	-£12,261	-£10,312	-£8,032	-£6,025	-£5,043	-£5,059
<i>Relative to controllable spend</i>	<i>26%</i>	<i>22%</i>	<i>16%</i>	<i>12%</i>	<i>10%</i>	<i>9%</i>

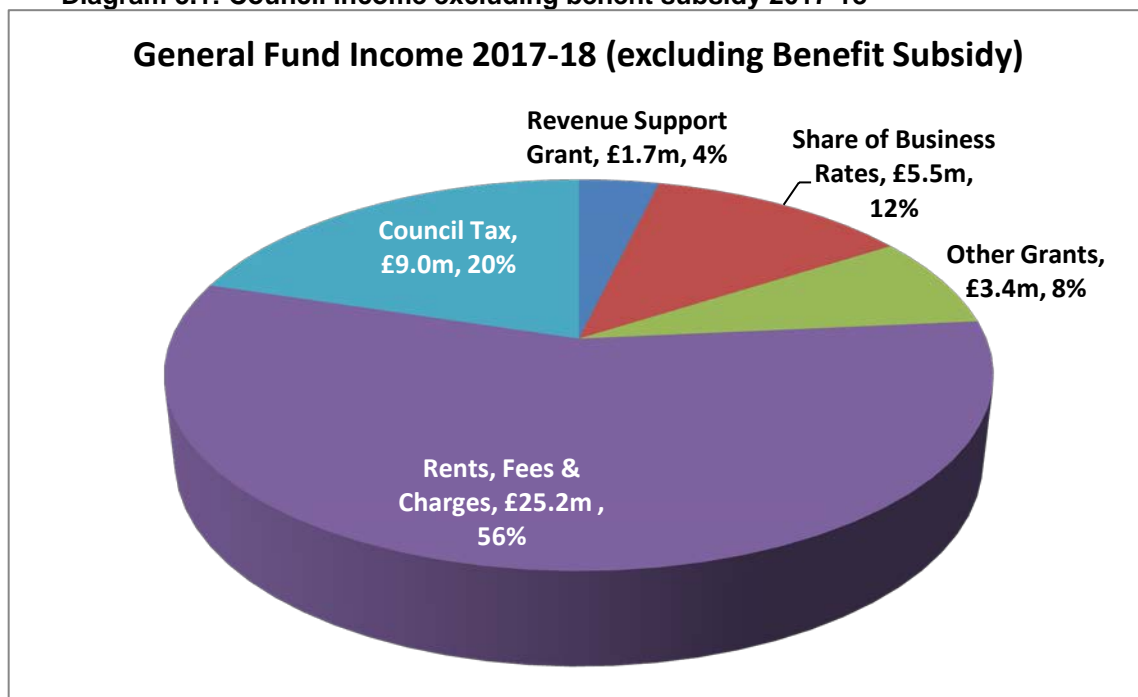
4. Preparation of the 2017-18 budget

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

5. Budgetary resources

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

Diagram 5.1: Council income excluding benefit subsidy 2017-18



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

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

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

- 5.3 Section 31 Business Rate Relief grant is given to offset reliefs which reduce the business rates income to the Council so is not included as a separate grant.
- 5.4 In addition to the formula grant, the budgetary requirement is funded by council tax collected by the council. Any increase in the level of council tax is limited by referendum principles. For 2017-18 a 2% or £5 limit on increases (whichever higher) was announced as part of the provisional settlement.
- 5.5 The draft budget proposals are based on an increase of 2.05% (£5), and a rate of £249.01 per Band D property. The calculation of the

recommended Council Tax Requirement and derivation of the Council Tax Precept are shown in Section 7.

6. Budgetary requirement – income and expenditure

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

Table 6.1: Budgetary resources 2017-18

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

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

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

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

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

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

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

Subjective group	Budget 2016/17 £000s	Budget 2017-18 £000s	Change £000s
Employees	17,832	20,189	2,357
Premises	9,573	10,681	1,108
Transport	273	278	5
Supplies & services	15,710	16,421	711
Third party payments (shared services)	7,081	4,994	(2,087)
Housing benefit payments	63,724	62,284	(1,440)
Capital financing	3,372	1,665	(1,707)
Recharge expenditure	16,649	16,795	146
Subtotal expenditure	134,214	133,307	(907)

Government grants	(69,682)	(65,836)	3,846
Receipts	(24,384)	(25,180)	(796)
Recharge income	(24,028)	(26,139)	(2,111)
Subtotal income	(118,094)	(117,155)	939
Total Budgetary Requirement	16,120	16,152	32

7. Council tax & precept

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

Table 7.1: Council Tax calculation 2017-18

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

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

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

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

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

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

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

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

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

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

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

Table 8.1: Estimated general fund balance through the MTFS period

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

9. Capital resources 2017-18 – 2021-22

9.1 The council owns and maintains a range of assets. Major investment in these assets is funded from the capital programme. In turn the capital programme is resourced, in part, by the income received from the disposal of surplus assets.

9.2 In June 2011 the council adopted an asset management strategy that established a framework for the maintenance and improvement of assets that meet the needs of the organisation. Underperforming assets, particularly those retained for investment purposes, will be released to provide a receipt for future investment in the capital programme. The key requirements of the strategy are to optimise the existing portfolio (by establishing a rigorous process for review); to prioritise investment in the portfolio to support income generation and cost reduction; to rationalise office accommodation and to work in partnership with others to attract third party funding to bring forward development on council owned sites (e.g. the use of section 106 funding).

9.3 The following table shows the total non-housing capital resources and their application anticipated over the duration of the capital programme:

Table 9.3: Capital resources 2017-18 – 2021-22

Non-housing capital resources	2017-18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021-22 £000s
S106 Balances b/f	(1,060)	(559)	(681)	(635)	(487)

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

Non-housing capital resources	2017-18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021-22 £000s
Forecast resources utilised (ongoing works but requires CLT approval)	724	0	0	0	0
Forecast resources utilised (requires CLT approval)	16,199	12,374	10,912	10,110	10,060

Additional resources required to fund all works requiring CLT approval	(179)	0	0	0	0
Total other capital resources	0	0	0	(0)	0
Total non-housing capital resources	(851)	(1,185)	(1,163)	(1,097)	(985)

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

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

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

10. Capital programme 2017-18 to 2021-22

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

Table 10.1: Capital programme 2017-18 – 2021-22

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

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

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

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

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

Scheme	2017-18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021-22 £000s
10-14 Ber Street	280	1,898	787	-	-
Acquisition of income generating assets	10,000	10,000	10,000	10,000	10,000
City Hall heating pumps replacement *	21	-	-	-	-
City Hall Roof Membrane Replacement	283	-	-	-	-
Community Centre Major Repairs *	69	-	-	-	-
Customer contact centre refurbishment	135	141	-	-	-
Hewett Yard major repairs	33	-	-	-	-
Hurricane Way 16 Demolition	30	-	-	-	-
Hurricane Way 20 Demolition	85	-	-	-	-
Hurricane way 25 Demolition	57	-	-	-	-
Hurricane way 6-14 Demolition	240	-	-	-	-
Investment for Regeneration	50	-	-	-	-
Non trafficked pedestrian bridges / boardwalks	50	30	30	30	30
Norman Centre Bowls Hall Lighting replacement	39	-	-	-	-
Norman centre corridor lighting replacement *	11	-	-	-	-
Norman Centre Heating Replacement	200	-	-	-	-
Norman Centre roof replacement	39	-	-	-	-
Norwich Airport Industrial Estate phase 1 regeneration	4,000	-	-	-	-
Norwich Parks Tennis expansion *	415	-	-	-	-
Parks Depots *	150	85	45	-	-
Pay on foot car park payment machines *	8	-	-	-	-
Provision of a new CCTV system *	206	-	-	-	-
Replacement of Multi use games areas	80	75	65	50	-
Replacement of network equipment post BT contract *	250	-	-	-	-
Riverbank stabilisation (River yare & Wensum)	75	30	30	30	30
St Andrews & Blackfriars Halls - Fire system voice alarm controller *	11	-	-	-	-
St Giles MSCP Refurbishment *	475	-	-	-	-
St Giles MSCP - replace central battery system *	17	-	-	-	-
Threescore Phase 2 *	2,251	638	187	-	-
Threescore Phase 3	-	-	4,358	9,532	-
Traveller Site	524	-	-	-	-
Waterloo Park Pavilion Asset Major repairs & improvement *	50	-	-	-	-
Waterloo Park Pavilion Asset Major repairs & improvement	-	200	-	-	-
Total General Capital Projects	20,132	13,097	15,502	19,642	10,060
CCAG Programme 2017.18 *	3,745	-	-	-	-
CCAG2 20MPH Yellow *	203	-	-	-	-
CCAG2 Magdalen Road *	2	-	-	-	-
Total City Cycle Ambition	3,950	-	-	-	-
CIL Neighbourhood Funded Schemes	100	216	284	407	493
CIL Contribution GNGB Infrastructure Investment Fund *	1,281	1,970	1,640	2,606	2,587
Total Community Infrastructure Levy	1,381	2,186	1,924	3,013	3,080
GNGB Castle Gardens	150	-	-	-	-
GNGB Football Pitch Improvements	115	-	-	-	-

GNGB Marriotts Way Barn Road Gateway	40	-	-	-	-
GNGB Riverside Walk Accessibility Improvements	20	180	-	-	-
GNGB IIF Marriotts Way Andersons Meadow to Sloughbottom Park	250	-	-	-	-
GNGB IIF Riverside Walk Fye Bridge to Whitefriars	160	-	-	-	-
Total Greater Norwich Growth Project	735	180	-	-	-
S.106 Bowthorpe To Clover Hill Access Improvements *	27	-	-	-	-
S.106 Mile Cross Gardens Play Scheme *	76	-	-	-	-
S.106 Riverside Public Transport Improvements *	16	-	-	-	-
Anticipated S106 Schemes - Future Years	-	292	272	209	164
Total Section 106	119	292	272	209	164
Total non-housing capital programme 2016/17	26,317	15,755	17,699	22,863	13,304

11. Progress in reducing the council's carbon footprint

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

Integrated impact assessment



NORWICH
City Council

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

Report author to complete

Committee:	Cabinet
Committee date:	8 February 2017
Head of service:	Justine Hartley, Chief finance officer
Report subject:	General fund revenue budget and non-housing capital programme 2017-18
Date assessed:	13 January 2017
Description:	This integrated impact assessment covers the proposed general fund budget, capital programme and council tax for 2017-18

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

Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The proposed budget and transformation programme within this paper covers a wide range of council activity and spend over the next two years. As a result it is not possible to provide a detailed assessment of, for example, the impact on residents and others with protected characteristics under The Equality Act at this level. Existing council processes for equality impact assessments should continue to be carried out at an appropriate time for the individual projects, activities and policies that constitute this budget and transformation programme.
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The proposed capital programme will provide for improvements to the council's assets and the surrounding environment
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Energy and climate change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The proposed capital programme will provide for improvements in thermal and carbon efficiency
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(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The risks underlying the proposed budgets, council tax and capital programme have been assessed and prudent provision made for the financial consequences of those risks both within the budgets and the recommended prudent minimum level of general fund reserves

Recommendations from impact assessment				
Positive				
None				
Negative				
None				
Neutral				
None				
Issues				
None				

Consultation responses on the proposed budget for 2017-18

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

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

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

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

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

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

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

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

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

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

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

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

Yes	60.89%
No	17.22%
Don't know	21.89%

Movements in budget 2017-18 by type

Table A2.1: Adjustments to base budgets

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

Table A2.2: Growth and Inflation

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

Table A2.3: Grant Changes

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

Table A2.4: Transformation Savings/Income

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

Table A2.5: Transformation Growth

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

Table A2.6: Other Savings/Income

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

Transformation Plan 2017-18 to 2018/19

No.	Service Area	Description of key savings / income projects	2017-18 £'000	2018/19 £'000
1	Neighbourhoods	Introduce a collection charge for hazardous waste collections	(4)	
2	Neighbourhoods	Increase subscription charges for the garden waste collection service	(11)	(11)
3	Neighbourhoods	Cemeteries service provision	(50)	(50)
4	Neighbourhoods	Increase charges for bulky waste collections	(2)	(2)
5	Neighbourhoods	Reduce costs of street cleansing service	(69)	
6	Neighbourhoods	Remove Geographic Information System post from establishment as work covered by other posts	(8)	
7	Neighbourhoods	Extending access by replacing grass tennis courts with 4 all-weather courts		(42)
8	Neighbourhoods	Introduction of footgolf at Mousehold	(8)	
9	Neighbourhoods	Review of facilities within parks, open spaces and play areas		(125)
10	Neighbourhoods	Review of Citywide recharges between the General Fund and HRA	(50)	
11	Neighbourhoods	Increasing profit margin from joint venture	(5)	(5)
12	Neighbourhoods	Increase market rental income	(119)	
13	Neighbourhoods	Improved self-serve for licensing processes	(34)	
14	Neighbourhoods	Selling Food Hygiene/Health & Safety courses and new business advice		(5)
15	Neighbourhoods	No inflation for joint venture	(120)	(120)
16	Neighbourhoods	Reduce litter bin budget	(10)	
17	Neighbourhoods	Charge full cost for pest control treatments	(5)	(5)
18	Regen & Growth	City growth and development revenue cost reduction	(36)	
19	Regen & Growth	Mile Cross Business Centre cost reduction	(56)	
20	Regen & Growth	Economic development unit projects		(85)
21	Regen & Growth	Investment property income growth	(75)	(150)
22	Regen & Growth	Reduce public lighting costs	(40)	
23	Regen & Growth	Development of Threescore phase 2 for mixture of private sale, private rent and social rent property	(123)	(57)
24	Regen & Growth	Income from new Rose Lane multi-storey car park	(180)	(184)
25	Regen & Growth	Increased income from car parks and potential new car parks		(272)
26	Regen & Growth	Housing improvement cost recovery	(12)	
27	Regen & Growth	Energy Performance	(50)	
28	Customers, Comms & Culture	Norman Centre income	(6)	(6)
29	Regen & Growth	Increase in planning consultancy income	(22)	
30	Business Services	Reduce ICT development budget	(100)	

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

		Assumed Growth	1,135	750
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		Council tax increase and improved collection	(184)	
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		Net Saving	(2,336)	(2,105)
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Calculation of prudent minimum balance

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

Operational cost risk profiles

Page 2/2

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

Report to Cabinet
8 February 2017
Report of Chief finance officer
Subject Housing Rents and Budgets 2017-18

Item

7

Purpose

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

Recommendation

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

Corporate and service priorities

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

Financial implications

These are set out in the body of the report

Ward/s: All wards

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

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

Background documents

None

Report

1. Contents of report

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

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

Appendix 1 [Budget movements by type](#)

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

2. Budgetary context

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

3. HRA Budget 2016/17 into 2017-18

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

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

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

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

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

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

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

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

4. Background to financial planning for the HRA

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

5. Council housing rents

Rent policy context

- 5.1 In December 2002 the executive agreed to introduce the government's Rent Restructuring from April 2003. Under this system a target rent for each property was calculated. Rents for individual properties were set to collect the general increase, and move rent levels towards the target rents. The government initially intended that council and registered social landlord rents - for properties of similar sizes and locations - would converge by April 2011 and then extended to April 2017. This meant that the amount of increase in rent could vary for properties depending on how near they were to the target rent as calculated by the Rent Restructuring Formula.
- 5.2 From 2012-13, the housing subsidy system was abolished and councils are now self-financing. The proceeds of rent increases now remain with the council instead of being negated by housing subsidy payments.
- 5.3 Under the previous subsidy system, the council was able to finance the Decent Homes Standard, but was unable to maintain service and investment standards in the medium and long term. The introduction of self financing improved this position, enabling a higher level of investment, which has informed the recent capital programmes.
- 5.4 More significantly for council landlords, the self-financing regime relies on councils raising sufficient money through rents to fund their liabilities and investment needs, assessed through their HRA Business Plans.
- 5.5 The level of rent tenants pay was historically a decision for the council, but it was the expectation of ministers and assumption of the HRA business plan that authorities would follow the guidelines.
- 5.6 For 2014-15, the combination of September 2013 inflation at 3.2% and the movement towards converging rents 2016/17 meant that following rent restructuring formula would have generated an average rent increase of

5.57% for Norwich tenants. However, having considered the financial implications, this council determined that an increase of 1.5% should be applied to all rents, with no additional movement towards convergence with target rents.

- 5.7 For 2015/16, the government's rent policy changed to state that rent should be increased by Consumer Price Index (CPI) as of September the preceding year, plus 1% and that rent would no longer converge with target rents. This equated to a rent increase of 2.2% for Norwich tenants.
- 5.8 For 2016/17, the government's rent policy was replaced by a mandatory minimum 1% reduction in rent for a four year period until the end of March 2020. The reduction was set out in the Welfare Reform and Work Act 2016.

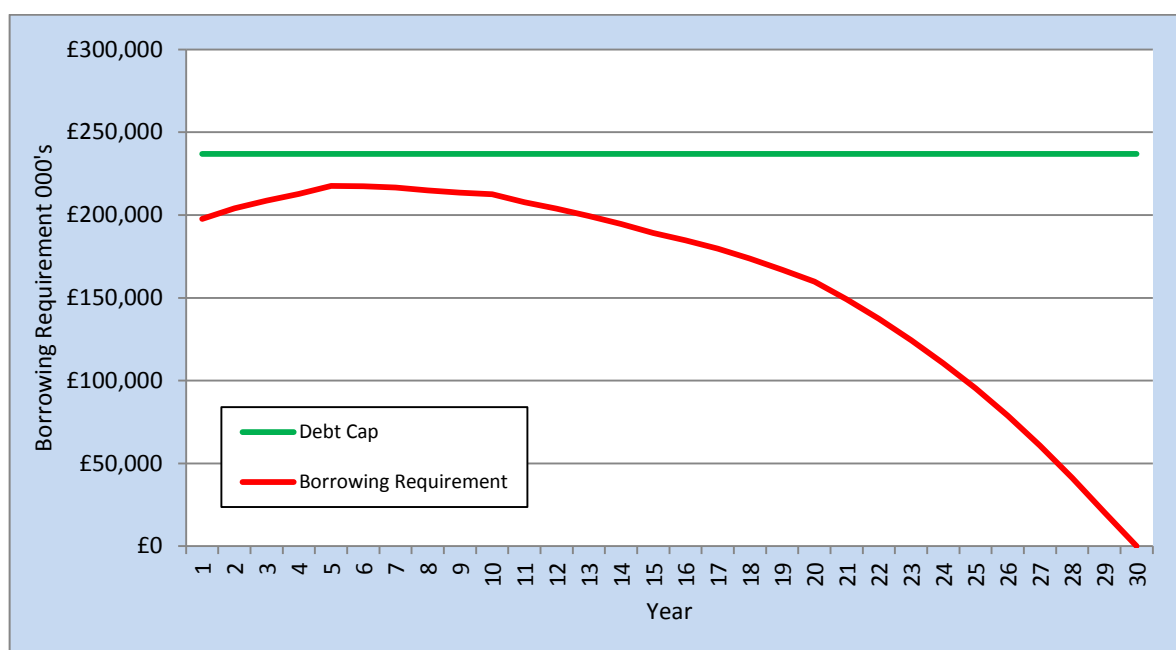
2017-18 rent adjustment

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

Update on Housing and Planning Act 2016

- 5.14 The Housing and Planning Act 2016 introduced the following two elements with potential significant financial impact on the HRA Business Plan:
- Pay to Stay (requiring social housing households earning over £31,000 per annum to pay at or near market rents)
 - Extension of Right to Buy to Registered Providers (enabling financial losses resulting from discount to be recovered from the funds generated by the sale of high value void council dwellings)
- 5.15 It was anticipated that as a result of increased rents, the Pay to Stay requirements would generate an increased level of Right to Buy sales following its implementation. However, the government have subsequently announced that they no longer plan to implement this element of the Act, therefore the HRA business plan has been updated to reflect this.

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



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

- 6.1 Section 25 of the Local Government Act 2003 requires that the chief finance officer of the authority reports to members on the robustness of the budget estimates and the adequacy of council's reserves.
- 6.2 The chief finance officer is required to provide professional advice to the council on the two above matters and is expected to address issues of risk and uncertainty.

Estimates

- 6.3 As with all future estimates there is a level of uncertainty and this has been taken into account when building the business plan and assessing the levels

of reserves. In particular, until the level of the anticipated high value voids determination is known detailed actions to address it cannot be built into the HRA business plan. We do know that there will be no determination levied in 2017-18 so at this stage no allowance has been made for the determination in the plan other than to retain an amount of £2.75m in the prudent minimum balance of HRA reserves to contribute to any future pressure arising from the introduction of this payment. When the business plan is revised for 2018/19 more information on the level of the determination should be available. The government's expectation is that the council will sell properties which become empty to fund the determination.

- 6.4 Allowing for the above comment on uncertainty and the need to adapt the plan in future years once the value of the high value determination is known, it is the opinion of the chief finance officer that in the budgetary process all reasonable steps have been taken to ensure the robustness of the budget.

Reserves

- 6.5 A risk assessment has been undertaken to determine the level of HRA general reserves required by the council, which has been set at £5.885m as set out in [Appendix 2](#).
- 6.6 In making a recommendation for the level of reserves the chief finance officer has followed guidance in the CIPFA LAAP Bulletin 77 – Guidance notes on Local Authorities Reserves and Balances.
- 6.7 The requirement for financial reserves is acknowledged in statute. Sections 32 and 43 of the Local Government Finance Act 1992 require billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.
- 6.8 HRA earmarked reserves remain legally part of the HRA although they are accounted for separately.
- 6.9 There are also a range of safeguards in place that help to prevent local authorities over-committing themselves financially. These include:
- a) the balanced budget requirement (England, Scotland and Wales) (sections 32, 43 and 93 of the Local Government Finance Act 1992)
 - b) Chief finance officers' duty to report on robustness of estimates and adequacy of reserves (under section 25 of the Local Government Act 2003 when the authority is considering its budget requirement (England and Wales))
 - c) the requirements of the Prudential Code
 - d) auditors will consider whether audited bodies have established adequate arrangements to ensure that their financial position is soundly based.
- 6.10 Whilst it is primarily the responsibility of the local authority and its chief finance officer to maintain a sound financial position, external auditors will, as part of their wider responsibilities, consider whether audited bodies have established adequate arrangements to ensure that their financial position is soundly based. However, it is not the responsibility of auditors to prescribe the optimum or minimum level of reserves for individual authorities or authorities in general.

Role of the chief finance officer

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

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

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

Housing Capital Resources	2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s
Forecast resources brought forward	0	0	0	0	0
Capital grants	(951)	(882)	(882)	(882)	(882)
Major Repairs Reserve - depreciation charges	(6,925)	(11,906)	(13,781)	(13,679)	(13,204)
HRA borrowing from headroom under debt cap	(8,788)	(484)	(200)	0	0
Revenue Contribution to Capital	(19,677)	(8,340)	(7,248)	(6,396)	0
Contributions to costs	(250)	(250)	(250)	(250)	(250)
Section 106 Commuted Sum	(817)	0	0	0	0
Capital receipts - properties uneconomic to repair	(866)	(866)	(866)	(866)	(866)
Capital receipts arising from RTB	(3,032)	(2,950)	(2,328)	(1,940)	(1,940)
Retained "one for one" RTB Receipts	(10,044)	(2,608)	(3,574)	(2,000)	(2,000)
Gross forecast resources	(51,349)	(28,286)	(29,129)	(26,012)	(19,141)
Forecast resources utilised	51,349	28,286	29,128	26,012	19,142
Forecast resources carried forward	0	0	0	0	0

- 7.4 Proposed housing capital expenditure includes continuing to maintain the structural integrity of tenants' homes, delivering the Norwich Standard of maintenance and improvement, and investment in accordance with the objectives set out in the Housing Investment Strategy.
- 7.5 All planned capital costs and resources are incorporated into the HRA Business Plan projections.

- 7.6 All risks relating to the resourcing and delivery of the capital plan are identified and managed in accordance with the council's *Risk management strategy*.

8. Recommended housing capital programme 2017-18 – 2021-22

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

Scheme	2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s
<i>Proposed carry-forward from 2016/17</i>	7,089				
Home Upgrades	6,819	6,699	5,785	5,785	4,635
Heating Upgrades	4,057	4,050	2,750	3,750	3,150
Window & Door Upgrades	2,004	1,455	1,355	455	205
Insulation	660	660	500	400	200
Community Safety & Environment	494	150	150	150	150
Sheltered Housing Regeneration	550	115	113	113	112
Preventative Maintenance	6,969	7,825	7,925	7,825	5,385
Supported Independent Living	1,180	800	800	800	800
Site Formation	50	50	50	50	50
Fees	755	755	755	755	755
Neighbourhood Housing	30,628	22,559	20,182	20,082	15,442
<i>Proposed carry-forward from 2016/17</i>	5,514				
New Build Social Housing	7,213	2,027	5,246	2,230	0
RTB Buyback Programme	500	500	500	500	500
Housing Investment	13,227	2,527	5,746	2,730	500
<i>Proposed carry-forward from 2016/17</i>	69				
Capital Grants to Housing Associations	6,226	2,000	2,000	2,000	2,000
Home Improvement Agency Works	1,200	1,200	1,200	1,200	1,200
Strategic Housing	7,495	3,200	3,200	3,200	3,200
Total Housing Capital Programme	51,349	28,286	29,128	26,012	19,142

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

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

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

Integrated impact assessment



NORWICH
City Council

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

Report author to complete

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

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

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

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

APPENDIX 1

Draft Housing Revenue Account budgets 2017-18

Budget movements by type

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

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

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

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

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

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

APPENDIX 2

Housing Revenue Account – Prudent Minimum Balance

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

Operational cost risk profiles

Page
2/2

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

Report to Cabinet
08 February 2017
Report of Head of City Development services
Subject Neighbourhood community infrastructure levy

Item

8

Purpose

To consider proposals for the neighbourhood element of Community Infrastructure Levy (CIL) for Norwich in 2017-18

Recommendations

To:

- 1) approve proposals for CIL neighbourhood funding for 2017-18 as follows:

Contribution to Crowdfunding pool:	50,000
Match for Norfolk Parish Partnership fund:	20,000
Mile Cross cycle/pedestrian links:	25,000
Car Club:	5,000

- 2) agree the proposed changes to the process for allocating funding for the neighbourhood element of CIL. These include:
 - a) Allocation of 50,000 as match for a *Crowdfunding* pot into which community groups may bid; and
 - b) Allocation of 20,000 as match for Norfolk County Council's *Parish Partnership* transport fund

Corporate and service priorities

The report helps to meet the corporate priority a prosperous and vibrant city

Financial implications

£100,000 allocated from Neighbourhood CIL receipts to the projects outlined in paragraph 8 (to be included in 2017-18 programme)

Ward/s: All Wards

Cabinet member: Councillor Waters - Leader

Contact officers

Tony Jones
Gwyn Jones

01603 212234
01603 212234

Background documents

None

Report

Background

1. The CIL 2013 amendment regulations require that 15% of CIL revenue received by the charging authority (or 25% where there is a neighbourhood plan) be passed to parish and town councils where development has taken place (up to a limit of £100 per council tax dwelling in any year). This is to help communities to accommodate the impact of new development and encourage local people to support development by providing direct financial incentives to be spent on local priorities.
2. In areas without parish councils, communities will still benefit from this incentive. In these cases the charging authority will retain the CIL receipts but should engage with the communities where development has taken place and agree with them how best to spend the neighbourhood funding. The regulations require charging authorities to clearly and transparently set out their approach to engaging with neighbourhoods and suggest that councils should use their regular communication tools e.g. website, newsletters, etc. The regulations do not therefore prescribe the process but they set out that charging authorities are expected to use existing community consultation and engagement processes in deciding how the neighbourhood funding element will be spent.
3. The regulations require that CIL income is spent on infrastructure as defined by the Town and country planning act 2008 (as amended). The neighbourhood funding element however can be spent on wider range of things. It can be spent on supporting the development of the area by funding the provision, improvement, replacement, operation or maintenance of infrastructure; or anything else that is concerned with addressing the demands that development places on an area.
4. In February 2014, Cabinet approved a process for engaging with local communities about how the neighbourhood element of CIL is spent. Cabinet also agreed that the process would be subject to review in the light of experience in operating it. The regulations require that consultation should be at the neighbourhood level and be proportionate to the level of levy receipts and the scale of the proposed development to which the neighbourhood funding relates.

2017/18 programme

5. During 2016, a corporate team of officers have worked to identify how the process of allocating neighbourhood CIL funding can be made more transparent and give better value. In order to amplify the effect of CIL neighbourhood funding – spent on projects that are generally small scale in nature – it is proposed that the bulk of the 2017-18 allocation is matched with funding from elsewhere. Candidate projects will continue to be expected to demonstrate community support and compliance with criteria for CIL. This will create two pools of funding into which projects can bid, thereby making the process more open and accountable to the community.

Crowdfunding

6. Allocation of substantial funding to the crowdfunding pool is intended to address a known weakness of the CIL neighbourhood regime, namely that worthwhile projects enjoying community support frequently require funding well beyond the availability of

the funds available. The new approach provides a means to demonstrate support for these activities and – hopefully - make it easier for them to secure the balance of their budget from other sources.

7. Crowdfunding is the fundraising practice of asking multiple backers to invest small sums of money to fund larger projects using a specific internet based platform. Funders allocate pots of money and specify the type of activity that pot will fund, then they allow projects to bid into that pot of money, with the understanding that they have to raise a proportion of the money themselves. By doing this, they can make extra funds from residents and local corporate sponsors available for projects and there is also an endorsement from the wider community that the project is supported in the local area as they have co-funded it. Full details on the process are provided at appendix 1 to this report.
8. A good example of a city council matched funded crowdfunding site is [Plymouth City Council](#) who uses *Crowdfunder* as their partner platform. Plymouth City Council has raised £418k through their platform against an initial match pot of £60k (from their neighbourhood CIL fund), attracting an addition £30k from local business and £40k from a local power company.

Parish partnership funding

9. For a number of years Norfolk County Council has run a parish partnership scheme to help fund local minor highway schemes. The county council will provide up to 50% of the funding with for small scale highway schemes such as pedestrian refuges, new footpaths and speed awareness signs. The maximum contribution they will make to any one project is £25k and the current annual pot is £300k.
10. Recently the County council have extended the scheme to urban areas where there are no parish councils and from 17/18 community groups within the city will be able to make bids for this funding. Since there has been community interest in schemes of this type but they are frequently costly, matching CIL with Parish Partnerships funding is considered a good means of increasing these schemes' deliverability.

Other projects

11. A stand-alone but high impact proposal to provide better pedestrian and cycle links between Mile Cross School (and the Norman Centre) and the Drayton Road shops (and bus stops), has been under consideration for some while. It has high levels of community support.
12. Originally the project was put forward for pooled CIL funding. However it was deemed to have a neighbourhood focus rather than a strategic focus. It is therefore recommended to take the project forward as part of the 2017/18 neighbourhood CIL funding allocation and without matching funding from either crowdfunding or the county's parish partnership scheme.
13. An allocation of £5,000 is also proposed to provide additional car club spaces in response to community demand. This again a project that would have hitherto been funded from Section 106 funds but is not considered to be a strategic CIL project.

Anticipated funding allocation in 2017/18

14. The council's finance department has forecast a CIL allocation for neighbourhood projects in 2017-18 of circa £100,000. This is based on conservative forecasting of the funds likely to be available, though it is reasonable to anticipate a further £147,000 may be forthcoming. Given the timescales required for project development, consultation and so on, it should be noted that an allocation of funding in a given year does not imply that the project will be fully delivered within the same year. In many cases activity will necessarily extend into the following year.
15. The proposed allocation for 2017-18 is as follows:

Neighbourhood CIL – proposed activity	2017-18
Contribution to Crowdfunding pool	£50,000
Match for Norfolk Parish Partnership fund	£20,000
Mile Cross cycle / pedestrian links	£25,000
Car Club	£5,000
Total	£100,000

Options appraisal

16. Do nothing: The neighbourhood element of CIL funding will continue to operate in the way it does currently, attracting no additional matched funding.
17. Preferred option: Allocate the proposed sums to the crowdfunding and parish partnership fund pots during 2017-18. If successful, this will attract matched funding and permit delivery of more activity than would be possible using CIL receipts alone. The success of this approach will be reviewed in October 2017.

Conclusion

18. The experience of councils elsewhere – Manchester and Plymouth for example – indicates that a crowdfunding approach to matching CIL offers excellent prospects for increasing the level of funding available to local projects. This suggests that this approach will increase community engagement in a more open, accountable process.

Integrated impact assessment



NORWICH
City Council

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

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

Report author to complete

Committee:	Cabinet
Committee date:	08-01-2017
Director / Head of service	Dave Moorcroft
Report subject:	Neighbourhood CIL allocation 2017-18
Date assessed:	08-02-2017
Description:	To seek approval for allocation of CIL (neighbourhood) funding for 2017-18

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

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

Recommendations from impact assessment
Positive
Negative
Neutral
Issues

GET INVOLVED!

Community Enabling Programme

Appendix One: Crowdfunding

What is Crowdfunding?

Crowdfunding is the fundraising practice of asking multiple backers to donate small sums of money to fund a larger projects using a specific internet based platform. Often there is a reward element – a name on a funders wall, an invite to an opening event, a t-shirt.

How do councils and funders use Crowdfunding?

Many councils and funding bodies such as the Arts Council have moved to utilising national crowdfunding platforms, predominantly Crowdfunder and Spacehive to make better use of their available funding and attract extra funding in matched programme pots.

Funders allocate funds and specify the type of activity that pot will fund, then they allow projects to bid into that pot of money, with the understanding that they have to raise a proportion of the money themselves. By doing this, they can make extra funds from corporate sponsors and the public available for the projects they want to fund and there is also an endorsement from the wider community that the project is supported in the local area.

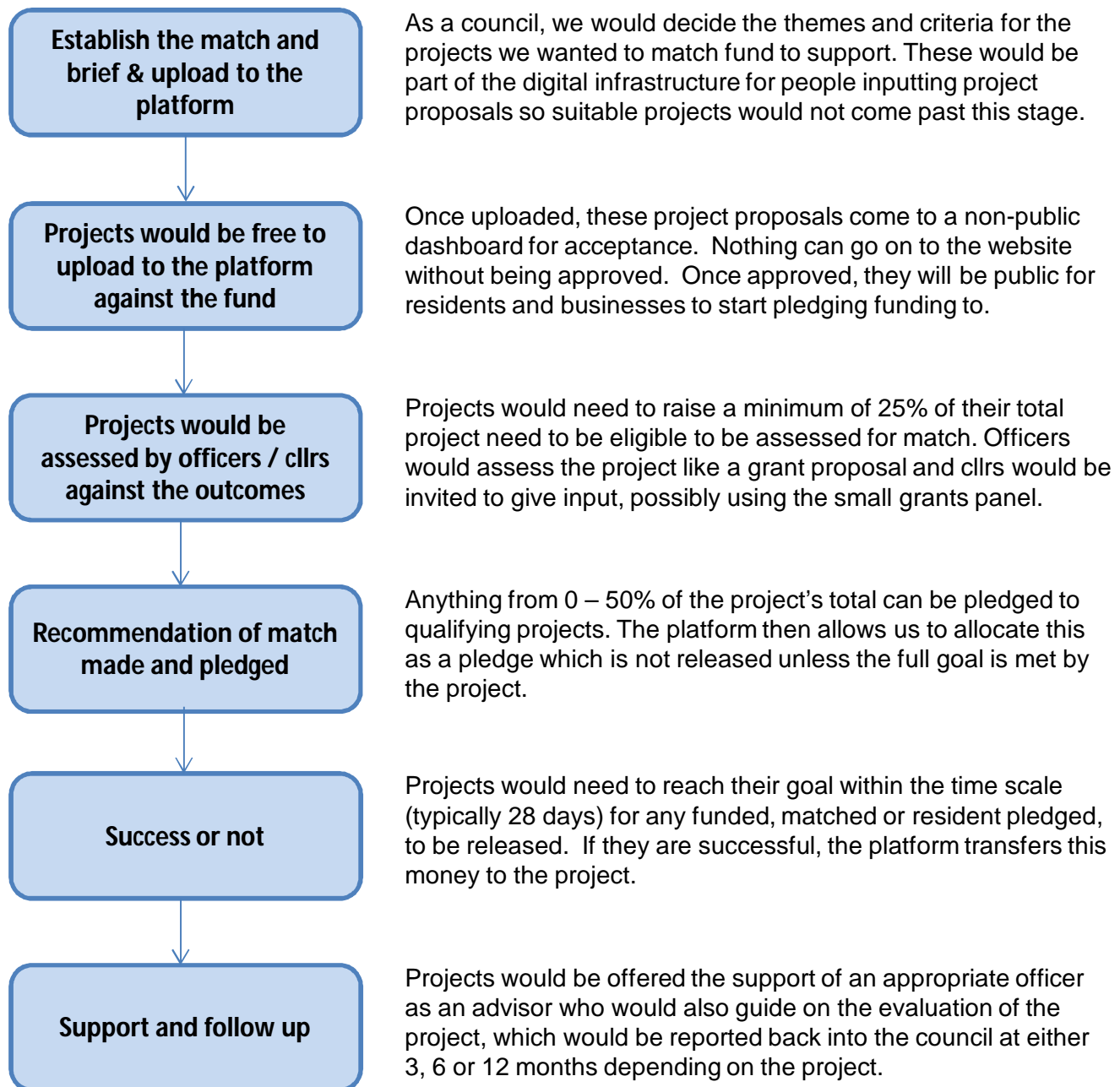
Why use it?

- **Value for money** – on average £1 in a matched pot attracts £1.63 in additional funds. It also allows us to offer other funders a place to channel their funds effectively into the city
- **Community buy in** – it is a tangible way to evidence community support for a project as should the community not want the project, they won't use their own money to support it
- **Hotspot targeting** – with the data available from a crowdfunding digital platform, we are able to identify where projects are coming from organically, and therefore target resource into upskilling people in areas who are not using it effectively
- **Options in funding levels** – we can pledge up to 50% of a project but we are able to choose to fund less if we believe the project can raise the full amount without our intervention. We can also choose to fund to a lower level in more affluent areas and to a greater level in more deprived wards.
- **Supports the Digital Inclusion project** – the training and workshops to upskill VCSEs to use the platform will build on the work of the DI project and help develop further digital skills

GET INVOLVED!

Community Enabling Programme

How crowdfunding works for the council:



- There can be multiple funds on the platform each with their own criteria and signoff allowing us to engage other funders to use the platform
- There will be the opportunity to regularly review where projects are coming from and then target areas not participating with workshops and training
- There is no requirement to pledge funds to projects which are eligible if we feel that they are able to raise the funds themselves
- Projects will also be able to tap into match funded pots which are nation through our site such as Arts Council funds or Virgin Voom for social enterprise.

Report to	Cabinet	Item
	8 February	
Report of	Chief finance officer	9
Subject	Revenue budget monitoring 2016-17 – Period 9	

Purpose

To provide an update on the provisional financial position as at 31 December 2016, the forecast outturn for the year 2016-17, and the consequent forecast of the General Fund and Housing Revenue Account balances.

Recommendations

- 1) To note the financial position as at 31 December 2016 and the forecast outturn 2016-17; and,
- 2) To note additional unbudgeted grant awarded for 2016-17.

Corporate and service priorities

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

Financial implications

The General Fund budget is forecast to underspend by £0.680m. The Housing Revenue Account budget is forecast to underspend by £3.190m.

Ward/s: All wards

Cabinet member: Councillor Stonard – Resources and business liaison

Contact officers

Justine Hartley, Chief finance officer	01603 212440
Hannah Simpson, Group accountant	01603 212561

Background documents

None

Report

1. Council approved budgets for the 2016-17 financial year on 23 February 2016.
2. The attached appendices show the forecast outturn and year-to-date positions for the General Fund and the Housing Revenue Account:
 - [Appendix 1](#) shows the General Fund by Corporate Leadership Team responsibilities, and by Subjective Group
 - [Appendix 2](#) shows the Housing Revenue Account in (near) statutory format, and by Subjective Group
 - [Appendix 3](#) shows budget and expenditure for the year to date in graphical format

General Fund

3. Budgets reported include the resources financing the Council's net budget requirement (which includes a contribution of £0.451m to reserve balances as allowed for in the Medium Term Financial Strategy) so that the net budget totals zero:

<i>Item</i>	<i>Approved Budget £000s</i>
Net Budget Requirement	16,120
Non-Domestic Rates	(4,870)
Revenue Support Grant	(2,756)
Council Tax precept	(8,494)
Total General Fund budget	0

4. The General Fund has been forecast to underspend by **£0.680m** at year end compared to a forecast underspend last month of **£0.341m**. Key forecast variances from budget are set out below:

<i>Forecast Outturn P8 £000s</i>	<i>General Fund Service</i>	<i>Forecast Outturn P9 £000s</i>	<i>Commentary</i>
(265)	Business Services	(316)	Additional grant income not yet allocated related expenditure (£228k) and movement in bad debt provision (£81k).
543	Finance	488	Variance mainly due to: <ul style="list-style-type: none"> • reduction of £163k in forecast interest income from Housing Company as planned loan not yet made • £50k reduction in expected interest income from investments • £44k higher MRP charges than budgeted • additional debit card charges of £60k • £88k housing benefits audit repayment • £100k reduction in forecast retained business rates offset by £187k higher transfer-in from the Section 31 reserve than budgeted.

Forecast Outturn P8 £000s	General Fund Service	Forecast Outturn P9 £000s	Commentary
(141)	Human Resources	(139)	Vacant posts and current training spend less than budgeted.
(122)	Strategy & Programme Management	(142)	Vacant posts and higher than budgeted second homes income.
(143)	City Development	(237)	Variance mainly due to: <ul style="list-style-type: none"> • rent reviews taking place on asset properties, increasing the forecast income • bus shelter income higher than budgeted • staff savings

5. The General Fund shows an underspend against budget to date of **£6.054m**. This underspend to date is made up of multiple debit and credit figures where various income and expenditure lines are ahead of or behind budget profile. Significant overspends and underspends to date are:

General Fund Service	Variance To Date P9 £000s	Commentary
Business Services	(911)	<ul style="list-style-type: none"> • (£360k) relating to additional government grants received and other grants received ahead of profile or related expenditure. • (£444k) behind profile on contingency budget to date. • Remainder due to timing differences on income and expenditure against the budget profile.
Finance	(1,966)	Variance between profiled and actual housing benefit expenditure and subsidy payments.
Customer Contact	(280)	Timing mismatch between Transformation Challenge grant funding received and related expenditure being incurred.
City Development	(1,259)	Current underspend mainly due to: <ul style="list-style-type: none"> • income from bus lane enforcement and on-street yet to be paid over to County; • Highways grant income received but not yet spent or returned (section 38); • bus shelter income received higher than budgeted for • general works on properties yet to be invoiced; • NPS invoices yet to received; • additional rental income above budget due to rent reviews; • additional grants and income from County not budgeted for.
Property Services	(562)	Centralised repairs and maintenance costs running behind profile.
Citywide Services	(641)	Vacant posts pending service restructure, and timing differences related to allocation of contract and repairs costs.

6. Since setting the 2016-17 budget additional amounts of grant income have been confirmed during the course of the year. In Period 9 an additional £7.5k of Fraud & Error Reduction Incentive Scheme (FERIS) grant has been confirmed. This grant is ring-fenced for fraud and error activities and will be applied to the costs of administering the tax and benefits systems in line with the terms of the grant.

Housing Revenue Account

7. The budgets reported include a £16.3m use of HRA balances, so that the net budget totals zero:

<i>Item</i>	<i>Approved Budget £000s</i>
Gross HRA Expenditure	60,372
Gross HRA Income	(44,091)
Contribution from HRA Balance	(16,281)
Total net HRA budget	0

8. The Housing Revenue Account has been forecast to underspend by **£3.190m** at year end compared to a forecast underspend last month of **£3.322m**. Key forecast variances from budget are set out below:

Forecast Outturn P8 £000s	HRA Division of Service	Forecast Outturn P9 £000s	Commentary
(2,685)	Repairs & maintenance	(2,881)	<p>Overall variance reflects a reduction in forecast responsive repairs works (in line with recent years' outturns) and savings from renegotiated contracts.</p> <p>Key individual variances include:</p> <ul style="list-style-type: none"> major/minor repairs forecast based on current activity levels (£900k); stair lift repairs forecast reflects reduced number of repairs (£80k); underspends on water testing (£30k) and lift & fire alarm maintenance (£41k) and water mains renewal (£50k); central heating servicing based on activity to date (£238k); asbestos removal estimate based on current activity (£200k) and asphalt balconies major work covered under capital projects therefore less revenue expenditure required (£100k); fire prevention work carried out when identified rather than planned (£70k); no internal wall insulation planned for 2016 (£180k); estate repairs forecast based on reduced number of repairs (£179k) and reduced garage repairs (£60k) lower current spend on void properties (£200k) due to increase in number of properties eligible for capital whole house upgrades and higher than budgeted tenant contributions (£190k).

Forecast Outturn P8 £000s	HRA Division of Service	Forecast Outturn P9 £000s	Commentary
(237)	General management	(246)	Key variances include: <ul style="list-style-type: none"> • vacant posts (£117k); • lower repairs & rates on area offices (£50k) due to changes in accommodation use; • reduced leave it tidy & decoration allowances (£15k); • forecast underspends on legal and banking costs (£35k).
(273)	Special Services	(288)	District heating gas forecast adjusted to reflect lower expenditure to date this year.
(222)	Provision for bad debts	(222)	Forecast reflects Q2 bad debt provision calculation on outstanding rent arrears.
285	Dwelling Rents	299	Rental income forecast to be lower than budget due to delays on new-build projects.

9. The Housing Revenue Account shows an underspend against budget to date of **£4.516m**. This underspend to date is made up of many debit and credit figures where various income and expenditure lines are ahead of or behind budget profile. Significant overspends and underspends to date are:

HRA Division of Service	Variance To Date P9 £000s	Commentary
Repairs & maintenance	(4,051)	These variances have arisen due to invoice delays which is usual for work of this nature. Also reflects overall reduced year-end forecast (see detail in previous table).
General Management	(380)	Reduced rates on area offices (£30k), government grant received ahead of profile (£38k) and staff vacancies. Remainder due to smaller profiling differences split over a number of cost centres and the forecast underspends (see detail in previous table).
Special Services	(754)	District heating gas and fuel oil costs less than profile (£357k). Sheltered housing gas costs also less than profile (£176k). Reduced sheltered alarm contract costs (£88k). Remainder due to small timing differences between actuals and profile.
Dwelling Rents	818	Difference due to the weekly rental income running behind profile.
Service charges - General	(408)	Annual leasehold service charges applied in October, but leasehold contribution to capital not processed until year end.

Risks

10. A risk-based review based on the size and volatility of budgets has identified key budgets where inadequacy of monitoring and control systems could pose a significant threat to the council's overall financial position. These are shown in the following table.

Key Risk Budgets	Budget £000s	Current Variance	Current Var %	Current RAG	Forecast Variance	Forecast Var %	Forecast RAG
Housing Benefit Payments & Subsidy	-30	-2,185	7168%	RED	312	-1024%	RED
HRA Repairs- Tenanted Properties	11,848	-2,413	-20%	RED	-2,203	-19%	RED
HRA Repairs- Void Properties	2,639	-443	-17%	RED	-200	-8%	RED
Multi-Storey Car Parks	-1,442	263	-18%	RED	87	-6%	GREEN
City Hall	1,067	-112	-10%	RED	-52	-5%	GREEN
HRA Rents - Estate Properties	-59,223	-1,799	3%	AMBER	251	0%	GREEN
Corporate Management including Contingency	-2,804	-825	29%	RED	-235	8%	RED
Private Sector Leasing Costs	-286	77	-27%	GREEN	67	-23%	GREEN

11. The red/amber status of items in the "Forecast RAG" column is explained below.

Key Risk Budgets	Commentary
Housing Benefit Payments & Subsidy	Variance to date due to timing differences between expenditure and subsidy receipts. Year-end variance due to unbudgeted £88k housing benefits audit repayment and higher forecast bad debt provision.
HRA Repairs - Tenanted Properties and Void Properties	In-year variance mainly due to lower than budgeted responsive repair demand to date and invoicing delays. Year-end variance reflects a reduction in forecast responsive repairs works (in line with recent years' outturns) and savings from renegotiated contracts. Further detail provided in HRA variance table (point 8).
Multi-storey car parks	Reduced forecast income from new Rose Lane car park.
City Hall	In-year variance mainly due to repairs and maintenance costs running behind profile (£109k).
HRA Rents – Estate Properties	Variance to date due to the weekly rental income running ahead of profile. Year-end forecast variance is £251k and green rated.
Corporate Management including contingency	Due to higher grant income receipts than budgeted (£228k). Year to date variance also due to only £13k contingency spend up to period 9.

12. The 2016-17 budgets approved by Council were drawn up in the expectation of reduced resources as announced by the previous government. There are risks to the current and medium term financial position from:

- Further reductions in government grant – the localisation of Business Rates and of Council Tax reductions has increased the risks to the council's financial position arising from economic conditions and policy decisions. In

addition, recent Government announcements indicate that further reductions in Government funding are likely.

- Changes in policy – if further “empowerment” of local authorities is not matched by devolved resources
- Delivery of savings – the budget incorporates both savings measures already in place, and those planned for implementation during the year. If these savings are not achievable in full, overspends will result. With appropriate approvals these may be mitigated through provision made in the corporate contingency, up to the level of that contingency
- Identification of further savings – work is continuing on developing proposals for additional savings to bridge the medium-term budget gap. If these proposals fall short, or are not implemented fully and in a timely manner, further budget shortfalls will result.

13. Forecast outturns are estimates based on management assessments, formulae, and extrapolation. They may not adequately take account of variables such as:

- Bad Debts – budget reports show gross debt, i.e. invoices raised. While allowance has been made in the budget for non-collections, the current economic climate may have an adverse influence on our ability to collect money owed.
- Seasonal Factors – if adverse weather conditions or a worsening economic climate depress levels of trade and leisure activities in the city, there may be a negative impact on parking and other income.
- Housing Repairs & Improvements – the rate of spend on void properties, though closely managed, is heavily influenced by void turnaround, since transfers can create a chain of voids involving significant repair costs.

Financial Planning

14. Overall levels of overspend and underspend will have an ongoing impact on the budget for following years and the size and urgency of savings requirements.

15. Net overspends and underspends will be consolidated into the General Fund and Housing Revenue Account balances carried forward to 2017/18. These are reflected in periodic updates to the Medium Term Financial Strategy and Housing Revenue Account Business Plan.

Impact on Balances

16. The prudent minimum level of General Fund reserves has been assessed as £4.273m. The budgeted and forecast outturn's impact on the 2015/16 balance brought forward, is as follows:

<i>Item</i>	<i>£000s</i>
Balance at 1 April 2016	(12,147)
Budgeted contribution to balances 2016-17	(451)
Forecast outturn 2016-17	(680)
= Forecast balance at 31 March 2017	(13,278)

17. The General Fund balance is therefore expected to continue to exceed the prudent minimum.
18. The Medium Term Financial Strategy assumes that the reserves are further built up in 2016-17 ahead of drawing them down in future years to offset known and anticipated grant reductions and ensure a balanced budget.
19. The prudent minimum level of HRA reserves has been assessed as £5.968m. The budgeted and forecast outturn's impact on the 2016-17 balance brought forward, is as follows:

<i>Item</i>	<i>£000s</i>
Balance at 1 April 2016	(26,190)
Budgeted use of balances 2016-17	16,281
Forecast outturn 2016-17	(3,190)
Reduced revenue contribution to capital (see below)	(3,857)
= Forecast balance at 31 March 2017	(16,956)

20. The forecast Revenue Contribution to Capital Outlay has been reduced due to lower capital expenditure in year. Resources will be carried forward to fund future HRA spend.
21. The Housing Revenue Account balance is therefore expected to continue to exceed the prudent minimum.
22. The HRA reserve balance will continue to be used to fund capital expenditure in 2016-17 and 2017-18. This will bring resources down closer to the recommended minimum balance and reduce the requirement to borrow, which incurs greater costs.

Collection Fund

23. The Collection Fund is made up of three accounts – Council Tax, the Business Improvement District (BID) account, and National Non-Domestic Rates (NNDR).
 - Council Tax is shared between the city, the county, and the police and crime commissioner based on an estimated tax base and the council tax rates agreed by each of the preceptors. Any surplus or deficit is shared in the following financial year.
 - The BID account is operated on behalf of the BID company, to collect their income from the BID levy. Any surplus or deficit is passed on to the BID company.
 - NNDR income is shared between the city, the county, and central government. Since “localisation”, any surplus or deficit is also shared, rather than as formerly being borne wholly by the government.
24. There are particular risks attached to NNDR, which are:
 - Appeals – the impact of any appeals will fall on the Collection Fund, and therefore in part on the city. The Valuation Office has cleared a large number of appeals which has adversely affected the council's business rates income

levels. However, a backlog of appeals remains and the value of the appeals is not known, nor the likelihood of success, nor the timing of the appeal being determined.

- NNDR billable – changes in the NNDR billable, e.g. demolition or construction of new billable premises, will impact on the amount billable. Assumptions of growth may also be affected by changes in the larger economic environment.
- NNDR collectable – arrears and write-offs (e.g. where a business goes into administration) will also impact on the Collection Fund.

25. These risks are monitored and mitigated through normal Revenues operations.

26. A summary of the Collection Fund is provided below:

<i>Approved Budget £000s</i>	<i>Current Budget £000s</i>	Collection Fund Summary	<i>Actual To Date £000s</i>	<i>Forecast Outturn £000s</i>	<i>Forecast Variance £000s</i>
		Council tax			
59,380	59,380	Expenditure	46,622	59,340	(41)
(59,380)	(59,380)	Income	0	(59,340)	41
		Business Improvement District			
656	656	Expenditure	620	654	(2)
(656)	(656)	Income	(25)	(654)	2
		National Non-Domestic Rate			
79,138	79,138	Expenditure	57,197	75,956	(3,181)
(79,138)	(79,138)	Income	1,878	(75,956)	3,181
0	0		106,292	0	0

27. On Council Tax, actual income is not posted from the council tax system into the finance system until year-end. The actual year-end surplus or deficit will be taken into account in considering distribution of balances between the preceptors (city, county, and police).

28. The council operates the BID account on behalf of the BID company, so no surplus or deficit will fall on the council's accounts.

29. Any deficit reported on the NNDR account will roll forward and be distributed in the 2017/18 budget cycle.

30. Additional (section 31) grant is received in the General Fund to offset all or part of any shortfall in business rate income due to additional reliefs granted by government. All such grant monies received are transferred to an earmarked reserve and held to be offset against deficits in the years that they impact on the revenue accounts.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	
Head of service:	Chief Finance Officer
Report subject:	Revenue Budget Monitoring 2016-17
Date assessed:	22/11/16
Description:	This is the integrated impact assessment for the Revenue Budget Monitoring 2016-17 report to Cabinet

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

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The report demonstrates that the council is aware of and monitors risks to the achievement of its financial strategy.

Recommendations from impact assessment
Positive
None
Negative
None
Neutral
None
Issues
The council should continue to monitor its budget performance in the context of the financial risk environment within which it operates.

Budget Monitoring Summary

Year: 2016-17

Period: 9 (December)

GENERAL FUND SERVICE SUMMARY

<i>Approved Budget</i>	<i>Current Budget</i>		<i>Budget To Date</i>	<i>Actual To Date</i>	<i>Variance To Date</i>	<i>Forecast Outturn</i>	<i>Forecast Variance</i>
Business Services							
1,800,982	1,345,989	Business Relationship Management	328,023	(582,996)	(911,019)	1,029,495	(316,494)
375,183	386,720	Democratic Services	775,120	750,699	(24,421)	380,407	(6,313)
(18,720,042)	(18,720,042)	Finance	(7,419,145)	(9,385,282)	(1,966,137)	(18,232,084)	487,958
0	0	Human Resources	911,215	844,912	(66,304)	(139,381)	(139,381)
0	0	Procurement & Service Improvement	2,123,819	2,122,200	(1,619)	(60,821)	(60,821)
(16,543,877)	(16,987,333)	Total Business Services	(3,280,968)	(6,250,467)	(2,969,499)	(17,022,384)	(35,051)
Chief Executive							
0	0	Chief Executive	189,396	151,975	(37,421)	(52,167)	(52,167)
0	(18,963)	Strategy & Programme Management	381,308	247,407	(133,901)	(161,117)	(142,154)
0	(18,963)	Total Chief Executive	570,704	399,382	(171,322)	(213,284)	(194,321)
Customers, Comms & Culture							
2,209,128	2,158,511	Communications & Culture	1,557,753	1,593,332	35,579	2,108,642	(49,869)
(60,851)	(645)	Customer Contact	1,619,890	1,339,739	(280,151)	(885)	(240)
2,148,277	2,157,866	Total Customers, Comms & Culture	3,177,643	2,933,071	(244,572)	2,107,758	(50,108)
Regeneration & Growth							
(1,418,443)	(1,490,781)	City Development	(3,151,364)	(4,411,184)	(1,259,820)	(1,727,914)	(237,133)
0	0	Environmental Strategy	101,800	153,600	51,800	(26,164)	(26,164)
0	0	Executive Head of Regeneration &	102,641	95,642	(6,999)	(8,469)	(8,469)
1,326,678	1,372,404	Planning	557,503	492,590	(64,913)	1,337,461	(34,943)
258,661	858,040	Property Services	1,444,745	882,853	(561,892)	833,470	(24,570)
166,896	739,663	Total Regeneration & Growth	(944,675)	(2,786,499)	(1,841,824)	408,385	(331,278)
Neighbourhoods							
9,789,981	9,800,145	Citywide Services	6,243,738	5,602,811	(640,927)	9,710,302	(89,843)
1,796,364	1,692,616	Neighbourhood Housing	721,162	737,781	16,619	1,762,177	69,561
2,642,359	2,616,008	Neighbourhood Services	1,833,086	1,630,309	(202,777)	2,566,550	(49,458)
14,228,703	14,108,769	Total Neighbourhoods	8,797,986	7,970,902	(827,084)	14,039,029	(69,740)
0	2	Total General Fund	8,320,690	2,266,389	(6,054,301)	(680,496)	(680,498)

Budget Monitoring Report

Year: 2016-17

Period: 9 (December)

HOUSING REVENUE ACCOUNT STATUTORY SUMMARY

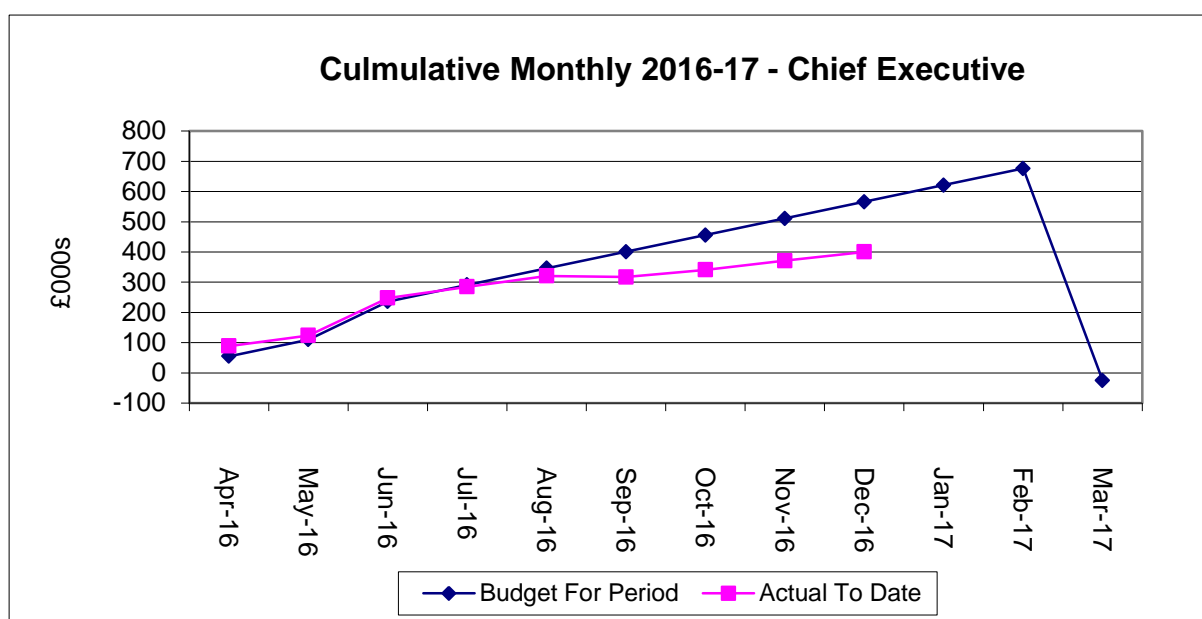
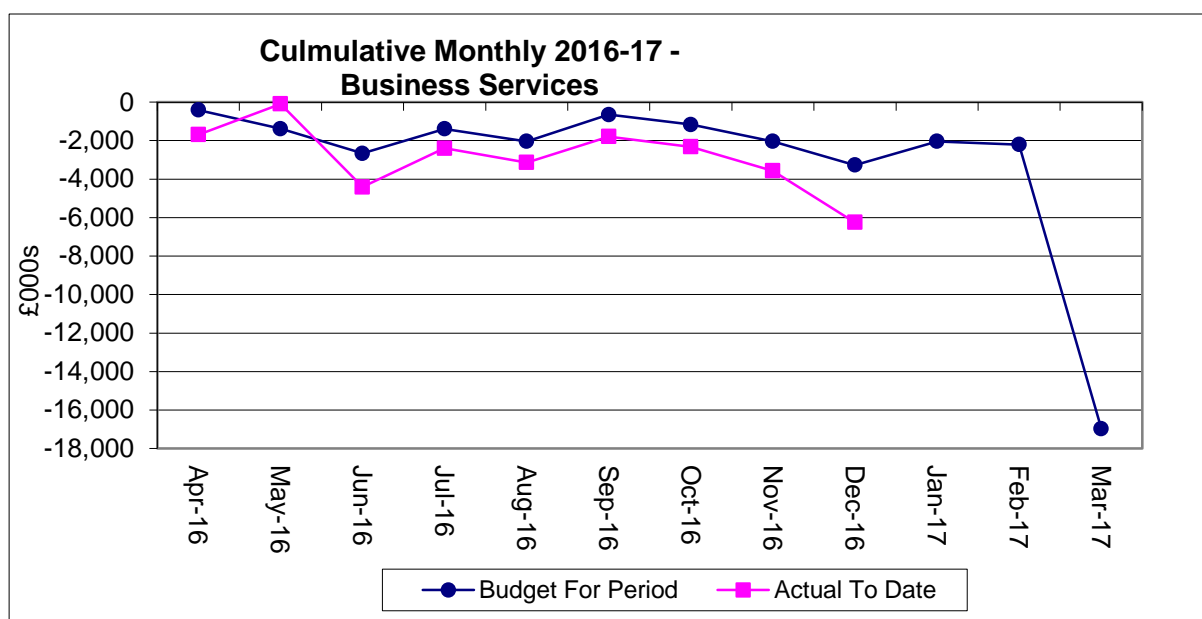
<i>Approved Budget</i>	<i>Current Budget</i>		<i>Budget To Date</i>	<i>Actual To Date</i>	<i>Variance To Date</i>	<i>Forecast Outturn</i>	<i>Forecast Variance</i>
15,499,378	15,499,378	Repairs & Maintenance	11,256,651	7,205,973	(4,050,678)	12,618,524	(2,880,854)
5,936,838	5,936,838	Rents, Rates, & Other Property Costs	5,769,790	5,914,941	145,151	5,970,369	33,531
11,392,777	11,370,353	General Management	5,154,490	4,774,694	(379,796)	11,124,762	(245,591)
5,068,935	5,091,359	Special Services	3,377,677	2,624,092	(753,585)	4,803,291	(288,068)
22,139,594	22,139,594	Depreciation & Impairment	0	32,695	32,695	22,139,594	0
334,000	334,000	Provision for Bad Debts	0	0	0	111,603	(222,397)
(58,973,202)	(58,973,202)	Dwelling Rents	(44,229,906)	(43,411,732)	818,174	(58,673,392)	299,810
(2,223,564)	(2,223,564)	Garage & Other Property Rents	(1,666,570)	(1,620,361)	46,209	(2,185,887)	37,677
(8,343,247)	(8,343,244)	Service Charges - General	(6,415,362)	(6,823,523)	(408,161)	(8,291,522)	51,722
(75,000)	(75,000)	Miscellaneous Income	(56,250)	(70,193)	(13,943)	(93,507)	(18,507)
9,966,872	9,966,872	Adjustments & Financing Items	(147,000)	(98,800)	48,200	10,009,388	42,516
(548,381)	(548,381)	Amenities shared by whole community	0	0	0	(548,381)	0
(175,000)	(175,000)	Interest Received	0	0	0	(175,000)	0
0	3	Total Housing Revenue Account	(26,956,480)	(31,472,214)	(4,515,734)	(3,190,157)	(3,190,160)

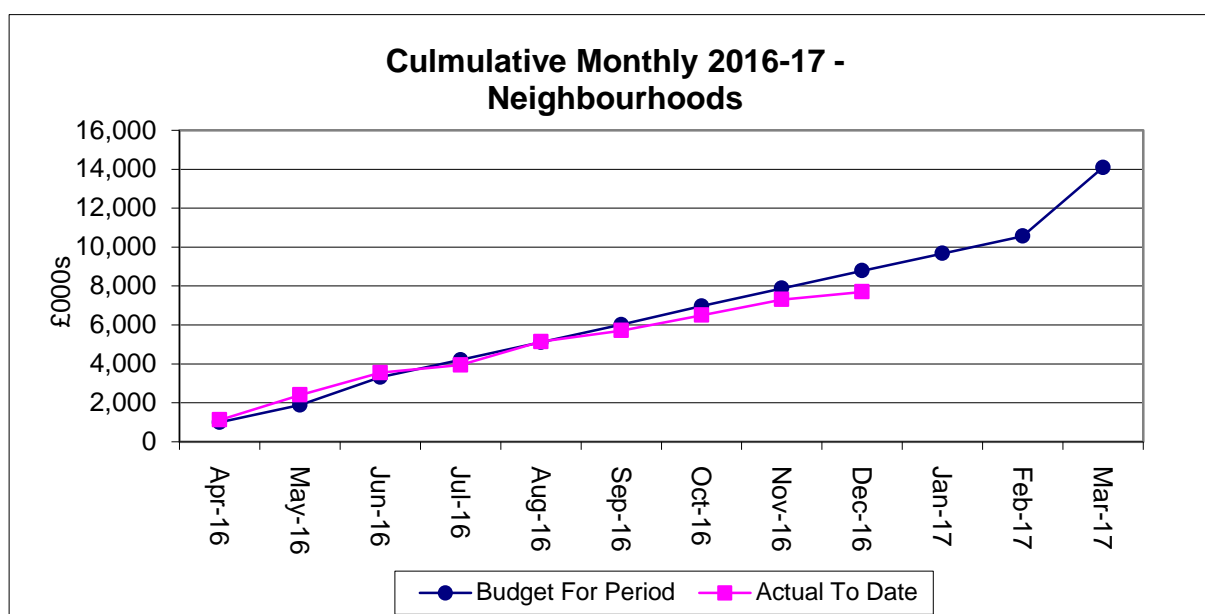
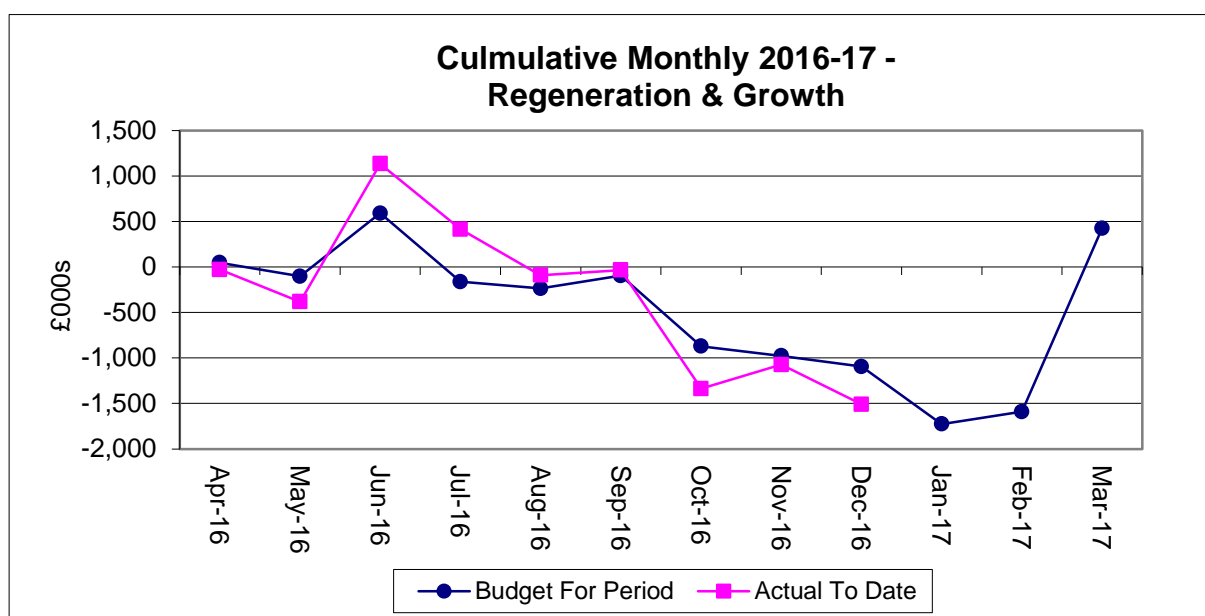
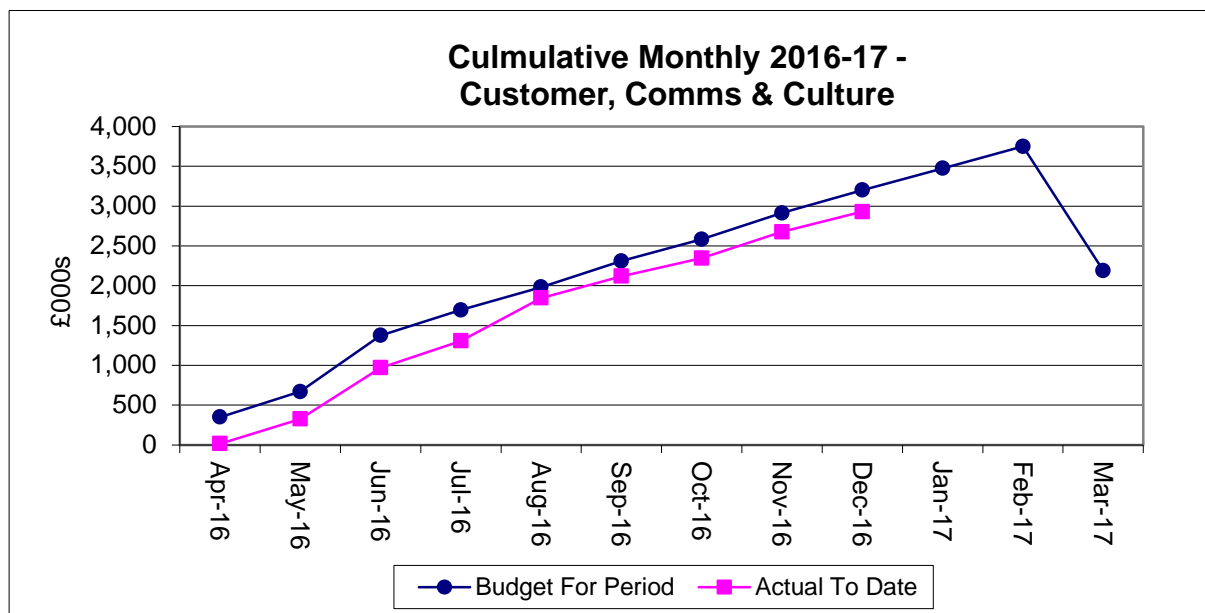
Budget & Expenditure – Monthly by Service Graphs

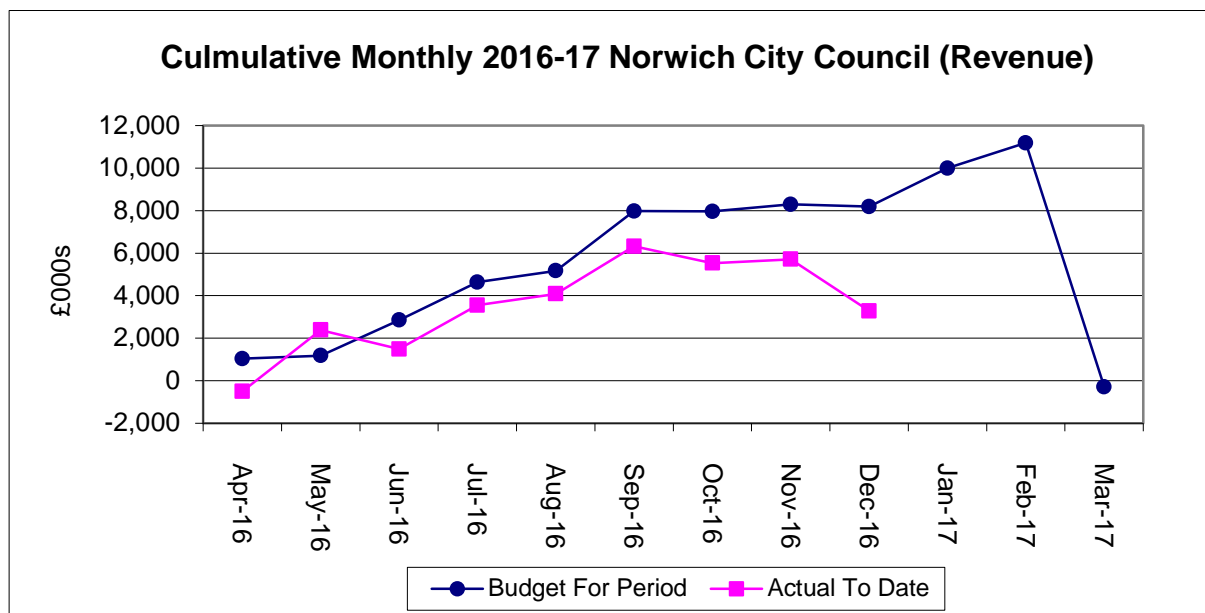
The following graphs show the monthly budget profile and income/expenditure to date for each service (both General Fund and Housing Revenue Account) for the financial year.

The actual income/expenditure reported is influenced by accrual provisions brought forward from the previous financial year, and by any delays in invoicing and/or payment.

Budgets are profiled to show the expected pattern of income & expenditure, and will be refined and improved during the course of the financial year.







Report to Cabinet
8 February 2017
Report of Chief finance officer
Subject Capital budget monitoring 2016-17 – Quarter 3

Item

10

Purpose

To update cabinet on the financial position of the capital programmes as at 31 December 2016.

Recommendations

To:

- 1) note the position of the housing and non-housing capital programmes as at 31 December 2016;
- 2) *approve* the addition to the non-housing capital programme of spend funded by ring fenced grant from Norwich Town Close Estate charity, as set out in paragraph 9; and,
- 3) approve the proposed capital virements within the housing capital programme as detailed in paragraphs 15-18.

Corporate and service priorities

The report helps to meet the corporate priorities to provide value for money services and to make Norwich a healthy city with good housing.

Financial implications

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

Ward/s: All wards

Cabinet member: Councillor Stonard – resources and business liaison

Contact officers

Justine Hartley, chief finance officer 01603 212440

Shaun Flaxman, group accountant 01603 212805

Background documents

None

Report

1. The housing and non-housing capital programmes for 2016-17 were approved by cabinet and council on 3 and 23 February 2016 respectively.
2. The carry-forward of unspent 2015-16 capital budgets into the 2016-17 capital programme was approved following delegation to the executive head of regeneration and development, executive head of neighbourhoods and chief finance officer, in consultation with the portfolio holder for resources and business liaison, by cabinet on 8 June 2016.

Non-housing capital programme

2016-17 Current position

3. The financial position of the non-housing capital programme is set out in detail in Appendix 1 and summarised with commentary in the following paragraphs.
4. The following table shows expenditure to date and the forecast outturn for expenditure against the approved capital budgets.

Programme Group	Original Budget £000's	Current Budget £000's	Actual to Date £000's	Forecast Outturn £000's	Forecast Variance £000's
Asset Improvement	402	666	21	192	(473)
Asset Investment	10,789	10,814	67	104	(10,710)
Asset Maintenance	1,215	1,875	302	894	(981)
Initiatives Funding	400	1,307	81	379	(928)
Regeneration	10,629	18,038	883	6,720	(11,319)
Community Infrastructure Levy	1,553	1,640	651	1,233	(408)
Greater Norwich Growth Partnership	300	374	79	239	(135)
Section 106	193	735	98	498	(237)
City Cycle Ambition (Group 1)	0	25	59	65	41
City Cycle Ambition (Group 2)	4,488	4,929	938	2,835	(2,095)
Total Non-Housing	29,969	40,404	3,180	13,159	(27,244)

5. As at 31 December 2016, the non-housing forecast outturn is £13.16m, which would result in an underspend of £27.24m. The variances are largely due to some major schemes being unlikely to incur significant expenditure within this financial year (asset investment for income £5m; replacement waste vehicle fleet £3.5m; homelessness hostel £1m; traveller site £0.7m; private rental pilot £0.5m), the expenditure profile of significant new build housing projects that are planned to extend into the next financial year (£7.6m), development at Goldsmith Street (£2.9m), City Cycle Ambition projects being completed at less expense than originally anticipated and slight delays in implementing certain cycling schemes (£2.05m). In addition, some projects planned to be funded from capital receipts resulting from asset sales have been placed on hold in accordance with the council's policy of not committing spend against forecast resources until the resources materialise (£1.84m). It is anticipated that a request will be made to carry forward some of the significant budgets for longer term projects into 2017-18.

6. The non-housing capital programme will continue to be monitored throughout the financial year to ensure that programmes deliver to budget within revised project timescales.

Non-housing capital resources

7. The following table shows the approved sources and application of non-housing capital resources, and receipts.

Non Housing Capital Resources	Original Approved £000s	Brought Forward £000s	Total Resources £000s	Arisen to Date (inc B/F) £000s	Forecast Outturn £000s
Section 106	(183)	(1,732)	(1,915)	(1,792)	(1,842)
Community Infrastructure Levy	(1,361)	(677)	(2,038)	(1,250)	(1,650)
Borrowing	(24,373)	0	(24,373)	0	(3,475)
Capital Grants	(4,465)	(2,266)	(6,731)	(6,441)	(8,708)
Greater Norwich Growth Partnership	(381)	(6)	(387)	(6)	(392)
Capital Receipts and Balances	(1,585)	(653)	(2,237)	(1,929)	(2,582)
Other Contributions	(210)	0	(210)	0	(210)
Total Non-Housing Capital Resources	(32,557)	(5,334)	(37,890)	(11,418)	(18,859)

8. The forecast borrowing is currently projected to be £20.9m less than originally anticipated. This is in line with the reduction in forecast expenditure as a result of some major schemes being unlikely to incur budgeted expenditure within this financial year.

Requested adjustment to the non-housing capital programme

9. A ring fenced grant has been received to fund replacement civic chains. Approval is therefore sought for the following adjustment to the non-housing capital programme:

Scheme	Approved Budget	Grant income to be added to non-housing capital programme	Revised Budget
Civic chains	0	7,124	7,124

Housing capital programme

2016-17 current position

10. The financial position of the housing capital programme is set out in detail in Appendix 2 and summarised with commentary in the following paragraphs.
11. The following table shows expenditure to date and the forecast outturn for expenditure against the approved capital budgets.

Programme Group	Original Budget £000's	Current Budget £000's	Actual to Date £000's	Forecast Outturn £000's	Forecast Variance £000's
Housing Investment	4,794	13,998	2,480	7,742	(6,256)
Neighbourhood Housing	31,879	32,044	13,729	24,097	(7,947)
Strategic Housing	2,400	4,240	1,476	3,823	(416)
Total Housing	39,073	50,282	17,685	35,663	(14,619)

12. As at 31 December 2016, the forecast outturn is £36.66m which would result in an underspend of £14.62m. The variance is largely due to the expenditure profile of large new build social housing projects that are planned to extend into the next financial year (£5.7m), no plans to 'buy back' any HRA properties (£0.5m) and contract savings combined with re-profiling of planned expenditure on other schemes (structural £3.98m; tower block regeneration £1.25m; communal boilers £0.88m; roofing £0.33m). It is anticipated that a request will be made to carry forward some of these budgets into 2017-18. In addition, kitchen upgrades (£0.17m) and bathroom upgrades (£0.43m) underspends form part of the forecasted variance and these will be requested to be carried forward into 2017/18 as detailed in paragraph 18.
13. The housing capital programme will continue to be monitored throughout the financial year to ensure that programmes deliver to budget within revised project timescales.

Housing capital resources

14. The following table shows the approved sources and application of housing capital resources, and receipts.

Housing Capital Resources	Original Approved £000s	Brought Forward £000s	Total Resources £000s	Arisen to Date (inc B/F) £000s	Forecast Outturn £000s
Housing Capital Grants	(568)	(97)	(665)	(1,038)	(1,135)
HRA Major Repairs Reserve	(13,173)	0	(13,173)	0	(13,549)
HRA Borrowing from Headroom	(9,110)	0	(9,110)	0	0
HRA Revenue Contribution to Capital	(26,104)	0	(26,104)	0	(22,247)
HRA Contributions to Costs	(275)	0	(275)	0	(555)
HRA Capital Receipts and Balances	(4,101)	(5,371)	(9,472)	(9,242)	(17,694)
HRA Retained One for One Capital Receipts	(4,759)	(11,183)	(15,941)	(15,401)	(31,717)
Repayment of existing HRA Borrowing	10,750	0	10,750	0	10,750
Total Housing Capital Resources	(47,339)	(16,651)	(63,990)	(25,681)	(76,147)

Housing capital virements

15. Cabinet is asked to approve the following capital virements relating to the housing capital programme. These adjustments have been included within the tables shown in paragraph 11 and Appendix 2.

Scheme	Approved Budget	Virement	Revised Budget
Kitchen Upgrades	5,019,881	67,000	5,086,881
Bathroom Upgrades	4,761,253	457,000	5,218,253
Primrose Place	95,000	15,000	110,000
Sheltered Housing Whole Home Improvements	303,000	17,000	320,000
Structural - Planned maintenance	7,587,658	(556,000)	7,031,658
Total	17,766,792	0	17,766,792

16. The programme to upgrade kitchens and bathrooms is anticipated to extend into 2017/18 and it is proposed to request the carry-forward of projected underspends within the 2016/17 housing capital programme to fund works at Winchester Tower. An underspend is forecast for structural works (£3.98m) and it is proposed to utilise £0.56k of this for these works.
17. Housing at Primrose Place for tenants with specialist full time care requirements is currently undergoing essential major upgrade work which has been funded from the relevant individual housing capital budgets and co-ordinated under a single project. Continued evaluation of the project has determined that, based on current quotations, a further £15k may be required to complete the project. It is proposed that this is funded from the projected underspend on lift upgrades.
18. Sheltered Housing Whole Home Improvements take place when sheltered properties become void and are, therefore, based on demand. Due to current levels of works, a virement of £17k is requested from the lift upgrade budget, which will ensure that this work can continue without any delays to the sheltered housing void process.

Capital programme risk management

19. The following table sets out a risk assessment of factors affecting the planned delivery of the 2016-17 capital programmes.

Risk	Likelihood	Impact	Rating	Mitigation
General Fund Capital Receipts not received or delayed	Possible (3)	Major (5)	(15)	Expenditure incurred only as receipts secured
Detailed schemes not brought forward to utilise agreed capital funding	Possible (3)	Moderate (3)	(9)	Active pursuit of investment opportunities; budget provisions unspent could be carried forward if necessary
Cost overruns	Likely (4)	Moderate (3)	(12)	Robust contract management and constraints
Business case for asset improvement programme not sustainable	Unlikely (2)	Moderate (3)	(6)	Advice taken from expert property specialists
Contractor failure or capacity shortfall(s) prevents/delays capital works being carried out	Unlikely (2)	Moderate (3)	(6)	Robust financial checks during procurement process and awareness of early signs of financial difficulties
Housing Capital Receipts varying significantly as a result of fluctuating RTB sales	Possible (3)	Moderate (3)	(9)	Sensitivity modelling through HRA Business Plan; Arrangements in place to contribute to housing development through RPs where RTB sales generating higher than anticipated receipts; in-year monitoring
Housing Capital Receipts not received from sale of houses beyond economic repair	Possible (3)	Minor (1)	(3)	No plans to use funding until it has been received
Level of Housing contributions from leaseholders does not match forecast	Possible (3)	Moderate (3)	(9)	Robust charging procedures within contract to ensure amounts due are recovered

Report author to complete	
Committee:	Cabinet
Committee date:	
Head of service:	Justine Hartley, Chief Finance Officer
Report subject:	Capital Programme Monitoring 2016-17 Q3
Date assessed:	
Description:	To report the current financial position

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

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

Recommendations from impact assessment
Positive
None
Negative
None
Neutral
None
Issues
None

APPENDIX 1

Non-Housing Capital Programme

Approved Budget	Current Budget		Actual To Date	Forecast Outturn	Forecast Variance
250,000	250,000	5020 CCTV replacement	0	0	(250,000)
10,000	10,000	5030 Community asset transfer	0	0	(10,000)
30,000	30,000	5031 Community shop	0	0	(30,000)
0	45,775	5294 Eaton Park Tennis Development	0	0	(45,775)
0	160,000	5324 City Hall 2nd Floor	15,030	64,150	(95,850)
0	27,893	5332 City Hall external lighting	564	30,124	2,231
12,000	12,000	5337 Sloughbottom Park artificial cricket	0	7,869	(4,131)
90,232	90,232	5350 Parking Management System	5,090	90,232	0
10,000	10,000	5450 Energy saving lighting	0	0	(10,000)
0	29,686	5931 Eaton Park access improvements	0	0	(29,686)
402,232	665,586	Subtotal Asset Improvement	20,684	192,375	(473,211)
0	25,753	5312 Yacht Station Repairs	0	26,250	497
5,000,000	5,000,000	5315 Asset investment for income (other	0	0	(5,000,000)
500,000	500,000	5360 Private Rental Pilot	0	0	(500,000)
3,500,000	3,500,000	5370 Replacement of waste vehicle fleet	0	0	(3,500,000)
1,000,000	1,000,000	5460 Homelessness hostel	0	0	(1,000,000)
788,667	788,667	5480 Traveller Site	67,184	77,934	(710,733)
10,788,667	10,814,420	Subtotal Asset Investment	67,184	104,184	(10,710,236)
70,000	70,000	5040 Customer centre redesign	0	8,900	(61,100)
0	0	5245 Memorial Gardens temporary works	2,089	2,089	2,089
150,000	221,509	5308 St Andrews MSCP repair	252,856	292,000	70,491
275,000	275,000	5340 Co-St Giles MSCP Refurb	12,762	275,000	0
260,000	260,000	5341 The Halls refurbishment project	1,791	59,000	(201,000)
100,000	91,090	5420 Major Repairs 2016-17 Castle	0	0	(91,090)
40,000	48,910	5421 Major Repairs 2016-17 Community	20,000	48,913	3
130,000	130,000	5422 Major Repairs 2016-17 Investment	0	0	(130,000)
40,000	40,000	5423 Major Repairs 2016-17 NAIE	0	0	(40,000)
75,000	75,000	5424 Co-Major Repairs 2016\1	0	0	(75,000)
75,000	75,000	5425 Major Repairs 2016-17 Rolling	6,722	75,000	0
0	0	5906 Hurricane Way 6-12 enabling works	13	13	13
0	200,000	5937 City Hall finials	2,354	50,000	(150,000)
0	0	5913 Swanton Rd - Astra TC works	133	133	133
0	10,000	5918 St Andrews MSCP CCTV	0	10,000	0
0	11,187	5933 Car Park - Westwick Street	0	0	(11,187)
0	0	5941 Community Centre - Norman Car	104	104	104
0	0	5948 St Andrews & Blackfriars Halls	207	207	207
0	40,000	5949 St Andrews & Blackfriars Hall WC	2,848	63,250	23,250
0	210,000	5954 Waterloo Park pavillion works	0	0	(210,000)
0	35,000	5959 CC Norman Bowl Lighting	554	2,500	(32,500)
0	75,000	5962 Hurricane way (6-14) demolition	0	0	(75,000)
0	7,000	5963 16 St Andrews Street re roofing works	14	7,000	0
0	0	St Giles MSCP - Windows and door repairs	0	0	0
1,215,000	1,874,696	Subtotal Asset Maintenance	302,447	894,109	(980,587)

Approved Budget	Current Budget		Actual To Date	Forecast Outturn	Forecast Variance
10,000	10,000	5558 Co-CIL Nhood Ketts Heig	3,405	10,000	0
10,000	10,000	5559 CIL Nhood 20 Acre Wood	938	10,000	0
4,000	4,000	5560 CIL Nhood Chapel Break play area	1,416	4,000	0
4,000	4,000	5561 CIL Nhood Eaton Green Play Area	0	4,000	0
12,000	12,000	5562 CIL Nhood Community Enabling	7	12,007	7
1,513,000	1,513,000	5580 CIL Contribution Strategic	639,284	1,167,000	(346,000)
0	18,119	5590 CIL neighbourhood - Britannia Rd	1,008	7,500	(10,619)
0	0	5591 CIL neighbourhood -	0	0	0
0	7,370	5592 CIL neighbourhood - Natural	879	7,370	0
0	6,400	5593 CIL neighbourhood - Lakenham Way	0	6,400	0
0	5,460	5594 CIL neighbourhood - City Trees	4,386	4,386	(1,074)
0	50,000	5595 CIL neighbourhood - Netherwood	0	0	(50,000)
1,553,000	1,640,349	Subtotal Community Infrastructure Levy	651,323	1,232,663	(407,686)
0	65,916	5921 Earlham Millenium Green	38,876	40,000	(25,916)
0	6,520	5922 Riverside Walk GNDP	2,956	6,520	0
0	1,500	5923 Marriotts Way GNDP	785	1,500	0
150,000	150,000	5964 GNGP Bowthorpe Crossing	36,102	41,000	(109,000)
150,000	150,000	5965 GNGP Heathgate Pink Pway	0	150,000	0
300,000	373,936	Subtotal GNGP	78,719	239,020	(134,916)
0	161,781	5305 Eco-Investment Fund	1,746	33,433	(128,348)
400,000	993,000	5317 IT Investment Fund	64,826	193,000	(800,000)
0	20,240	6054 DECC Green Deal Communities	14,447	20,240	0
0	132,250	6057 Norwich Preservation Trust Loan	0	132,250	0
400,000	1,307,271	Subtotal Initiatives Funding	81,019	378,923	(928,348)
0	6,317	5701 s106 Chapelfield Gardens Play	0	6,317	0
0	185,420	5705 s106 The Runnel Play Provision	13,028	13,028	(172,392)
12,194	12,194	5728 S106 Mile Cross Gardens Play	7,046	12,194	0
0	7,000	5730 S106 Midland Street Open Space	0	7,000	0
0	3,947	5731 s106 Wooded Ridge project	328	3,947	0
6,402	6,402	5732 s106 Wensum View Play	5,522	6,402	0
0	9,444	5733 s106 Sarah Williman Close	11,147	11,147	1,703
0	73,410	5735 s106 Castle Green Play	6,778	73,410	0
0	36,034	5737 S106 Heartsease Play Area	34,779	36,034	0
0	57,034	5740 Bowthorpe Southern park	1,960	57,034	0
11,774	11,774	5741 Co-s106 Eaton play Area	0	11,774	0
0	49,852	5801 s106 Hurricane Way Bus Link	0	19,852	(30,000)
0	22,000	5806 Threescore, Bowthorpe - sustainable	0	22,000	0
5,472	35,401	5813 S106 Green Infrastructure Imps	0	5,401	(30,000)
53,104	90,667	5821 S106 Livestock Mkt Cycle/Walkway	16,947	84,256	(6,411)
0	76,283	5823 BRT & Cycle Route Measures	0	76,283	0
0	0	5825 Sustainable Transport Car Club	491	491	491
51,600	51,600	5829 S106 UEA CPZ Extension	0	51,600	0
52,451	0	5834 S106 Westlegate Public Realm	0	0	0
192,997	734,779	Subtotal Section 106	98,026	498,170	(236,609)

Approved Budget	Current Budget		Actual To Date	Forecast Outturn	Forecast Variance
376,000	376,000	5126 PtP - Yellow - Lakenham/Airport	0	0	(376,000)
30,080	35,282	5141 CCAG2 Liberator Road	920	8,000	(27,282)
16,920	16,920	5142 CCAG2 Spitfire RD Hurricane Way	96	14,500	(2,420)
0	0	5143 CCAG2 Hurricane Way - Heyford Rd	2,874	2,874	2,874
13,160	13,160	5144 CCAG2 Taylors Lane (Connector)	17,904	17,904	4,744
235,000	260,835	5145 CCAG2 Fifers Lane/Ives Rd/Heyford	27,115	176,000	(84,835)
0	0	5146 CCAG2 Ives Rd - Weston Rd Ind est.	0	0	0
0	25,494	5147 CCAG2 Bussey Rd - Ives Rd	351	25,494	0
79,900	79,900	5148 CCAG2 Mile Cross Lane	4,630	70,000	(9,900)
253,800	258,098	5149 CCAG2 Woodcock Rd / Catton	186,783	258,098	0
300,800	300,800	5151 CCAG2 Angel RD	422	36,000	(264,800)
0	0	5152 CCAG2 Shipstone Rd/Waterloo Rd	526	526	526
47,000	47,000	5153 CCAG2 Edward Street north	332	17,000	(30,000)
122,200	133,337	5154 CCAG2 St Crispins (St Georges -	21,110	61,000	(72,337)
0	52,451	5155 CCAG2 Golden Ball	17,065	52,450	(1)
507,600	516,488	5156 CCAG2 All Saints	1,708	86,487	(430,001)
329,000	339,796	5157 CCAG2 Lakenham Way	17,626	17,626	(322,170)
168,260	172,586	5159 CCAG2 Hall Rd (Bessemer - Old	40,813	288,000	115,414
0	0	5160 CCAG2 Ipswich Road - Old Hall	295	295	295
141,000	141,000	5161 CCAG2 20 MPH areas (Yellow)	109,001	500,000	359,000
100,580	108,806	5162 CCAG2 Cycle Parking (Yellow)	34,053	108,805	(1)
28,200	28,200	5163 CCAG2 Wayfinding	0	10,000	(18,200)
14,100	18,600	5164 CCAG2 Monitoring inf (Yellow)	116	8,600	(10,000)
47,000	47,000	5166 Co-CCAG2 A11 north slip	175	47,000	0
61,100	61,100	5168 CCAG2 Bluebell Road (Connector)	23,249	33,000	(28,100)
34,780	64,115	5169 CCAG2 Eaton Centre	28,653	28,653	(35,462)
639,200	682,348	5171 CCAG2 Newmarket Rd (Unthank Rd	34,468	437,000	(245,348)
0	0	5172 CCAG2 Newmarket Rd / ORR &	62	62	62
0	0	5173 CCAG2 Newmarket Rd (ORR -	1,351	1,351	1,351
197,400	225,600	5175 CCAG2 Magdalen Rd	24,504	25,600	(200,000)
117,500	128,000	5176 CCAG2 St Clements Hill (entrance	125,069	179,000	51,000
56,400	73,650	5177 CCAG2 Chartwell Road/St Clements	29,577	73,650	0
47,000	47,000	5178 Co-CCAG2 North Walsham	974	10,000	(37,000)
141,000	164,499	5179 Co-CCAG2 20 mph areas	3,519	14,500	(149,999)
0	0	5180 CCAG2 Cycle Parking (Blue)	61	61	61
0	37,600	5181 CCAG2 Wayfinding	0	0	(37,600)
14,100	18,330	5182 CCAG2 Monitoring inf (Blue)	116	8,330	(10,000)
47,000	102,211	5183 CCAG2 St George's St/Colegate	126,752	132,000	29,789
0	21,854	5184 CCAG2 Opie St/Castle Meadow (on	11,695	15,000	(6,854)
75,200	84,600	5185 CCAG2 City Centre Strategy for	4,226	20,000	(64,600)
246,720	246,720	5186 CCAG2 Administration	39,886	50,000	(196,720)
4,488,000	4,929,380	Subtotal Cycle City Ambition Group 2	938,077	2,834,866	(2,094,514)

Approved Budget	Current Budget		Actual To Date	Forecast Outturn	Forecast Variance
0	24,733	5104 The Avenues	5,686	5,686	(19,047)
0	0	5107 Alexandra Road - Park Lane (via	0	0	0
0	0	5108 Park Lane - Vauxhall Street	3,381	3,381	3,381
0	0	5109 Vauxhall Street - Bethel Street	1,522	1,522	1,522
0	0	5111 Magdalen Street and Cowgate	166	166	166
0	0	5113 Tombland & Palace Street	(11,946)	(11,946)	(11,946)
0	0	5115 Heathgate - Valley Drive	8,743	14,841	14,841
0	0	5117 Munnings Road - Greenborough	55	55	55
0	0	5118 Salhouse Road (Hammond Way -	23,101	23,101	23,101
0	0	5119 20 mph areas	21,468	21,468	21,468
0	0	5121 Directional signage and clutter	4,140	4,140	4,140
0	0	5122 Automatic cycle counters	0	0	0
0	0	5123 Cycle City Ambition Project	2,990	2,990	2,990
0	24,733	Subtotal Cycle City Ambition	59,306	65,404	40,671
0	0	5314 Ass Inv - Mile Cross Depot	(6,099)	(6,099)	(6,099)
0	1,219,317	5320 Rose Lane MSCP Construction	648,222	1,420,000	200,683
100,000	334,613	5322 Riverside Walk (adj NCFC)	28,503	52,410	(282,203)
0	585,817	5325 Mountergate Phase 2	671	52,836	(532,981)
25,000	288,475	5327 Park Depots demolition	0	0	(288,475)
0	0	5333 Magpie Road city wall landscape	(872)	(872)	(872)
250,000	250,000	5490 Investment for regeneration	3,969	250,000	0
222,285	222,285	5512 NaHCASP Threescore	178,917	178,917	(43,368)
2,716,600	2,716,600	8802 New Build - Goldsmith Street	0	0	(2,716,600)
5,716,847	9,011,856	8805 New Build - Threescore 2	11,285	4,754,068	(4,257,788)
1,098,010	2,909,484	8807 New Build - Airport	0	0	(2,909,484)
500,000	500,000	8820 Threescore phase 3	18,504	18,504	(481,496)
10,628,742	18,038,447	Subtotal Regeneration	883,100	6,719,764	(11,318,683)
29,968,638	40,403,597	Total Non-Housing Capital Programme	3,179,885	13,159,478	(27,244,119)

APPENDIX 2

Housing Capital Programme

Approved Budget	Current Budget		Actual To Date	Forecast Outturn	Forecast Variance
150,000	150,274	7460 Sheltered Housing Redevelopment	81,330	150,274	0
0	368,414	7461 Sheltered Hsg redevelopment - St	307,467	359,681	(8,733)
0	715,737	7462 Sheltered Hsg redevelopment -	645,423	712,162	(3,575)
500,000	500,000	7930 Capital Buybacks	0	0	(500,000)
0	305,727	8800 New Build - Riley Close	258,790	258,790	(46,937)
3,562,682	9,036,801	8802 New Build - Goldsmith Street	254,258	4,450,000	(4,586,801)
9,500	502,824	8803 New Build - Brazengate	13,892	502,824	0
122,558	1,339,322	8804 New Build - Hansard Close	918,004	1,307,557	(31,765)
449,054	870,263	8805 New Build - Threescore 2	999	999	(869,264)
0	209,071	8807 New Build - Airport	0	0	(209,071)
4,793,794	13,998,433	Subtotal Housing Investment	2,480,163	7,742,287	(6,256,146)
584,019	616,946	7010 Electrical - Internal	129,360	616,946	0
511,490	1,312,822	7040 Whole House Improvements	578,126	1,312,822	0
6,137,879	5,086,881	7070 Kitchen Upgrades	3,381,454	4,915,000	(171,881)
6,050,414	5,218,253	7080 Bathroom Upgrades	2,743,222	4,786,000	(432,253)
517,628	1,185,228	7100 Boilers - Communal	153,601	304,228	(881,000)
2,557,449	2,501,620	7110 Boilers - Domestic	1,694,717	2,501,620	0
1,278,725	1,299,609	7150 Insulation	470,445	1,104,803	(194,806)
511,490	500,905	7170 Solar Thermal & Photovoltaic	209,644	500,905	0
204,596	183,023	7200 Windows - Programme	112,157	160,000	(23,023)
1,933,360	1,944,360	7280 Composite Doors	1,117,894	1,944,360	0
204,596	255,187	7300 Comm Safe - DES	18,988	45,000	(210,187)
255,745	300,133	7310 Estate Aesthetics	23,508	50,000	(250,133)
153,447	151,500	7470 Sheltered Housing Comm Facilities	74,250	151,500	0
306,894	320,000	7480 Sheltered Housing Redevelopment	217,095	320,000	0
1,069,525	1,188,381	7520 Planned Maint - Roofing	159,442	860,000	(328,381)
0	0	7530 Boundary Walls & Access Gates	0	0	0
7,168,530	7,031,658	7540 Planned Maint - Structural	2,230,509	3,053,158	(3,978,500)
0	0	7550 Vehicle Hardstanding	4,789	0	0
1,278,725	1,250,000	7570 Tower Block Regeneration	0	0	(1,250,000)
51,149	53,402	7580 Planned Maint - Lifts	6,316	20,000	(33,402)
818,384	911,815	7600 Dis Ad - Misc	212,496	831,815	(80,000)
81,838	80,000	7630 Dis Ad - Stairlifts	27,184	45,000	(35,000)
0	65,000	7680 Dis Ad - Comms	0	30,000	(35,000)
0	95,000	2610 Co-Cavalry Ride	8,000	95,000	0
0	110,000	2637 Primrose Place	23,505	110,000	0
153,447	229,174	7700 HRA Shops	112,304	229,174	0
50,000	153,000	7960 Demolition & Site Maintenance	20,182	110,000	(43,000)
31,879,330	32,043,897	Subtotal Neighbourhood Housing	13,729,188	24,097,331	(7,946,566)

Approved Budget	Current Budget		Actual To Date	Forecast Outturn	Forecast Variance
0	68,606	6012 Empty Homes Grant	0	0	(68,606)
0	0	6014 Discretionary Assistance	1	1	1
900,000	900,000	6018 Disabled Facilities Grant	491,178	765,000	(135,000)
1,200,000	2,876,062	6019 Capital Grants to Housing	949,813	2,875,661	(401)
0	0	6030 Home Improvement Loans	13,587	0	0
0	0	6031 Survey Costs	(6,252)	(6,252)	(6,252)
25,000	25,000	6044 Works in Default	400	25,000	0
25,000	25,000	6047 DFG Residents Contribution	13,759	25,000	0
0	94,899	6050 Strong & Well Project	3,698	94,899	0
250,000	250,000	6052 HIA - Housing Assistance	9,870	44,000	(206,000)
2,400,000	4,239,567	Subtotal Strategic Housing	1,476,054	3,823,309	(416,258)
39,073,124	50,281,897	Total Housing Capital Programme	17,685,405	35,662,927	(14,618,970)

Report to Cabinet
08 February 2017
Report of Director of neighbourhoods
Subject Procurement of various housing stock upgrade contracts

Item

11

KEY DECISION

Purpose

To consider the award of the contract for electrical and heating upgrades in council homes.

Recommendations

To:

- 1) award the contract for electrical rewires, upgrades and periodic inspections to the best value supplier as determined by the direct call-off prices within the Eastern Procurement Ltd framework; and,
- 2) delegate authority to the director of neighbourhoods, in consultation with the cabinet member for council housing, to award to the best value supplier for domestic heating upgrades after a mini tendering exercise is complete.

Corporate and service priorities

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

Financial implications

The financial consequences of this report is the award of orders for repairs and upgrades for a total quoted cost of £4,085,265, which is included within the Housing Revenue Account financial forecasts and budgets for financial year 2017/18.

Ward/s: All Wards

Cabinet member: Councillor Harris – Deputy Leader and council housing

Contact officers

Gary Atkins, associate director of operations, NPS 01603 227903
Norwich Ltd

Carol Marney, head of property services (operations), 01603 227904
NPS Norwich Ltd

Background documents

None

Report

Electrical rewires, upgrades and inspections

1. The council has a need within its housing stock for various works relating to Housing Rewires/Upgrades arising from the Electrical Inspection Condition Report (EICRs). This requirement includes the EICRs.
2. The current contract which was procured via Eastern Procurement Ltd (EPL) expires on 31 March 2017 and therefore there is a need to renew the contract to deliver a consistent service from 1 April 2017.
3. It is proposed to continue with the (EPL) framework since this was renewed only last year and it continues to offer value for money. This has been through a full OJEU process, showing better price potential than the previous contract used.
4. The budget for the work is contained within the HRA capital and revenue programmes and is subject to approval by cabinet and council.
5. The proposed work for next year is likely to be 1350 inspection reports (EICRs), 200 rewires and 500 upgrades, depending upon the results of the inspections.
6. The framework rates have been evaluated and the lowest amount for the proposed work is £928,264 submitted by United Living. This contractor is the current provider of the service. They have provided an acceptable level of service over the last year.

Gas heating upgrades

7. The council also has a need within its housing stock for various works relating to domestic gas heating upgrading for 2017/18.
8. The current contract which was procured via Eastern Procurement Ltd (EPL) expires on 31 March 2017 and therefore there is a need to renew the contract to deliver a consistent service from 1 April 2017.
9. It is proposed to continue with the (EPL) framework but to procure by a mini tender exercise in order to benchmark between the suppliers on the framework. The framework has been through a full OJEU process, showing better price potential than the previous contract used.
10. The budget for the work is contained within the HRA capital and revenue programmes and is subject to approval by cabinet and council.
11. The proposed work for the next year is likely to be 780 upgrades and replacements due to condemned units. The budget required for this work is £3.157M.
12. The mini tender exercise has commenced and the results are expected at the end of February.

Recommendations

13. It is recommended that the electrical rewire, upgrade and inspection contract is awarded to United Living who are the best value provider subject to the approval of these budgets by council.
14. It is recommended that Cabinet delegate authority to the Director of neighbourhoods in consultation with the Deputy leader and cabinet member for council housing to award to the best value supplier for domestic heating upgrades after the mini tendering exercise is complete.

Integrated impact assessment



NORWICH
City Council

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

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

Report author to complete

Committee:

Committee date:

Head of service:

Report subject:

Date assessed:

Description:

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

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

Recommendations from impact assessment	
Positive	
Negative	
Neutral	
Issues	

Report to Cabinet
08 February 2017
Report of Director of neighbourhoods
Subject Award of contracts for structural repairs to council homes

Item

12

KEY DECISION

Purpose

To consider the award of contracts for structural repairs and improvements to council homes.

Recommendations

To approve the award of the following structural repair and improvement contracts:

- 1) Somerleyton Gardens and Wilberforce Road – concrete repairs and deck membrane replacement to Thomas Sinden Ltd;
- 2) West Pottergate - concrete repairs and deck membrane replacement to JB Specialist Refurbishments Ltd; and,
- 3) Omnia Ph.4 (William Mear Gardens) – concrete repairs and staircase replacement to Thomas Sinden Ltd.

Corporate and service priorities

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

Financial implications

The financial consequences of this report are the award of contracts for structural repairs and improvements with a total tendered cost of £889,152.58, which is included within the Housing Revenue Account financial forecasts and budgets for this financial year (2016/17).

Ward/s: Multiple Wards

Cabinet member: Councillor Harris – Deputy leader and council housing

Contact officers

Gary Atkins, associate director of operations 01603 227903

Carol Marney, head of operational property management 01603 227904

Background documents

None

Report

Background

1. This report was presented to cabinet in January but unfortunately an error was made in the recommendations resulting in contractors names transposed between the three contract awards.
2. As this is a key decision, cabinet approval is required and therefore the report is being presented at this meeting for approval with the correct awards now incorporated into the recommendations.
3. The council has a programme of structural repairs and improvements deemed necessary in order to ensure the housing stock remains in a good state of repair and tenants have quality homes to live in. The contracts covered in this report form a part of this programme of works.
4. The scope of the contracts includes concrete repairs and the replacement of external staircases to Omnia style flats at William Mear Gardens, and concrete repairs and deck membrane replacement at West Pottergate and Somerleyton Gardens and Wilberforce Road. The staircases are made of reinforced concrete which has deteriorated to a point where it is more economic to replace rather than repair. The deck membranes protect the concrete walkways between flats from water ingress which causes rusting of the steel reinforcement and subsequent structural failure.

Tender process

5. The contracts were advertised on the council's e-tendering portal and Business Link / Contracts Finder.
6. Suppliers were asked to submit details of their organisation in terms of finance, contractual matters, insurances, quality assurance, environmental standards, health and safety, equality and diversity credentials, references and previous experience. These aspects were then evaluated to ensure that suppliers met the council's basic requirements.
7. At the same time suppliers submitted details in the form of method statements proposing how they would meet the requirement for the work package and the price that they would charge to carry out this work. These method statements were evaluated once it had been confirmed that the supplier had met the Council's basic requirements.
8. The tender return dates varied between 14 November 2016 and 29 November 2016.

Tender evaluation

9. The supplier selection process was the same for each contract. The responses given were evaluated against pre-determined criteria. This quality assessment carried a maximum of 60% of the marks. The lowest price was allocated 40% of the marks and marks were then deducted, pro-rata, with each increasing tender price.

10. Four suppliers returned tenders for the first contract (Somerleyton Gardens, concrete repairs and deck membrane replacement) and the highest scoring tender was submitted by Thomas Sinden Ltd.
11. Three suppliers returned tenders for the second contract (West Pottergate, concrete repairs and deck membrane replacement) and the highest scoring tender was submitted by JB Specialist Refurbishments Ltd.
12. One supplier returned a tender for the third contract (William Mear Gardens, concrete repairs and staircase replacement). This was Thomas Sinden Ltd.
13. It is recommended that the contracts be awarded as shown below:

Contract Title	Successful Bidder	Tender Amount
Somerleyton Gardens and Wilberforce Road - concrete repairs and deck membrane replacement	Thomas Sinden Ltd	£260,683.36
West Pottergate – concrete repairs and deck membrane replacement	JB Specialist Refurbishments Ltd.	£188,113.80
Omnia Ph.4 (William Mear Gardens) – concrete repairs and staircase replacement	Thomas Sinden Ltd	£440,355.42

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	18 January 2017
Head of service:	Head of neighbourhood housing services
Report subject:	Award of contract for structural repairs to council homes
Date assessed:	21 December 2016
Description:	Replacement of external concrete staircases, concrete repairs and replacement waterproof deck membranes to low rise flats

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

	Impact			
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The contract will ensure the built environment is maintained and improved to a high standard.
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments

	Impact			
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>1. There is a risk of challenge from an unsuccessful supplier. This risk is mitigated by the fact the value of contracts is below the thresholds in the Public Contracts Regulations. Also the tender has followed an open process with award criteria being based on the lowest compliant tender, but there is always a risk of challenge from unsuccessful suppliers.</p> <p>2. There is a risk that the appointed supplier could fail during the duration of the contracts. This is low risk due to the relatively short nature of the contracts and the planned nature of the works. In addition to this the Council is not investing in the supplier and so the risk is one of service continuity rather than financial, which is further mitigated by the fact the work is planned not responsive in nature.</p>

Recommendations from impact assessment	
Positive	
Value for money and the built environment.	
Negative	
Neutral	

Report to Cabinet
8 February 2017
Report of Executive head of regeneration and development services
Subject Pedalways – appropriation of council-owned land for adoption as highway.

Item

13

KEY DECISION

Purpose

To consider the appropriation of several sections of pathway and associated infrastructure on city council-owned land for adoption as public highway to form part of the pedalway network.

Recommendation

To approve the appropriation of sections of pathway and associated infrastructure on city council-owned land for adoption as public highway to form part of the pedalway network.

Corporate and service priorities

The report helps to meet the corporate priority “A prosperous city” and the service plan priority to enable more people to cycle around the city by improving the cycle network.

Financial implications

The adoption of the path and associated infrastructure as highway result in the cost of maintenance being transferred from the housing, property and green space budgets to the highways maintenance budget.

Ward/s: Crome, Mancroft, Mile Cross, Sewell, Thorpe Hamlet, Town Close

Cabinet member: Cllr Bremner

Contact officers

Ben Webster, Design Conservation and Landscape Manager 01603 212518

Andy Watt, Head of City Development Services 01603 212691

Background documents

None

Report

Background

1. In August 2013 the council was awarded £3.7m from the government's cycle city ambition fund to enable the construction and improvement of the pink pedalway, one of the seven strategic cycle routes that form the Norwich cycle network. The pink pedalway construction is finished.
2. Marriott's Way carries part of the red pedalway / national cycle route 1 and is mostly adopted highway between Barn Road and Hellesdon Road. The Dragon Crossing Bridge between Andersons Meadow and Train Wood is the only remaining part of the route which has not been adopted. Norfolk County Council has agreed to take ownership of the structure from the City Council, and support its adoption. It is proposed that the bridge is adopted and ownership transferred to the County Council.
3. The Pedalways are important strategic movement routes. It is important that they remain permanently available for the public to use and that the arrangements for their management and maintenance are clear. The best way to achieve this is for them to be adopted as public highway. The maintenance would become the responsibility of the highway authority and highways cannot be extinguished without a stopping up order. The city council acts on behalf of Norfolk County Council as highway authority through an agency agreement. Adoption as highway does not mean that there any plans to allow vehicular access, other than for essential maintenance activities.
4. The land over which the pink pedalway runs has been reviewed to identify those sections that are not currently highway. It is proposed that seven areas that are owned by the City Council (or in the case of Tombland believed to be owned by the City Council) are appropriated for use as highway. Plans of each of these areas are shown in appendix 1.
5. Section 122 of the Local Government Act 1972 provides the legal basis for the council to decide that the land can be appropriated for another use when it is no longer required for the purpose for which it is held immediately before the appropriation; any such appropriation of land is subject to the rights of other persons in and over the land concerned. This section requires councils to advertise their intention to appropriate land used as open space for two weeks and consider any objections received. Advertisements were placed with a three week response period and no comments were received by the deadline of 11 August 2016.

Areas for appropriation (see maps in appendix 1)

Section A – widened path fronting Johnson Place flats

6. This land is currently held as a housing asset for the purposes of amenity open land adjacent to flats and a shop, having originally been acquired in 1902. A pre-existing path 62m long on the approach to Chapel Field Road has been widened onto the land to provide more comfortable shared space for cyclists and pedestrians. The pre-existing path is already highway. The new strip of path would be appropriated for use as highway. A lighting column will form part of the adopted area.

Section B – Barrack Street to Cannell Green path

7. This land was originally acquired from the Secretary of State for Defence in 1968 for housing purposes and the provision of homes for the elderly. It is currently held as a housing asset and carries a 32m length of existing segregated walking and cycling path that connects Barrack Street to Cannell Green near the gym. This path is designated as part of the pink pedalway but will not be physically altered through Push the Pedalways. The path would be appropriated for highway use. A street lighting column and an illuminated signs will form part of the adopted area.

Section C - Heathgate to Gurney Road path

8. The southern section of land is currently held as housing asset and the northern section is a freehold property asset. The whole of this land is used as recreational and amenity open space. A small part of this northern section of land is on Mousehold Heath, and was acquired under the Norwich Act 1867 for recreation and leisure purposes and is managed by the Mousehold Conservators. Planning permission was granted on 9 July 2015 for the construction of a 3m wide and 225m long cycling and walking path from Heathgate to Gurney Road across land to the north east of the Heathgate flats roughly on the alignment of the historic cavalry route called Dragoon Street which is now complete. The path is lit with motion sensitive lighting.
9. Approval to appropriate the housing land was given by the former Deputy Chief Executive on 14 August 2014 under the delegated approval granted by Cabinet on 26 March 2014. The Mousehold Conservators agreed that the small piece of land near the Rangers House could be adopted as highway at their meeting on 20 July 2014. The whole length of path and associated lighting would be appropriated for highway use.

Section D – Gurney Road widened path

10. This land was acquired under the Norwich Act 1867 for recreation and leisure purposes and is managed by the Mousehold Conservators. The 300m long path on the west side of Gurney Road between Britannia Road and Mousehold Avenue has been widened to allow more comfortable shared use by cyclists and pedestrians. A narrow strip of the path widening has been constructed on the Heath and the lighting columns were moved back into this area to avoid obstructing the path. The Mousehold Conservators agreed that this land could be adopted as highway at their meeting on 20 July 2014. The widened strip of path and associated lighting would be appropriated for highway use.

Section E – Valley Drive

11. Valley Drive is an 860m long path that connects Gurney Road to Mousehold Lane. The west section was acquired under the Norwich Act 1867 for recreation and leisure purposes and is managed by the Mousehold Conservators. The rest of Valley Drive is held as a freehold property asset but not part of the legally designated area of Mousehold Heath. It has been surfaced in asphalt and motion sensitive lighting has been installed. The Mousehold Conservators agreed that the west section within their jurisdiction could be adopted as highway at their meeting on 20 July 2014. The whole length of path with associated lighting would be appropriated for highway use.

Section F – Heartsease park path

12. This land was acquired in 1934 for housing and associated recreational uses. The west section of path next to Compass Tower is currently a housing asset and the east section across Heartsease Park is a freehold property in the general fund. New 166m long parallel paths for walking and cycling have been built east-west across Heartsease Park. The new path connects to a pre-existing 68m long section of path on housing land that runs to the east of Compass Tower. The paths across the park and alongside Compass Tower would be appropriated for highway adoption, including the associated lighting and cycle stands that are located within the verge between the two paths that cross the park. The benches and trees that lie outside the paths and central verge would not be adopted.

Section G – Dragon Crossing Bridge, Marriott's Way

13. The Dragon Crossing Bridge between Andersons Meadow and Train Wood carries Marriott's Way and the red pedalway / national cycle route 1. The structure was built by the City Council in the late 1990s and is owned by the City Council. It is the only part of Marriott's Way between Barn Road and Hellesdon Road which has not been adopted as highway. Agreement has been reached between the City and County Councils for the bridge to be adopted and for the ownership to be transferred from the City to the County Council. In future the bridge would be managed and maintained by the County Council's Bridges team.

Integrated impact assessment



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

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

Report author to complete

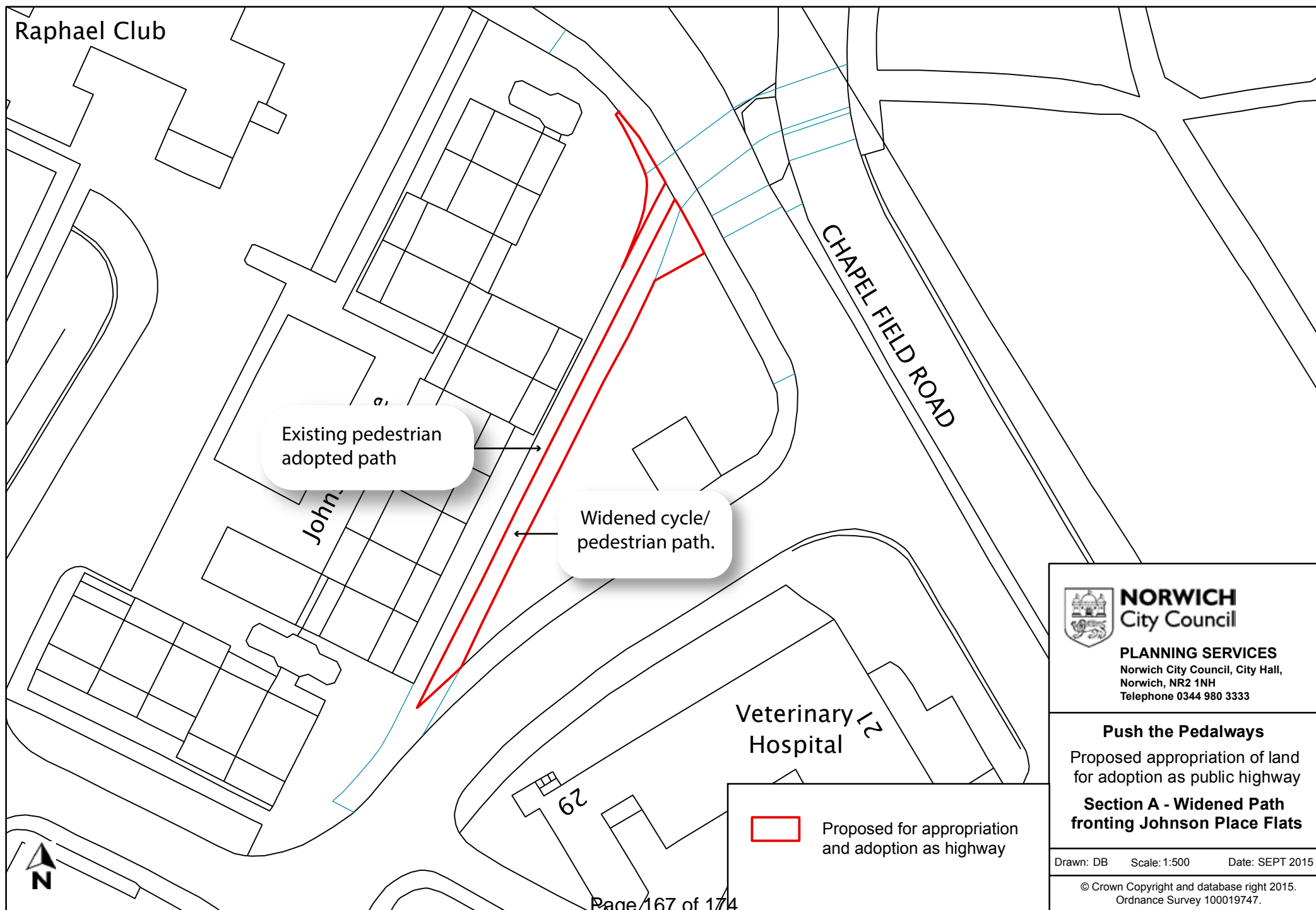
Committee:	Cabinet
Committee date:	18 January 2017
Head of service:	Andy Watt
Report subject:	Push the Pedalways - appropriation of council-owned land for adoption as highway
Date assessed:	19 August 2016
Description:	Several pieces of council owned land and associated infrastructure are being used to create improved cycle routes. Council approval is required for the land and infrastructure to be made available for adoption as highway.

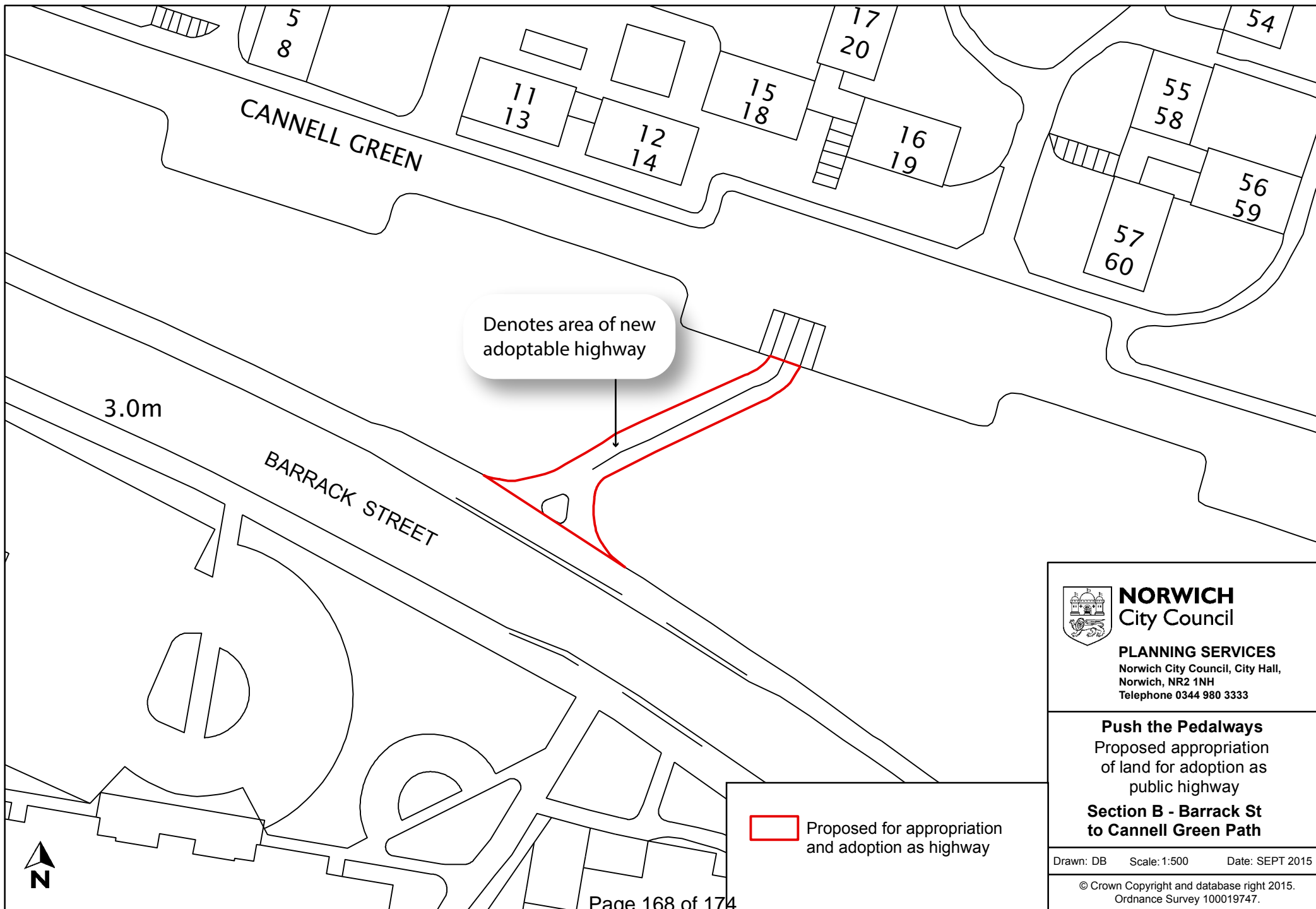
	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other departments and services e.g. office facilities, customer contact	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Ensuring the cycle and walking paths are well maintained and enduring means that users are more likely to feel safe and secure.
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Ensuring the cycle and walking paths are well maintained and enduring means that users are more likely to feel safe and secure.


	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Ensuring the cycle and walking paths are well maintained and enduring means that people will be encouraged to move around on foot and bicycle, which are clean and healthy modes of transport.
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Ensuring the cycle and walking paths are well maintained and enduring means that people will be encouraged to move around on foot and bicycle, which are clean and healthy modes of transport.
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

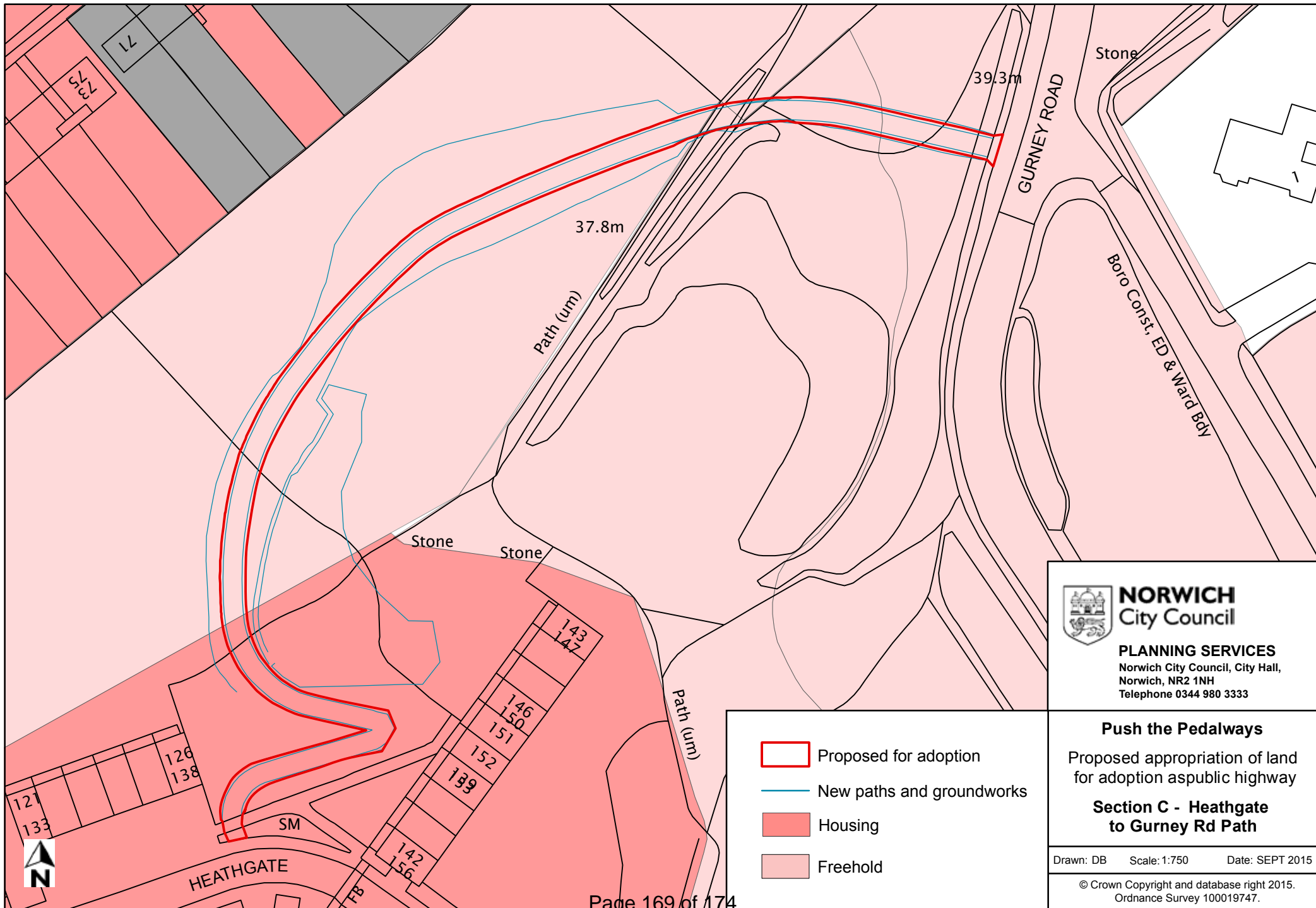
	Impact			
Energy and climate change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Ensuring the cycle and walking paths are well maintained and enduring means that people will be encouraged to move around on foot and bicycle, which are clean and healthy modes of transport.
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment	
Positive	
Negative	
Neutral	
Issues	





	NORWICH City Council
	PLANNING SERVICES Norwich City Council, City Hall, Norwich, NR2 1NH Telephone 0344 980 3333
Push the Pedalways Proposed appropriation of land for adoption as public highway	
Section B - Barrack St to Cannell Green Path	
Drawn: DB	Scale: 1:500 Date: SEPT 2015
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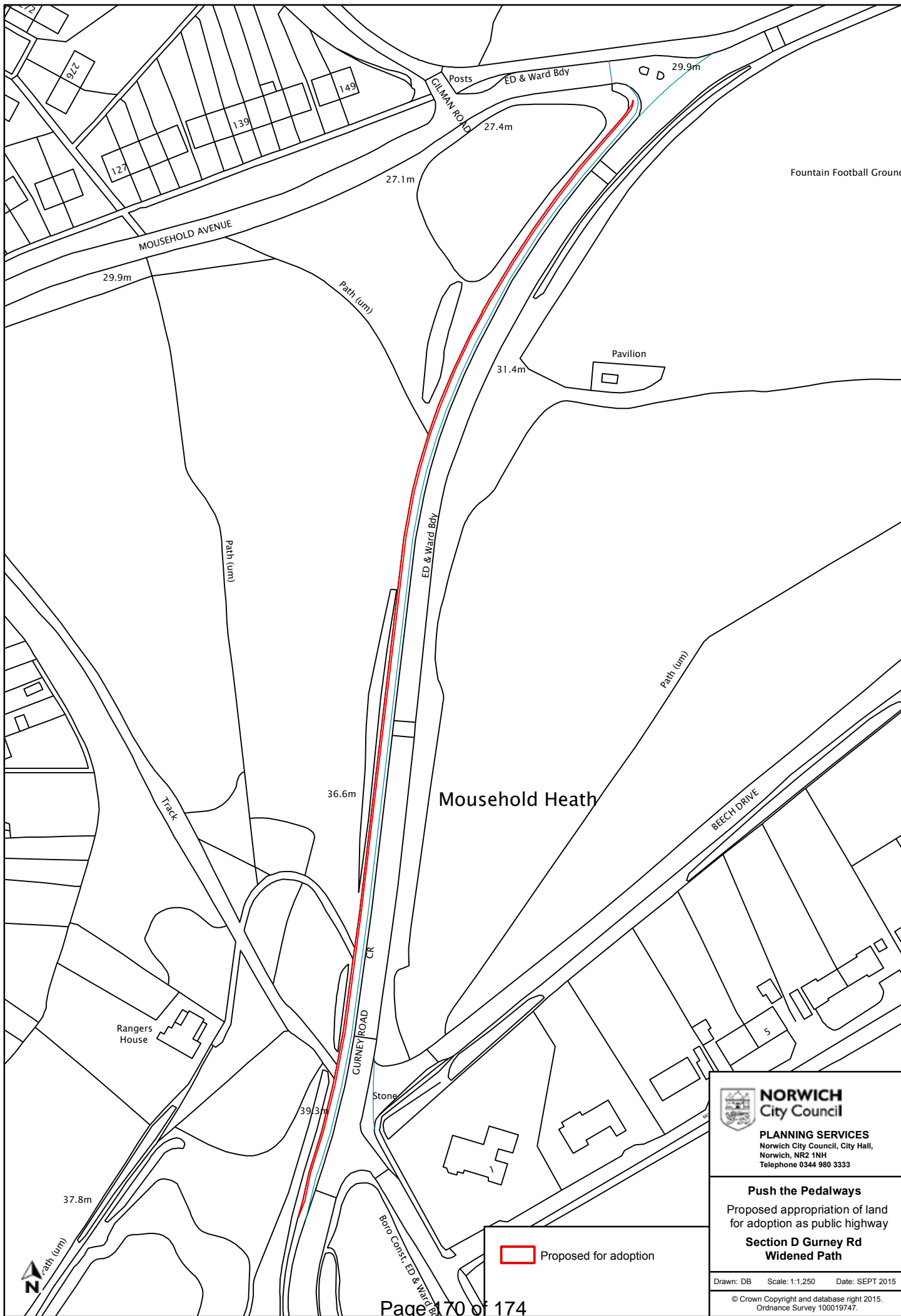
Push the Pedalways

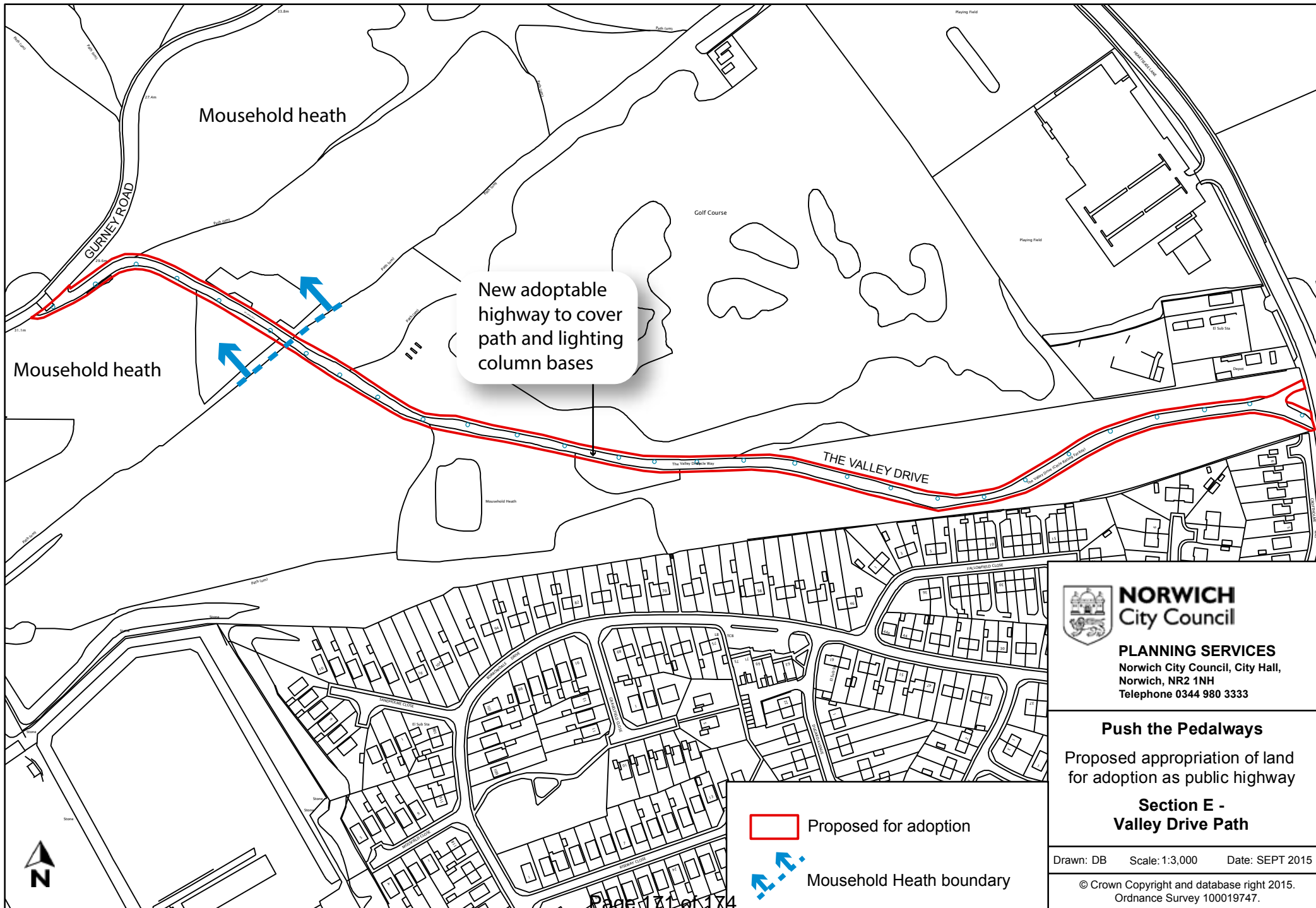
Proposed appropriation of land
for adoption as public highway

Section C - Heathgate to Gurney Rd Path

Drawn: DB Scale: 1:750 Date: SEPT 2015

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New adoptable
highway to cover
path and lighting
column bases



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Push the Pedalways


Proposed appropriation of land
for adoption as public highway

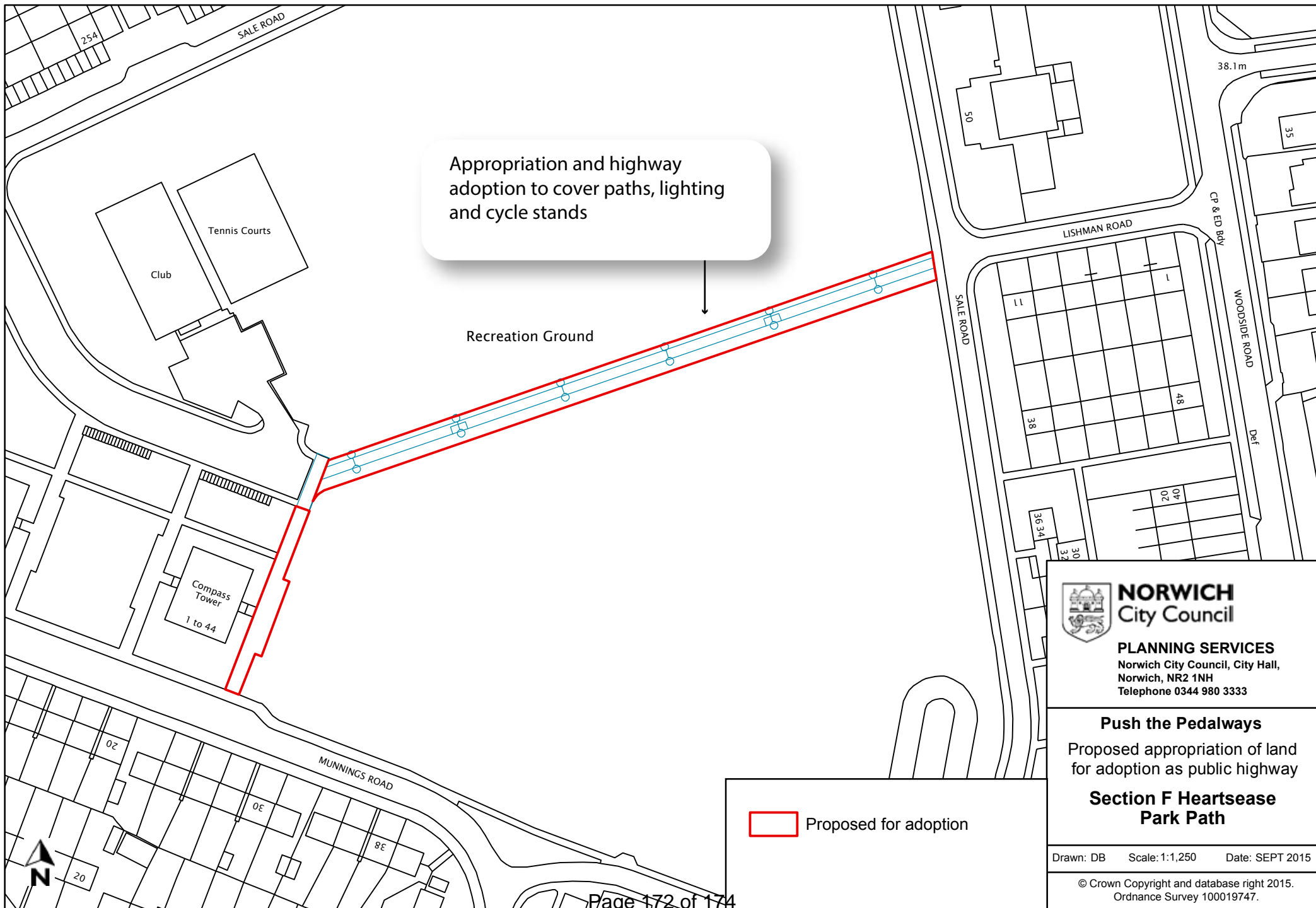
Section E - Valley Drive Path

Drawn: DB Scale: 1:3,000 Date: SEPT 2015

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 Proposed for adoption

 Mousehold Heath boundary



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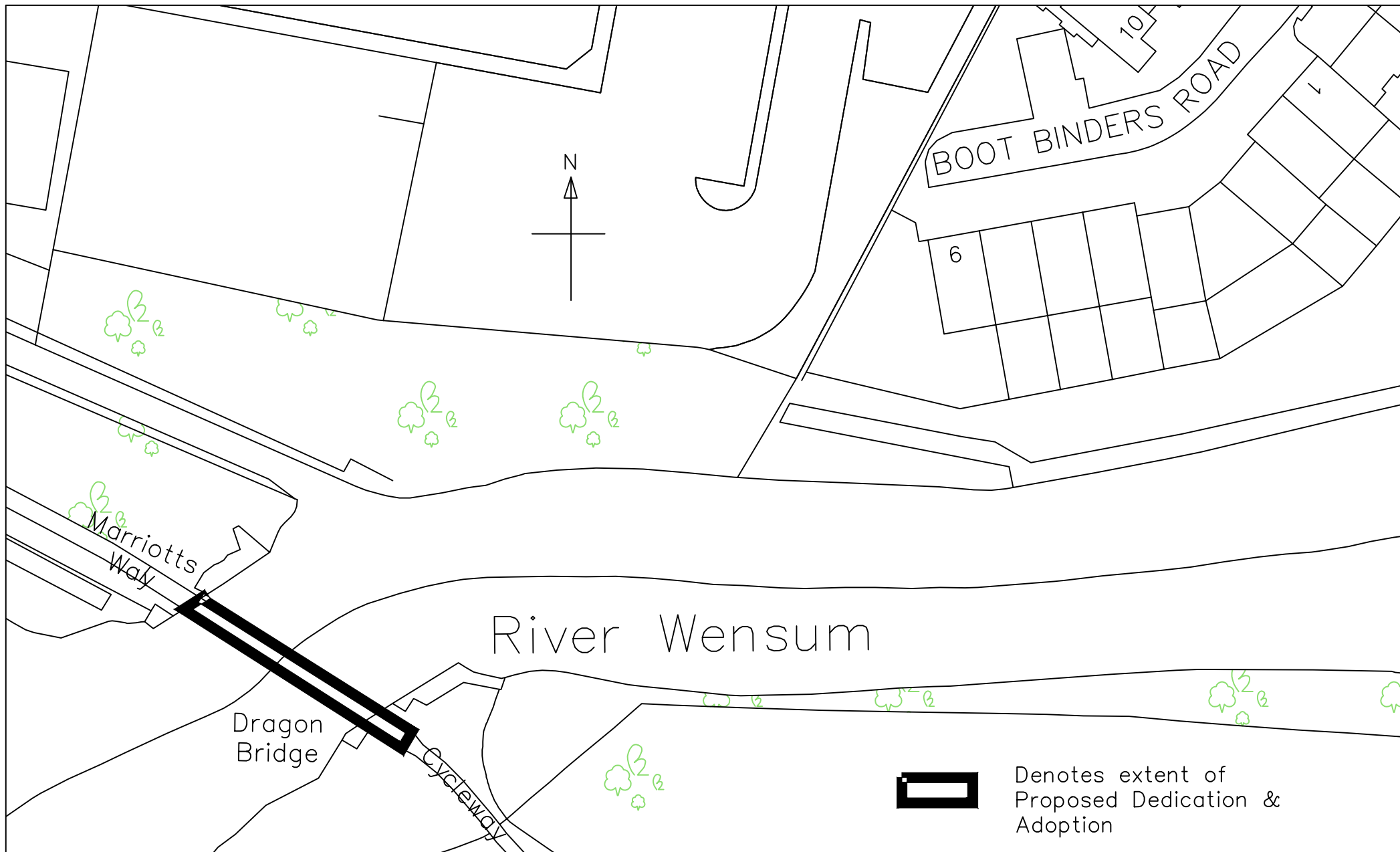
Push the Pedalways

Proposed appropriation of land
for adoption as public highway

**Section F Heartsease
Park Path**

Drawn: DB Scale: 1:1,250 Date: SEPT 2015

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Denotes extent of
Proposed Dedication &
Adoption



NORWICH
City Council

Title
Dragon Crossing Bridge
Marriotts Way, Norwich
Dedication & Adoption

No.	Date	Notes	REVISIONS	Int.	Ckd.

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Date	29/2/16	Scale(s)	1:500
Drawn By	kw	Designed By	n/a
Checked By	KAW	NEG. No.	001
DWG. No.	D/Misc/DCB/001		

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