



NORWICH
City Council

Cabinet

Date: Wednesday, 10 September 2014

Time: 17:30

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

Committee members:

Councillors:

Arthur (chair)
Waters (vice chair)
Bremner
Driver
Harris
Stonard

For further information please contact:

Committee officer: Andy Futter
t: (01603) 212029
e: andyfutter@norwich.gov.uk

Democratic services
City Hall
Norwich
NR2 1NH

www.norwich.gov.uk

Information for members of the public

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

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



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

Agenda

- 1 Apologies**
To receive apologies for absence
- 2 Public questions/petitions**
To receive questions/petitions from the public (notice to be given to the committee officer in advance of the meeting)
- 3 Declaration 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** 6 - 9
To agree the accuracy of the minutes of the meeting held on 16 July 2014.

Strategy

- Changes to the constitution** 10 - 23
(Report of the executive head of strategy, people and neighbourhoods)
- To consider changes to the council's constitution following the implementation of a new senior management structure.

Resources and performance

- 6 Quarter 1 2014 - 15 performance report** 24 - 39
(Report of the Executive head of strategy, people and neighbourhoods)
- To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 1 of 2014 - 15.
- 7(a) Revenue budget monitoring 2014-15 – Period 03** 40 - 63
(Report of the chief finance officer)
- To update cabinet on the financial position as at 30 June 2014, the forecast outturn for the year 2014/15, and the consequent forecast of the general fund and housing revenue account balances.
- 7(b) Revenue budget monitoring 2014-15 – Period 04** 64 - 87
(Report of chief finance officer)

To update cabinet on the financial position as at 31 July 2014, the forecast outturn for the year 2014/15, and the consequent forecast of the general fund and housing revenue account balances.

- 8 Capital budget monitoring 2014-15 Q1** 88 - 99
(Report of the chief finance officer)
- To report the current financial position and seek approval for capital budget virements on the housing capital programme.
- 9 Local Growth Fund – HRA Borrowing Programme 2015-18** 100 - 111
(Report of the head of city development services)
- To consider whether to submit a bid for an increase in the HRA borrowing headroom for 2016-18 under the Local Growth Fund, and if so, which option to choose.
- 10 Potential investment in the UK Municipal Bonds Agency** 112 - 125
(Report of the chief finance officer)
- To consider the Local Government Association (LGA) UK Municipal Bond Agency and investment proposition.
- 11 Greater Norwich Growth Board (GNGB)** 126 - 143
(Report of head of city development services)
- To consider the Community Infrastructure Levy (CIL), Greater Norwich annual delivery programme 2014-15 and draft annual business plan 2015-16.

Commissioning

- 12 Award of contract for bill payment services** 144 - 149
(Report of the executive head of business relationship management)
- span style="font-family: Arial;">To advise cabinet of the procurement process for the future provision of bill payment services.
- 13 Bowthorpe Threescore Phase 2** 150 - 169
(Report of the head of city development services)
- To approve plans to form the basis of public consultation on phase 2 of the Threescore development.

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.

14 Exclusion of the public

Consideration of exclusion of the public.

15 Bowthorpe Threescore Phase 2 (exempt from publication)

- This report is not for publication because it would disclose information relating to any individual as in para 1 of Schedule 12A to the Local Government Act 1972.
- This report is not for publication because it would disclose information which is likely to reveal the identity of an individual as in para 2 of Schedule 12A to the Local Government Act 1972.

16 Managing assets - housing (exempt from publication)

- 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 - general fund (exempt from publication)

- This report is not for publication because it would disclose information relating to any individual as in para 1 of Schedule 12A to the Local Government Act 1972.
- This report is not for publication because it would disclose information which is likely to reveal the identity of an individual

as in para 2 of Schedule 12A to the Local Government Act 1972.

Date of publication: **Tuesday, 07 October 2014**



CABINET

5:30 pm to 6:20 pm

16 July 2014

Present: Councillors Arthur (chair), Bremner, Driver, Harris and Stonard

Also present: Councillors Boswell and Wright

1. APOLOGIES

Apologies were received from Councillor Waters.

2. PUBLIC QUESTIONS / PETITIONS

There were no public questions or petitions.

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. MINUTES

RESOLVED to agree the accuracy of the minutes of the meeting held on 25 June 2014.

5. ECONOMIC STRATEGY ACTION PLAN – KEY DECISION

Councillor Arthur, leader of the council, presented the report.

A member suggested that it would be useful to ensure the economic sub-committee at the county council had sight of the report to allow them a full view of the economic and employment benefits the city provides within Norfolk.

In response to a member's question, the economic development manager confirmed that Norwich has the largest inbound commute in the country, outside the London boroughs. She also explained that the impact assessment couldn't possibly encompass all the various aspects of the action plan. Given the wide range of work strands included within the plan, any attempt to produce a cumulative impact assessment would prove entirely speculative and as such, some areas of the assessment were marked as neutral.

RESOLVED to:-

- a) note the annual review of the action plan 2013-14 as the previous year's performance to benchmark and to inform future delivery; and,
- b) approve the *Economic strategy action plan 2014-15*.

6. DELIVERING AN AFFORDABLE HOMES PROGRAMME WITH A REGISTERED PROVIDER OR PROVIDERS

Councillor Bremner, portfolio holder for housing presented the report.

In response to a member's question, the head of city development services explained that no work had yet been done exploring the option of cooperative housing, but his team would be happy to explore this in the future. He emphasised, however, that the city council was currently keen to deliver its own homes.

He added that good environmental practice would be incentivised during the tender process, whereby housing providers which reach beyond the minimum environmental standards required would score more highly.

RESOLVED to approve the three suggested principles which will guide how land will be allocated to, and developed by, a registered provider or providers for new affordable housing.

7. LOCAL DEVELOPMENT SCHEME 2014 - 15

Councillor Stonard, portfolio holder for environment, development and transport presented the report.

RESOLVED to :-

- a) approve the revised *Local development scheme 2014 - 15* for publication; and,
- b) give delegated authority to the deputy chief executive (operations) in consultation with the portfolio holder for environment, development and transport to make minor changes to the *Local development scheme* before publication and arrange for it to be published.

8. PUSH THE PEDALWAYS: RE-ALLOCATION OF BUDGETS BETWEEN PROJECTS – KEY DECISION

Councillor Stonard, portfolio holder for environment, development and transport presented the report.

In response to a member's question, he explained that regenerating the pedalways across the city was a gradual process. As such, when pedalway improvements take place, the areas around the pedalways will also be improved, resolving issues such as those experienced at the Farrow Road roundabout.

RESOLVED to approve a budget virement of £439,000 between the capital programme budgets allocated to Push the Pedalways project 5105 Earlham Road (Gipsy Lane – Christchurch Road) and project 5113 Tombland and Palace Street.

9. REVENUE BUDGET MONITORING 2014-15: PERIOD 02

Councillor Arthur, leader of the council, presented the report.

RESOLVED to note the financial position as at 31 May 2014 and the forecast outturn 2014-15.

10. REVENUE OUTTURN 2013-14

Councillor Arthur, leader of the council, presented the report.

RESOLVED to note the revenue outturn 2013-14.

11. CAPITAL OUTTURN 2013-14

Councillor Arthur, leader of the council, presented the report.

In response to a members question, the chief accountant explained that the decision to carry forward the underspend in the area of solar thermal and photovoltaic was currently under discussion.

RESOLVED to note the capital outturns of the housing and non-housing capital programmes.

12. AWARD OF CONTRACT FOR TELECOM LINE RENTAL AND CALL SERVICES - KEY DECISION

Councillor Arthur, leader of the council, presented the report.

RESOLVED to award the contract for the provision of telecom line rental and call charge services to Adept Telecom Plc for a period of up to three years from 1 August 2014.

13. AWARD OF CONTRACT FOR THE PROVISION OF GARDENING SERVICES FOR VULNERABLE NORWICH CITY COUNCIL SOCIAL HOUSING TENANTS– KEY DECISION

Councillor Bremner, portfolio holder for housing presented the report.

RESOLVED to award the contract for the provision of gardening services for vulnerable Norwich City Council social housing tenants to Mow & Grow Ltd for a period of up to 5 years from 1 September 2014.

14. EXCLUSION OF THE PUBLIC

RESOLVED to exclude the public from the meeting during consideration of the items * 15 and *16 below on the grounds contained in the relevant paragraphs of schedule 12a of the local government act 1972 (as amended).

***15. DEBT WRITE-OFF (PARAGRAPH 3)**

Councillor Arthur, leader of the council, presented the report.

RESOLVED to agree to writing off rental debts arising on the property detailed in the report.

***16. ORGANISATIONAL CHANGE (PARAGRAPH 1)**

Councillor Arthur, leader of the council, presented the report.

In response to a member's question, the chief executive officer explained that, in her absence, any member of the senior team would be able to act as deputy chief executive officer. The choice of who would take on this role would be determined by circumstances at the time of the required deputisation.

RESOLVED to endorse the proposed senior management structure for the council and, subject to the outcome of the formal consultation with employees affected, agree that an employee displaced by the proposal can be slotted into a vacant new post.

CHAIR

Report to Cabinet
10 September 2014
Report of Executive head of strategy, people and neighbourhoods
Subject Changes to the constitution

Item

5

Purpose

To consider changes to the council's constitution following the implementation of a new senior management structure.

Recommendation

That council agree the revised scheme of delegation to officers, change in one of the statutory posts and other changes to the constitution to take effect immediately.

Corporate and service priorities

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

Financial implications

There are no direct financial implications

Ward/s All wards

Cabinet member Councillor Arthur – leader of the council

Contact officers

Russell O'Keefe, Executive head of strategy, people and neighbourhoods 01603 212908

Background documents

None

Report

1. The implementation of the council's new senior management structure has required the council's scheme of delegation to officers to be revised. The revised version can be found at appendix A.
2. There is also a change in one of the statutory posts and a number of other changes in the constitution in terms of responsibilities, which are set out in appendix B.

REVISED SCHEME OF DELEGATIONS TO OFFICERS

Scheme of delegations

1. The City Council of Norwich under Section 100 of the Local Government Act 1972 and the cabinet of the City Council of Norwich (“the cabinet”) under Section 15 of the Local Government Act 2000 have resolved to delegate to the chief executive and the corporate leadership team (CLT), including any persons appointed on an interim basis to such posts, the following functions:

To manage the services for which they are responsible. This includes –

- (i) the appointment and dismissal of staff within these services, with the exclusion of the Statutory Officers (as set out in Appendix 12, paragraph 8);
- (ii) the procurement of works, supplies and services within the financial and contract framework of the council’s constitution;
- (iii) all decisions and the implementation of all steps necessary for those functions within the framework of plans and budgets approved by the council or the cabinet as appropriate;
- (iv) the exercise of all other functions incidental, ancillary or conducive to the carrying out of the main service functions for which they are responsible;
- (v) the authorisation of named officers under any statutory or regulatory provision to enable those officers to exercise specific functions (by way of example only, to enter onto and inspect land, to acquire information or to conduct covert surveillance, to issue fixed penalty notices);
- (vi) the signing and service of any notices, counter notices, or the making of any formal notifications for the purposes of the functions for which they are responsible.

An officer shall not have the power to exercise any functions or take any decisions-

- (i) where the council, or the cabinet or any relevant committee or sub-committee of the council or the cabinet has resolved to suspend that delegated power;
- (ii) outside of or contrary to the council’s policy and budgetary framework;
- (iii) where the council’s Head of the Paid Service or Monitoring Officer has formally notified the officer concerned that the delegated function should not be exercised;
- (iv) where there is a conflict of interest or where any code of conduct for council employees in force from time to time prevents the exercise of such a function.

Notes

2. The above delegations apply not only to functions delegated directly by the council or by the cabinet but to functions delegated via committees, sub-committees or joint committees of the council or the cabinet and other local authorities or public bodies.
3. The scheme of delegations may be amended or varied in general or in particular in whole or in part by the delegating body.

Fields of responsibility for the corporate leadership team (CLT)

<p>Chief executive</p>	<ol style="list-style-type: none"> (1) All functions exercisable at law as the Head of the Paid Service. (2) Any steps or action necessary to protect the council's interests from time to time. (3) All functions of the council to apply for and receive funding from the European Union (EU) and to apply that funding for the purposes for which it is intended. (4) All functions of the council relating to set up and management of partnership projects with external bodies and the role of the council as lead body on EU funded and similar projects.
<p>Executive head of regeneration and development</p>	<ol style="list-style-type: none"> (1) All functions of the council as a local planning authority. (2) All functions of the council relating to conservation and quality of the built environment. (3) All functions of the council as a building control authority. (4) All economic development functions of the council. (5) All functions of the council connected with highways, transportation and traffic, as part of the highways agency agreement with Norfolk County Council. (6) All property functions of the council and the management of council occupied premises, including asset realisation. (7) All functions of the council relating to on and off street car parking. (8) All functions of the council relating to network management. (9) All functions of the council relating to assessing, planning for and delivering the development of new housing and the council's private sector housing

	<p>responsibilities.</p> <p>(10) The council's functions related to river safety.</p>
<p>Executive head of strategy, people and neighbourhoods</p>	<p>(1) All functions relating to policy, performance and improvement.</p> <p>(2) All functions relating to the appointment of staff and of human resources services, learning and union and employee relations.</p> <p>(3) All the council's functions as a local housing authority including tenancy management, tenancy support, rents and income collection, home ownership, housing options and overall responsibility for housing property.</p> <p>(4) Any functions concerned with the prevention of crime and antisocial behaviour, including community safety.</p> <p>(5) All functions related to community development, play, community liaison, community engagement and the council's neighbourhood agenda.</p> <p>(6) All functions relating to parks, open spaces and natural areas.</p> <p>(7) All functions related to the collection of household waste, recycling and composting.</p> <p>(8) All functions of the street scene related to highway cleansing, gully cleansing, grass cutting, shrub and flower bed maintenance, graffiti removal, the emptying of litter bins, fly-posting and highway weed spraying.</p> <p>(9) All functions with regard to tree and woodland management (except tree preservation orders).</p> <p>(11) All functions related to the removal of abandoned vehicles.</p> <p>(12) All functions relating to enforcement issues regarding fly-tipping, graffiti, fly-posting, dogs, pest control, trade and household waste abuse, filthy and verminous premises, powers under appropriate legislation and drainage issues.</p> <p>(13) All the functions of the council under any and all licensing and regulatory legislation.</p> <p>(14) All environmental protection (including food safety), emergency planning, disaster recovery and health and safety functions.</p> <p>(15) All functions of the council as a markets and fairs authority.</p> <p>(16) All functions of the council relating to CCTV provision and management.</p> <p>(17) All functions concerned with the safeguarding of children and adults.</p> <p>(18) All functions relating to financial inclusion and reducing inequalities.</p>

Executive head of customers, communications and culture	(1) All the council's functions in the area of tourism, culture, events and recreation. (2) All the council's functions in the area of communications, publicity, information and public relations. (3) All functions connected with the civic and ceremonial functions of the city, the Lord Mayoralty and other offices of dignity. (4) The land charges function. (5) All functions of the council relating to customer contact and general administrative support within the council.
Chief finance officer	(1) All the functions of the council relating to local government finance and local taxation. (2) All functions relating to risk management.
Executive head of business relationship management and democracy	(1) All the functions relating to the making and renewing of insurance arrangements. (2) All functions relating to the administration and management of benefits. (3) All functions relating to the administration and management of revenues. (4) All the functions of the council in relation to member services and the democratic process of the council. (5) All functions of the council relating to information management including disclosure. (6) All functions of the council relating to twinning. (7) All functions of the council connected with public procurement and contract award, management and termination. (8) All functions relating to ICT and system improvement. (9) All functions relating to legal services. (10) All functions relating to business continuity.

Specific delegations

4. Over and above the delegations granted above, the following specific delegations shall have effect -

Head of Paid Service

- (1) To do or authorise to be done any act or thing necessary to effect any decision of the council, the cabinet or any committee, sub-committee or joint committee of the council or cabinet.
- (2) To do or authorise to be done any act in pursuance of the council's overall policies and programmes.
- (3) To appoint or designate any person to any office, position or role in relation to the council's functions.
- (4) To establish, maintain and amend as necessary organisational and staffing structures to deliver effectively the council's statutory responsibilities, policies and programmes and to take any steps necessary to implement and appoint to the posts within those structures.
- (5) To exercise overall supervision of the council's disciplinary procedure.

Monitoring Officer

- (1) To exercise all the statutory functions of the council's Monitoring Officer under the Local Government and Housing Act 1989.
- (2) To take any decisions and to exercise any functions in connection with part III of the Local Government Act 2000 and in accordance with any regulations and guidance made under that Act.
- (3) To appoint from time to time and in consultation with the chief executive independent members to the council's standards committee.

Chief Finance Officer

- (1) To take any steps necessary from time to time to protect the Council's financial interests.
- (2) To act in accordance with Section 151 of the Local Government Act 1972 in that 'every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs'.
- (3) To administer any charities for which the City Council or its officers are trustee(s).

Returning Officer

- (1) All the functions relating to elections and referendums.

Electoral Registration Officer

- (1) All the functions of the Council relating to electoral registration.

Proposed change in a statutory post and other changes to the constitution

Section 1 - Statutory post

- To appoint Anton Bull (executive head of business relationship management and democracy) as the electoral registration officer.

Section 2- Other specific changes to responsibilities within the constitution

- To maintain the constitution under the Local Government Act 2000 including responsibility for convening council and committee meetings and application of the procedures etc - now to be the responsibility of the executive head of business relationship management and democracy.
- To maintain the register of members' interests – now to be the responsibility of the executive head of business relationship management and democracy.
- To act as the proper officer for the preparation, publication and retention of records of decisions taken by or on behalf of the council and the cabinet - now to be the responsibility of the executive head of business relationship management and democracy.
- To act as proper officer for the Freedom of Information Act 2000 - now to be the overall responsibility of the executive head of business relationship management and democracy.
- To act as the proper officer for the public health responsibilities set out in appendix 9 of the constitution – now to be the overall responsibility of the executive head of strategy, people and neighbourhoods.

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:	10 September 2014
Head of service:	Russell O'Keefe
Report subject:	Changes to the constitution
Date assessed:	August 2014
Description:	To consider changes to the council's constitution following the implementation of a new senior management structure.

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

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

Recommendations from impact assessment
Positive
Negative
Neutral
Issues

Report to Cabinet
10 September 2014
Report of Executive head of strategy, people and neighbourhoods
Subject Quarter 1 2014 - 15 performance report

Item

6

Purpose

To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 1 of 2014 - 15.

Recommendations

To:

- a) consider progress against the corporate plan priorities; and,
- b) suggest future actions and / or reports to address any areas of concern

Corporate and service priorities

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

Financial implications

The direct financial consequences of this report are none.

Ward/s All wards

Cabinet member Councillor Arthur - Leader

Contact officers

Russell O'Keefe, Executive head of strategy, people and neighbourhoods 01603 212908

Phil Shreeve, Policy and performance manager 01603 212356

Background documents

None

Report

Introduction

1. This report sets out progress against the key performance measures that are designed to track delivery of the corporate plan priorities. This is the first quarterly performance report for the third and final year (2014-15) of the corporate plan 2012-2015.
2. The corporate plan 2012-15 established five priorities. Progress with achieving these is tracked by thirty five key performance measures. It is these performance measures which form the basis of this report. Most of the performance measures are available quarterly while some are reported six monthly or annually to show general outcomes for residents.
3. Performance status for each of the performance measures is then combined for each priority to show at a glance high level performance. This should enable members to see where performance is improving or falling.
4. Performance is based around a traffic light concept where green is on target, red is at a point where intervention may be necessary and amber a point in between these two.
5. A copy of the full performance report can be found at Appendix A.

Headlines

6. Overall performance this quarter shows a mixed picture with three of the council's overall priorities showing as green. There are some areas where the council is performing very highly and exceeding its targets. There are a number of measures where performance has been marginally below target. Also, there are a small number of areas where performance has been further from target and work will continue to address these. For each of the performance measures where performance is below target, reasons for this are provided within the relevant section of the performance report at annex A.
7. The following areas of performance are brought to your attention:
 - a) Our average processing time for new housing benefit and council tax reduction scheme claims was 20 days this quarter better than our target of 21 days and comparing well with top quartile performance elsewhere.
 - b) Our work to prevent people becoming homeless continues to produce excellent results. In this quarter 161 individuals or families who have presented as homeless have been given advice that has resolved their situation. Our target was 70.
 - c) On average, the number of days taken to re-let council homes (16 days) showed excellent performance and is in line with our target (16 days) this quarter.
 - d) There has been good performance in relation to the timely processing of all types of planning applications following recent improvement work.

- e) 77% of respondents to our survey said they felt safe in their local area. Our target is 72%.
- f) 97% of income owed to the council has been collected this quarter, above our target of 96%.
- g) In 2013/14 the council achieved a further 5.4% reduction in CO2 emissions above our target of 4.0%.
- h) 63 empty homes were brought back into use as a result of work undertaken for the council which is considerably above target.
- i) However, the proportion of household waste sent for re-use, recycling or composting was 36% (quarter 4 data) a slight increase compared with the previous quarter but below the 2013/14 target of 43%. The target for 2014/15 is to achieve 43% recycling by year end. When the new materials recycling facility contract comes into effect in October this will enable residents to recycle more materials which we expect to result in an improved recycling rate.
- j) 48 people were killed or seriously injured on our roads in the year to the end of March. Whilst this remains higher than anticipated levels, there has been a significant reduction over the last six months from the high of 61, and the current trend shows a downward projection.
- k) The proportion of contact with the council that is classified as "avoidable" has increased this quarter to 30.7%. Our target is 24.5%. The main causes of this have been the number of bank holidays which generate high levels of contact as customers check collection days for waste and also it is the beginning of the financial year so there is increased demand in terms of benefits, council tax and rents enquiries.

Integrated impact assessment



NORWICH
City Council

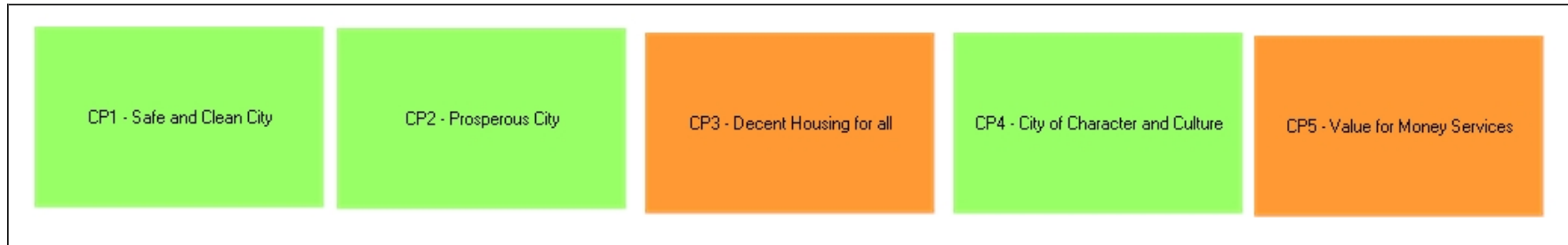
Report author to complete

Committee:	Cabinet
Committee date:	10 September 2014
Head of service:	Russell O'Keefe
Report subject:	Quarter 1 performance report 2014/15
Date assessed:	September 2014
Description:	This report sets out progress against the key performance measures that are designed to track delivery of the Corporate Plan priorities for quarter 1 of 2014/15.

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

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

Recommendations from impact assessment	
Positive	
Negative	
Neutral	
Issues	



Comments

Overall performance for this first quarterly report of 2014-15 against the priorities in the corporate plan 2012-2015 shows a mixed picture with three of our priorities showing as Green and two Amber. However, the proportion of key performance measures that are on target (Green) is 69%, an improvement on last quarter.

There are some areas where the council is performing very highly and exceeding its targets such as achieving our savings target, speed of processing of new benefit claims, income collection, the number of days taken to re-let council homes, the number of individuals and families who have been helped by homelessness advice, the number of empty homes brought back into use and the reduction of CO2 emissions from Council activities.

Additionally, there is very good performance in relation to all of the key performance measures underpinning our priority to be a "city of character and culture". Of particular note here is the performance in relation to timely decisions for planning applications.

However, there are some measures that remain below target. We will continue to work towards improving performance in relation to these and other performance measures that underpin the priorities in our Corporate Plan.

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

For more information please contact the Policy, Performance and Partnerships team on ext 2535 or email performance@norwich.gov.uk

Key to tables (following pages) :

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



Key Action	Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	...
To provide efficient and effective waste services and increase the amount of recycling	SCC2 % waste recycled/ composted	36	43	▲	➡	36	43	▲	

Comments: Recycling and composting rates remain below target. The major contributing factors are the changes in regulations which mean that street sweepings cannot be recycled and the fact that many materials that can be recycled are being made using less material (the effect known as "light weighting"). The council is working together with all the other Norfolk councils to implement a new recycling service commencing on 1st October 2014. This will considerably increase the range of materials that can be recycled in the blue bins and will have a significant, positive impact on recycling performance. Due to the process involved in agreeing waste and recycling figures with Norfolk County Council there is approximately a 3 month delay from the end of a quarter before the figures are confirmed. Please see the 2013/14 Q4 figures.

Key Action	▲ Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	...
To maintain a safe highway network and reduce road casualties including seeking to achieve the introduction of 20mph zones across the city.	SCC6 Reducing the number of people killed or seriously injured on our roads (rolling year)	48	43	●	?	48	43	●	

Comments: While 48 people being seriously injured on our roads is above the target of 43, there has been a significant reduction from in the last six months from the high of 61, and the current trend shows a downward projection.

Key Action	▲ Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	...
To maintain street and area cleanliness	SCC1 % streets found clean on inspection	94	93	★	➡	94	93	★	

Comments: The areas of land with the highest percentage of littering were Industry and Warehousing e.g Sweet Briar Rd Industrial Estate (13.24%). These areas are on a 6 monthly clean, which can sometimes skew the figures. Of those transects that failed either on the litter or detritus score, they were last cleaned in either February or April of this year.

The areas with the highest percentage of detritus were High Obstruction Housing i.e residential areas with high % of on street parking (16.18%), this is down from 23.53% on the last survey. The deep clean schedule should continue to have a positive effect in reducing this figure further over the coming months. However it should be noted that at this time of year, detritus figures are often at their lowest due to the very little organic matter being broken down (fallen leaves etc). Industry and Warehousing also had a high figure of 20.59%, please see above for comments on this.

To provide efficient and effective waste services and increase the amount of recycling	SCC3 % of people satisfied with waste collection services	78	75	★	➡	78	75	★	
---	---	----	----	---	---	----	----	---	--

Comments: The council continues to work closely with the contractor to enhance services and improve standards. The roll-out of new waste and recycling facilities in areas of communal housing has been particularly effective in improving collections through the provision of more appropriate capacities, new bins and monitored collection services. The expansion of the recycling service in October 2014 is expected to further improve the levels of satisfaction with the service.

To work effectively with the police to reduce antisocial behaviour, crime and the fear of crime	SCC4 % of people feeling safe	77.4	75.0	★	➡	77.4	75.0	★	
--	-------------------------------	------	------	---	---	------	------	---	--

Comments: Current performance remains above target. Discussions have been had with the Constabulary locally and they do not have a similar indicator therefore no comparison can be made locally. Further work will therefore be undertaken to compare current performance against a similar indicator in the British Crime Survey (BCS). The BCS suggested that people's perception of crime does not always align with actual levels of crime with the falls in crime nationally over a number of years not always resulting in falls in perceptions. The previous Place Survey indicator for 2009 which related to feelings of safety out of doors during the day and after dark, gave an out turn of 86% during the day and 46% of after dark. The annualised figure for the current indicator for 2013-14 was 93% and 65% respectively which was higher than the results of the 2009 survey.

To protect residents and visitors by maintaining the standards of food safety	SCC5 % of compliant food premises	90	90	★	➡	90	90	★	
--	-----------------------------------	----	----	---	---	----	----	---	--

Comments: During this summer we are working with the food standards agency to provide additional training to more than 20 takeaway food businesses who have consistently struggled with some aspects of compliance with food hygiene law. We hope that this additional investment will result in improvements to these businesses resulting in broad compliance at the next inspection.



Key Action	Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	...
To encourage visitors and tourists to Norwich through effective promotion of the city	PRC4 number of people accessing info via TIC	80,873	98,000	▲	🚩	80,873	98,000	▲	

Comments: The number of people accessing information via the Tourist Information Centre (TIC) in the first quarter was down by 6.7% compared with the same period last year. There was a reduction in the number of all types of enquiry i.e. in person at the TIC, phone, post/fax and e-mail. Enquiries were up for April and May but the wet weather in June meant a 16% drop in in-person enquiries which affected the total numbers. Email enquiries are slightly down due to the launch of the new VisitNorwich website in March.

Key Action	Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	...
To support the development of the local economy and bring in inward investment through economic development and regeneration activities	PRC3 No. of new homes built - Q	85	100	●	🟢	85	100	●	

Comments: No. of new registrations for Council Tax - new build and conversions. Being used as proxy for new homes built.

To reduce fuel poverty through affordable-warmth activities	PRC7 No. of private households where council activity helped to improve energy efficiency YTD	28	30	●	🚩	28	30	●	
--	---	----	----	---	---	----	----	---	--

Comments:

This year the Cosy City scheme was introduced with assistance from one-off funding from Department of Energy and Climate Change, therefore performance figures between this year and last are not directly comparable.

In the first quarter of this year there has been 20 people supplied with loft or cavity wall insulation through our partnership with Arran Services Ltd, with a further 5 having boiler upgrades and 3 supplied with smaller energy saving measures (e.g. draught excluder and radiator foil).

Key Action	Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	...
To support the development of the local economy and bring in inward investment through economic development and regeneration activities	PRC1 No. of new jobs created/ supported by council activity	381	300	★	🟢	381	300	★	

Comments: This measure is updated on a 6 monthly basis This figure comprises new jobs created by new businesses moving into the area that have received support directly from the economic development team including jobs that have been created/ supported via Enterprise Norfolk/ Norwich Enterprise Centre in new business start-ups. The next update will be entered in quarter 2. The data presented above is for 2013/14.

To support the development of the local economy and bring in inward investment through economic development and regeneration activities	PRC2 Amount of funding secured for regeneration activity (£ thousands)	2,612	250	★	🟢	2,612	250	★	
--	--	-------	-----	---	---	-------	-----	---	--

Comments: Our current projection for regeneration funding that will be received in 2014/15 is £2.612M (to be paid in August). This funding is Push the Pedalways funding from the DfT.

To support people on low incomes through advocacy and financial inclusion activities	PRC5 % people saying that debt issues had become manageable following face to face advice	69	53	★	🟢	64	53	★	
---	---	----	----	---	---	----	----	---	--

Comments: Although not yet due for reporting at this point, figures as at early August are 100%, 18 out of 18.

This measure is updated on a 6 monthly basis using data from financial advice services supported by Norwich City Council. The next update will be entered in quarter 2. The data presented above is for 2013/14.

To support people on low incomes through advocacy and financial inclusion activities	PRC6 Ave days for processing new HB and CTRS - Q	20.1	21.0	★	🚩	20.1	21.0	★	
---	--	------	------	---	---	------	------	---	--

Comments: Following the clearance of backlogs last year, the average processing time for new housing benefit and council tax reduction scheme claims has remained within target during Q1.



Key Action	Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	...
Decent housing for our tenants	DHA3 % of tenants satisfied with the housing service	71	85	▲	➡	71	85	▲	
Comments: The key performance measure DHA3 % of tenants satisfied with the housing service is based on a survey that is carried out every two years. The result shown is from spring 2012 and won't change until the survey is undertaken again in 2014/15.									
To bring empty homes back into use and improve the standard of private sector housing through advice, grants and enforcement	DHA7 Privately owned homes made safe	5	25	▲	➡	5	25	▲	
Comments: During this quarter, there were 3 notices to have works done which have been complied with, and 2 prohibition notices served by the Private Rented Sector Officers.									

Key Action	Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	...
To improve the letting of council homes so we make the best use of existing affordable housing resources	DHA1 Ave days to re-let council housing - Q	16	16	★	➡	16	16	★	
Comments: Average re-let time for quarter 1 is back on target at 16 days, whilst the monthly average in June was just 13 days. This is a significant improvement on the previous quarter when performance had slipped to 20 days. Discussions were held with the contractor Norse to identify several areas where processes could be improved in order to reduce turnaround time. 288 homes have been re-let in the first quarter, including 18 from sheltered housing.									
To improve the council's housing stock through a programme of upgrades and maintenance including new kitchens, windows and doors	DHA2 % council homes meeting the "Norwich standard" (Proxy)	100.0	97.0	★	➡	100.0	97.0	★	...
Comments: During this quarter a proxy measure for Council homes meeting the Norwich Standard is being used. The measure used here is monitoring the programme of works to upgrade Council properties - specifically works on kitchens, bathrooms, heating, electrical and doors. For quarter 4 the actual percentage of Council homes meeting the Norwich Standard will be reported.									
To prevent people from becoming homeless through providing advice and alternative housing options	DHA5 Number of households prevented from becoming homeless	161	70	★	➡	161	70	★	...
Comments: In order to cope with ever increasing demand on housing options services in Norwich, housing advice drop-in hours have once again been expanded. Providing this increased accessibility to high quality, one to one specialist housing advice, with a strong focus on homeless prevention and the provision of a wide range of housing options, enables us to assist more households in housing crisis and facing homelessness than ever before and ensures that we continue to exceed our performance targets.									
To bring empty homes back into use and improve the standard of private sector housing through advice, grants and enforcement	DHA6 Empty homes brought back into use	63	5	★	➡	63	5	★	
Comments: The number of empty homes brought back into use this quarter was 63. These result from continuing work from our major empty homes review and the figure above shows the long term empty properties confirmed as occupied and where council tax will now be paid. Our target for the quarter was 5 having been based solely on numbers expected to be achieved by enforcement work carried out by our Private Sector Housing team.									

Performance measures not contributing to overall performance score

Key Action	Measure	Actual	Target	Actual YTD	Target YTD	...
To develop new affordable housing	DHA4 New affordable homes delivered on council owned land - YTD	0	0	0	0	
Comments: Work has commenced on sites that will contribute towards meeting this year's target. Actual completions will show in later quarters.						



Key Action	Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	...
To manage the development of the city through effective planning and conservation management	CCC1 % of major planning apps completed within target - Q	85.7	80.0	★	🚩	85.7	80.0	★	
Comments: The target was exceeded and although this reported outturn is based on a relatively small number of decisions it is an indication of the systems and processes in place, and the effective work of staff in ensuring prompt and effective decision making.									
To manage the development of the city through effective planning and conservation management	CCC2 % of minor & other planning apps completed within target	90.3	85.0	★	🟢	90.3	85.0	★	
Comments: The target was exceeded and is an indication of the systems and processes in place, and the effective work of staff in ensuring prompt and effective decision making. N.B. Government has changed the definitions of the NI157 indicator to include "in time" those applications where the applicant or agent has agreed an extension of the 8 week period. In June four had an agreed extension of time and so therefore using the previous method of calculating the data the figures would have been 69 out of 79 - still above target.									
To provide well-maintained parks and open spaces	CCC3 % satisfied with parks & open spaces	70	65	★	🟢	70	65	★	
Comments: This quarter's performance shows a continued improvement on previous quarters. Work carried out alongside our partners to achieve Green Flag status for Eaton Park may have contributed to this increase in satisfaction. We will continue to build on this success throughout the year.									
To provide a range of cultural and leisure opportunities and events for people	CCC4 % satisfied with council leisure and cultural facilities	97	75	★	🚩	97	75	★	
Comments: The surveys that provide the data for this measure are undertaken every 6 months. The figure reported here is for Q4 2013/14. The first six monthly score for 2014/15 will be reported at the end of September (quarter 2).									
To provide a range of cultural and leisure opportunities and events for people	CCC5 People attending free or low-cost events YTD	600	600	★	🟢	600	600	★	
Comments: The bandstand concerts in Norwich parks commenced in June and attracted 600 attendances during that month, in line with anticipated attendance..									
To maximise the opportunities provided by the 2012 Olympics	CCC6 People engaged with Olympic torch relay activities	56,000	30,000	★	➡	56,000	30,000	★	
Comments: Achieved.									
To become England's first UNESCO City of Literature	CCC7 City becomes England's first UNESCO City of Literature	1	1	★	🟢	1	1	★	
Comments: Norwich was the first English city to be a UNESCO City of Literature. Achieved in quarter 1, 2012-13.									



Key Action	Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	...
To improve the efficiency of the council's customer engagement and access channels.	VMS5 Avoidable contact	30.7	24.5	▲	🔴	30.7	24.5	▲	

Comments: Q1 performance was outside of target as during this period we have a number of bank holidays which generate high levels of contact as customers check collection days for waste and also it is the beginning of the financial year so increased demand on benefits, council tax and rents enquiries. Work to improve communication on these areas is ongoing.

Key Action	Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	...
To continue to reshape the way the council works to realise our savings targets, protecting and improving services wherever possible and working effectively with partners, through a transformation programme.	VMS3 % of all council outcome performance measures on or above target	69	90	●	🟢	69	90	●	

Comments: 69% of performance measures were Green this quarter.

To continue to reshape the way the council works to realise our savings targets, protecting and improving services wherever possible and working effectively with partners, through a transformation programme.	VMS4 % of council partners satisfied with the opportunities to engage with the council	78.2	80.0	●	🔴	78.2	80.0	●	...
--	--	------	------	---	---	------	------	---	-----

Comments: This is an annual survey of key Council partners carried out in quarter 4 (January - March) each year. The result shown is for the latest survey from earlier in 2014. Our survey of our key partners on their satisfaction with opportunities to engage with the council showed an increase in the number very satisfied and a decrease in the number dissatisfied. However there was an increase in the number expressing a neutral view resulting in a slight drop in the overall satisfaction rate to 78.2% from 82.5%. There were some very positive comments on engagement. However where areas for improvement have been raised they will be considered and where possible built into future engagement work at both service and council wide level.

To reach the achieving-level of the equalities framework.	VMS7 Reach "achieving" level of equalities framework	1	2	●	🟡	1	2	●	
--	--	---	---	---	---	---	---	---	--

Comments: We are seeking to attain the achieving level of the equalities framework for local government for 2014/15. This will involve a peer assessment in quarter 4 (January - March 2015), declaring in the following quarter (Q1, April - June 2015). A project team has been set up and a project plan and self-assessment are being developed to map the organisation's journey and address any concerns.

Key Action	Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	...
To continue to reshape the way the council works to realise our savings targets, protecting and improving services wherever possible and working effectively with partners, through a transformation programme.	VMS1 Council achieves savings target (£ thousands)	3,200	2,000	★	🟡	3,200	2,000	★	
Comments: We successfully delivered a package of general fund savings of £3.2 million for 2014/15 against our target of £2.0 million.									
To maximise council income through effective asset management, trading and collection activities.	VMS6 % of income owed to the council collected	97.20	96.00	★	🟡	97.20	96.00	★	
Comments: This is a combination of % council tax, NNDR, Housing Rent and Sundry Income collected. Overall collection currently is showing as 97.0% (£67.8m). This is made up of: Council Tax (£16m, 98% of "amount due"); NNDR (£23.7m, 99% of "amount due"); Housing Rent (£17.5m, 97% of the "amount due") and Sundry Income (£12.5m, 95% of the "amount due").									
To reduce the council's carbon emissions through a carbon management programme.	VMS8 % CO2 reduction from local authority operations	5.38	4.00	★	🟡	5.38	4.00	★	
Comments: The target for reduction in overall (i.e. all scopes) CO2 emissions has been re-set to 40%, from a 2006/07 baseline following the completion of the first phase of the council's carbon management plan. This target exceeds the national target of a 34% reduction in carbon emissions by 2020. On completion of this report 26.6% of the 40% target has been achieved so far. The council has recently produced the second phase of its Carbon Management Plan. The plan details opportunities across our assets and services where we can further reduce energy consumption. Given the new Government methodology we will be further reviewing the Carbon Management Plan targets.									

Performance measures not contributing to overall performance score

Key Action	Measure	Actual	Target	Actual YTD	Target YTD	...
To improve the efficiency of the council's customer engagement and access channels.	VMS2 % residents satisfied with service from council	?	93.0	?	93.0	
Comments: An alternative methodology was trialled in quarter 1 for our customer satisfaction survey. However, as this will not be directly comparable with performance reported for the rest of this Corporate Plan period (2012-15) it has been decided not to include the results of this survey towards the annual result or target. In Q2 we will revert to the previously used methodology.						

Report to Cabinet

Item

Report of Chief finance officer

7(a)

Subject Revenue budget monitoring 2014/15 – Period 03

Purpose

To update cabinet on the financial position as at 30 June 2014, the forecast outturn for the year 2014/15, and the consequent forecast of the general fund and housing revenue account balances.

Monitoring of key budgets does not indicate any unusual cause for concern, however the position will need to be continually monitored in order to deliver to the forecast outturn.

Recommendation

To note the financial position as at 30 June 2014 and the forecast outturn 2014/15.

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 and housing revenue account budgets are forecast to achieve an underspend of £1.460m in the general fund and an underspend of £1.4m in the housing revenue account.

Ward/s: All wards

Cabinet member: Councillor Waters – Deputy leader and resources

Contact officers

Justine Hartley, chief finance officer

01603 212440

Nisar Ahmed, finance control manager

01603 212561

Background documents

Budget Reports (Council 21 February 2012)

Report

1. Council approved budgets for the 2014-15 financial year on 18 February 2014.
2. The attached appendices show the year-to-date and forecast outturn positions for the general fund and the housing revenue account (HRA):
 - [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 £0.541m to 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	18,407
Non-Domestic Rates	(4,651)
Revenue Support Grant	(5,980)
Council Tax precept	(7,776)
Total General Fund budget	0

4. The general fund has been forecast to underspend by **£1.460m** at year end. Significant forecast overspends and underspends are explained below:

<i>Service</i>	<i>Forecast Over/(Under) Spend £000s</i>	<i>Commentary</i>
Communications and culture	(417)	£(322)k relates to Riverside swimming centre, Sports and Leisure development tourist information and culture and events. The remaining £(95)k relates to minor variances across other budget heads
Customer contact	(115)	£(95)k relates to lands searches and customer contact team, mail handling and Corporate Business Support underspends.
City Development	(348)	The major elements are: £(48)k on Livestock Markets and £(238)k on Private Sector Housing.
Neighbourhood Housing	(82)	£(0.21)k on Housing Options and £(0.36)k on private sector leasing scheme

<i>Service</i>	<i>Forecast Over/(Under) Spend £000s</i>	<i>Commentary</i>
Democratic Services	(253)	Major variances are £(81)k on Electoral registration, £(119)k on Committee secretariat and minor variances on members expenses and council elections.

5. For the year to date an overspend against budget of **£2.520m** is being reported. This overspend is made up of many debit and credit figures where various income and expenditure lines are ahead of or behind budget profile. Significant variances are explained below. These lines will be monitored closely as the year progresses to identify any potential impact on forecast outturn figures.

<i>Service</i>	<i>Year to date Variance Over/(Under) £000s</i>	<i>Commentary</i>
Finance	6.949	£(3.9)m relates to HB public sector rent rebates and £9.1m on CT & NNDR pool income.
Business Relationship Management	(2.420)	£(1.104)m provision for LGSS payments outstanding, £0.10m provision for insurance premiums outstanding
Procurement	(2.194)	£(2.1)m provision for LGSS payments outstanding
City Development	(589)	Major variances comprise of over and underspends with the major contributors being £(0.090m) on investment property costs, £(0.114)m private sector housing, £(0.170) on project Seattle (NAHCASP), transportation £0.20m. £(0.414)m on off street parking, enforcement and on street operations
Human Resources	2,113	£2.1m Pension Fund costs to be recharged to other services

Housing revenue account

6. The budgets reported include a £7.7m use of HRA balances, so that the net budget totals zero:

<i>Item</i>	<i>Approved Budget £000s</i>
Gross HRA Expenditure	80,827
Gross HRA Income	(73,120)
Contribution from HRA Balance	(7,707)
Total net HRA budget	0

7. The HRA has been forecast to underspend by **£1.4m**. Significant forecast overspends and underspends are explained below

<i>Service</i>	<i>Underspend £000s</i>	<i>Commentary</i>
General Management	(860)	Provisions for payments outstanding
Special Services	(642)	Provisions for payments outstanding
Provision for Bad Debts	(691)	BDP is charged to the I&E at year end, the actual provision is anticipated to be much less than budgeted for.

8. For the year to date an overspend of **£6.239m** is being reported. The overspend to date reported is made up of many debit and credit figures, where various income and expenditure lines are ahead of or behind budget profile, including many still influenced by 'accrual' sums brought forward to cover obligations accounted for in the last financial year, and others where the budget profile does not properly reflect the timing of income and expenditure. These will be further scrutinised and where appropriate amended. Significant underspends to date are:

<i>Service</i>	<i>Underspend £000s</i>	<i>Commentary</i>
Repairs & Maintenance	(2,902)	Spend behind schedule owing to provisions for outstanding payments
Rents, Rates & Property Costs	4,290	Payment made for water rates and other property costs which cover the whole financial year
General Management	(1,134)	Provisions for payments outstanding
Special Services	(642)	Provisions for payments outstanding
Provision for Bad Debts	(235)	BDP is charged to the I&E at year end, the actual provision is anticipated to be much less than budgeted for.
Dwelling Rents	5,875	This relates to dwelling rents which due to systems issues has not been input in Oracle. This will be corrected in P4.
Service Charges - General	862	This relates to the under recovery of charges, which is reflected in the underspend on repairs

Risks

9. A risk-based review based on the size and volatility of budgets has identified a 'Top 10' of key budgets where insufficient monitoring and control could pose a significant threat to the council's overall financial position. As these budgets are demand led and can be volatile in nature closer scrutiny must be applied to allow for both control and corrective action where required to identify any potential impact on the forecast outturn.

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 - Council tenants	36,254	241	1%	GREEN	7	0%	GREEN
Housing Benefit Payments - Other tenants	32,280	471	1%	GREEN	-2,322	-7%	RED
HRA Repairs - Tenanted Properties	12,408	-1,503	-12%	RED	17	0%	GREEN
HRA Repairs - Void Properties	2,630	-190	-7%	RED	0	0%	GREEN
Multi-Storey Car Parks	1,797	-16	-1%	GREEN	32	2%	GREEN
HRA Rents - Estate Properties	-58,916	10	0%	GREEN	-100	0%	GREEN
City Hall	871	24	3%	GREEN	50	6%	GREEN
Corporate Management including Contingency	1,340	-22	-2%	GREEN	0	0%	GREEN
Private Sector Leasing Costs	2,570	-105	-4%	AMBER	-38	-1%	GREEN

10. The red/amber status of items in the “Forecast RAG” column is explained below:

Key Risk Budgets	Comment
Housing Benefits Payments – Other tenants	The forecast variance shows an underspend of £2.3m, however it should be noted that this is a demand led budget which could significantly change as demand changes during the course of the financial year.

9. The 2014/15 budgets approved by council were drawn up in the expectation of reduced resources as announced by the coalition government. There are risks to the current and medium term financial position from:

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.

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.

10. Forecast outturns will be 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. This may be reflected in higher provisions for bad debt, as may the impact of welfare reforms such as the so-called ‘Bedroom Tax’.

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 and 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

11. 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
12. Net overspends and underspends will be consolidated into the general fund and housing revenue account balances carried forward to 2015-16.
13. These are reflected in periodic updates to the medium term financial strategy and housing revenue account business plan.

Impact on balances

14. The prudent minimum level of general fund reserves has been assessed as £4.496m. The budgeted outturn's impact on the (unaudited) 2013/14 balance brought forward outturn, is as follows:

<i>Item</i>	<i>£000s</i>
Balance at 1 April 2014 (unaudited)	(8,313)
Budgeted use of balances 2014/15	541
Forecast outturn 2014/15	(1,460)
= Forecast balance at 31 March 2015	(9,232)

11. The general fund balance is therefore expected to continue to exceed the prudent minimum.
12. The prudent minimum level of HRA reserves has been assessed as £3.067m. The budgeted outturn's impact on the (unaudited) 2013/14 balance brought forward outturn, is as follows

<i>Item</i>	<i>£000s</i>
Balance at 1 April 2014 (unaudited)	(25,129)
Budgeted use of balances 2014/15	7,707
Forecast outturn 2014/15	(1,400)
= Forecast balance at 31 March 2015	(18,822)

13. The HRA balance is therefore expected to continue to exceed the prudent minimum.

Collection fund

14. 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 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.

15. 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. Although the Valuation Office has a large backlog of appeals, 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.

16. These risks are monitored and mitigated through normal revenues operations.

17. A summary of the collection fund is provided below:

<i>Approved Budget</i>	<i>Current Budget</i>	Collection Fund Summary	<i>Actual To Date</i>	<i>Forecast Outturn</i>	<i>Forecast Variance</i>
		Council tax			
53,797	53,797	Expenditure	11,764	53,797	0
(53,797)	(53,797)	Income	29	(53,797)	0
		Business Improvement District			
656	656	Expenditure	193	656	0
(656)	(656)	Income	(18)	(656)	0
		National Non-Domestic Rate			
77,698	77,698	Expenditure	13,297	77,698	0
(77,698)	(77,698)	Income	(13,979)	(77,698)	0
0	0	Total Collection Fund	11,286	0	0

18. 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).

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

20. On the NNDR account, actual income is not posted from the rates system into the finance system until year-end. If a deficit materialises, this will roll forward and be distributed in the

2015-16 budget cycle; the city's share would be 50%. Further work is being done to enable accurate forecasting. Additional (section 31) grant may be received in the general fund to offset all or part of any shortfall in business rate income due to additional reliefs granted by government.



Report author to complete

Committee:	Cabinet
Committee date:	10 September 2014
Head of service:	Chief Finance Officer
Report subject:	Revenue Budget Monitoring 2014/15
Date assessed:	29 July 2014
Description:	This is the integrated impact assessment for the Revenue Budget Monitoring 2014/15 P03 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.

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 Relationship Management					
2,824,121	2,792,678	Business Relationship Management	1,309,044	(1,111,848)	(2,420,892)	2,727,341	(65,337)
(20,186,020)	(20,186,020)	Finance	(4,556,022)	2,393,189	6,949,211	(20,183,120)	2,900
33,733	(1,317)	Procurement & Service Improvement	971,507	(1,223,055)	(2,194,562)	(40,433)	(39,116)
(17,328,166)	(17,394,659)	Total Business Relationship Management	(2,275,471)	58,286	2,333,757	(17,496,212)	(101,553)
		Chief Executive & Corporate					
0	0	Chief Executive	71,768	31,773	(39,995)	0	0
(1,079,432)	(1,012,939)	Corporate Management	(925,732)	(958,307)	(32,575)	(1,012,939)	0
(1,079,432)	(1,012,939)	Total Chief Executive & Corporate	(853,964)	(926,534)	(72,570)	(1,012,939)	0
		Customers, Comms & Culture					
2,525,619	2,325,357	Communications & Culture	602,669	175,574	(427,095)	1,908,795	(416,562)
(116,196)	(141,175)	Customer Contact	731,336	461,317	(270,019)	(256,509)	(115,334)
2,409,423	2,184,182	Total Customers, Comms & Culture	1,334,005	636,891	(697,114)	1,652,285	(531,897)
		Operations					
(965,936)	(954,804)	City Development	(856,578)	(1,445,666)	(589,088)	(1,302,451)	(347,647)
9,972,484	9,868,674	Citywide Services	2,117,509	2,182,333	64,824	9,896,970	28,296
0	0	Deputy Chief Executive	46,905	32,336	(14,569)	(4,830)	(4,830)
2,654,201	2,661,895	Neighbourhood Housing	553,572	402,049	(151,523)	2,579,781	(82,114)
2,229,016	2,332,505	Neighbourhood Services	508,636	419,307	(89,329)	2,312,642	(19,863)
1,743,316	1,743,036	Planning	363,262	94,646	(268,616)	1,736,054	(6,982)
125,419	252,319	Property Services	431,514	358,368	(73,146)	175,389	(76,930)
15,658,500	15,903,625	Total Operations	3,164,820	2,043,372	(1,121,448)	15,408,555	(495,070)
		Strategy, People & Democracy					
303,787	273,716	Democratic Services	275,653	307,928	32,275	20,088	(253,628)
(4)	(5,100)	Human Resources	328,395	2,441,615	2,113,220	(37,470)	(32,370)
35,892	51,175	Strategy & Programme Management	157,387	89,213	(68,174)	5,182	(45,993)
339,675	319,791	Total Strategy, People & Democracy	761,435	2,838,757	2,077,322	(12,200)	(331,991)
0	0	Total General Fund	2,130,825	4,650,771	2,519,946	(1,460,510)	(1,460,510)

GENERAL FUND SUBJECTIVE 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>
17,366,808	17,429,262	Employees	5,254,207	5,892,433	638,226	16,919,153	(510,109)
8,577,187	8,577,187	Premises	2,888,241	3,154,990	266,749	8,249,858	(327,329)
314,000	313,998	Transport	66,891	20,582	(46,309)	152,790	(161,208)
15,884,736	15,965,374	Supplies & Services	3,795,821	2,471,363	(1,324,458)	14,849,629	(1,115,745)
7,784,578	7,784,578	Third Party Payments	1,946,148	(2,486,403)	(4,432,551)	7,325,381	(459,197)
94,462,444	94,462,444	Transfer Payments	23,615,613	22,156,273	(1,459,340)	94,462,444	0
3,685,062	3,685,062	Capital Financing	384,330	531,314	146,984	3,684,404	(658)
(55,000)	0	Savings Proposals	0	0	0	0	0
(23,185,762)	(23,185,762)	Receipts	(5,841,189)	(4,501,896)	1,339,293	(22,291,525)	894,237
(118,033,744)	(118,117,443)	Government Grants	(29,529,360)	(21,945,276)	7,584,084	(118,342,006)	(224,563)
1,304,093	1,304,093	Centrally Managed	326,043	10,675	(315,368)	1,304,093	0
17,496,584	17,552,192	Recharge Expenditure	792,447	270,405	(522,042)	17,398,026	(154,166)
(25,600,986)	(25,770,985)	Recharge Income	(1,568,367)	(923,689)	644,678	(25,172,756)	598,229
0	0	Total General Fund	2,130,825	4,650,771	2,519,946	(1,460,510)	(1,460,510)

Budget Monitoring Report

Year: 2014/15 Period: 03 (June)

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>
15,923,170	15,923,170	Repairs & Maintenance	3,980,793	1,078,525	(2,902,268)	16,004,222	81,052
6,178,443	6,178,443	Rents, Rates, & Other Property Costs	1,516,089	5,806,717	4,290,628	6,291,415	112,972
11,382,720	11,370,008	General Management	2,157,364	1,023,343	(1,134,021)	10,509,988	(860,021)
5,628,948	5,641,660	Special Services	1,350,794	708,500	(642,294)	5,570,525	(71,135)
21,924,793	21,924,793	Depreciation & Impairment	25,626	0	(25,626)	21,924,793	0
941,000	941,000	Provision for Bad Debts	235,250	0	(235,250)	250,000	(691,000)
(58,915,983)	(58,915,983)	Dw elling Rents	(15,318,157)	(9,442,545)	5,875,612	(59,015,907)	(99,924)
(1,951,186)	(1,951,186)	Garage & Other Property Rents	(493,978)	(422,212)	71,766	(2,116,126)	(164,940)
(9,643,814)	(9,643,814)	Service Charges - General	(2,303,515)	(1,441,361)	862,154	(9,320,108)	323,707
0	0	Miscellaneous Income	0	(7,868)	(7,868)	(31,472)	(31,472)
9,382,073	9,382,073	Adjustments & Financing Items	(49,000)	(150)	48,850	9,382,074	1
(700,164)	(700,164)	Amenities shared by whole community	0	0	0	(700,164)	0
(150,000)	(150,000)	Interest Received	(37,500)	0	37,500	(150,000)	0
0	0	Total Housing Revenue Account	(8,936,234)	(2,697,051)	6,239,183	(1,400,760)	(1,400,760)

HOUSING REVENUE ACCOUNT SUBJECTIVE SUMMARY

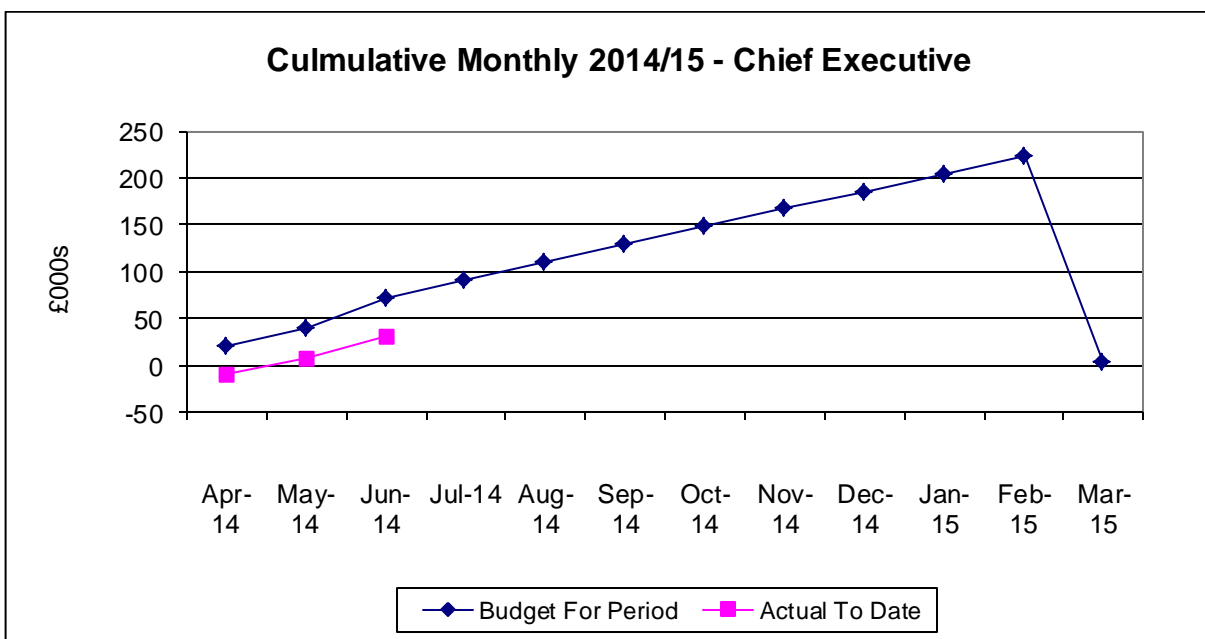
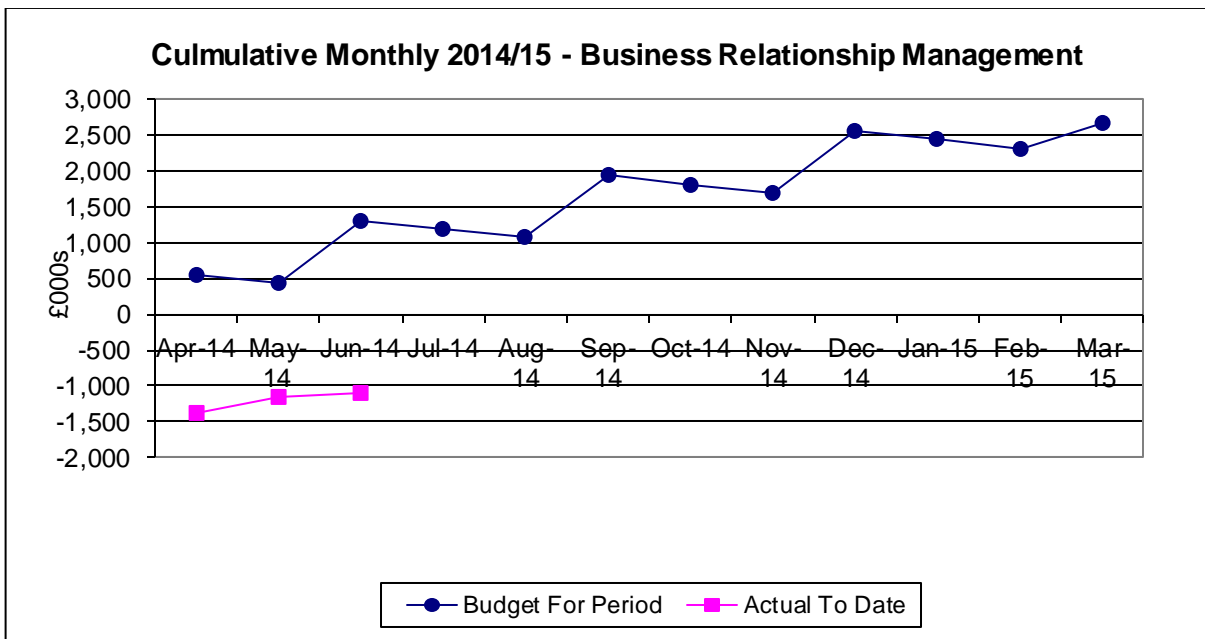
<i>Approved Budget</i>	<i>Current Budget</i>		<i>Budget To Date</i>	<i>Actual To Date</i>	<i>Variance To Date</i>	<i>Forecast Outturn</i>	<i>Forecast Variance</i>
6,467,099	6,472,099	Employees	1,965,992	1,309,389	(656,603)	6,281,361	(190,738)
25,086,833	25,086,833	Premises	6,202,192	7,120,064	917,872	24,995,196	(91,637)
122,263	122,263	Transport	30,570	8,756	(21,814)	102,269	(19,994)
3,997,007	3,925,114	Supplies & Services	812,420	251,345	(561,075)	2,643,819	(1,281,295)
348,001	348,001	Third Party Payments	28,398	(35,132)	(63,530)	346,901	(1,100)
5,847,385	5,914,278	Recharge Expenditure	585,918	383,102	(202,816)	5,985,269	70,991
1,167,846	1,167,846	Capital Financing	25,626	0	(25,626)	1,167,846	0
(71,877,097)	(71,877,097)	Receipts	(18,457,048)	(11,734,575)	6,722,473	(71,793,063)	84,034
(221,256)	(221,256)	Government Grants	(117,813)	0	117,813	(221,256)	0
(1,021,221)	(1,021,221)	Recharge Income	(12,489)	0	12,489	(992,242)	28,979
17,035,000	17,035,000	Rev Contribs to Capital	0	0	0	17,035,000	0
13,048,140	13,048,140	Capital Financing	0	0	0	13,048,140	0
0	0	Total Housing Revenue Account	(8,936,234)	(2,697,051)	6,239,183	(1,400,760)	(1,400,760)

Budget and expenditure – monthly by service graphs

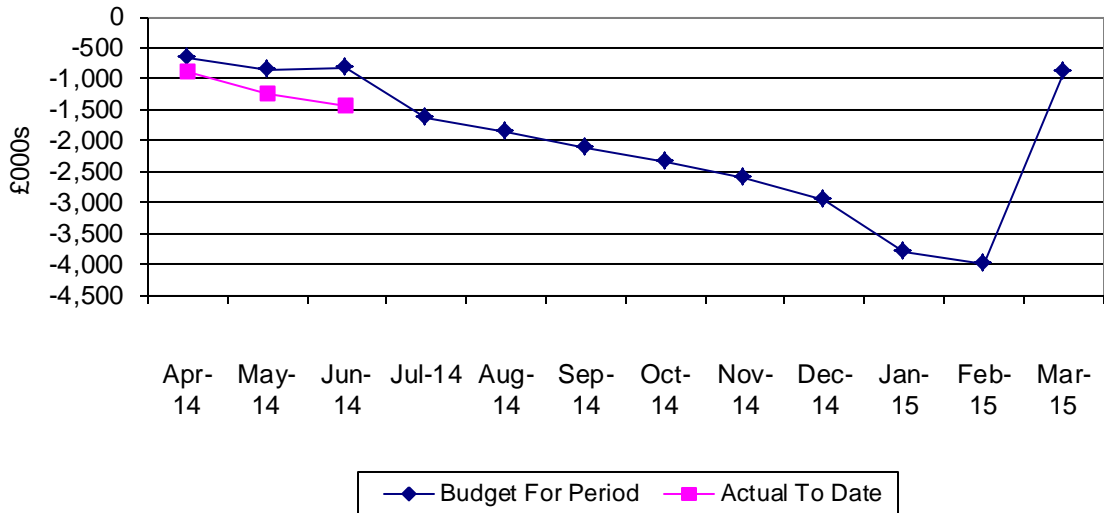
The following graphs show the monthly budget profile and income/expenditure to date for each service in the general fund for the financial year.

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.

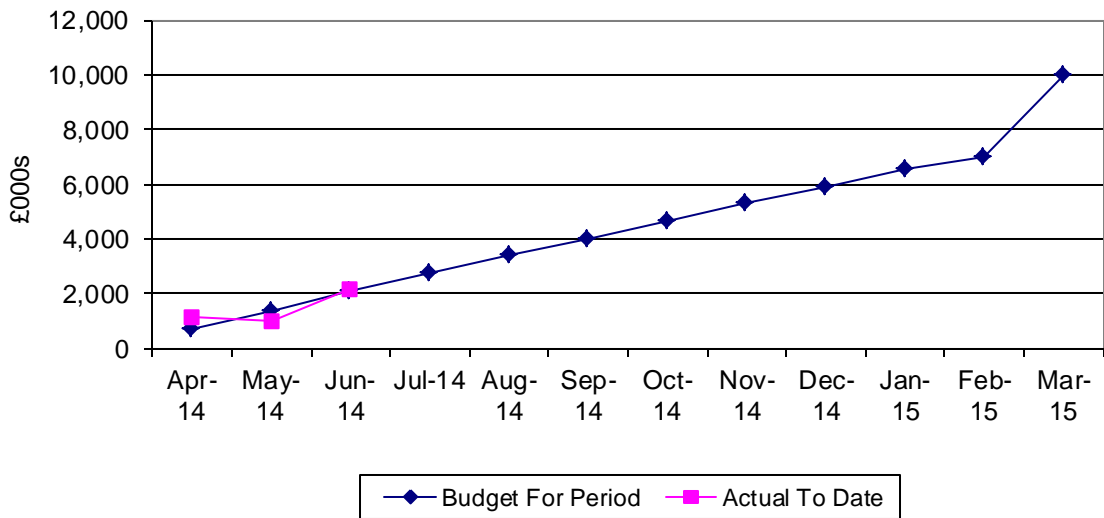
Budgets are profiled to show the expected pattern of income and expenditure, and will be refined and improved during the course of the financial year.



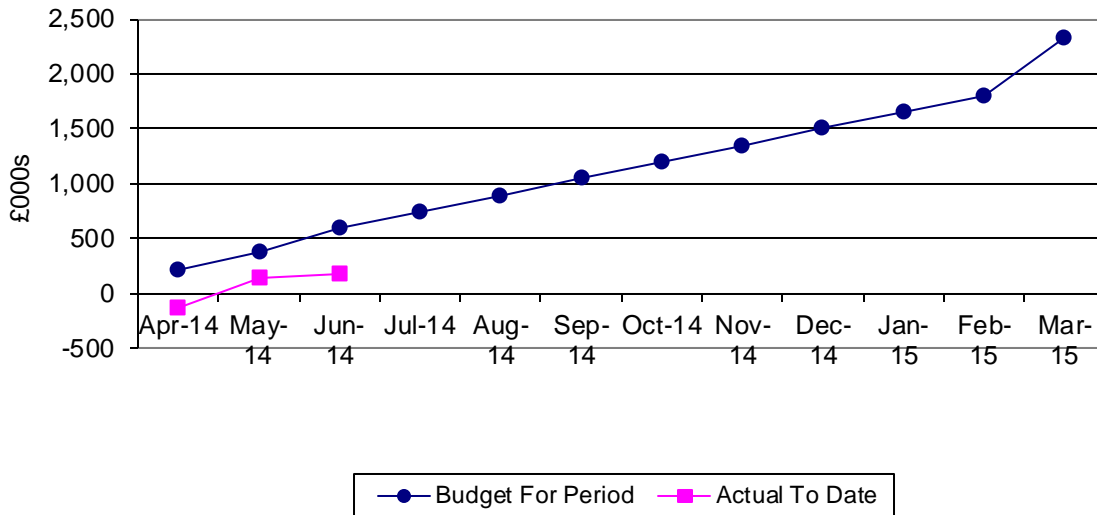
Culmulative Monthly 2014/15 - City Development



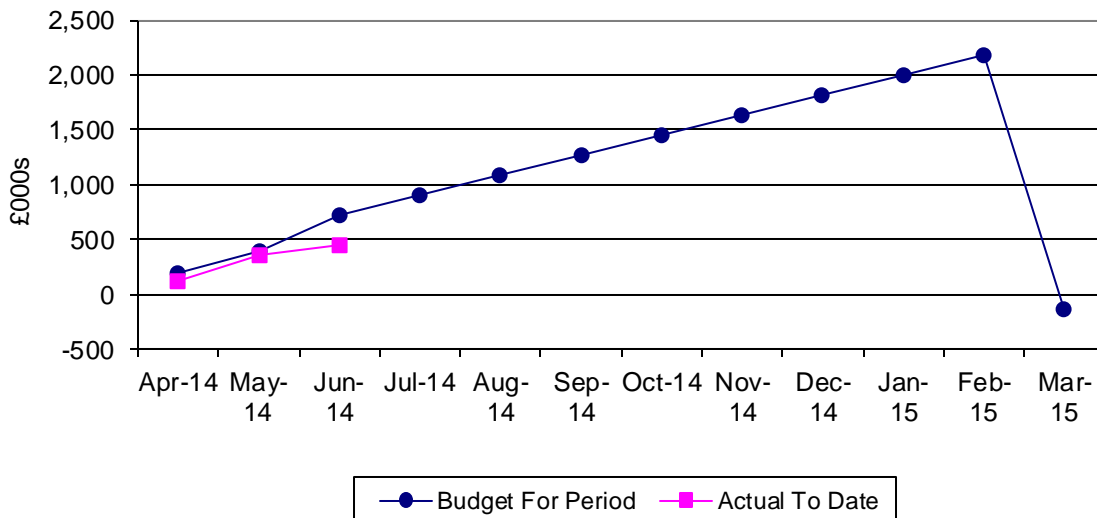
Culmulative Monthly 2014/15 - Citywide Services



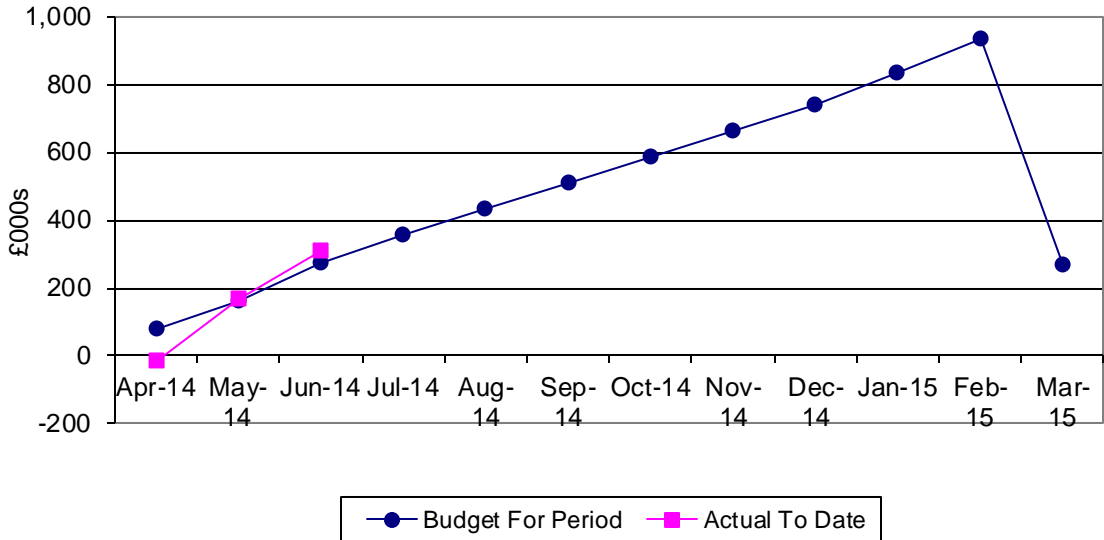
Culmulative Monthly 2014/15 - Communications & Culture



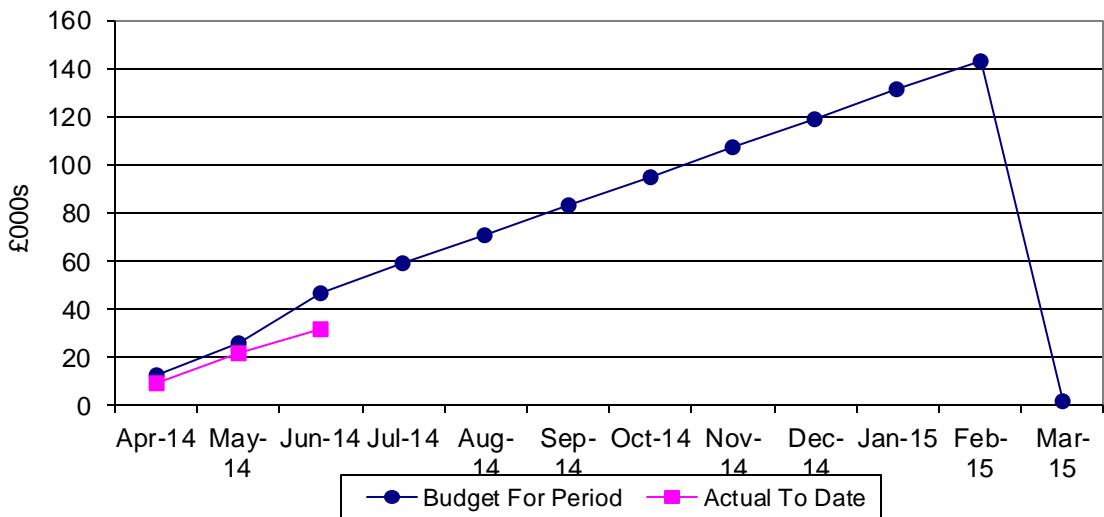
Culmulative Monthly 2014/15 - Customer Contact



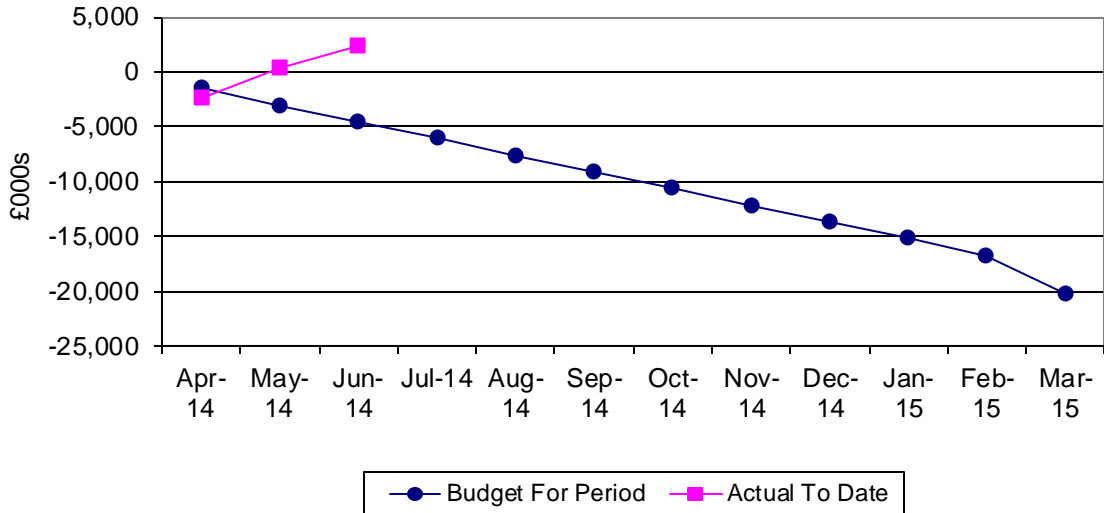
Culmulative Monthly 2014/15 - Democratic Services



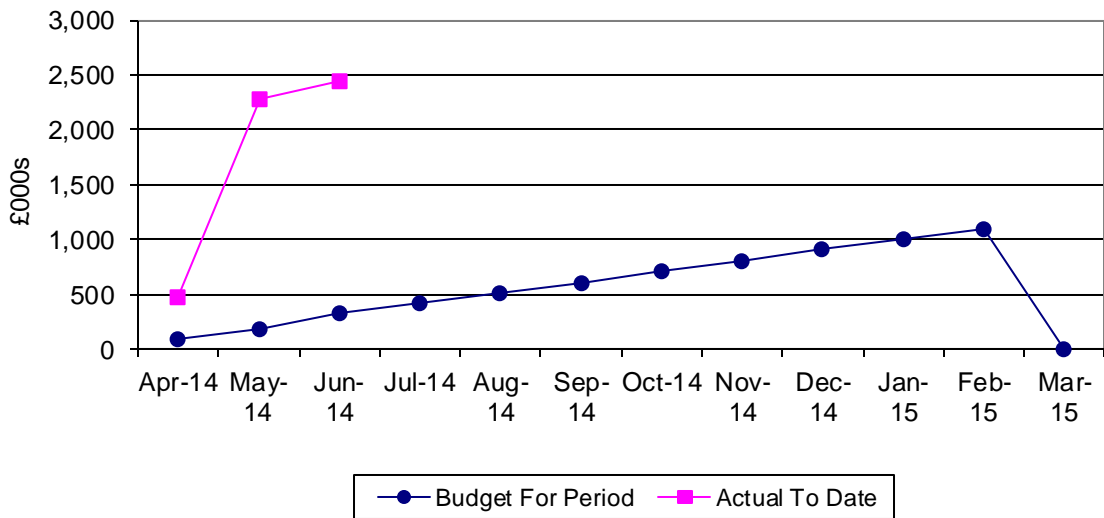
Culmulative Monthly 2014/15 - Deputy Chief Executive



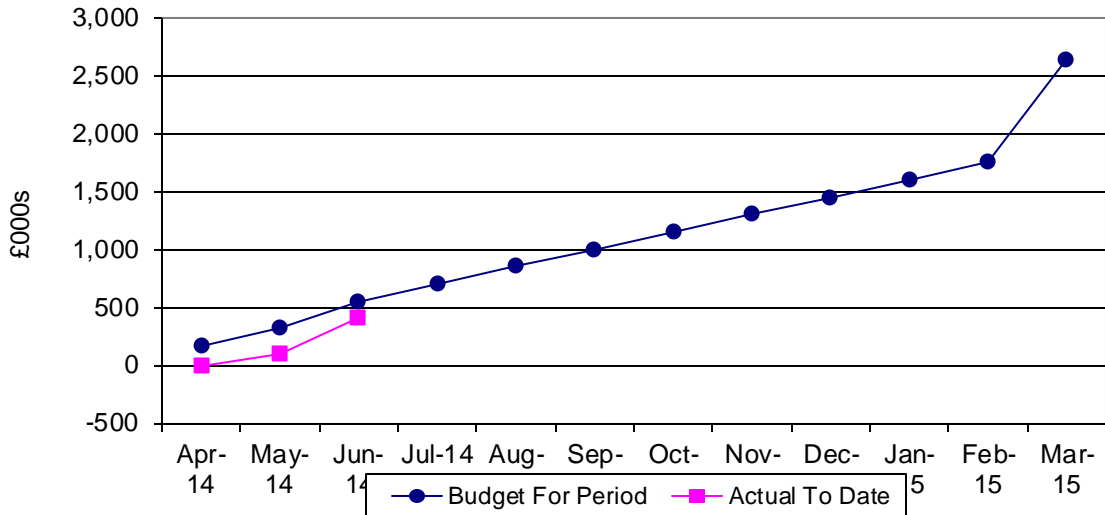
Culmulative Monthly 2014/15 - Finance



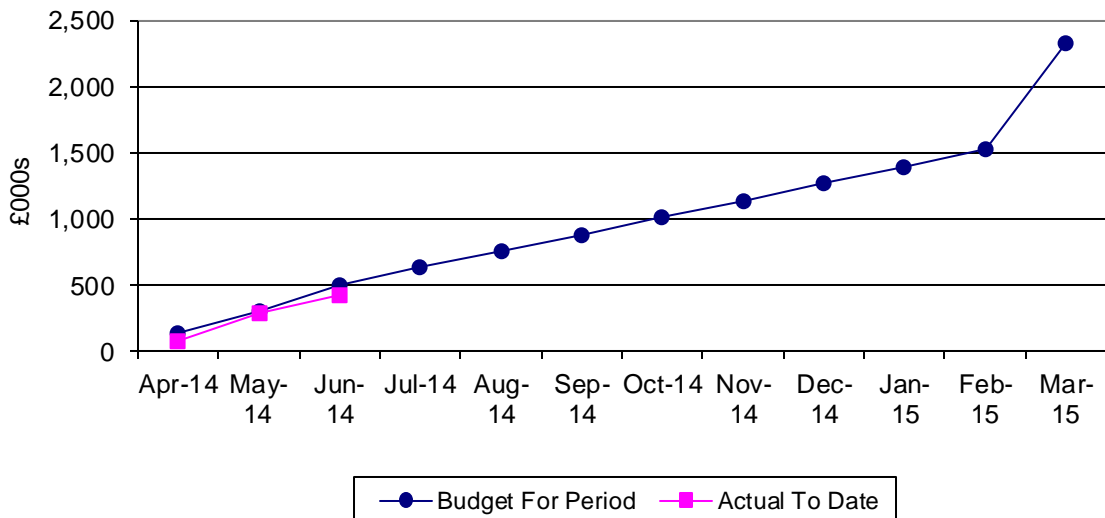
Culmulative Monthly 2014/15 - Human Resources



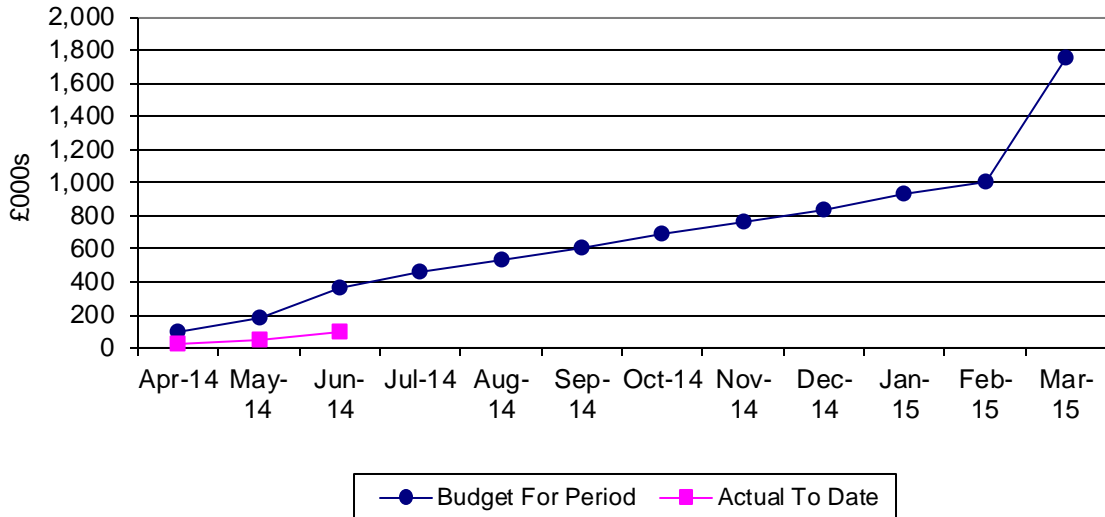
Culmulative Monthly 2014/15 - Neighbourhood Housing



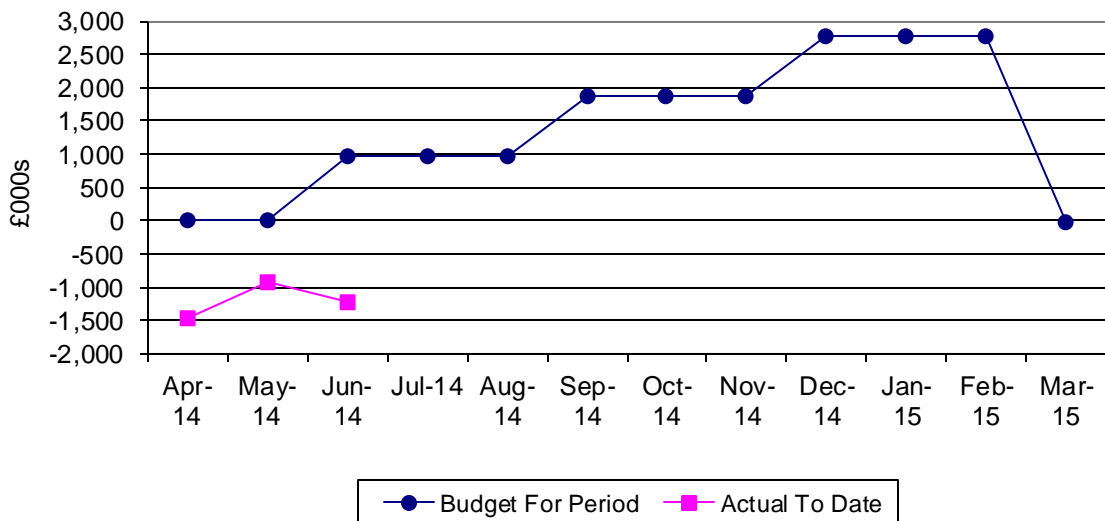
Culmulative Monthly 2014/15 - Neighbourhood Services



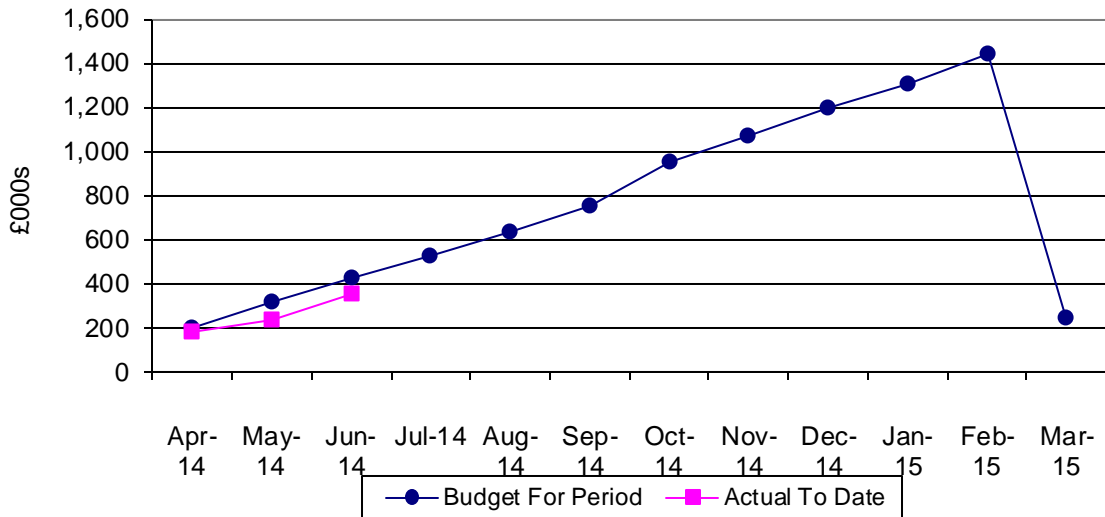
Culmulative Monthly 2014/15 - Planning



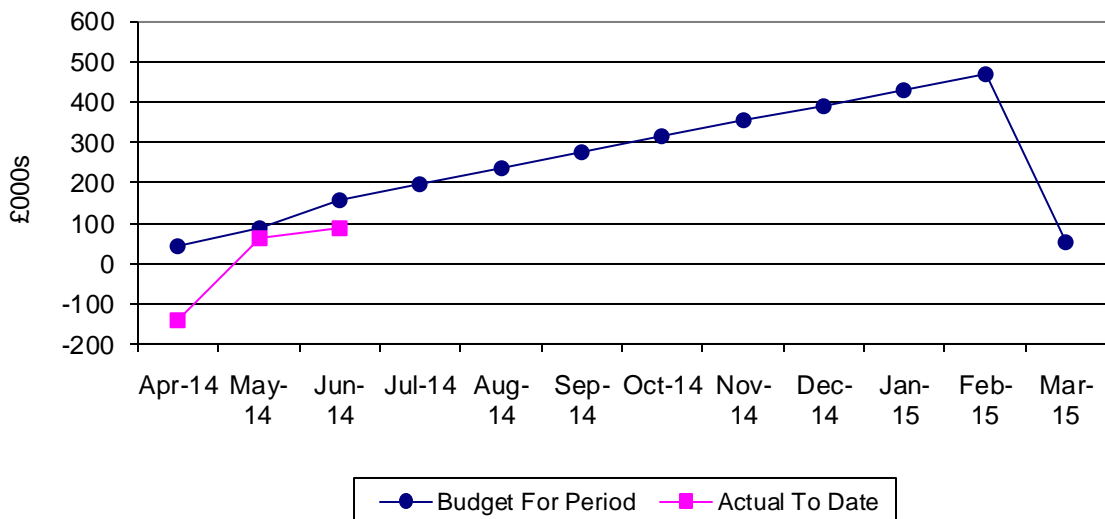
Culmulative Monthly 2014/15 - Procurement & Systems



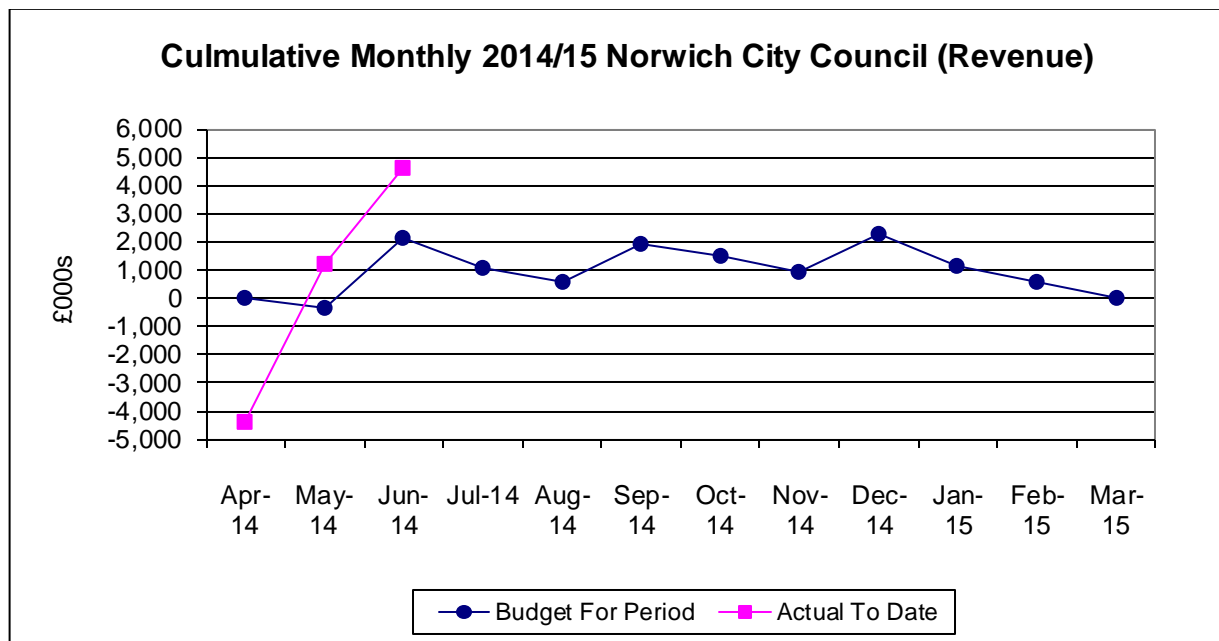
Culmulative Monthly 2014/15 - Property Services



Culmulative Monthly 2014/15 - Strategy, People & Democracy



The following graph shows the total monthly budget profile and income/expenditure to date for the general fund and the housing revenue account, for the financial year.



Report to Cabinet
Report of Chief finance officer
Subject Revenue budget monitoring 2014/15 – Period 04

Item

7(b)

Purpose

To update cabinet on the financial position as at 31 July 2014, the forecast outturn for the year 2014/15, and the consequent forecast of the general fund and housing revenue account balances. Monitoring of key budgets does not indicate any unusual cause for concern; however the position will need to be continually monitored in order to deliver to the forecast outturn.

Recommendation

To note the financial position as at 31 July 2014 and the forecast outturn 2014-15.

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 and housing revenue account budgets are forecast to achieve an underspend of £1.465m in the general fund and an underspend of £1.469m in the housing revenue account.

Ward/s: All wards

Cabinet member: Councillor Waters – Deputy leader and resources

Contact officers

Justine Hartley, chief finance officer 01603 212440

Nisar Ahmed, finance control manager 01603 212561

Background documents

Budget reports (Council 21 February 2012)

Report

1. Council approved budgets for the 2014/15 financial year on 18 February 2014.
2. The attached appendices show the year-to-date and forecast outturn positions for the general fund (GF) and the housing revenue account (HRA):
 - [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 £0.541m to 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	18,407
Non-Domestic Rates	(4,651)
Revenue Support Grant	(5,980)
Council Tax precept	(7,776)
Total General Fund budget	0

4. The general fund has been forecast to underspend by **£1.465m** at year end. Significant forecast overspends and underspends are explained below:

<i>Service</i>	<i>Forecast Over/(Under) Spend £000s</i>	<i>Commentary</i>
Business Relationship Management – Finance - Procurement	(805) 255	This relates to a forecasted over recovery of HB private and public sector rent allowances. This relates to IT services for which a PFI grant has not been booked. This will be corrected in period 5
Operations	(349)	This relates to forecasted underspends across the directorate with £(113)k coming from City Development, £(121)k from Neighbourhood Housing.
Communications and Culture	(133)	This relates to underspends on Riverside Swimming £(137)k and the business support team £(34)k. Other over and underspends make up the difference.

<i>Service</i>	<i>Forecast Over/(Under) Spend £000s</i>	<i>Commentary</i>
Democratic Services	(210)	This relates to committee secretariat, registration and elections.
Strategy & programme Management	(155)	This relates to projected underspends on Environmental Strategy

5. For the year to date (to July 2014) an overspend against budget of **£1.682m** is being reported. This overspend is made up of many debit and credit figures where various income and expenditure lines are ahead of or behind budget profile. Significant variances are explained below. These lines will be monitored closely as the year progresses to identify any potential impact on forecast outturn figures.

<i>Service</i>	<i>Year to date Variance Over/(Under) £000s</i>	<i>Commentary</i>
Business Relationship Management	(1,234)	Major elements which make up the underspend are Benefits Admin £(536)k, finance £(433)k. The minor differences are across the remaining budget heads.
Finance	3,987	This relates to financial arrangements of £2,224k, Pool income of £1,249k and HB rent allowances of £500k
Procurement services	(1,006)	This is across all budget heads with major variances due to (947)k on IT Services and minor differences across other budgets.
Communications and Culture	(548)	This is split between comms and culture with a variance of £(309)k across all budget heads and £(240)k in customer contact with land searches, contact team and business support accounting £(312)k with other variance of £72k on mail handling.
Operations	(1,599)	City development £(884)k across all budgets on off street parking, NAHCASP, on street operations and parking permits. Overspend of £527k on environmental Services. Underspends of £(99)k on neighbourhood services, neighbourhood housing £(417)k, £(232)k on planning and £(130)k on property services.
Strategy, People & democracy	2,131	This relates to £2,259k on personnel corporate costs on pensions to be reallocated with a minor underspend across other budgets.

Housing revenue account

6. The budgets reported include a £7.7m use of HRA balances, so that the net budget totals zero:

<i>Item</i>	<i>Approved Budget £000s</i>
Gross HRA Expenditure	80,827
Gross HRA Income	(73,120)
Contribution from HRA Balance	(7,707)
Total net HRA budget	0

7. The housing revenue account has been forecast to underspend by **£1.469m** at year end. Significant forecast overspends and underspends are explained below

<i>Service</i>	<i>Underspend £000s</i>	<i>Commentary</i>
General Management	(710)	Provisions for payments outstanding
Special Services	(194)	Provisions for payments outstanding
Service Charges	324	Under recovery due to realignment of major works.
Provision for Bad Debts	(691)	BDP is charged to the I&E at year end, the actual provision is anticipated to be much less than budgeted for.

8. For the year to date an underspend of **£0.015m** is being reported. The underspend to date reported is made up of many debit and credit figures, where various income and expenditure lines are ahead of or behind budget profile, including many still influenced by “accrual” sums brought forward to cover obligations accounted for in the last financial year, and others where the budget profile does not properly reflect the timing of income and expenditure. These will be further scrutinised and where appropriate amended. Significant underspends to date are:

<i>Service</i>	<i>Underspend £000s</i>	<i>Commentary</i>
Repairs & Maintenance	(1,820)	Spend behind schedule owing to provisions for outstanding payments
Rents, Rates & Property Costs	3,815	Payment made for water rates and other property costs which cover the whole financial year
General Management	(1,157)	Provisions for payments outstanding
Special Services	(692)	Provisions for payments outstanding
Provision for Bad Debts	(235)	BDP is charged to the I&E at year end, the actual provision is anticipated to be much less than budgeted for.
Service Charges - General	1,132	This relates to the under recovery of charges, which is reflected in the underspend on repairs

Risks

9. A risk-based review based on the size and volatility of budgets has identified a 'Top 10' of key budgets where insufficient monitoring and control could pose a significant threat to the council's overall financial position. As these budgets are demand led and can be volatile in nature closer scrutiny must be applied to allow for both control and corrective action where required to identify any potential impact on the forecast outturn.

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 - Council tenants	36,254	241	1%	GREEN	7	0%	GREEN
Housing Benefit Payments - Other tenants	32,280	471	1%	GREEN	-2,322	-7%	RED
HRA Repairs - Tenanted Properties	12,408	-1,503	-12%	RED	17	0%	GREEN
HRA Repairs - Void Properties	2,630	-190	-7%	RED	0	0%	GREEN
Multi-Storey Car Parks	1,797	-16	-1%	GREEN	32	2%	GREEN
HRA Rents - Estate Properties	-58,916	10	0%	GREEN	-100	0%	GREEN
City Hall	871	24	3%	GREEN	50	6%	GREEN
Corporate Management including Contingency	1,340	-22	-2%	GREEN	0	0%	GREEN
Private Sector Leasing Costs	2,570	-105	-4%	AMBER	-38	-1%	GREEN

10. The red/amber status of items in the 'Forecast RAG' column is explained below:

Key Risk Budgets	Comment
Housing Benefits Payments – Other tenants	The forecast variance shows an underspend of £2.3m, however it should be noted that this is a demand led budget which could significantly change as demand changes during the course of the financial year.

9. The 2014-15 budgets approved by council were drawn up in the expectation of reduced resources as announced by the coalition government. There are risks to the current and medium term financial position from:

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.

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.

10. Forecast outturns will be 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. This may be reflected in higher provisions for bad debt, as may the impact of welfare reforms such as the so-called 'Bedroom Tax'.

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 and 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

11. 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
12. Net overspends and underspends will be consolidated into the GF and HRA balances carried forward to 2015-16.
13. These are reflected in periodic updates to the medium term financial strategy and housing revenue account business plan.

Impact on balances

14. The prudent minimum level of GF reserves has been assessed as £4.496m. The budgeted outturn's impact on the (unaudited) 2013/14 balance brought forward outturn, is as follows:

<i>Item</i>	<i>£000s</i>
Balance at 1 April 2014 (unaudited)	(8,313)
Budgeted use of balances 2014/15	541
Forecast outturn 2014/15	(1,460)
= Forecast balance at 31 March 2015	(9,232)

11. The GF balance is therefore expected to continue to exceed the prudent minimum.
12. The prudent minimum level of HRA reserves has been assessed as £3.067m. The budgeted outturn's impact on the (unaudited) 2013/14 balance brought forward outturn, is as follows

<i>Item</i>	<i>£000s</i>
Balance at 1 April 2014 (unaudited)	(25,129)
Budgeted use of balances 2014/15	7,707
Forecast outturn 2014/15	(1,400)
= Forecast balance at 31 March 2015	(18,822)

13. The HRA balance is therefore expected to continue to exceed the prudent minimum.

Collection fund

14. 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 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.

15. 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. Although the valuation office has a large backlog of appeals, 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.

16. These risks are monitored and mitigated through normal revenues operations.

17. A summary of the collection fund is provided below:

<i>Approved Budget</i>	<i>Current Budget</i>	Collection Fund Summary	<i>Actual To Date</i>	<i>Forecast Outturn</i>	<i>Forecast Variance</i>
		Council tax			
53,797	53,797	Expenditure	15,864	53,492	0
(53,797)	(53,797)	Income	29	(53,797)	0
		Business Improvement District			
656	656	Expenditure	193	656	0
(656)	(656)	Income	(18)	(656)	0
		National Non-Domestic Rate			
77,698	77,698	Expenditure	13,297	77,698	0
(77,698)	(77,698)	Income	(13,979)	(77,698)	0
0	0	Total Collection Fund	15,386	(305)	0

18. 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).

19. The council operates the BID account on behalf of the BID company, so no surplus or deficit will fall on the council's accounts.
20. On the NNDR account, actual income is not posted from the rates system into the finance system until year-end. If a deficit materialises, this will roll forward and be distributed in the 2015/16 budget cycle; the city's share would be 50%. Further work is being done to enable accurate forecasting. Additional (section 31) grant may be received in the general fund to offset all or part of any shortfall in business rate income due to additional reliefs granted by government.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	10 September 2014
Head of service:	Chief Finance Officer
Report subject:	Revenue Budget Monitoring 2014/15
Date assessed:	27 August 2014
Description:	This is the integrated impact assessment for the Revenue Budget Monitoring 2014/15 P04 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.

GENERAL FUND SERVICE SUMMARY

Approved Budget	Current Budget		Budget To Date	Actual To Date	Variance To Date	Forecast Outturn	Forecast Variance
Business Relationship Management							
2,824,121	2,792,678	Business Relationship Management	1,187,770	(45,938)	(1,233,708)	2,783,004	(9,674)
(20,186,020)	(20,170,990)	Finance	(6,074,696)	(2,086,790)	3,987,906	(20,976,733)	(805,743)
33,733	(1,317)	Procurement & Service Improvement	975,759	(30,316)	(1,006,075)	210,804	212,121
(17,328,166)	(17,379,629)	Total Business Relationship Management	(3,911,167)	(2,163,044)	1,748,123	(17,982,925)	(603,296)
Chief Executive & Corporate							
0	0	Chief Executive	90,459	47,454	(43,005)	5,048	5,048
(1,079,432)	(1,027,969)	Corporate Management	(1,234,308)	(1,240,618)	(6,310)	(1,027,969)	0
(1,079,432)	(1,027,969)	Total Chief Executive & Corporate	(1,143,849)	(1,193,164)	(49,315)	(1,022,921)	5,048
Customers, Comms & Culture							
2,525,619	2,325,357	Communications & Culture	749,480	440,829	(308,651)	2,233,478	(91,879)
(116,196)	(141,175)	Customer Contact	913,042	672,741	(240,301)	(182,546)	(41,371)
2,409,423	2,184,182	Total Customers, Comms & Culture	1,662,522	1,113,570	(548,952)	2,050,932	(133,250)
Operations							
(965,936)	(954,804)	City Development	(1,661,861)	(2,546,587)	(884,726)	(1,067,513)	(112,709)
9,972,484	9,868,674	Citywide Services	2,750,305	2,928,783	178,478	9,866,857	(1,817)
0	0	Deputy Chief Executive	58,728	44,653	(14,075)	(56)	(56)
2,654,201	2,661,895	Neighbourhood Housing	705,149	287,997	(417,152)	2,540,494	(121,401)
2,229,016	2,332,505	Neighbourhood Services	634,740	535,067	(99,673)	2,296,469	(36,036)
1,743,316	1,743,036	Planning	452,708	220,468	(232,240)	1,738,231	(4,805)
125,419	252,319	Property Services	529,727	399,604	(130,123)	180,314	(72,005)
15,758,500	15,903,625	Total Operations	3,469,496	1,869,985	(1,599,511)	15,554,796	(348,830)
Strategy, People & Democracy							
303,787	273,716	Democratic Services	358,905	419,201	60,296	63,686	(210,030)
(4)	(5,100)	Human Resources	423,613	2,619,755	2,196,142	2,476	7,576
35,892	51,175	Strategy & Programme Management	196,338	71,629	(124,709)	(131,663)	(182,838)
339,675	319,791	Total Strategy, People & Democracy	978,856	3,110,585	2,131,729	(65,501)	(385,292)
0	0	Total General Fund	1,055,858	2,737,932	1,682,074	(1,465,620)	(1,465,620)

GENERAL FUND SUBJECTIVE SUMMARY

17,366,808	17,429,262	Employees	6,576,018	7,226,747	650,729	17,009,194	(420,068)
8,577,187	8,577,187	Premises	3,451,041	3,707,373	256,332	8,533,793	(43,394)
314,000	313,998	Transport	89,188	36,487	(52,701)	255,424	(58,574)
15,884,736	15,950,344	Supplies & Services	5,042,758	3,885,825	(1,156,933)	15,165,529	(784,815)
7,784,578	7,784,578	Third Party Payments	1,979,937	(95,888)	(2,075,825)	7,757,471	(27,107)
94,462,444	94,462,444	Transfer Payments	31,487,484	33,648,969	2,161,485	92,327,829	(2,134,615)
3,685,062	3,685,062	Capital Financing	512,440	2,579,935	2,067,495	3,684,404	(658)
0	15,030	Rev Contribs to Capital	0	0	0	0	(15,030)
(55,000)	0	Savings Proposals	0	0	0	0	0
(23,185,762)	(23,185,762)	Receipts	(8,109,456)	(6,854,598)	1,254,858	(23,105,659)	80,103
(118,033,744)	(118,117,443)	Government Grants	(39,372,480)	(40,370,682)	(998,202)	(116,631,678)	1,485,765
1,304,093	1,304,093	Centrally Managed	434,724	13,081	(421,643)	1,304,093	0
17,496,584	17,552,192	Recharge Expenditure	1,056,596	669,920	(386,676)	17,419,328	(132,864)
(25,600,986)	(25,770,985)	Recharge Income	(2,092,392)	(1,709,236)	383,156	(25,185,350)	585,635
0	0	Total General Fund	1,055,858	2,737,932	1,682,074	(1,465,620)	(1,465,620)

Budget Monitoring Report

Year: 2014/15 Period: 04 (July)

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>
15,923,170	15,923,170	Repairs & Maintenance	5,307,724	3,488,117	(1,819,608)	15,942,000	18,830
6,178,443	6,178,443	Rents, Rates, & Other Property Costs	2,021,452	5,837,448	3,815,996	6,303,804	125,361
11,382,720	11,370,008	General Management	2,736,564	1,579,375	(1,157,189)	10,660,371	(709,637)
5,628,948	5,641,660	Special Services	1,748,802	1,056,008	(692,794)	5,447,052	(194,608)
21,924,793	21,924,793	Depreciation & Impairment	34,168	0	(34,168)	21,924,793	0
941,000	941,000	Provision for Bad Debts	235,250	0	(235,250)	250,000	(691,000)
(58,915,983)	(58,915,983)	Dwelling Rents	(20,031,436)	(20,021,081)	10,355	(59,015,907)	(99,924)
(1,951,186)	(1,951,186)	Garage & Other Property Rents	(787,721)	(830,529)	(42,808)	(2,127,980)	(176,794)
(9,643,814)	(9,643,814)	Service Charges - General	(3,014,772)	(2,901,399)	113,373	(9,320,053)	323,762
0	0	Miscellaneous Income	0	(21,947)	(21,947)	(65,841)	(65,841)
9,382,073	9,382,073	Adjustments & Financing Items	(49,050)	(49,550)	(500)	9,382,224	151
(700,164)	(700,164)	Amenities shared by whole community	0	0	0	(700,164)	0
(150,000)	(150,000)	Interest Received	(50,000)	0	50,000	(150,000)	0
0	0	Total Housing Revenue Account	(11,849,019)	(11,863,559)	(14,540)	(1,469,701)	(1,469,701)

HOUSING REVENUE ACCOUNT SUBJECTIVE SUMMARY

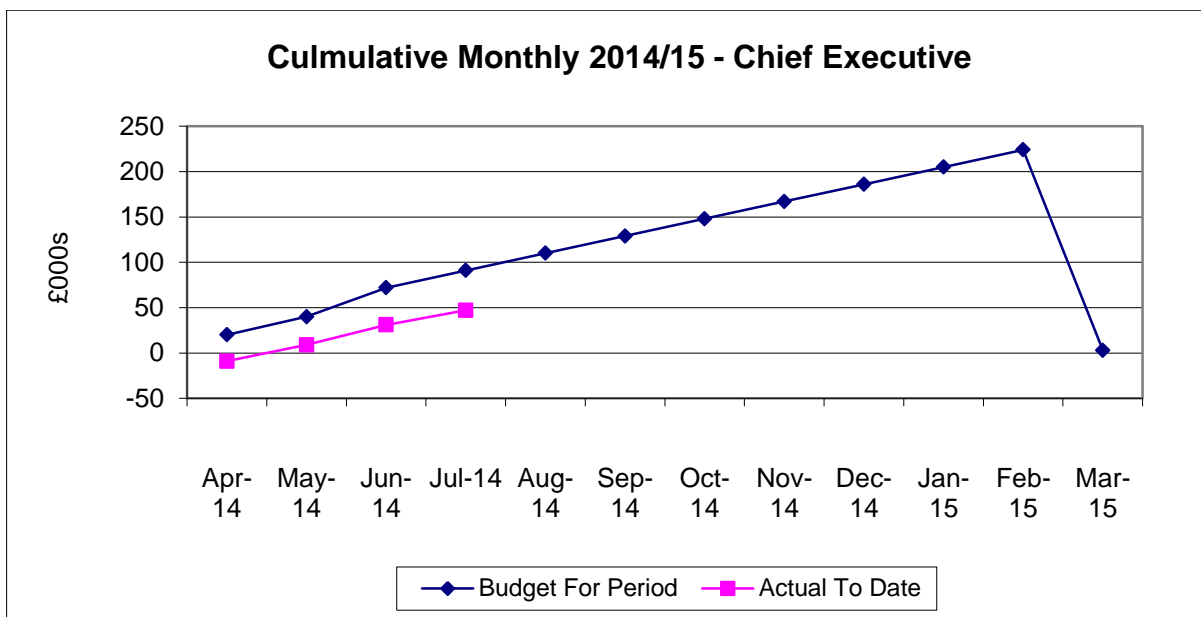
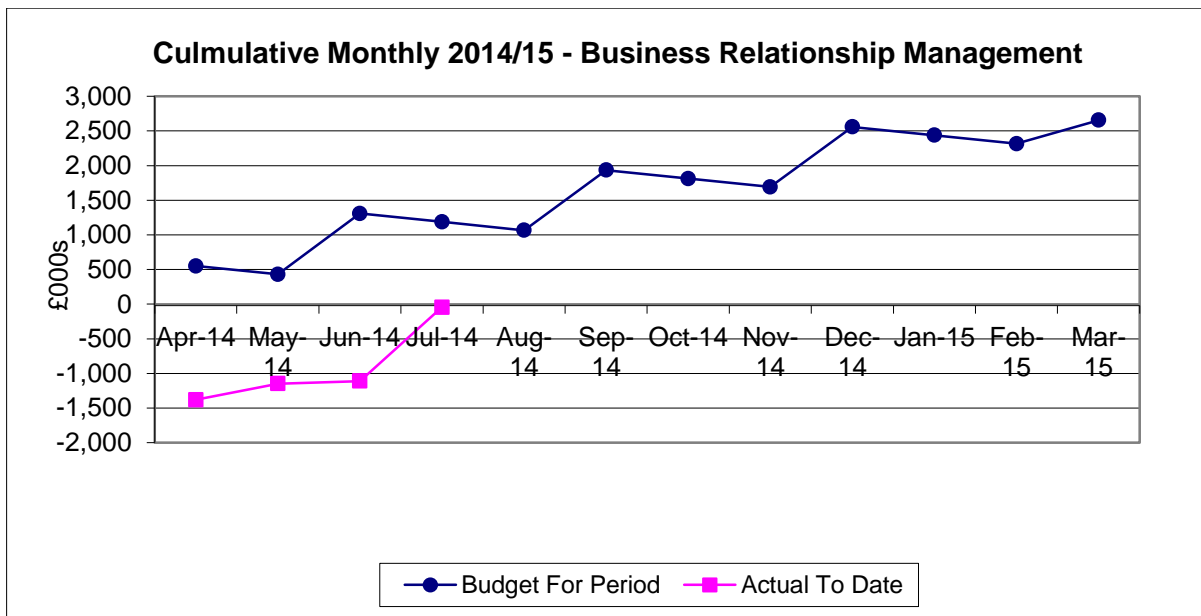
<i>Approved Budget</i>	<i>Current Budget</i>		<i>Budget To Date</i>	<i>Actual To Date</i>	<i>Variance To Date</i>	<i>Forecast Outturn</i>	<i>Forecast Variance</i>
6,467,099	6,472,099	Employees	2,457,444	1,744,176	(713,268)	6,267,520	(204,579)
25,086,833	25,086,833	Premises	8,249,218	9,850,916	1,601,698	24,977,909	(108,924)
122,263	122,263	Transport	40,760	17,035	(23,725)	109,626	(12,637)
3,997,007	3,925,114	Receipts	1,004,810	476,869	(527,941)	2,858,622	(1,066,492)
348,001	348,001	Third Party Payments	28,700	1,310	(27,390)	348,302	301
5,847,385	5,914,278	Recharge Expenditure	782,460	551,349	(231,111)	5,971,132	56,854
1,167,846	1,167,846	Capital Financing	34,168	0	(34,168)	1,167,846	0
(71,877,097)	(71,877,097)	Receipts	(24,272,843)	(24,505,216)	(232,373)	(72,040,301)	(163,204)
(221,256)	(221,256)	Government Grants	(157,084)	0	157,084	(221,256)	0
(1,021,221)	(1,021,221)	Recharge Income	(16,652)	0	16,652	(992,242)	28,979
17,035,000	17,035,000	Rev Contribs to Capital	0	0	0	17,035,000	0
13,048,140	13,048,140	Capital Financing	0	0	0	13,048,140	0
0	0	Total Housing Revenue Account	(11,849,019)	(11,863,559)	(14,540)	(1,469,701)	(1,469,701)

Budget & Expenditure – Monthly by Service Graphs

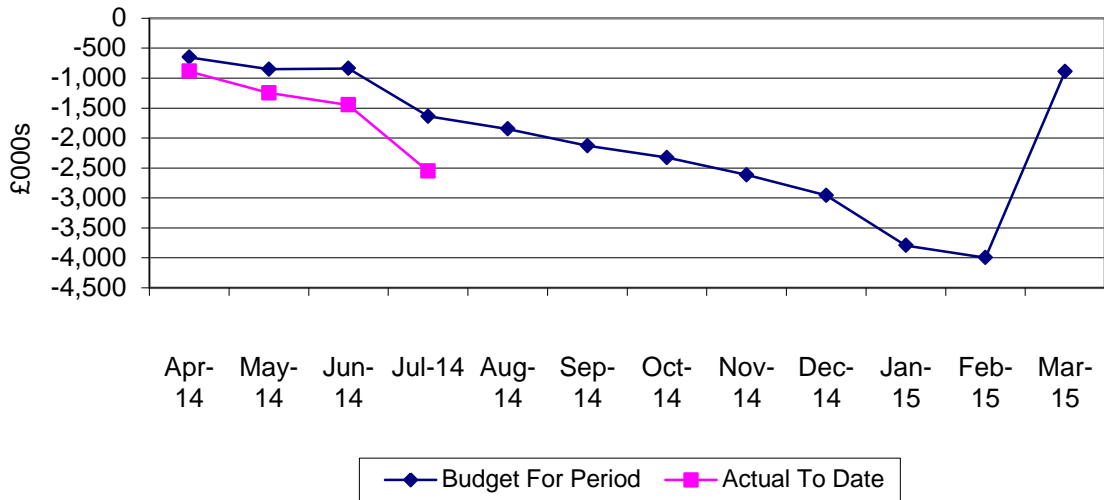
The following graphs show the monthly budget profile and income/expenditure to date for each service in the General Fund for the financial year.

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.

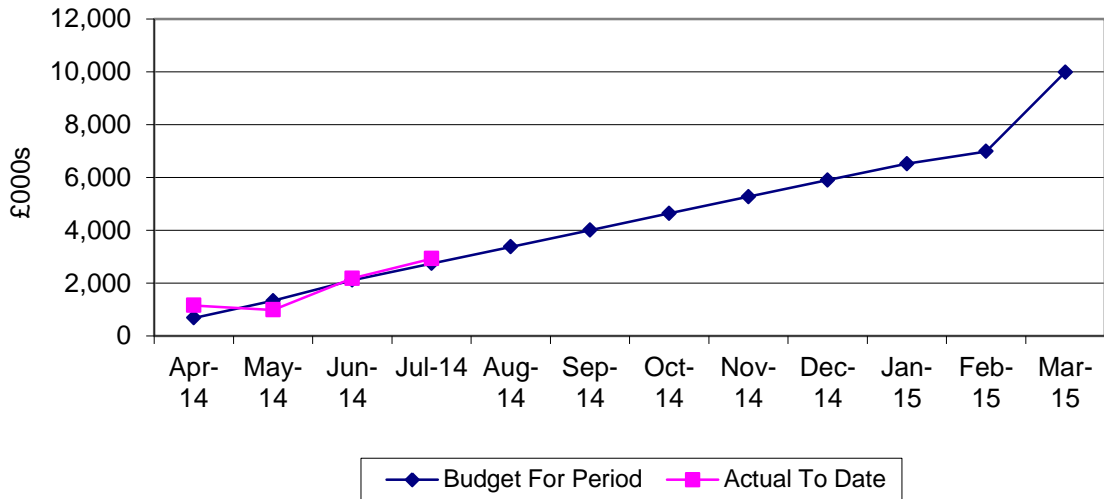
Budgets are profiled to show the expected pattern of income & expenditure, and will be refined and improved during the course of the financial year.



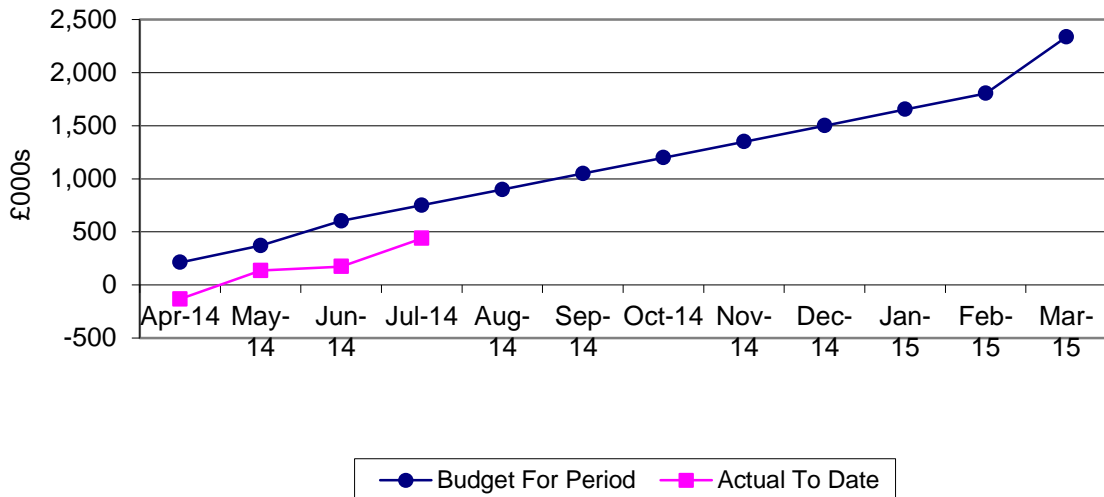
Culmulative Monthly 2014/15 - City Development



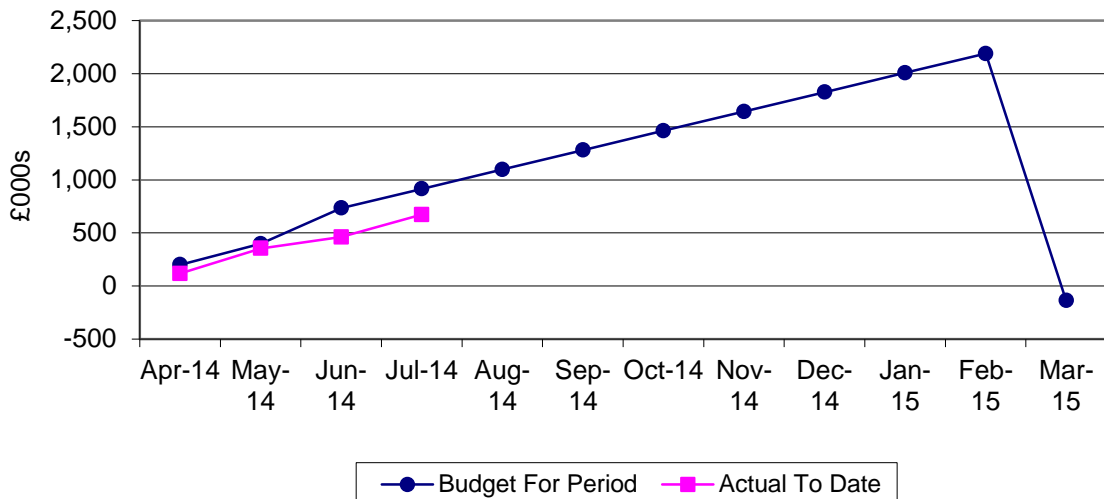
Culmulative Monthly 2014/15 - Citywide Services



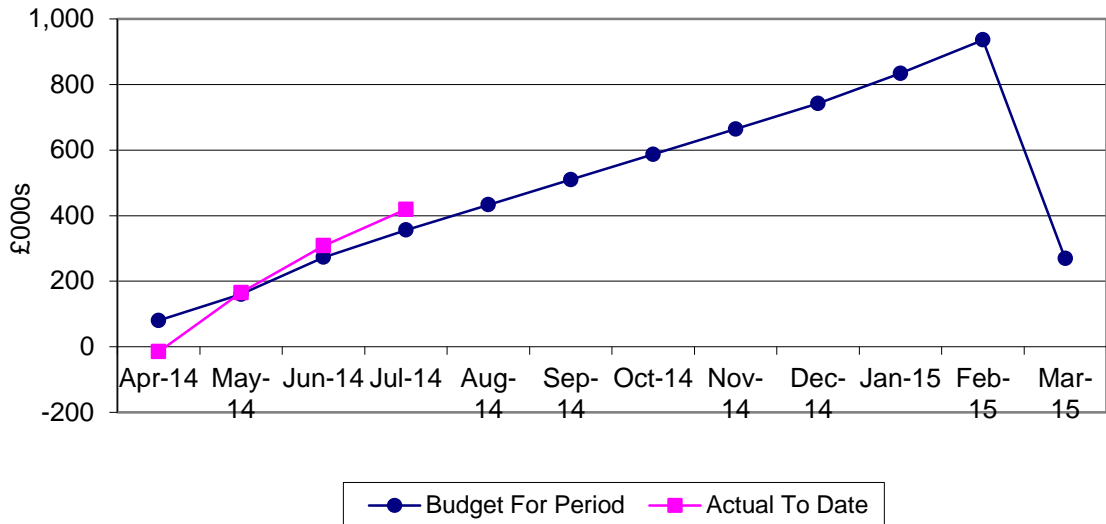
Culmulative Monthly 2014/15 - Communications & Culture



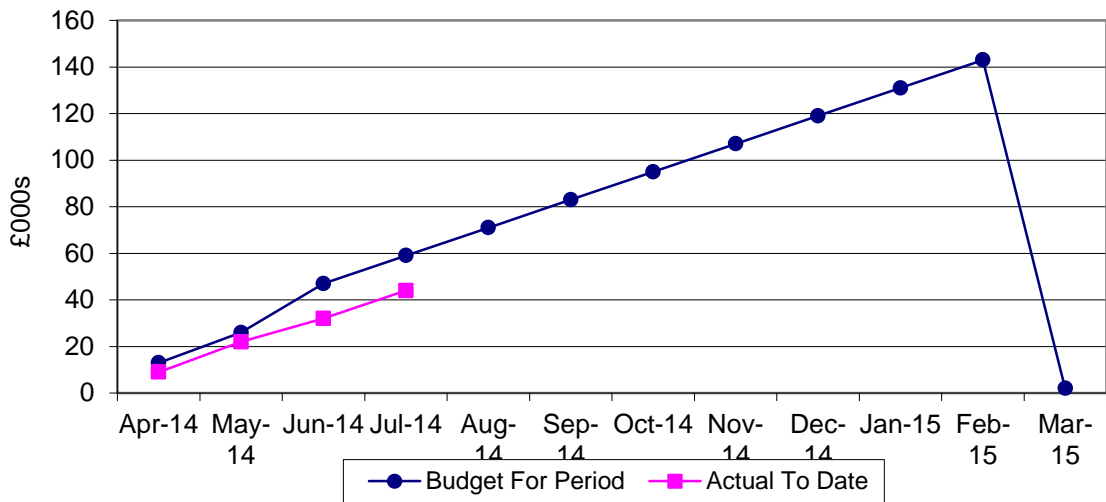
Culmulative Monthly 2014/15 - Customer Contact



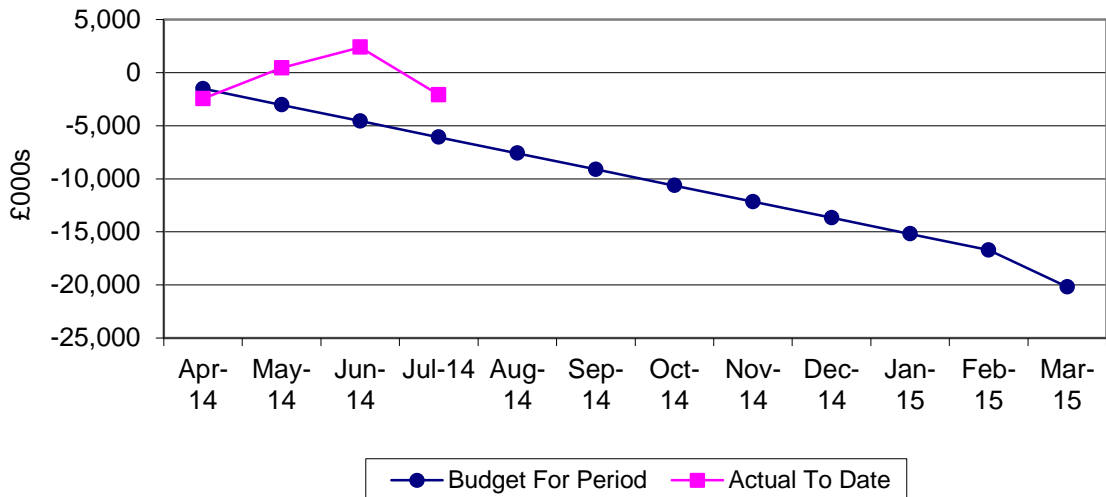
Culmulative Monthly 2014/15 - Democratic Services



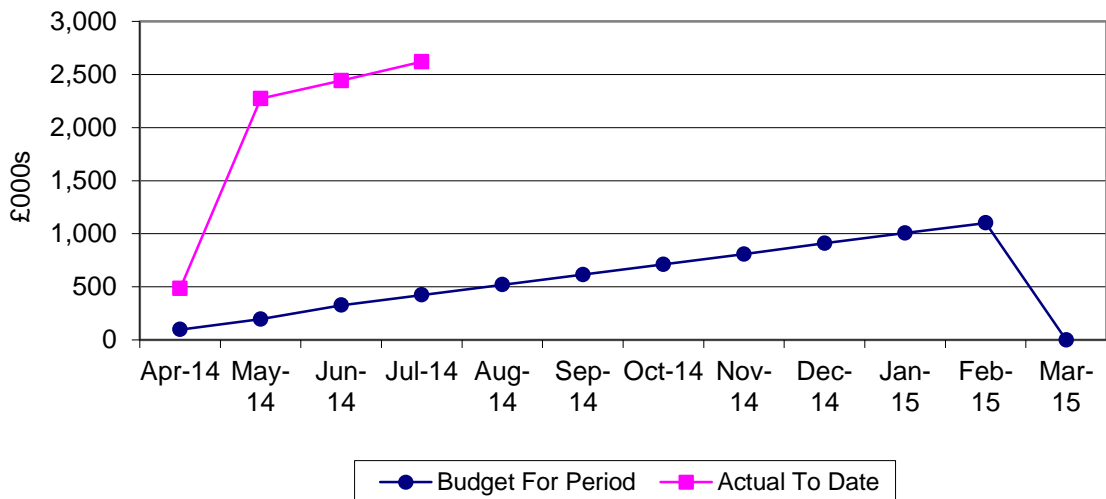
Culmulative Monthly 2014/15 - Deputy Chief Executive



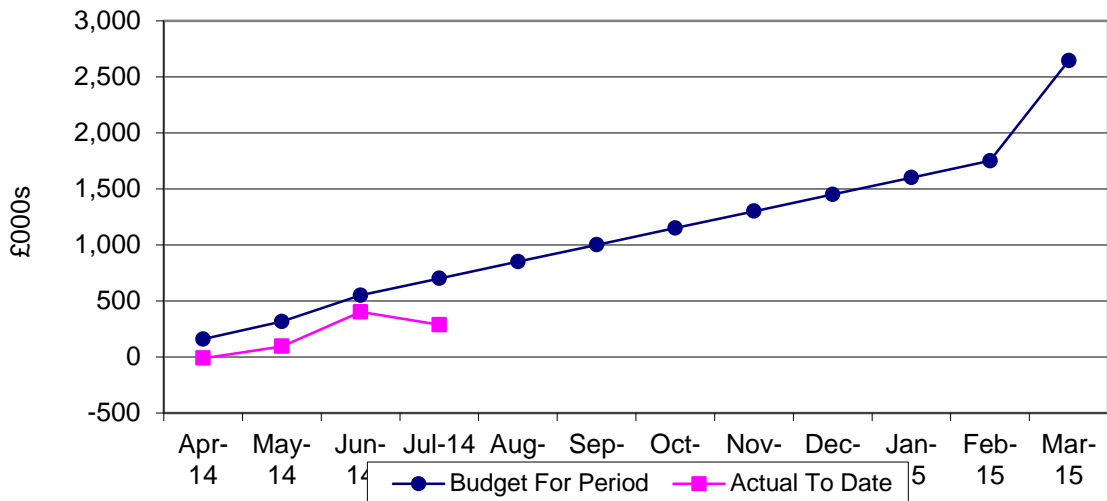
Culmulative Monthly 2014/15 - Finance



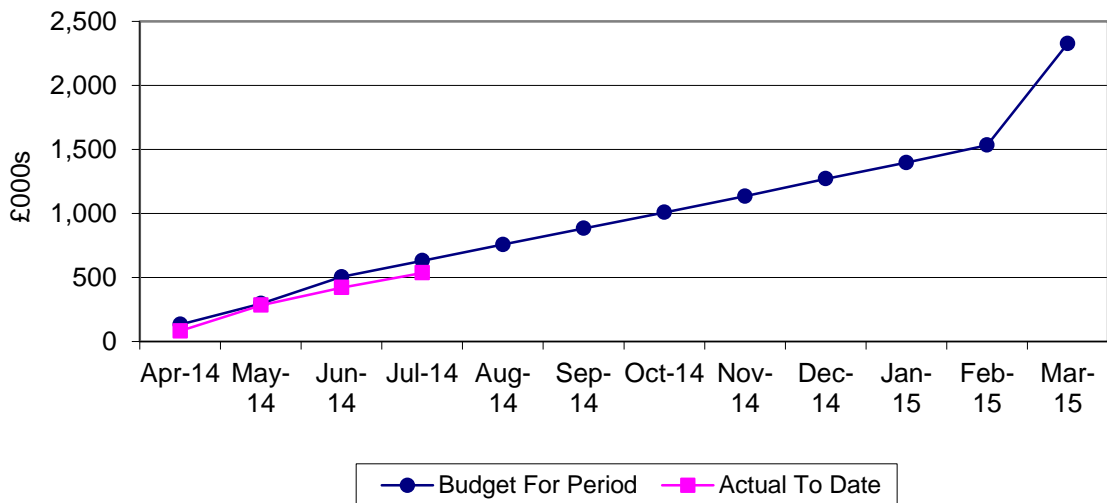
Culmulative Monthly 2014/15 - Human Resources



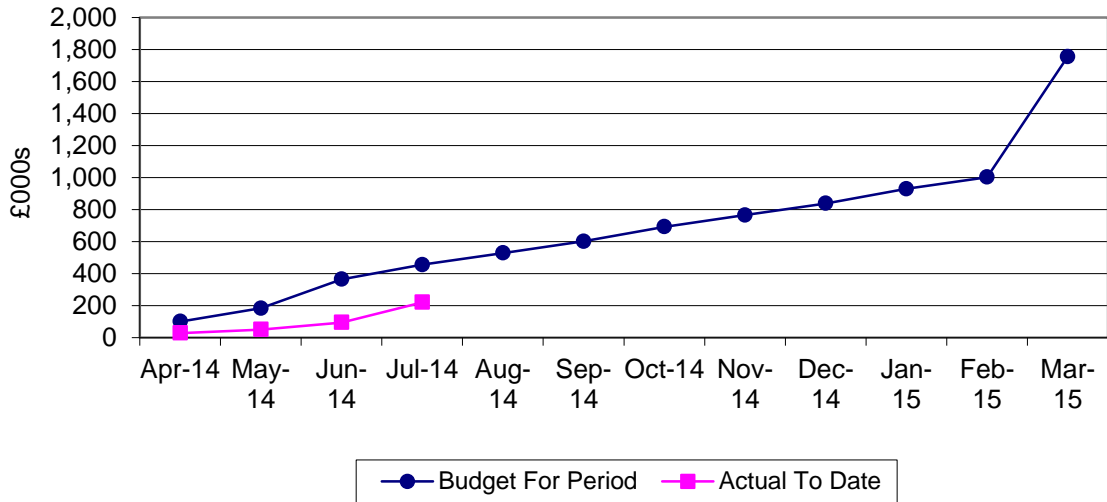
Culmulative Monthly 2014/15 - Neighbourhood Housing



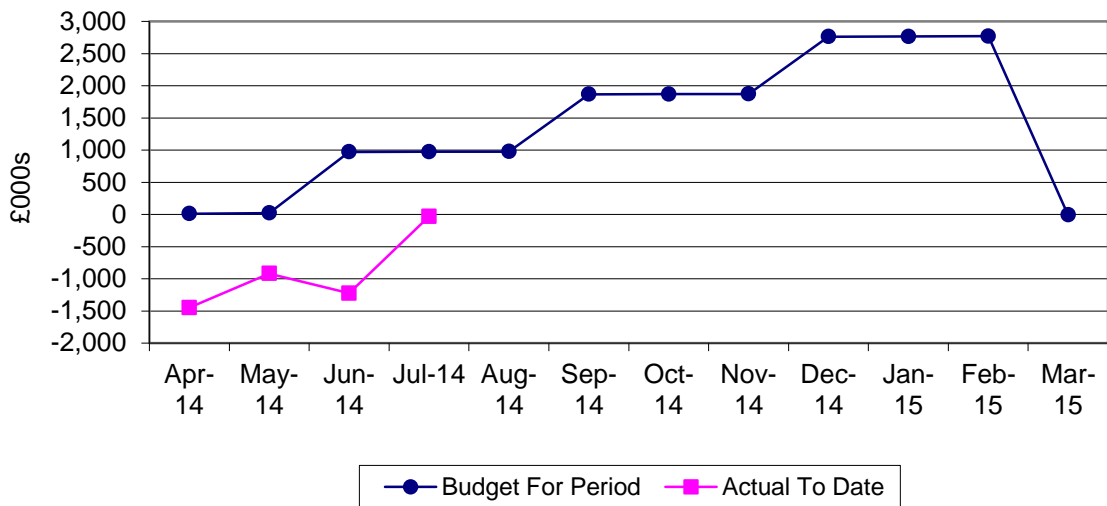
Culmulative Monthly 2014/15 - Neighbourhood Services



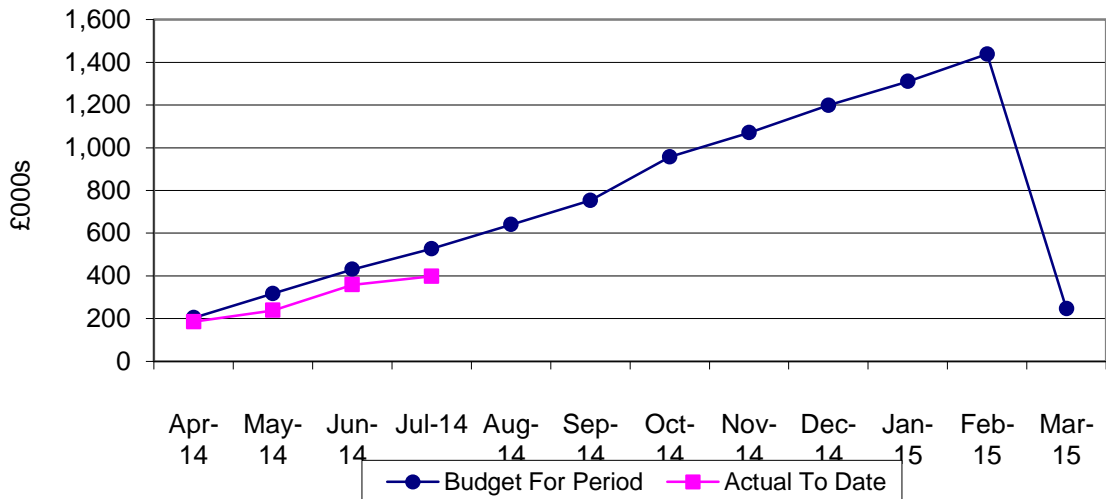
Culmulative Monthly 2014/15 - Planning



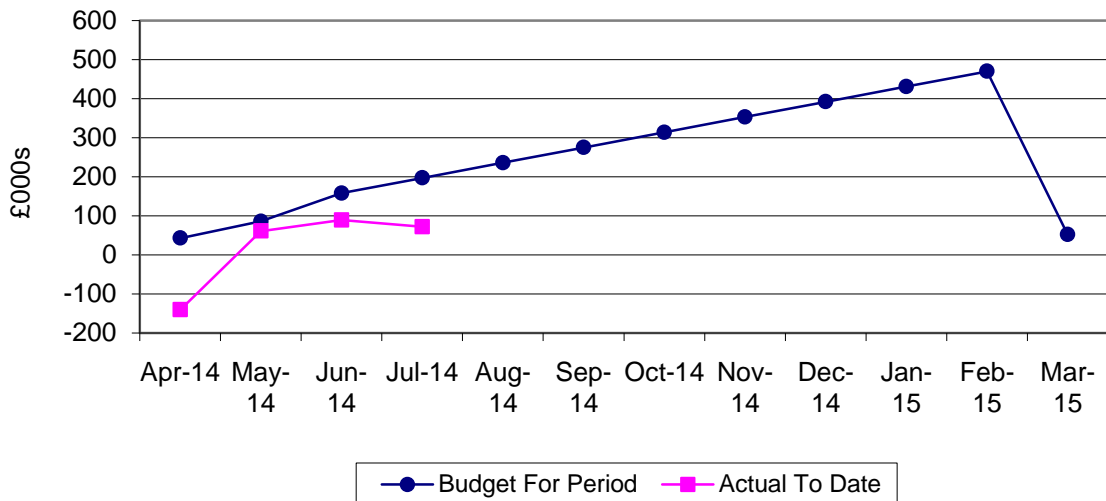
Culmulative Monthly 2014/15 - Procurement & Systems



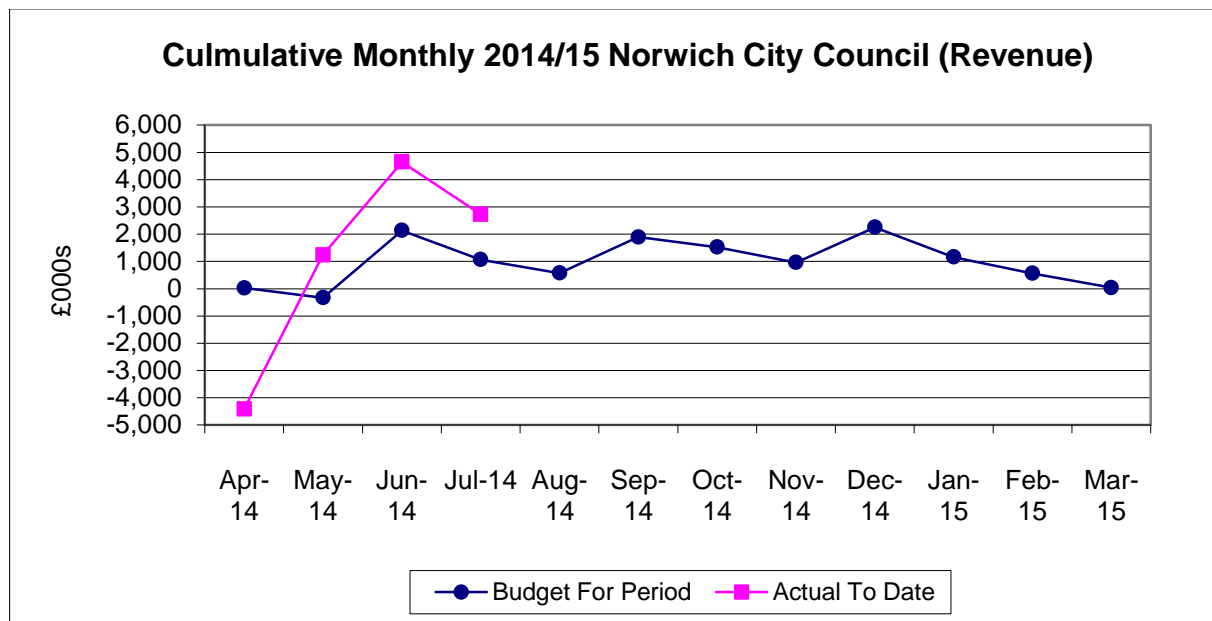
Culmulative Monthly 2014/15 - Property Services



Culmulative Monthly 2014/15 - Strategy, People & Democracy



The following graph shows the total monthly budget profile and income/expenditure to date for the general fund and the housing revenue account, for the financial year.



Report to Cabinet
13 August 2014
Report of Chief finance officer
Subject Capital budget monitoring 2014-15 : Q1

Item

8

Purpose

To report the current financial position and seek approval for capital budget virements on the housing capital programme.

Recommendations

To:

- a) note the current and forecast financial position on the housing and non-housing capital programmes and the risk management arrangements; and
- b) approve the proposed capital virements set out in paragraphs 16 to 18.

Corporate and service priorities

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

Financial implications

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

Ward/s: All wards

Cabinet member: Councillor Waters – Deputy leader and resources

Contact officers

Justine Hartley, chief finance officer 01603 212440

Nisar Ahmed, finance control manager 01603 212561

Background documents

None

Report

1. Council approved the housing and non-housing capital programmes for 2014/15 on 18 February 2014.
2. Cabinet approved carry-forward of 2013/14 underspends under delegated authority to the deputy chief executive and chief finance officer (S.151) in consultation with the portfolio holder for resources.

Non-housing capital programme

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.

Forecast outturn

4. The following table shows expenditure to date and the forecast outturn for expenditure against the approved capital budgets including brought forward amounts.

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	360	588	5	588	0
Asset Investment	10,735	10,839	27	4,535	-6,304
Asset Maintenance	1,290	2,124	2	2,103	-21
Cycle City Ambition	3,726	4,802	9	3,323	-1,480
Initiatives Funding	50	745	1	619	-126
Regeneration	10,519	15,231	10	6,002	-9,229
Section 106	157	800	25	231	-569
Total Non-Housing	26,837	35,130	78	17,402	-17,729

5. As at 30 June 2014, the non-housing forecast outturn is £17.4m, which would result in an underspend of £17.7m. The significant variance is largely due to the re-profiling of planned expenditure against specific significant schemes: Strategic Asset Investment (£6.3m), Rose Lane MSCP construction (£4.8m), Threescore development (£3.9m), Cycle City Ambition (£1.5m) and Section 106 schemes (£0.6m). It is anticipated that a request will be made to carry forward these budgets to fund expenditure in 2015/16.
6. Due to the nature of the programmes and the basis of valuations there is a time lag between works progressing and valuations.
7. Further analysis of the capital programme will be undertaken during the current financial year to ensure that programmes deliver to budget within revised project timescales.

Addition to capital programme

8. An additional item for GNGB CIL capital programme will be added to the next capital monitoring report, subject to cabinet approval. This item appears as an agenda item for cabinet and the report contains finance comments and budgetary impact.

Virement requests

9. As at the report date there are currently no virements which require cabinet approval for the non-housing capital programme.

Capital resources

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

	Arising £000s	Brought Forward £000s	Total Resources £000s
Non-housing capital plan			
CIL resources	0	(71)	(71)
S106 resources	(164)	(1,429)	(1,593)
Other non-housing resources	(27,237)	(7,114)	(34,352)
Less grants received in advance	4,267		4,267
Subtotal other non-housing resources	(22,970)	(7,114)	(30,084)
Total non-housing resources	(23,134)	(8,614)	(31,748)

Housing capital programme

11. The financial position of the housing capital programme is set out in detail in Appendix 2 and summarised with commentary in the following paragraphs.

Forecast outturn

12. The following table shows expenditure to date and the forecast outturn for expenditure against the approved capital budgets including brought forward requests and virements set out above.

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	10,911	11,968	153	7,445	-4,523
Neighbourhood Housing	30,070	38,223	3,858	38,223	0
Strategic Housing	1,570	1,964	-163	1,864	-100
Total Housing	42,551	52,155	3,849	47,531	-4,623

13. The current forecast as at 30 June 2014 shows that the forecast outturn is £47.5m which would result in an underspend of £4.6m. The variance is largely due to projected delays in the redevelopment of a sheltered housing scheme (£1.1m) and completion of new build social housing (£3.4m). It is anticipated that a request will be made to carry forward these budgets to fund expenditure in 2015/16.
14. Due to the nature of the programmes and the basis of valuations there is a time lag between works progressing and valuations.
15. Further analysis of the capital programme will be undertaken during the current financial year to ensure that programmes deliver to budget within revised project timescales.

Virement requests

16. The following table shows virement (budget transfer) requests which are submitted to secure approval for proposed changes in the uses of resources.

<i>Programme Group</i>	<i>Original Budget</i>	<i>Current Budget</i>	<i>Forecast Outturn</i>	<i>Forecast Variance</i>	<i>Proposed Virement</i>
	£000s	£000s	£000s	£000s	£000s
Whole House Improvement	480	717	817	0	100
Bathroom Upgrades	3,980	3,980	4,780	0	800
Boilers - Communal	327	327	1,081	0	754
Boilers - Domestic	4,305	4,305	3,880	0	-425
Solar Thermal	529	529	200	0	-329
Door Entry system	180	395	360	0	-35
Boundary Walls	607	607	500	0	-107
Vehicle Hardstanding	104	104	9	0	-95
Planned Maint - Lifts	427	427	70	0	-357
Disabled Ad - Misc	1,306	1,306	1,000	0	-306
Total Virement Requests	12,245	12,697	12,697	0	0

17. Whole house improvements and boiler installations (communal) are showing a forecast overspend since the programme is being expanded to deliver a higher volume programme. It is proposed to transfer resource from other budget heads which are now forecast to underspend.

18. Bathrooms in Normandie Tower - The virement request has arisen due to the contractor encountering unexpected delays prior to commencing the programme. Communication between housing management and NPS has recommended that a replacement programme for all bathrooms be carried out in the tower, as a separate project. This will provide a controlled environment and provide better value for money.

Capital resources

19. The following table shows the approved sources and application of housing capital resources, and receipts and other movements for the year to date

	Arising £000s	Brought Forward £000s	Total Resources £000s
Housing capital plan			
Housing resources brought forward	0	(17,845)	(17,845)
Housing capital grants	(408)	0	(408)
HRA Major Repairs Reserve	(16,611)	0	(16,611)
HRA Revenue Contribution to Capital	(19,885)	0	(19,885)
HRA Leaseholders contributions to major works	(250)	0	(250)
Capital receipts arising from RTB sales	(2,583)	0	(2,583)
Capital receipts arising from non-RTB sales	(802)	0	(802)
Retained "one for one" RTB capital receipts	(2,013)	0	(2,013)
Total housing resources	(42,552)	(17,845)	(58,384)

20. The excess of balances brought forward reflect resources for the carry-forward approvals requested.

Capital programme risk management

21. The following table sets out a risk assessment of factors affecting the planned delivery of the 2014/15 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
Norwich HCA partnership strategic priority schemes delayed or frustrated	Possible (3)	Major (5)	(15)	Oversight by Norwich HCA partnership Strategic Board
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	Possible (3)	Moderate (3)	(9)	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 not received from RTB sales	Very unlikely (1)	Major (5)	(5)	Relatively low levels of RTB receipts have been forecast; 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	Unlikely (2)	Minor (1)	(2)	Robust charging procedures within contract to ensure amounts due are recovered

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:	10 September 2014
Head of service:	Justine Hartley, Chief Finance Officer
Report subject:	Capital Programme Monitoring 2014/15 Q1
Date assessed:	13 August 2014
Description:	To report the current financial position and seek approval for capital budget virements on the housing capital programme.

	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

	Impact			
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	

Non-Housing Capital Programme

Approved Budget	Proposed Carry Forward	Approved Virement	Proposed Budget		Actual To Date	Forecast Outturn	Forecast Variance
0	47,736	0	47,736	5294 Eaton Park Tennis Development	1,961	47,736	0
0	180,483	0	180,483	5299 City Hall Refurbishment Phase 1	2,475	180,483	0
250,000	0	0	250,000	5324 City Hall 2nd Floor	0	250,000	0
110,000	0	0	110,000	5326 Earlham Park access imps	77	110,000	0
360,000	228,219	0	588,219	Subtotal Asset Improvement	4,513	588,219	0
30,000	0	0	30,000	8807 New Build - Airport	0	30,000	0
30,000	0	0	30,000	8808 New Build - Cambridge Street	0	-	-30,000
25,100	0	0	25,100	8812 New Build - 10-14 Ber Street	0	-	-25,100
0	43,700	0	43,700	5310 22 Hurricane way - asbestos	44,633	44,633	933
0	0	0	0	5311 Townsend House	-17,705	-	0
900,000	60,000	0	960,000	5315 Asset investment for income (other	0	960,000	0
9,750,000	0	0	9,750,000	5330 Strategic Investment (NAL)	0	3,500,000	-6,250,000
10,735,100	103,700	0	10,838,800	Subtotal Asset Investment	26,928	4,534,633	-6,304,167
0	132,390	0	132,390	5006 Major Repairs Programme (2013/14)	0	132,390	0
0	156,554	0	156,554	5293 Millar Hall - Norman Centre	1,560	156,554	0
550,000	545,413	0	1,095,413	5308 St Andrews MSCP repair	0	1,095,413	0
36,000	0	0	36,000	5900 Bedford St 19/21 fire alarm	0	36,000	0
25,000	0	0	25,000	5901 Castle Museum 12/12A roof	0	25,000	0
25,000	0	0	25,000	5902 Castle Museum 18A roof	0	25,000	0
30,000	0	0	30,000	5903 City Cemetery asphalt works	0	32,000	2,000
15,000	0	0	15,000	5904 Rosary Cemetery Chapel works	0	15,000	0
80,000	0	0	80,000	5905 Norman Centre gym refurbishment	0	80,000	0
75,000	0	0	75,000	5906 Hurricane Way 6-12 enabling works	73	75,000	0
60,000	0	0	60,000	5907 Meteor Close 21 void refurbishment	0	60,000	0
10,000	0	0	10,000	5908 Halls - fire alarm upgrade	0	-	-10,000
15,000	0	0	15,000	5909 Halls - floor works	0	-	-15,000
15,000	0	0	15,000	5910 Halls - WC works	0	40,000	25,000
5,000	0	0	5,000	5911 St Barts Church flint & brick works	0	7,000	2,000
4,000	0	0	4,000	5912 St Edmunds churchyard works	0	4,000	0
100,000	0	0	100,000	5913 Swanton Rd - Astra TC works	0	100,000	0
25,000	0	0	25,000	5914 Guildhall stone & flint works	0	-	-25,000
50,000	0	0	50,000	5915 District Lighting upgrade	0	50,000	0
60,000	0	0	60,000	5916 Waterloo Pavilion prom roof	0	60,000	0
40,000	0	0	40,000	5917 Riverside Leisure Centre works	0	40,000	0
70,000	0	0	70,000	5918 St Andrews MSCP CCTV	0	70,000	0
1,290,000	834,357	0	2,124,357	Subtotal Asset Maintenance	1,633	2,103,357	-21,000
0	50,373	-8,000	42,373	5101 Norfolk and Norwich Hospital hub	0	42,373	0
0	37,477	-24,000	13,477	5102 North Park Avenue - UEA zebra	0	13,477	0
0	19,800	0	19,800	5103 UEA Hub	0	19,800	0
585,000	138,537	64,000	787,537	5104 The Avenues	3,525	138,537	-649,000
423,000	71,455	-494,455	0	5105 Earlham Road (Gypsy Lane -	0	-	0
0	12,608	0	12,608	5106 Adelaide Street health centre link	1,632	12,608	0
0	0	-5,000	-5,000	5107 Alexandra Road - Park Lane (via	-18,689	13,869	-8,869
90,000	58,963	0	148,963	5108 Park Lane - Vauxhall Street	-14,435	58,963	-90,000
739,899	60,018	73,000	872,917	5109 Vauxhall Street - Bethel Street	210	872,907	-10
0	21,832	9,000	30,832	5110 Market hub	-11,504	30,832	0
218,637	8,044	0	226,681	5111 Magdalen Street and Cowgate	-16,000	8,044	-218,637
0	9,160	0	9,160	5112 St Andrew's Plain hub	-13,404	9,160	0
291,390	63,878	439,455	794,723	5113 Tombland & Palace Street	1,690	619,920	-174,803
0	36,000	0	36,000	5114 Gilders Way - Cannell Green	0	36,000	0
459,000	87,751	0	546,751	5115 Heathgate - Valley Drive	3,605	546,751	0
0	109,244	0	109,244	5116 Laundry Lane - St Williams Way	-3,256	109,244	0
0	76,302	0	76,302	5117 Munnings Road - Greenborough	3,920	76,302	0
165,000	-2,085	0	162,915	5118 Salhouse Road (Hammond Way -	2,750	22,750	-140,165
276,772	133,215	0	409,987	5119 20 mph areas	965	211,965	-198,022
50,000	0	-50,000	0	5120 Simplify cycling and loading in	0	-	0
59,928	85,237	69,000	214,165	5121 Directional signage and clutter	14,878	214,165	0
0	27,000	0	27,000	5122 Automatic cycle counters	0	27,000	0
367,000	-28,140	-73,000	265,860	5123 Cycle City Ambition Project	52,808	265,860	0
3,725,626	1,076,669	0	4,802,295	Subtotal Cycle City Ambition	8,695	3,322,789	-1,479,506

Approved Budget	Prov Proposed 13/14 Carry Fwd	Approved Virement	Proposed Budget		Actual To Date	Forecast Outturn	Forecast Variance
50,000	120,487	0	170,487	5305 Eco-Investment Fund	0	50,000	-120,487
0	23,246	0	23,246	5306 Community Capital Fund	1,313	18,000	-5,246
0	520,236	0	520,236	5317 IT Investment Fund	0	520,236	0
0	31,000	0	31,000	5328 Citizen Gateway Permits	0	31,000	0
50,000	694,969	0	744,969	Subtotal Initiatives Funding	1,313	619,236	-125,733
0	0	0	0	5300 Norwich Connect 2	-11,653	-	0
0	60,000	0	60,000	5312 Yacht Station Repairs	0	60,000	0
150,000	94,142	0	244,142	5314 Ass Inv - Mile Cross Depot	5,815	244,142	0
0	181,700	0	181,700	5318 Vacant Sites Regeneration	0	181,700	0
0	0	0	0	5319 Riverside Path Work	-68	-	0
7,000,000	0	0	7,000,000	5320 Rose Lane MSCP Construction	15,986	2,200,000	-4,800,000
260,000	260,000	0	520,000	5322 Riverside Walk (adj NCFC)	-99	100,000	-420,000
158,500	0	0	158,500	5325 Mountergate Phase 2	0	158,500	0
265,000	0	0	265,000	5327 Park Depots demolition	0	30,000	-235,000
0	2,119	0	2,119	5500 NaHCASP Memorial gardens	0	2,119	0
0	213,188	0	213,188	5504 NaHCASP Strategic Priorities	0	140,688	-72,500
2,385,165	3,901,678	0	6,286,843	5512 NaHCASP Threescore	0	2,385,165	-3,901,678
300,000	0	0	300,000	8805 New Build - Threescore 2	0	500,000	200,000
10,518,665	4,712,827	0	15,231,492	Subtotal Regeneration	9,981	6,002,314	-9,229,178
6,164	0	0	6,164	4176 S106 Fire Station Bethel St cycle	0	-	-6,164
0	6,019	0	6,019	5701 s106 Chapelfield Gardens Play	-298	6,019	0
0	0	0	0	5703 s106 Jenny Lind/Eagle Walk	12,492	-	0
0	89,000	0	89,000	5705 s106 The Runnel Play Provision	0	-	-89,000
22,194	0	0	22,194	5708 s106 Waldergrave/Clover Hill Play	0	-	-22,194
0	22,000	0	22,000	5717 s106 Wensum Comm Centre Play	568	11,000	-11,000
0	0	0	0	5723 Pointers Field Playbuilder Capital	1,183	22,194	22,194
3,753	12,915	0	16,668	5725 S106 Pilling Park Improvements	12,951	16,668	0
60,194	28,000	0	88,194	5728 S106 Mile Cross Gardens Play	0	-	-88,194
0	7,000	0	7,000	5730 S106 Midland Street Open Space	0	7,000	0
0	13,260	0	13,260	5731 s106 Wooded Ridge project	0	13,260	0
0	13,000	0	13,000	5732 s106 Wensum View Play	0	5,000	-8,000
0	42,838	0	42,838	5733 s106 Sarah Williman Close	0	42,838	0
0	81,000	0	81,000	5735 s106 Castle Green Play	0	-	-81,000
0	9,000	0	9,000	5736 s106 Castle Gardens Play	0	-	-9,000
40,367	0	0	40,367	5737 S106 Heartsease Play Area	0	20,000	-20,367
24,775	0	0	24,775	5738 S106 Mousehold Heath environs	0	24,775	0
0	50,000	0	50,000	5801 s106 Hurricane Way Bus Link	0	-	-50,000
0	22,000	0	22,000	5806 Threescore, Bowthorpe - sustainable	0	-	-22,000
0	0	0	0	5812 S106 Flood Alleviation project	-1,137	-	0
0	29,929	0	29,929	5813 S106 Green Infrastructure Imps	0	-	-29,929
0	0	0	0	5815 S106 St James Churchyard	-427	-	0
0	119,000	0	119,000	5821 S106 Livestock Mkt Cycle/Walkway	0	40,000	-79,000
0	87,000	0	87,000	5823 BRT & Cycle Route Measures	0	15,000	-72,000
0	10,807	0	10,807	5826 Goals Soccer Centre Ped Refuse	0	7,359	-3,448
157,447	642,768	0	800,215	Subtotal Section 106	25,332	231,113	-569,102
26,836,838	8,293,509	0	35,130,347	Total Non-Housing Capital Programme	78,395	17,401,661	-17,728,686

Housing Capital Programme

Approved Budget	Prov Proposed 13/14 Carry Fwd	Approved Virement	Proposed Budget		Actual To Date	Forecast Outturn	Forecast Variance
3,750,000	58,498	0	3,808,498	7460 Sheltered Housing Redevelopment	12,658	2,660,000	-1,148,498
500,000	0	0	500,000	7930 RTB Buybacks	0	500,000	0
0	390,000	0	390,000	8800 New Build - Riley Close	0	70,000	-320,000
0	608,485	0	608,485	8801 New Build - Pointers Field	106,894	645,000	36,515
1,500,000	0	0	1,500,000	8802 New Build - Goldsmith Street	33,846	270,000	-1,230,000
1,591,250	0	0	1,591,250	8803 New Build - Brazengate	0	1,700,000	108,750
765,000	0	0	765,000	8804 New Build - Hansard Close	0	225,000	-540,000
200,000	0	0	200,000	8805 New Build - Threescore 2	0	-	-200,000
78,000	0	0	78,000	8806 New Build - Mountergate	0	78,000	0
250,000	0	0	250,000	8807 New Build - Airport	0	-	-250,000
395,000	0	0	395,000	8809 New Build - Hassett Close	0	125,000	-270,000
480,000	0	0	480,000	8810 New Build - Northfields	0	30,000	-450,000
280,000	0	0	280,000	8811 New Build - Rye Avenue	0	20,000	-260,000
1,121,600	0	0	1,121,600	Unspecified New Build	0	1,121,600	0
10,910,850	1,056,983	0	11,967,833	Subtotal Housing Investment	153,398	7,444,600	-4,523,233
1,380,000	0	0	1,380,000	7010 Electrical - Internal	126,547	1,380,000	0
480,000	236,908	0	716,908	7040 Whole House Improvements	75,356	816,908	100,000
8,260,000	0	0	8,260,000	7070 Kitchen Upgrades	1,322,071	8,260,000	0
3,980,000	0	0	3,980,000	7080 Bathroom Upgrades	636,968	4,780,000	800,000
300,000	26,983	0	326,983	7100 Boilers - Communal	22,492	1,081,211	754,228
4,230,000	74,737	0	4,304,737	7110 Boilers - Domestic	315,821	3,880,000	-424,737
950,000	0	0	950,000	7150 Insulation	94,663	950,000	0
200,000	329,491	0	529,491	7170 Solar Thermal & Photovoltaic	47,528	200,000	-329,491
1,100,000	1,211,676	0	2,311,676	7200 Windows - Programme	252,243	2,311,676	0
1,610,000	228,034	0	1,838,034	7280 Composite Doors	46,561	1,838,034	0
180,000	214,952	0	394,952	7300 Comm Safe - Door Entry Systems	5,034	360,000	-34,952
20,000	0	0	20,000	7470 Sheltered Housing Comm Facilities	0	20,000	0
250,000	0	0	250,000	7480 Sheltered Whole Home Upgrades	9,808	250,000	0
880,000	716,730	0	1,596,730	7520 Planned Maint - Roofing	120,370	1,596,730	0
0	606,586	0	606,586	7530 Boundary Walls & Access Gates	126,260	500,000	-106,586
4,500,000	3,266,794	0	7,766,794	7540 Planned Maint - Structural	469,631	7,766,794	0
0	104,000	0	104,000	7550 Vehicle Hardstanding	357	9,250	-94,750
250,000	177,227	0	427,227	7580 Planned Maint - Lifts	348	70,000	-357,227
200,000	253,750	0	453,750	7590 Concrete footpaths, ramp, etc.	1,079	453,750	0
1,000,000	306,485	0	1,306,485	7600 Dis Ad - Misc	102,312	1,000,000	-306,485
200,000	0	0	200,000	7630 Dis Ad - Stairlifts	21,197	200,000	0
0	0	0	0	7680 Dis Ad - Comms	672	-	0
100,000	398,299	0	498,299	7950 Other - Communal Bin Stores	61,086	498,299	0
30,070,000	8,152,652	0	38,222,652	Subtotal Neighbourhood Housing	3,858,404	38,222,652	0
0	0	0	0	6003 Private Sector - General	20	-	0
1,140,000	0	-730,000	410,000	6011 Minor Works Grant	420	410,000	0
0	168,606	0	168,606	6012 Empty Homes Grant	0	68,606	-100,000
0	0	700,000	700,000	6018 Disabled Facilities Grant	156,977	700,000	0
180,000	0	0	180,000	6019 Capital Grants to Housing	-326,264	180,000	0
0	0	30,000	30,000	6029 Small Adaptation Grants	6,132	30,000	0
250,000	225,605	0	475,605	7960 Demolition & Site Maintenance	0	475,605	0
1,570,000	394,211	0	1,964,211	Subtotal Strategic Housing	-162,715	1,864,211	-100,000
42,550,850	9,603,846	0	52,154,696	Total Housing Capital Programme	3,849,087	47,531,463	-4,623,233

Report to Cabinet
10 September 2014
Report of Head of city development services
Subject Local Growth Fund – HRA Borrowing Programme 2015-18

Item

9

KEY DECISION

Purpose

To consider whether to submit a bid for an increase in the HRA borrowing headroom for 2016-18 under the Local Growth Fund, and if so, which option to choose.

Recommendation

- a) To consider approving a bid to the Local Growth Fund – HRA Borrowing Programme 2015-18; and should cabinet approve such a bid,
- b) For the detailed bid submission to be delegated to the executive head of regeneration and development in consultation with the portfolio holder for housing.

Corporate and service priorities

The report helps to meet the corporate priority “Decent housing for all” and the service plan priority to build new council homes.

Financial implications

Total cost of £14m to be funded from up to £7.46m from the existing housing capital plan and the remaining £6.54m from an increase to the housing revenue account debt cap through a bid to the local growth fund. This is equivalent to stretching the current five year improvement programme by three to four months.

Ward/s: All wards

Cabinet member: Councillor Waters- Deputy Leader and resources and Cllr Bremner – Housing.

Contact officers

Andrew Turnbull

01603 212778

Andy Watt

01603 212691

Background documents

None

Report

Background

1. In April 2014, the government published the prospectus for the Local Growth Fund – Housing Revenue Account Borrowing Programme 2015-18. This states that the government wishes to deliver an additional 10,000 affordable new homes from additional borrowing of £150m in 2015/16, and a further £150m in 2016/17. This would equate to £30k average borrowing per unit.
2. The council took the decision that the restrictions included within the prospectus did not make economic sense for a bid.
3. In July 2014 the government announced that 15 local authorities had been successful and that £60m of additional borrowing (increase in HRA headroom) had been allocated to over 1000 new homes, which equates to £60,000 per unit and double that suggested in the prospectus.
4. A second bid round has opened this year, with a submission deadline of 30th September 2014. This programme is designed to provide affordable housing at affordable rents (current guidance is 80% of market rent) rather than for social rented units.
5. The current target in the housing investment strategy is to deliver 250 units by 2018 across a number of sites, and in addition NCC is working with registered providers to develop and maintain a high level of delivery. A number of sites have been identified that have potential for delivery above the target number that could be brought forward within this timescale required.
6. The council's HRA business plan is currently being revised to reflect the end of 2013/14 but indications are that we will reach the borrowing cap in 2016/17. This period is affected by the level of increases in rent, expenditure and the level of RTB receipts that are being received.
7. There is an expectation of disposal of high value assets to support new development. Since 2010 the council has undertaken a number of disposals under effective asset management. Due to this there are not a significant number of additional disposals expected, with the business plan estimating 8 per annum at an average selling price just over £100,000.
8. The 'Frequently Asked Questions' for the Local Growth Fund has been updated and now states that RTB receipts under the 1-4-1 replacement scheme cannot be utilised to fund bids under this scheme, however the non 1-4-1 replacement receipts can be utilised which equate to approximately £420,000 per annum.
9. The council will lobby Government for changes in the current policy / legislation for further freedoms and flexibilities around the use of RTB receipts, including 1 for 1 replacement receipts, to support additional delivery.
10. Following the publication of the second round of bidding this paper sets out the further options available to the council to submit a bid. To help inform these options

an illustrative scheme has been modelled that could deliver an additional 110 dwellings for a potential bid at an estimated total cost of £14m.

Options

11. Option 1 – do not bid for additional funding

Advantages

- a) We have currently identified a programme of sites to deliver 250 dwellings by 2018 within existing HRA borrowing capacity. This programme is manageable within existing resources;
- b) Allows a number of sites to be put forward for delivery by RP partners;
- c) Does not require a change in the council's tenancy strategy and policy to develop 'affordable rent' dwellings;
- d) Allows the council to build up additional capital resources from disposal of assets and RTB receipts to support delivery once additional headroom is generated in future years.

Disadvantages

- a) Capacity to develop additional affordable housing by the council is delayed in the short / medium term (anticipated 3 years)

12. Option 2 – Submit an expression of interest at a level of borrowing per dwelling that does not require additional capital to be used.

Advantages

- a) Allows an additional 110 dwellings to be delivered for new council houses at affordable rent levels;

Disadvantages

- a) Seeking additional £14m HRA headroom at an average borrowing of £128,000 per dwelling is unlikely to be assessed as value for money under the bidding process.
- b) Requires additional sites to be brought forward quickly to take up the existing headroom, which may require additional staffing resource;
- c) Council would have to charge 'affordable rents' requiring a change in the current tenancy strategy and policy

13. Option 3 – Submit an expression of interest at a level of borrowing per dwelling that utilises receipts from the disposal of assets and non 1-4-1 RTB receipts.

Advantages

- a) Allows an additional 110 dwellings to be delivered for new council houses at affordable rent levels;

Disadvantages

- a) Assumes the level of disposals (£800,000) and non 1-4-1 RTB receipts (£420,000) are achieved.
- b) Seeking additional £12.78m HRA headroom at an average borrowing of £117,000 per dwelling is unlikely to be assessed as value for money under the bidding process.
- c) Requires additional sites to be brought forward quickly to take up the existing headroom, which may require additional staffing resource;
- d) Council would have to charge 'affordable rents' requiring a change in the current tenancy strategy and policy.

14. Option 4 - Submit an expression of interest at a level of borrowing per dwelling that utilises additional housing capital.

Advantages

- a) Allows an additional 110 dwellings to be delivered for new council houses at affordable rent levels;
- b) Bid is in line with those approved in round 1 at £60,000 per dwelling so may satisfy the value for money criteria.

Disadvantages

- a) To reduce the borrowing to £6.54m – the average £60,000 per dwelling in round 1 would require £7.46m of other housing capital. This is the equivalent of stretching the existing five year housing improvement programme by three to four months.
- b) Requires additional sites to be brought forward quickly to take up the existing headroom, which may require additional staffing resource;
- c) Council would have to charge 'affordable rents' requiring a change in the current tenancy strategy and policy

	Option 1	Option 2	Option 3	Option 4
Additional HRA borrowing headroom	0	£14m	£12.78m	£6.54m
Existing Housing Capital required	0	0	£1.22m	£7.46m
Average borrowing per dwelling	0	£128k	£117k	£60k

15. Recommendation

It is recommended that members choose either option 1 and decide not to proceed on the grounds of impact on the HRA improvement programme or option 4 as this generates additional dwellings, allows prudential borrowing against rents generated and is at a level that has been accepted by Government as offering value for money.

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:	10 September 2014
Head of service:	Andy Watt - Head of City Development Services
Report subject:	Local GrowthFund – HRA Borrowing programme 2015-18
Date assessed:	15 August 2014
Description:	To seek approval to submit a bid for an increase in the HRA borrowing headroom for 2016/17 under the Local Growth Fund.

	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"/>	Provision of more council homes will improve overall affordability of the housing stock. This represents a prudent use of financial resources to meet corporate priorities.
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"/>	Additional development will provide employment opportunities, opportunities for local contractors and businesses and will generate local spending for the benefit of the wider economy. Providing more housing is important in supporting sustainable economic growth and prosperity.
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Providing additional affordable housing will advance financial inclusion by helping to improve housing affordability
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments

	Impact			
Safeguarding children and adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Building more council homes to meet changing needs will help provide accommodation for vulnerable adults and children.
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The provision of sufficient and decent quality housing is essential to ensuring decent levels of health and well being
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"/>	High quality design will enhance the built environment.
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
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 checked="" type="checkbox"/>	<input type="checkbox"/>	The new council homes will be designed to a higher standard of environmental standards than building regulations require
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The new homes will be subject to the Right to Buy which represents a low risk to the council

Recommendations from impact assessment

Positive

Overall additional funding will provide more council homes which will improve overall affordability of the housing stock. The investment priorities represent a prudent use of financial resources to meet corporate priorities and will provide local employment opportunities.

Negative

The right to buy is a risk that can be mitigated through the retaining the receipts from the sale of any new build dwelling and the 'cost floor' which allows the council to recover the costs of purchasing, building, repairing or maintaining the dwelling for a period of 15 years.

Neutral
Issues

Report to Cabinet
10 September 2014
Report of Chief finance officer
Subject Potential investment in the UK Municipal Bonds Agency

Item

10

Purpose

To consider the Local Government Association (LGA) UK Municipal Bond Agency and investment proposition.

Recommendations

Approve the investment of £50,000 in the mobilisation phase of the UK Municipal Bonds Agency, and up to a further £50,000 in the implementation phase.

Corporate and service priorities

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

Financial implications

The report recommends the one off investment of up to £100,000 to an initiative aiming to reduce local authority borrowing costs in the future.

Ward/s: All wards

Cabinet member: Councillor Waters – Deputy leader and resources

Contact officers

Justine Hartley, chief finance officer

01603 212440

Background documents

None

Report

Background

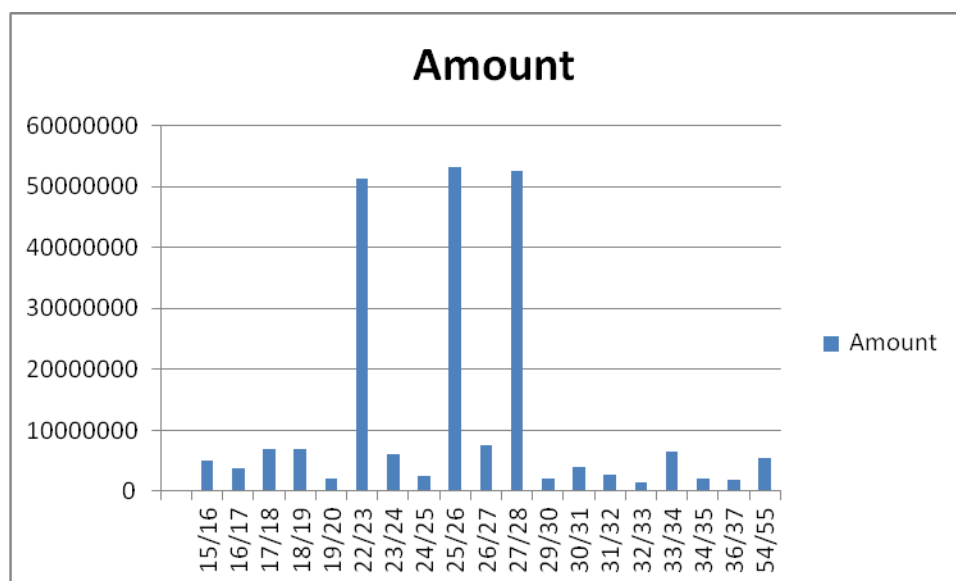
1. Local Authority Bonds started to come back into the spotlight in October 2010, when the Chancellor unexpectedly announced in the spending review, that Public Works Loan Board (PWLB) rates would increase to 1% above gilts from 0.15%, which significantly increased the cost of borrowing to councils overnight.
2. The rate later came down in November 2012, but in total there have now been six changes to borrowing terms over the last three years. Long term capital programmes require a fair degree of certainty for effective decision making, but it could be argued with changes such as these, the PWLB is failing to provide this. As a consequence there is a desire in some quarters to look at bonds as a viable alternative.
3. In January 2012 the Local Government Association (LGA) published an Outline Business Case for developing an agency for the issuance of Local Authority Bonds. In March 2014 a revised Business Case was published.
4. The rationale of such an agency is about providing a mechanism to secure borrowing from an alternative source to the PWLB, which provides for increased certainty of terms, is free of central government control and with potentially lower rates than available from other sources.
5. The LGA is now looking to raise equity funding in the form of share capital from Local Authorities to launch the agency later this year. This report explains the investment proposition and some of the advantages and risks associated with it against the backdrop of the council's current borrowing and future borrowing projections.

Current sources of long term borrowing

6. At 31 March 2014 the council had long term borrowing of £224.8m of which £218.9m was with the Public Works Loans Board (PWLB) and £5.3m with UK banks. The PWLB is a statutory body operating within the UK Debt Management Office (DMO), an executive agency of H M Treasury. The PWLB's function is to lend money from the National Loans Fund to local authorities and other prescribed bodies. PWLB introduced the Certainty Rate in November 2012 which provides a discount of 0.2% to the published rates, provided councils disclose greater information and clarity on their capital funding.
7. Borrowing via these routes can be secured at short notice and are governed by the council's treasury management strategy and authorised borrowing limits included within it. However the government still retains control over overall lending policy and the rates for borrowing from the PWLB.

Current borrowing and projections

8. The council can take out loans in order to fund spending for its capital programme for the benefit of Norwich. The amount of new borrowing taken each year is determined by capital expenditure plans and projections of the capital financing requirement, forecast reserves and current and projected economic conditions.
9. The chart below shows the maturity profile of borrowing, with £84.77m maturing in the next 10 years, all of which is likely to be refinanced.



10. The projected increase in borrowing over the next 3 years was set out in the treasury management strategy approved by council in February and is set out in the table below.

Year	2014-15	2015-16	2016-17
Projected increase in borrowing	£20.0m	£19.9m	£29.2m

LGA UK MUNICIPAL BOND AGENCY

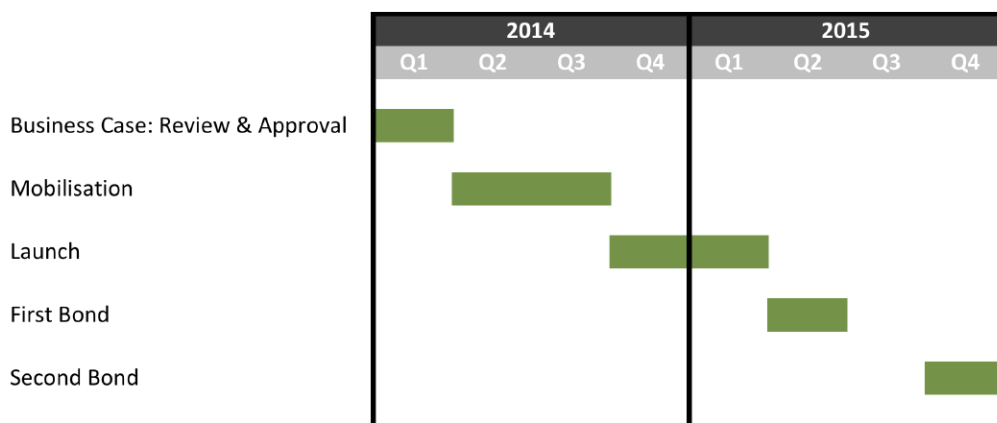
Introduction

11. Councils source 75% of their borrowing from the PWLB and are therefore vulnerable to the interest rates set by the Debt Management Office (DMO) through the government. The Bonds Agency would introduce competition and diversity to the market place. The agency may also offer lower penalties for early repayment of loans, allowing for greater flexibility.
12. Local authorities who raise borrowing through the agency will need to meet credit criteria set by the agency. Experience in other countries has shown

that an agency's credit processes, with the incentive of lower borrowing costs and the oversight of peers, has strengthened the overall credit worthiness of local authorities as a whole.

Summary of revised business case

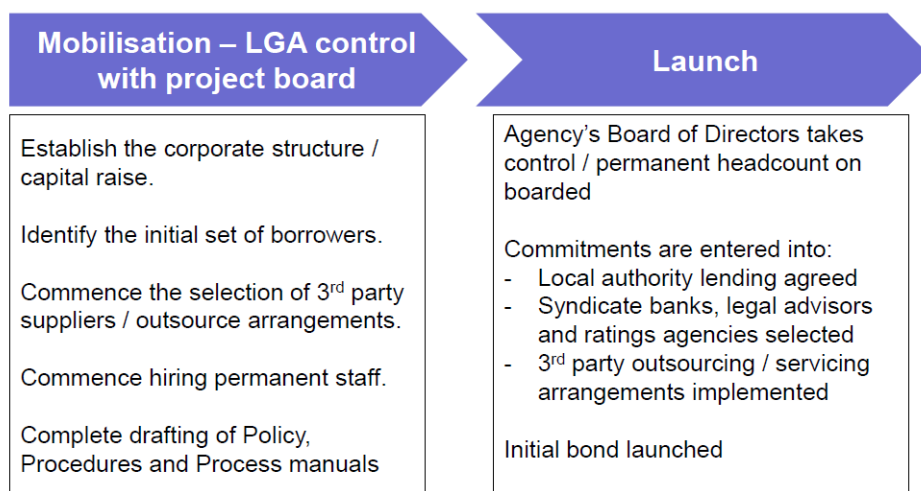
13. It is assumed that, to be an attractive proposition, local authorities should have a reasonable expectation that they could reduce their borrowing costs by 0.2% -0.25% versus the PWLB. On a £10m loan this would equate to £20k-£25k per annum.
14. The ability for the agency to achieve such rates is based on the premise that the agency would achieve a AAA/sovereign like rating. The LGA believe that this could be achievable by holding risk capital between 3% and 5%, holding adequate liquidity, ensuring a diverse portfolio of borrowers, and most importantly providing a joint and several guarantee from borrowers.
15. As well as being crucial to achieving the lower borrowing rates, joint and several guarantees would enable bonds to be listed on the London Stock Exchange. The concept is that borrowers would guarantee their own borrowing and participate in a collective guarantee of other borrowers' obligations. The aim of this would be to significantly improve investors' perceptions of the quality of the agency's bonds and thus drive down the interest rate.
16. The business case explains the protections in place for guarantors which include:
 - a) Significant protections within the statutory framework which governs local authority finances e.g. the prudential code. Other protections include; risk capital held and credit processes undertaken by the agency, statutory responsibilities of the Section 151 Officer, access to PWLB and government reserve powers.
 - b) English law contains a number of protections such as right of indemnity, which help ensure that guarantors can recover repayments they make under the guarantee.
 - c) Proportionality / right of recourse or equivalent which ensures that in the event of any loss the amount in default is distributed proportionately amongst the providing the guarantee.
 - d) In the event a guarantee is called, creditors will still have access to the high court process which enables a high court appointed administrator to take control of certain aspects of a local authority's finances.
17. Because the agency is new to the market, it is likely to need to pay a new issue premium in the first one or two years. This will affect the interest rate payable on the bond for early investors. The savings identified compared to PWLB will also depend on being able to issue a bond of a suitable size of between £250m and £300m, otherwise investors will demand a premium for liquidity.
18. The proposed timetable to issue the first LGA agency bond in March/April 2015 is shown in the table below.



Note: As part of the mobilisation phase, the LGA Project Board will examine the feasibility of an earlier Bond issue

19. There are two phases prior to the issuance of the first bond. A mobilisation phase, which will cost approximately £0.8m and the launch phase during which the remainder of the estimated £8m-£10m operating capital will be raised from local authorities.

Key deliverables in phased approach



20. Control of the agency will rest with the LGA as the project sponsors during the mobilisation phase. A project board consisting of LGA executives and local government finance directors will oversee execution, with chief finance officers and political groups retaining an advisory role. Once appointed, a board of directors consisting of three members elected by shareholders, two industry experts and two council finance directors may operate in a shadow capacity until launch. At launch the board of directors will formally take control of the agency.
21. It is anticipated that two bonds will be issued in the first year with approximately 30 to 40 borrowers. For the initial bond issues at least, council borrowing requirements in terms of duration will need to match the bonds' maturity profiles.

22. The agency staffing levels will start small and grow as the volume of transactions does. It is also anticipated that future developments might include a commercial paper programme for short term funding requirement for period up to one year. The exact mechanism and timelines for the execution of the bond are still to be clarified.

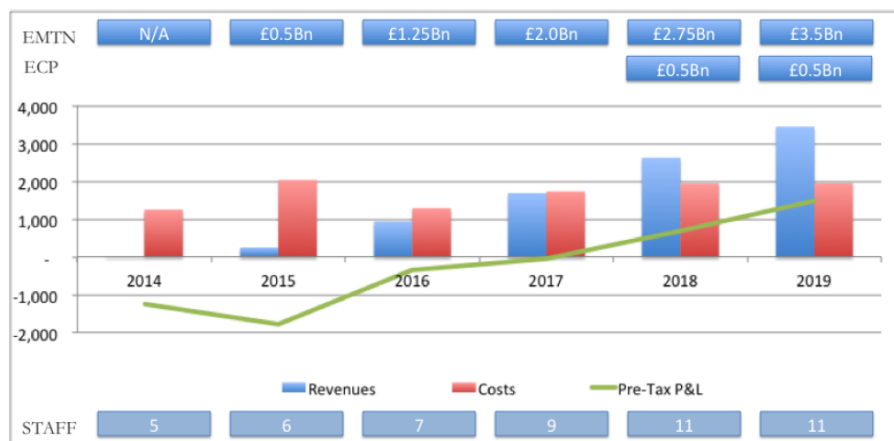
Investment proposal

23. On 20 March 2014 the LGA executive board approved an LGA financial contribution to mobilisation, capped at £500k. Match funding of £400k was sought by mid-July from local authorities, the investment being in the form of an equity shareholding. To encourage investment from smaller councils, there was no minimum level of investment required from an individual authority. However, the following investment levels were suggested:
 - a) £10,000 to £50,000 for smaller authorities;
 - b) £50,000 to £150,000 for medium sized authorities; and
 - c) £200,000 to £300,000 for larger authorities.
24. The intention was that if funds were successfully raised during the mobilisation phase, a further investment in the launch phase would be required of £8m to £10m and again this will be in the form of an equity shares. This capital will be used to cover early operating costs and provide a buffer against risks.
25. On 11 August the LGA wrote again to councils setting out the success of the match funding exercise to date and extending the deadline for expressing interest in investing in the mobilisation phase to 31 August 2014.
26. In the LGA's words "Within just over a month, 33 councils sent letters of intent with total commitments of £3.4 million (Phase 1: £1.6m, Phase 2: £1.8m), significantly exceeding our target. However, since 17 July the momentum behind the agency has continued to build and we have received a number of requests for an extension to the deadline, which the project board has carefully considered. After much deliberation the board has recommended that the benefits to the project overall, and therefore to each of the councils that have already committed, justify an extension to the deadline. To give councils a chance to respond in this holiday season it has been decided to extend the deadline for returning letters of intent to invest in phase one to midnight on 31 August 2014."
27. Following discussion with the leader and portfolio holder, officers have submitted a letter of intent on behalf of Norwich City Council indicating up to £50,000 of investment in the mobilisation phase and up to a further £50,000 in the launch phase, subject to council approval. It is clear that this letter is not, and is not meant to be, legally binding. However, its submission leaves the path open for the council to invest in the agency at the mobilisation phase should it choose to do so. The deadline for returning the legally binding subscription agreement confirming the phase one investment and reaffirming the intended phase two investment is 30 September 2014."
28. An investment would be held in the balance sheet as an available for sale financial asset, under current accounting requirements. This means changes in the valuation of the share capital do not impact the income and expenditure account, but instead are held in the available for sale reserve on

the balance sheet. However if it became apparent the share capital had no value the investment would need to be written off to the income and expenditure account.

29. The slides below taken from the LGA business case presentation show the projected performance of the agency over the next 5 years and indicative forecasts over the longer term.

The Agency expects to achieve a 25% market share of new borrowing and breakeven in 3 to 4 years

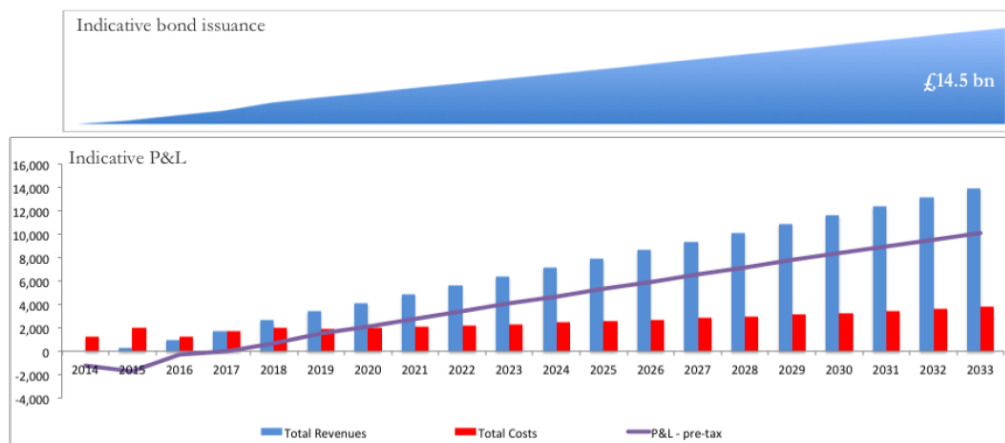


5

www.local.gov.uk

Note: *EMTN = projected levels of Bond issuance, *ECP = Commercial Paper

A scalable platform, which should see volumes rise, without commensurate increase in costs



Note: Based on simplifying assumptions:
 - Costs after year 5 assume 5% annual inflation
 - The Agency increases volumes of issuance by £750 million each year
 - No incremental business development costs or revenues,
 - Potential pricing adjustments not modeled

6

www.local.gov.uk

30. Indicative net present value (NPV) calculations have been calculated based on the forecast profit and loss over a 20 year horizon and this shows an implied internal rate of return (IRR) of between 10% and 11% depending on a dividend policy of 10% or 50% of post tax profit.
31. Clearly, the council should consider the investment in the agency as a long term investment, given that the agency only starts to make a profit in year 3. Shares in the agency are likely to be transferable between local authorities

so an exit from the investment and any value obtained would rely on demand from other councils.

32. All local authorities will have access to the agency to raise borrowing whether they are equity investors or not, subject to meeting the criteria set by the agency. It is envisaged that the interest rate paid by councils that don't invest in the agency will be on the same terms as those who have invested.
33. The investment opportunity is currently only open to local authorities and local authority pension funds.

Benefits of investing in the agency

34. There are two key financial drivers of value for making an investment
 - a) Return on the equity investment, which comprises of the dividend stream and the valuation of shares held in the agency
 - b) Reduced financing costs. As discussed earlier in the report, those local authorities who don't invest will still be able to use the agency on the same terms to raise borrowing.

Risks

35. Making an investment in the mobilisation phase is of a higher risk because there is a possibility that the large amount of capital required to launch the agency does not materialise, rendering the initial investment worthless.
36. Other risks associated with making the investment and risks around the agency itself are set out below:
 - a) It may not be possible for the agency to raise the required level of operating capital, either during mobilisation or launch phases.
 - b) Local authority demand for the agency may not materialise in sufficient volumes. This may result in the agency not being able to issue a bond of benchmark size (£250m to £300m) or not at all.
 - c) The new issue premium may make the initial bonds unattractive for the local authorities in the first round of bond issues, leading to reduced take up. Councils would also need to consider potential value for money audit issues, if they proceeded where PWLB rates were cheaper.
 - d) Market pricing for any bond issuance may not be attractive. Until a bond is actively marketed to investors, the interest rate of spread above gilts is uncertain and cannot be guaranteed ahead of time.
 - e) In order to achieve the savings compared to PWLB set out in the OBC, it is expected that the agency must be able to obtain an AAA rating, the likelihood of which is uncertain especially in the early years and given that the UK Government has AA+ rating from Fitch.
 - f) The Treasury could reduce the margin over gilts for PWLB debt sufficiently to render the agency unattractive for local authority borrowing.
 - g) The principle of joint and several guarantees, which the council would have to agree to, is the main contributing factor to achieving the savings of 0.20% to 0.25% compared to the PWLB rates. It is

uncertain whether the view from the market would support these levels of savings.

- h) It is uncertain whether the Agency has the flexibility to meet the borrowing demands of the initial 30 to 40 local authorities in the first bond issuance, where all borrowers will be required to have similar maturity profiles.
- i) Given that we are now in a low interest rate environment where the base rate may not return to much more than 3% over the coming years, this may undermine the attractiveness for long dated borrowing and therefore the forecast pipeline of bond issues undertaken by agency and its profitability.
- j) The agency may be unable to attract personnel of sufficient calibre.

37. In addition there is likely to be a more lengthy process for councils when raising borrowing and the conditions set by the agency that need to be met. A council may have to commit to raising funds a month or 6 weeks before the funds are received, during which there is an increased risk that interest rates could move significantly.

Summary

- 38. Finance accessed through the capital markets via the new UK Municipal Bonds Agency could provide an alternative form of borrowing for Local Authorities at time when there is greater uncertainty over how the Treasury set the rates and terms of PWLB loans.
- 39. There are significant risks and uncertainties in the business case for the agency in achieving a saving compared to PWLB. Investment in the agency would not comply with the council's treasury management strategy which requires a much higher level of security, and indeed this investment may not achieve a return at all. However, the setting up of the agency is about the sector building lending capacity itself and providing competition in the lending market with the express intention of driving down lending costs for local authorities.
- 40. Norwich City Council has, and will continue to have, significant borrowing needs over the coming years and if the agency is successful in its drive to reduce borrowing rates this could be of significant benefit to the council.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	10 September 2014
Head of service:	Chief Finance Officer
Report subject:	Potential investment in the UK Municipal Bonds Agency
Date assessed:	19 August 2014
Description:	This is the integrated impact assessment for the potential investment in the UK Municipal Bonds Agency

	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 recommends a one off investment of up to £100,000 to a sector led initiative aimed at reducing borrowing costs for Local Authorities in the future. However, there are risks associated with the investment and the outcome of reduced borrowing costs may not be achieved.
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"/>	

	Impact			
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	
None	
Negative	
None	
Neutral	

None

Issues

The council should continue to monitor its treasury management strategy, including borrowing needs, in the context of the financial risk environment within which it operates.

Report to Cabinet
10 September 2014
Report of Head of city development
Subject Greater Norwich Growth Board (GNGB)

Item

11

Purpose

To consider the Community Infrastructure Levy (CIL), Greater Norwich annual delivery programme 2014-15 and draft annual business plan 2015-16.

Recommendations

To:

1. recommend to council to approve the Greater Norwich annual growth programme for 2014/5
2. recommend to council inclusion of £161,000 for the Norwich projects in the Council's capital programme for 2014-5 (to be funded through income from the Community Infrastructure Levy (CIL))
3. recommend to council to approve the draft Norwich annual business plan for 2015/6
4. present the business plan for 15/6 to the greater Norwich growth board (GNGB) to form the Norwich element of the greater Norwich annual growth programme.

Corporate and service priorities

The report helps to meet the corporate priority prosperous city.

Financial implications

The council agreed in February 2014 to pool CIL income (not including the neighbourhood funding and administrative funding elements (i.e. excluding 20% or 30% depending on whether there is a neighbourhood plan). £161,000 for 2014/5 from the pooled fund is proposed to be allocated for projects in Norwich. This now needs to be included in the Capital Programme.

The total pooled amount for Greater Norwich is currently projected to be as follows:

- Collected in 2013/4- £74,690
- Predicted 2014/5- £1,203,750
- Predicted in 2015/6- £2,675,110

Note- the figures have changed slightly from previous reports as Broadland has now predicted a slightly higher level of CIL income for 2014/5.

Taking account of existing commitments, this means that £3,702,550 pooled CIL funding will be available in 2015/6

The report seeks £1,000,096 for 2015/6 from the pooled funding for projects in Norwich.

Ward/s: All

Cabinet member: Councillor Brenda Arthur, leader of the council.

Contact officers

Gwyn Jones, city growth and development manager 01603 212364

Background documents:

None

Background

1. In February 2014, council approved the Greater Norwich Growth Board (GNGB) agreement and constitution. Council also agreed to pool its CIL income (not including the neighbourhood element or the proportion retained to cover its administrative costs) across greater Norwich to pay for strategic infrastructure. Delivery of the strategic programme is vital to keep planned housing and jobs growth on track.
2. In June 2014 cabinet and council considered the draft Norwich business plan for 2014/5 (setting out strategic infrastructure projects for Norwich to be funded from the pooled CIL pot) and recommended that it be presented to GNGB for inclusion in the greater Norwich growth programme.

The 14/15 greater Norwich growth programme

3. The first meeting of the GNGB was held on 31 July 2014. The board considered the greater Norwich growth programme and resolved to:
 - a) approve the 2014/5 growth programme, compiled from the annual business plans and subject to acquiring additional information on costs and delivery for particular schemes;
 - b) delegate to the Greater Norwich Infrastructure Delivery Board to collect further information on schemes as required and report any amendments to the annual growth programme;
 - c) ask the Greater Norwich Infrastructure Delivery Board to report progress on the annual growth programme to this board;
 - d) recommend to the promoters that they develop the schemes listed for preparatory work carried out in 2014/5 to support development of the 2015/6 programme.
4. The growth programme is included in Appendix 1 and includes all the Norwich projects proposed in the Norwich business plan, considered by cabinet and council in June 2014.
5. These Norwich projects now need to be included in the council's capital programme for 2014/5, recognising that the funding will be provided from pooled CIL income.
6. The GNGB also approved all projects in Norwich where funding for preparatory work was sought from the scheme promoter. These are also set out in Appendix 1.

Draft Norwich business plan for 2015/6

7. The 14/5 business plan effectively covers the remaining 6 months of the financial year and the process of developing the 15/6 plan is now underway. The timing will ensure that for the 15/6 plan and future years, the final approval of the growth programme for greater Norwich ties in with the council's annual budget cycle.
8. The draft Norwich business plan for 2015/6 is included in Appendix 2. This has been prepared to set out the infrastructure priorities for Norwich in 2015/6 and to recommend projects to be delivered from pooled CIL funding. The GNGB will consider the plans from the 3 districts at its meeting in October 2014. The GNGB will need to consider whether there is sufficient funding to allow all projects proposed by the 3 districts to be included in the greater Norwich growth programme for 2015/6. Other sources of funding may need to be considered and at this stage there may need to be some prioritisation of projects across greater Norwich.
9. The draft Norwich business plan promotes schemes to the total value of £1,000,096 to receive funding from pooled contributions for delivery in 15/6. The projects identified for delivery are:
 - a) Golden Ball St / Westlegate - £500K
 - b) Yellow pedalway- £250K
 - c) Riverside Walk improvements- continuation from 2014/5- £30K
 - d) Earlham Millennium Green path improvements- continuation from 2014/5- £66K
 - e) Marriott's Way- £250K
10. All of these projects are capable of being taken forward in 2015/6 and have no land ownership or other significant constraints. A description and the rationale for selecting these projects are included as Appendix 3.
11. In addition £300,000 funding for scheme development work is required for 4 transportation projects in the strategic programme to prepare for delivery in subsequent years:
 - a) Rose Lane / Prince of Wales Road- £100K
 - b) Tombland Public Realm- £50K
 - c) Dereham Road BRT: Guardian Road roundabout- £100K
 - d) Blue pedalway- feasibility work- £50K
12. The cost of this development work is recommended to be met by Norfolk county council.

13. With the change to the CIL regime, in future years, the s.106 funding that the council has used to fund the provision and improvements to strategic parks, play and other open space projects in the city will be significantly reduced. The council therefore needs to develop some open space projects which can be delivered with CIL funding in future years. It is therefore proposed that the council should dedicate its own resource to the development of strategic parks, play and other open space projects for which CIL funds can be used for delivery in 2016 and beyond.

Other business of the greater Norwich growth board

14. In line with the GNGB constitution, it is the role of individual councils to scrutinise the work of the board. At its first meeting on 31st July 2014, the other items on the agenda were:

- a) New Anglia Local enterprise partnership
- b) Greater Norwich City deals
- c) Greater Norwich Local infrastructure funding- where the Board approved in principle, local infrastructure funding to provide on-site road and utilities at Bowthorpe Threescore to accelerate delivery of 1,100 dwellings and for a spine road, bridge and other associated works to open up the Deal Ground for development with 670 dwellings.

15. A copy of the GNGB papers is available on the GNNDP web site via this link: <http://www.gndp.org.uk/content/wp-content/uploads/downloads/2014/07/AGD-Greater-Norwich-Growth-Board-2014-07-31.pdf>

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	10 sept 2014
Head of service:	Andy Watt
Report subject:	Greater Norwich growth programme 2014-5 & Norwich Annual Business Plan 2015-16
Date assessed:	14 Aug 2014
Description:	To note the activities of the GNGB and approve the projects in the Greater Norwich Annual Growth programme for 2014-5 and recommend to council inclusion in the capital programme and to approve the draft Norwich Annual business plan for 2015-16. .

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"/>	CIL income will allow delivery of projects in Norwich
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"/>	CIL projects eg transportation and public realm make Norwich more attractive for investors
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Proposes support for transportation projects which include priority for non- car modes
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"/>	
S17 crime and disorder act 1998	<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"/>	Projects promote active lifestyles
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"/>	Projects will improve transportation in Norwich
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Projects provide for improvements to strategic open space
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"/>	Sustainable transport projects will provide potential to reduce pollution through reduced car use.
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"/>	Sustainable transport projects will provide potential to reduce energy consumption through reduced car use.
(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				
The projects proposed will improve the quality of the environment and provide benefits for local people.				
Negative				
Neutral				
Issues				

APPENDIX 1

Greater Norwich growth programme 2014/5 (Table 3 from the report to GNGB July 2014)

Project	Promoter	Scheme Total (£)	14/15	15/16	16/17	17/18	18/19
Broadland							
Harrisons' Plantation	Broadland	35,000	15,000	5,000	5,000	5,000	5,000
repayment (2019/20)		(35,000)					
Norwich City							
Danby Wood	Norwich	35,000	35,000				
Marston Marsh	Norwich	30,000	30,000				
Earlham Millennium Green – Enhancement	Norwich	15,000	15,000				
Riverside Walk; improvement work to river banks, seating and interpretation	Norwich	70,000	40,000	30,000			
secured funding		(19,000)	(19,000)				
Marriott's Way	Norwich South Norfolk	60,000	60,000				
South Norfolk							
Norwich Health Walks	South Norfolk	40,000	20,000	20,000			
Total (£)		285,000	216,000	55,000	5,000	5,000	5,000
Pooled funding requirement (£)		231,000	196,000	55,000	5,000	5,000	5,000

Greater Norwich growth programme 2014/5- Preparatory Work

Scheme	Promoter	Scheme Development Secured funding (£)	2014/15 Scheme Development Funding Need (£)
Broadland			
BRT Rackheath to City Centre (Salhouse Rd Gurney Rd) incl. cycling	NCC	0	30,000
St Faiths Road to Airport Industrial Estate Transport link	NCC	0	18,000
NEGT Secondary school scheme development	NCC	100,000	0
Mousehold Heath and NE Norwich Heathlands	Broadland	0	5,000
North Walsham Road Core Bus Route Enhancements – Feasibility	NCC	0	40,000
Blue Pedalway – School Lane/ Chartwell Road/ Denton Road – Toucan Crossing and associated works	NCC	0	30,000
Broadland Way – Thorpe St Andrew to NDR/ Plumstead Rd	NCC	0	15,000
Norwich City			
Golden Ball St and Westlegate	NCC	0	60,000
Dereham Road BRT- Guardian Road roundabout	NCC		50,000
Yellow Pedalway	NCC/ Norwich	119,000	50,000
South Norfolk			
A47 Thickthorn junction improvements	NCC	1,000,000	0
Total		£1,219,000	£298,000

NORWICH CITY COUNCIL

Annual Business Plan 2015/6

DRAFT

Introduction

This Business Plan sets out Norwich city council's priorities for infrastructure investment required in 2015/6 to support the delivery of planned growth for which pooled funding support is sought through the Greater Norwich Growth Board (GNGB).

The infrastructure investment is essential to delivery of the Joint Core Strategy (JCS), adopted in January 2014. The Joint Core Strategy includes in Appendix 7 tables of infrastructure required to support the planned growth. Infrastructure planning and delivery continues to progress and the latest position is reported in the Greater Norwich Infrastructure Plan (July 2014).

Context

This year's business plan identifies schemes that are considered by Norwich city council to be a priority for delivery to assist achieving our economic and growth targets set out in the greater Norwich City Deal. The 15/6 Business Plan incorporates the updated position on infrastructure delivery since the preparation of the 14/5 business plan which was agreed in July 2014. Since then changes include progress on delivery, the outcome of the Local Growth Fund settlement, revised Community Infrastructure Levy projections, work on infrastructure development and programming, an update of the Greater Norwich Infrastructure Plan (GNIP) and decisions made on the allocation of pooled funding in the 2014/5 annual growth programme.

This 2015/6 business plan, along with those of Broadland and South Norfolk will be put together into the annual growth programme for 2015/6 by the Greater Norwich Growth Board (GNGB) in October 2014.

Greater Norwich Growth Board

The GNGB has had its first meeting. At that meeting the governance arrangements for preparation of the annual growth programme (AGP) were agreed. The Board also approved the 2014/15 AGP that sets the context for the future business plans.

The Growth Deal

New Anglia Growth Deal 15/6 award and provisional award for 16/7 onwards were announced in July 2014. This reconfirmed the Government funding for the Northern Distributor Road (NDR) and the Local Transport Body allocation of £7m to 2019 for the Norwich Area Transportation Strategy (NATS).

Greater Norwich Infrastructure Plan

The Greater Norwich Infrastructure Plan (GNIP) is constantly being updated to reflect progress on infrastructure delivery and timing of projects to support the planned growth. The GNIP provides base information for preparation of this Business Plan and identifies an infrastructure programme to 2026.

List of projects for delivery in 15/6

- Golden Ball St / Westlegate - £500K
- Yellow pedalway- £250K
- Riverside Walk improvements- continuation from 2014-5- £30K
- Earlham Millennium Green path improvements- continuation from 2014-5- £66K
- Marriott's Way- £250,000

Future Programme

In addition to the schemes for delivery a number of schemes have been identified for development this year to meet delivery dates over the next few years. These schemes are not seeking pooled funding support but it is a request that the delivery body commits to develop the schemes this year to meet the overall infrastructure programme.

Schemes for development in 2015/16

- Rose Lane / Prince of Wales Road- £100K
- Tombland Public Realm -£50K
- Dereham Road BRT: Guardian Road roundabout- £100K
- Blue pedalway- feasibility work- £50K

City Deal

The four local authorities continue to work with Government on delivery of the outcomes from City Deals, one of which is the delivery of a programme of infrastructure facilitated by pooled funding arrangements between the Authorities. Progress on the City Deal is reported quarterly to Government.

Pooled Funding

The pooled funding position is based on forecasts of CIL income. The table below give the current projections and commitments to schemes from the previous AGP

	2013/14	2014/15	2015/16
Existing commitments		£196,000	£55,000
Annual Pooled funding income projection	£74,690	£1,203,750	£2,675,110
Surplus/Deficit	£74,690	£1,007,750	£2,620,110
Cumulative position	£74,690	£1,082,440	£3,702,550

Note- the figures have changed slightly from previous reports as Broadland has now predicted a slightly higher level of CIL income for 2014-5.

Annual Proposal

For the year 15/6 Norwich City Council has identified 5 schemes totalling £1,000,096 as priorities to receive pooled funding support. In addition to scheme delivery preparatory work is requested on a further 4 schemes as these are at this time considered to be priorities for delivery in 16/7

This Business Plan is to be presented to the GNGB as the Priorities for Norwich City Council to be included in the 15/6 AGP.

Norwich annual business plan 2015/6- project descriptions.**Projects promoted to receive CIL funding***Golden Ball Street / Westlegate*

1. The removal of traffic from Westlegate and changing Golden Ball Street from a one way road to a two way road is a key element of the city centre measures in the Norwich Area Transport Strategy (NATS) which aims to promote the use of cycling, walking and public transport across the city, as well as removing through traffic from within the inner ring road. The scheme will involve reconfiguring the signalled junction at Cattle Market Street / Farmers Avenue and Ber Street / All Saints Green to allow traffic to travel northbound as well as southbound along Golden Ball Street. Westlegate will be closed to all vehicles other than a handful of service vehicles and a public realm scheme will see the creation of an attractive and inviting route through from St Stephens to Ber Street. Implementing the Westlegate and Golden Ball Street schemes will build on the improvements realised as part of the Chapel Field North scheme that is currently under construction. Together the schemes remove much of the traffic in the heart of the shopping area between John Lewis, Marks and Spencer and The Walk creating a safer, more attractive environment for pedestrians

Yellow pedalway

2. The yellow pedalway is one of seven strategic cycle routes in the Greater Norwich cycle network. It connects the new University Technical College on Old Hall Road through Lakenham to the city centre. In the north of the city it connects the airport through Fiddlewood and Catton to the city centre. It has the potential to provide a healthy and affordable method of getting from these less affluent residential neighbourhoods to places where jobs are being created around Hall Road, the city centre and the airport. Significant improvements are required to the infrastructure at many locations along the route. These areas will be identified and outline design solutions presented in the feasibility study to be completed by March 2015. The current Push the Pedalway project will set the standard for infrastructure design.

Riverside Walk

3. This is a continuation of work proposed for 2014-5 to improve river banks, seating and interpretation along the riverside walk in the city centre. This will lead to improved usability and attractiveness

Earlham Millennium Green

4. A continuation of the project included in the growth programme for 2014-5, this project aims to enhance Earlham Millennium Green for site users and wildlife. Specifically the site will become more resilient to cope with increased

usage generated from nearby developments, especially Three Score. It will help to create a high quality open space and wildlife area, providing improvements to access and enhanced potential for educational use. The main focus of spending in 2015/16 will be on re-dressing 500 metres of worn and washed out gravel path running through the middle of the site with more erosion resistant materials.

Marriott's Way

5. Marriott's Way follows a former railway line along the Wensum Valley. It is a key designated green infrastructure corridor and part of national cycle route 1. It allows walkers, cyclists and wildlife to move long distances without encountering traffic or urban disturbance and provides people living in the Mile Cross and Marlpit neighbourhoods with good access to the countryside and the city centre. It also gives residents living in Drayton, Taverham and Thorpe Marriott an alternative to driving into Norwich which reduces congestion and pollution on Drayton Road and Dereham Road. There are many places between Barn Road and Hellesdon Road where improvements to access, surfacing and landscape could boost the number of people using the route and its contribution to the biodiversity of the city. Officers from the City and County Council are currently reviewing the priorities and it is clear that the work will extend beyond 2014/15 and the £60k allocation for the initial phase of work this year.

Further Scheme Development Work

Rose Lane/ Prince of Wales Road

6. This is also a key element of the NATS city centre measures. Currently all vehicles travel westbound out of the city via Prince of Wales Road and come into the city from the east along Rose Lane. This scheme would see both Prince of Wales Road and Rose Lane become two way. Prince of Wales Road would be only be available for public transport and essential service vehicles to use, while Rose Lane would be available to general traffic. This change would see reductions in journey times for bus users and significant improvements to the reliability of cross city bus journeys.

Tombland public realm

7. Tombland is a profoundly important historic public space that has the potential to play a much more important role as a destination for visitors and an attractor of inward investment. The quality of the space is undermined by traffic using Tombland as a part of a through route across the city centre. There are also a variety of ground surfaces and street furniture in a poor state of repair. The northern part of Tombland is being improved as part of the Push the Pedalways project. The improvement of the main southern square will be the focus of the next phase of work. The timing of beginning feasibility design of the project is influenced by the Rose Lane / Prince of Wales project, which has the potential to alter traffic management patterns to reduce the level of traffic in Tombland and allow more creative design approaches.

Dereham Road BRT; Guardian Road Roundabout.

8. In recent years there have been significant improvements along the Dereham Road BRT corridor within the city boundary. However there remains one problematic location for buses along the route: the Guardian Road roundabout. Congestion at the roundabout can result in variations of up to 5 minutes in journey times, which leads to unreliability of the timetabling. Passenger satisfaction surveys indicate that journey time reliability is one of the key factors influencing the choice to use public transport.
9. The existing roundabout is also a key barrier to pedestrians crossing the outer ring road and an improved junction would also assist pedestrians.
10. A continuation of development work planned for 2014-5 is required to determine whether an improved roundabout is needed at this location, or whether traffic signals would operate more satisfactorily. It is unlikely that whichever option is selected could be accommodated within the extent of the existing highway and therefore additional land will need to be required. The development work is needed to inform the extent of this, so that negotiations to acquire that land can be started.

Blue pedalway

11. The blue pedalway connects Eaton to the city centre via Newmarket Road. It also extends into South Norfolk to Cringleford and Hethersett, where major housing development is planned. It connects the city centre to the Sewell neighbourhood and extends into Broadland through to the North Sprowston and Old Catton major development area. Significant improvements are required to the cycling infrastructure at many locations along the route. One of these is the proposed crossing of Chartwell Road that is included in the programme for 2014/15. A feasibility study will define the location of the others.

Report to Cabinet
10 September 2014
Report of Executive head of business relationship management
Subject Award of contract for bill payment services

Item

12

KEY DECISION

Purpose

To advise cabinet of the procurement process for the future provision of bill payment services.

Recommendation

To award the contract for the provision of bill payment services to Co-operative Bank Plc for a period of three years and 6 months to 31 January 2018.

Corporate and service priorities

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

Financial implications

The financial consequences of this report are spend of approximately £437,500 from existing budgets and a realisation of a saving of approximately £28,000 compared to the existing arrangement over the proposed contract period.

Ward/s: All wards

Cabinet member: Councillor Waters – Deputy leader and resources

Contact officers

Philippa Dransfield – Chief accountant 01603 212562

Robin Hare – Strategic contract and procurement manager 01603 212412

Background documents

None

Report

Background

1. 'Bill payments' is a service that is currently provided in our main banking contract by the Co-operative Bank plc. This gives our customers the facility to make payments via either pay point or post office. There are approx. 282,000 payment transactions per year. These transactions relate to debts owed to the council i.e. housing rent, sundry debts, council tax and business rates.
2. The council have been with the existing service provider for a number of years. However, our main banking contract is due to come to an end in due course and a new supplier appointed.
3. The bill payment process relies on the use of a unique numbering and bar coding process. It has been identified that some of the unique numbering and bar coding process cannot be migrated to the new supplier and it would be necessary to incur significant resources and extra expenditure to de-commission some of the existing process and re-start it again with the new supplier.
4. Not wishing to waste resources and funds officers investigated alternative solutions to the issue.

Investigation approach

5. Available contract framework agreements, which had to be compliant with The Public Contracts Regulations 2006 due to the value of our requirement, were checked to establish whether the existing supplier was a member. This would enable the council to make a call off from the contract framework agreement with the Co-operative Bank Plc in order to meet our requirements.

Investigation result

6. It was established that The Co-operative Bank Plc is a member of a compliant Procurement for Housing (PfH) contract framework agreement.
7. The service offered through the contract framework agreement fully meets the requirements of the council, is available until 31 January 2018, and realises a £28,000 saving on the cost of our current agreement.

Finance

8. The anticipated spend for the period of the contract will be approximately £437,500. The anticipated £28,000 savings over this period will be removed from the relevant budgets.

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:	10 September 2014
Head of service:	Executive Head of Business Relationship Management
Report subject:	Award of contract for bill payment services
Date assessed:	28 July 2014
Description:	Contract for the future supply of bill payment services

	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"/>	Switching supplier will realise savings of approximately £28,000 over the contract period and avoid the use of significant resources and funding required to overcome the technical issues of changing suppliers.
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"/>	Customers will still be able to make bill payments using post office and pay point facilities.
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"/>	

	Impact			
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

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

Recommendations from impact assessment	
Positive	
Value for money	
Negative	
Neutral	
Issues	

Report to Cabinet
10 September 2014
Report of Head of city development
Subject Bowthorpe Threescore Phase 2

Item

13

KEY DECISION

Purpose

To approve plans to form the basis of public consultation on phase 2 of the Threescore development.

Recommendation:

To agree:

1. To proceed to Stage 2 of the development of phase 2 at Threescore;
2. To approve the concept plans to form the basis of pre-planning public consultation on the basis of the strategy outlined in para 13 and 14;
3. To agree to investigate further the option of a community trust to manage the open space and community facilities included on the Threescore development as a whole; and,
4. That further reports be presented to Cabinet to seek approval to submit a planning application, to determine the precise mix of size type tenure and environmental standards of the housing and the procurement method for this phase of the development

Financial Implications:

The current approved budget for 2014/5 stands at £548K. There is sufficient budget provision in 2014/5 to cover the cost of this stage of work on phase 2 of the development.

Ward/s: Bowthorpe

Cabinet member: Councillor Arthur- Leader.

Contact officers

Gwyn Jones

01603 212364

Background documents

None

Report

Background

Norwich and HCA Strategic Partnership

1. In September 2009 the council entered into a collaboration and investment agreement with the Homes and Communities Agency (HCA). This established a long term partnership between the council and HCA and brought a total of £8m investment from HCA to Norwich.
2. The partnership is based on a “self- financing” model, whereby the proceeds from development of the Threescore site at Bowthorpe will be reinvested into regeneration and housing schemes in Norwich. £2.5m of the total £8m HCA investment was earmarked as “Bowthorpe funding” in order to cover the cost of the professional fees and enabling infrastructure for the Threescore site.
3. The site at Threescore is the last remaining land parcel to be developed as part of the Bowthorpe area. The area of approximately 32 ha (79 acres) is owned by the council and outline planning permission was secured (in June 2013) for 1,000 homes (33% affordable), community facilities, a care home, together with open space.
4. In February 2014, cabinet resolved that :
 - a) blocks 2, 6 and 7 and the western part of block 4 be taken forward as the next phase of development at Bowthorpe Threescore;
 - b) this phase should be taken forward by the council as developer for a mix of private homes for sale and rent plus social housing (with the precise mix to be determined)
 - c) a recommendation is made to council to include a total of £13.2m in the capital plan and capital programme to finance designing and constructing this development;
 - d) the city council commission detailed design work, market testing, and financial modelling for the development; and
 - e) a full business case is presented to cabinet in due course before moving to the next stage of work.

Council subsequently made the necessary budgetary provision in the capital plan and programme

5. A phasing plan has now been approved through the planning process which includes the blocks, listed above, as phase 2 (see plan 1). Phase 1 is the 172 housing with care and dementia care scheme being taken forward by Norsecare. Work has already started on site on this scheme. The council is shortly due to let a contract for the construction of the road/ infrastructure to serve the whole development which is programmed to be complete by Autumn 2015.

Progress to date

6. A brief for the work on Phase 2 was produced, breaking down the work into three stages. This work has been commissioned via NPS Norwich:

Stage 1

- a) Market analysis including housing demand, number size type and tenure of units (and complying with planning policy for 33% social housing)
- b) Development appraisal and feasibility - assessing scenarios for achieving code 4, code 4+ lifetime homes and Passivhaus..
- c) Initial architectural and design services
- d) Development of a community engagement strategy
- e) Advice on the future management and maintenance of communal facilities and open space for the first phase and future phases.
- f) Programming and project management

Stage 2

- a) Carrying out public engagement (based on the community engagement strategy),
- b) Development of detailed design and supporting information for submission of reserved matters planning applications,
- c) Construction contract procurement- recommending the best method of procuring a contractor to build the units;

Stage 3

- a) Leading the agreed procurement process to appoint a contractor to deliver phase 2.
- b) Ensure construction contractor signs-up to the Building Futures in Norwich Supply Side Training Package
- c) Managing the construction contract on site
- d) Marketing of the private units
- e) Sale / rent- legal/ contractual aspects
- f) Ensuring mechanisms are in place for the on-going maintenance and management of the development e.g. establishing a community trust
- g) Ensuring adequate transfer of units to the housing revenue account (HRA)/ private rent company as appropriate

7. This report outlines the results of work on Stage 1, which is now complete and seeks approval to proceed to Stage 2. The report deals with each of the elements of stage 1 in turn.

Selection of this area as phase 2 and market analysis

8. The work carried out to date confirms that the selection of this part of the Threescore site is appropriate. The estate road access and main area of open space for this phase will have already been provided as part of the Norsecare development and there are very few other planning obligations. Most infrastructure connections may be made directly from Clover Hill Road and the area is not affected by the undergrounding of the 132kv overhead electricity line. In addition the development of this area will help to prevent the housing with care scheme and its occupants being isolated from the rest of the community. It relates well to the existing parts of Bowthorpe and avoids having an isolated phase of development by completing the development of a self-contained area to the North of the tree belt. It also allows the retention of the more valuable parts of the site for future development when values may have increased.
9. The market analysis sales values in the range of £110K for a 1 bed flat, £165K for a 2 bed house to £245K for a 4 bed house (new build). There appears to be a strong demand for flats in the area due to a lack of flats in close proximity. An analysis of housing needs would suggest a need for 1 bedroom flats and 2 bedroom houses. There is also a need for larger properties (4 + bed) but not in such large numbers as the smaller units. (The housing need will be reviewed in the light of the updated strategic housing market assessment which is due to be completed shortly) .

Development appraisal and feasibility

10. The development appraisal considers the financial return from the development based on the mix of units proposed in the concept design developed to date. This is based on a "tenure-blind" scheme which contains 176 units:

26 x 1 bed flats

16 x 2 bed flats

60 x 2 bed houses

47 x 3 bed houses

21 x 4 bed houses

6 x 5 bed houses

11. The appraisal demonstrates that there is a positive return to the Council, which would justify proceeding with the next Stage of work on the development. The detailed appraisal is included in Appendix 1.

Initial architectural and design services

- a) A concept design (Appendix 2) has been developed for the site based on the following principles:
- b) A network of streets connected to existing landmarks within the site and beyond
- c) Street blocks with active frontages
- d) A walkable traffic calmed environment
- e) Provision of green corridors and other areas of open space
- f) A 'tenure- blind' mix of 1-5 bed units of varying sizes and types
- g) A mix of code 4 + lifetime homes and passivhaus standards based on the type and orientation of units
- h) A concept of private gardens and some semi private open space
- i) Parking on street, within curtilages and in well located, overlooked courtyards

Community engagement strategy

12. A community engagement strategy has been produced by NPS Norwich in consultation with the Council's neighbourhood team. This sets out the approach to consulting with local people in the pre-planning stage which is due to start in Autumn 2014. The consultation is proposed in 2 stages:

- (i) Initial Proposals:- September '14 – Concept plans/ initial sketches/ options
 - Letters to City/County ward councillors, Local MP, member of Norfolk Youth Parliament;
 - Advance notice of exhibition/brief details of proposal publicised through Bowthorpe News (local news leaflet delivered free to local area);
 - Advance notice of exhibition/brief details of proposal publicised through letter to approx. 200/250 nearby residents/businesses;
 - Open public meeting with display boards/representatives from NPS at Bowthorpe Church Centre ;
 - Unattended exhibition boards or smaller set to be left in Roy's store (one/two week period) with feedback forms/questionnaires);
 - Plans/details being advertised on website with comments/feedback through online questionnaire/survey monkey;
 - Details of exhibition advertised via posters/leaflets to be distributed throughout local area;

- Details to be forwarded by local community engagement officer to Bowthorpe Forum members and other local groups and agencies that are operating/in the area.
- Liaison with community engagement officer to include possible talk to September walkabout (held at the local shopping centre).

(ii) November/early December '14 –

- Feedback will be provided on the changes made to the designs as a result of public consultation and to present the current proposals with a view to submission of a reserved matters planning application at end of January 2015

13. During above two stages, pre-application consultation will take place with the Council as local planning authority and statutory consultees through the preparation of supporting planning application documentation.

Advice on the future management and maintenance of communal facilities and open space.

14. NPS Norwich has carried out some investigations into the establishment of a community trust to manage the open space and other communal facilities within the development as a whole. This option is being explored as an alternative to the management responsibility being taken on by the Council and as a means of engendering a sense of community and ownership of the facilities. The approach would work through the establishment of a trust or local company which would invest in assets within the development which would generate high returns on investment, to ensure long term capital growth, far exceeding the rate of inflation. This ensures that the trust/company have sufficient funding to fulfil its maintenance obligations in perpetuity. The way this might operate in practice in Threescore phase 2 with the Council acting as developer, would be for the Council to gift property to the trust. This could involve a house which is available for private rent. The rental income would therefore be used to pay for the ongoing maintenance of the public open space and other facilities. This would be an alternative to the Council extracting the commuted maintenance provision through the value of the development.

15. In order to take this approach forward some detailed modelling work would need to be carried out to determine the cost of maintenance of all the open space etc to be provided within the development which would dictate the level of income required to cover these costs. From this the value of assets needed to generate this income could be established. There would also be a cost involved of establishing a bespoke company/ trust or working through an existing organisation. This is estimated to be £5-15K. It is considered that this approach should be pursued in more detail and information included in a future report to Cabinet in due course.

Programming and project management

16. A programme for taking forward phase 2 of the development has been produced as follows:

- Pre-planning consultation- September- December 2014;
- Development of detailed design and preparation of supporting planning documentation;
- Approval of detailed development proposals to be submitted as a reserved matters planning application-
 - Norwich and HCA Strategic Partnership strategic board- December 2014
 - Norwich City Council Cabinet- January 2015
- Submission of reserved matters planning application- end of January 2015
- Determination of planning application- end of April 2015
- Selection of contractor summer 2015
- Start on site- late summer 2015
- Completion of phase 2- end of 2017/8 (based on a 2-3 year build programme)

Next Steps

17. The key next step is to start the public consultation on the draft concept designs and to develop supporting documentation required to form the basis of the reserved matters planning application for phase 2. A report will be brought back to Cabinet in January 2015 to seek approval to submit the planning application. This will allow further consideration of the mix and size of house types and the environmental standards proposed in the development.



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:	10 September 2014
Head of service:	Andy Watt
Report subject:	Bowthorpe Phase 2
Date assessed:	15 August 2014
Description:	To approve plans to form the basis of public consultation on phase 2 of the Threescore and agree to recommend that council include the necessary financing for the development within the capital plan and programme.

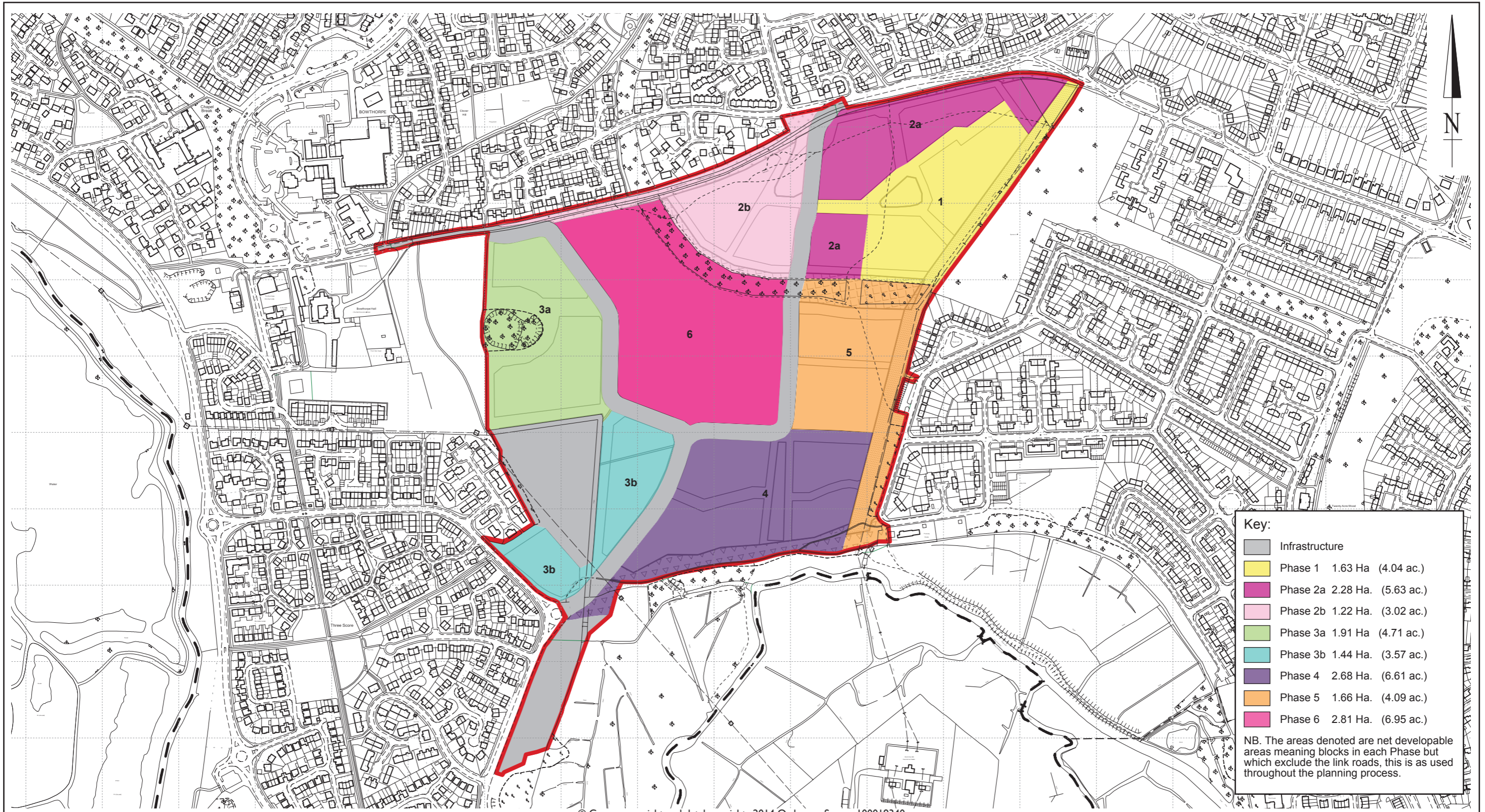
	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The proposal will generate a return to recover the cost of investing in the road/ infrastructure to serve the whole development and for future reinvestment for the Norwich and HCA strategic partnership.
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"/>	The project will create construction jobs through the contracts which will be linked to Building Futures in Norwich project.
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Provision of affordable housing
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"/>	

	Impact			
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Through the provision of high quality new homes with good quality open space and well connected pedestrian/ cycle routes.
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"/>	Phase 2 will help with integration with HWC facility
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"/>	Bowthorpe development provides effective pedestrian and cycle and public transport facilities.
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Whilst loss of a greenfield site to development, Bowthorpe development will enhance the built and natural environment
Waste minimisation & resource use	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Bowthorpe development will use resources and contribute to waste although this will be dealt with in a resource efficient manner
Pollution	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Development will contribute to pollution
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Energy and climate change	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Bowthorpe development will impact on climate change however renewable sources of energy will be used in line with planning policy.
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Developing the site will reduce the cost risk relating to financing infrastructure.

Recommendations from impact assessment
Positive
The development of the Threescore site will have a positive impact providing new homes and jobs and minimising the risk associated with financing the road and infrastructure
Negative
There will inevitably be environmental consequences associated with any development but the design standard of development will attempt to minimise this
Neutral

Issues



Scale: 1:5000 at A3	THIS MAP IS TAKEN FROM ORDNANCE SURVEY DIGITAL DATA. NATIONAL GRID REFERENCE: TG. 1827 0899		NPS Property Consultants Ltd, on behalf of Norfolk County Council, County Hall, Martineau Lane, Norwich, NR1 2SF.	NPS Property Consultants Ltd, Lancaster House, 16 Central Avenue, St Andrews Business Park, Norwich, NR7 0HR.
Date: AUGUST 2014				
Plan No. NCC-0464C-3	NORWICH - Bowthorpe, Three Score			







1.0 CONCEPT STRATEGY

The Concept

The public realm strategy establishes a network of streets which connect with existing landmarks, both within the site and beyond. The street network is intended to make an easily walkable, traffic-calmed environment which provides a primary street that connects the neighbourhood road to the existing village estates to the north. Secondary streets, designed as 'shared surface' type streets provide connectivity to the 'green corridor' and open spaces which connect the masterplan from east to west.

- Small landscaped areas along Northern Boundary create pockets of social amenity
- Family centred, convivial space visible from Clover Hill Road
- Parkland area to relate to the old 'picturesque' style of landscaping seen at Bowthorpe Hall.

Alongside this the informal nature of the proposed lanes, and narrowness of the home zone streets, will help to create a contemporary response to the rural character of historic Bowthorpe which can still be seen today along Green Lane.

-  Green Corridor
-  Public Open Spaces
-  Semi-Private Community Gardens
-  Green Links
-  Major Links
-  Minor Links



Green Links Concept

2.0 DESIGN RESPONSE

Housing Mix & tenure Strategy

- Flat Type A - x26**
1 Bed 2 Person @ 48 sqm
- Flat Type B - x16**
2 Bed 4 Person @ 70 sqm
- House Type C - x36**
2 Bed 3 Person @ 78 sqm
- House Type D - x24**
2 Bed 4/5 Person @ 94 sqm
- House Type E - x35**
3 Bed 4 Person @ 88 sqm
- House Type F - x12**
3 Bed 6 Person @ 112 sqm
- House Type G - x12**
4 Bed 6/7 Person @ 123 sqm
- House Type H - x9**
4 Bed 7/8 Person @ 127 sqm
- House Type I - x6**
5 Bed 7 Person @ 124 sqm

TOTAL = 176 Units



3.0 CONCEPT DEVELOPMENT

Street Typologies



4.0 DESIGN RESPONSE

Access Strategy






- Primary Vehicular Movement
- Secondary Vehicular Movement
- Cycle Movement
- Pedestrian Movement
- Pedalway

5.0 ENERGY EFFICIENCY STRATEGY

Passivhaus Strategy - Overall



-  Optimised for Passivhaus - 80 units
-  Suitable for Passivhaus - 56 units
-  Challenging for Passivhaus - 40 units

