NORWICH City Council

Committee Name: Cabinet
Committee Date: 23/02/2022
Report Title: Q3 Corporate Assurance Report

Portfolio: Councillor Waters, Leader of the council

Report from: Executive director of community services

Wards: 'All Wards'

OPEN PUBLIC ITEM

Purpose
To report progress against the delivery of the corporate plan priorities and key performance indicators and to provide an update on corporate risks for quarter 3 of 2021/22.

Recommendation:
To:

1. Review progress on the key performance indicators for this quarter and the corporate risk register;

2. Note the financial forecast for 2021/22 general fund, HRA and capital programme;

3. Note the consequential balances of the general fund and HRA reserves;

4. Suggest future actions and / or reports to address any areas of concern;

5. Approve an increase to the general fund capital programme of £0.004m in 2021/22 and £0.066m in 2022/23 to support the completion of the St Stephens Towers public realm project, wholly funded from Section 106 contributions;

6. Approve the retrospective appropriation of 16 Elm Hill for non-housing use and transfer of the property from the HRA to the general fund.

Policy Framework
The Council has three corporate priorities, which are:
- People living well
- Great neighbourhoods, housing and environment
- Inclusive economy

This report meets the Healthy Organisation corporate priority

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

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

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

3. The corporate plan 2019-22 established three corporate priorities: people living well; great neighbourhoods, housing and environment; and inclusive economy. It also contained the objective of maintaining a healthy organisation. The performance framework aims to measure progress against these through KPIs which monitor delivery of activities and services which contribute to these objectives.

4. This report provides an update on performance against indicators for quarter three of 2020-21. Performance reporting for indicators in this report is based around a traffic light concept where green is on target, amber provides an early warning for possible intervention and red suggests intervention is necessary.

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

Consultation

6. No consultation was required in creating this report

Implications

Financial and Resources

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

General Fund:

8. A number of additional grants have been received in 21/22. These are details in Annex 2 along with the related expenditure required per the grant conditions.

9. Section 1.2 of the report provides more detail on the requested appropriation from the HRA of the 16 Elm Hill property. Where the purpose for holding a property is not related to the provision of housing under part II of the Housing Act 1985, the property cannot be held within the Housing Revenue Account ("HRA"). If a property is currently held within the HRA, usually as a result of being originally acquired under Housing powers, it must be transferred ("appropriated") to the General Fund.

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

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

Housing Revenue Account:

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

Legal

12. There are no legal implications relevant to this report

Statutory Considerations

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

Risk Management

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

Risk	Consequence	Controls Required

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

Other Options Considered

14. No alternative options.

Reasons for the decision/recommendation

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

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

Background papers:

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

Appendices: Combine Assurance Report, Qtr3 2021-22
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Combined Assurance Quarterly Report

Q3 2021-22

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1. Executive summary

1.1. Performance

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

Figure 1: Q3 KPI performance by directorate

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

Figure 1.1: Q3 KPI performance by corporate priority

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

1.2. Finance

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

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

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

Potential risks

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

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

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

Figure 1.2 General fund totals

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

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

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

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

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

Figure 1.3

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

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

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

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

Figure 1.4

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

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

Figure 1.5

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

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

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

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

Figure 1.6 HRA totals

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

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

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

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

Figure 1.7

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

The prudent minimum level of General Fund reserves has been assessed as £5.100m for 2021/22. The budgeted and forecast outturn's impact on the 31 March 20201 balance brought forward is shown in figure 1.8 and shows the General Fund balance is expected to continue to exceed the prudent minimum balance.

Figure 1.8 – general fund reserves

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

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

Figure 1.9 – HRA reserves

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

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

Capital Programme:

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

Figure 1.10 GF capital programme budget movement since Q2

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

Figure 1.11 HRA capital programme budget movement since Q2

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

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

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

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

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

Figure 1.12 Capital programme totals

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

Increase to capital programme:

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

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

Appropriation of 16 Elm Hill for non-housing use:

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

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

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

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

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

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

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

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

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

1.3. Risk

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

See Annex 4 for full Corporate Risk Register.

Figure 1.13 Corporate Risk Summary

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

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

Focus on Climate Change Risk

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

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

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

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

The risks identified are:

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

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

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

Annex 1: Performance

NORWICH City Council

Quarterly Summary

CORPORATE PERFORMANCE

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

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

Directorate	Red	Amber	Green	White
Development & City Services		1	4	
Corporate & Commercial Services		1	3	
Community Services	2	2	6	2
Total	**2**	**4**	**13**	**2**

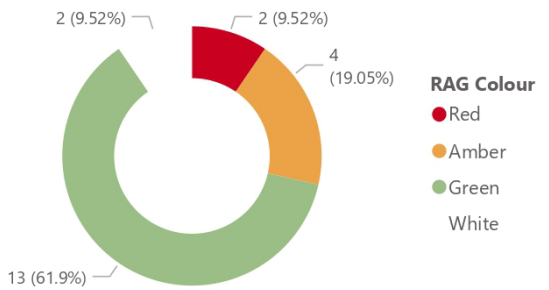
Count of KPI performance RAG colour in current quarter by **corporate priority**

Corporate priority	Red	Amber	Green	White
People living well		1	5	
Healthy organisation		2	5	2
Great neighbourhoods	2	1	3	
Total	**2**	**4**	**13**	**2**

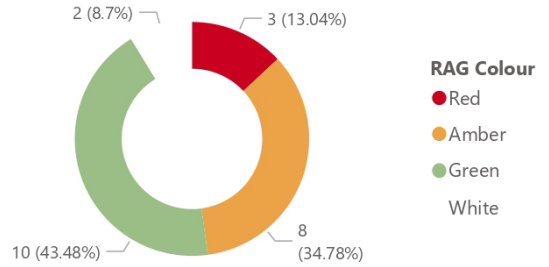
RAG colour key

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

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



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



NORWICH City Council

Community Services KPIs

CORPORATE PERFORMANCE

KPI Performance

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

Further KPI details for current quarter

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

NORWICH City Council

Corporate & Commercial Services KPIs

CORPORATE PERFORMANCE

KPI Performance

Indicator	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021
Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement					34.00	24.00	18.00
Business Rates Collection – the amount of in year business rates plus arrears from old years collected (target set according to budget requirement)					113.53	102.77	100.34
Council on track to remain within General Fund budget (£)	1,298,687.00	784,456.00	-1,302,790.00	-2,822,631.00	73,786.00	-277,642.00	-425,957.00
Council Tax Collection – the amount of in year council tax plus arrears from old years collected (target set according to budget requirement)					98.07	99.28	99.03

Further KPI details for current quarter

KPI_Ref	Service	Indicator	Frequency	Target	Intervention	Polarity
CPI: 01	Revenue and Benefits	Average number of days taken to process new Housing Benefit claims from point of receipt to notification of entitlement	Quarterly	21.00	23.10	Low is good
CPI: 03	Revenue and Benefits	Business Rates Collection – the amount of in year business rates plus arrears from old years collected (target set according to budget requirement)	Quarterly	100.00	99.00	High is good
CPI: 04	Finance	Council on track to remain within General Fund budget (£)	Quarterly	0.00	500,000.00	Low is good
CPI: 02	Revenue and Benefits	Council Tax Collection – the amount of in year council tax plus arrears from old years collected (target set according to budget requirement)	Quarterly	100.00	99.00	High is good

NORWICH City Council

Development & City Services KPIs

CORPORATE PERFORMANCE

KPI Performance

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

Further KPI details for current quarter

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

NORWICH City Council

All KPI details

CORPORATE PERFORMANCE

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

Annex 2: Grants

Unbudgeted grants received in 2021/22:

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

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

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

Annex 3: Q3 revenue virements

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

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

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

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

Annex 4: Corporate Risk Register

Risk: 1. Council Funding Medium- Long Term			Owner: Executive director of corporate and commercial services				Category: Finance & Resources			Risk Direction: 
				Target Risk				Current Residual Risk		
Description/Triggers	**Impact**	**Mitigation**	**Date Raised**	Impact	Likelihood	**Score**	**Risk Strategy**	Impact	Likelihood	**Score**
• Council fails to identify and plan for enough savings over the medium term. • Non-delivery of identified savings • New national funding arrangements reduce government funding (Fairer Funding, Business Rates Retention, New Homes Bonus) • Economic uncertainty increase volatility on business rates and council tax • Risk of inflation on costs and pension deficit increases. • Lack of capital resources to fund the council's asset base – implications	• Councils financial position goes into deficit, reducing confidence in financial strength and governance • Unplanned use of reserves reducing capacity and flexibility and compromising stability. • Section 114 notice • Government intervention • Failure to deliver Council Plan • Adverse comments by poorer perception of Council by stakeholders. • Overspends arising from activity not in service plans.	• Reviewed all the assumptions within the MTFS and updated. • Corporate budget planning guidance issued • CLT review of budget options and MTFS refresh • Cabinet give due consideration to latest forecasts and options to close any gap identified during the review of MTFS assumptions. • Consultation will be completed where required for all proposals approved in Feb 2022 budget. • Restructure senior management team to improve service delivery and drive forward transformation programme. • Started process of service reviews to generate efficiencies • Utilising invest to save reserve to deliver transformation programme • Refresh cabinet briefing on the MTFS and approve revised MTFS	Jun 20	5	2	**10**	**Manage**	5	3	**15**

Risk Control Action

Action	Owner	Target Date	Update
All budget proposals are monitored on a monthly basis	Executive director of corporate and commercial services	Monthly	Financial reporting continues to CLT on a monthly basis with a dedicated session established at CLT as part of its assurance workplan on a quarterly basis.

Comments: The Council is working towards a sustainable budget that does not utilise reserves. Current plans incorporate the use of reserves to bring the general fund reserve back to the risk assessed minimum requirement. Once the detail of the spending review 2021 is available to the council in December 2021, further consideration will be given to how the council can address the medium-term financial challenges as funding for the next three years should be clarified.

Risk: 2. Commercialisation (investment property, NRL, other commercial income sources)	Owner: Executive director of corporate and commercial services	Category: Finance & Resources	Risk Direction: 

Description/Triggers	Impact	Mitigation
• Lack of depth of skills and knowledge to manage commercial activities (reliance on several key staff)	• NRL – losses in the company result in additional revenue costs to the General Fund • Non-delivery of budgeted income levels to support general fund • Ineffective management of the property portfolio leads to reducing income and poor use of assets	• Asset Management Strategy • Addressed recommendations from the internal audit review of NRL governance. • Completed a thorough review of the Council's approach to housing commissioning and structure. • Independent assurance sought on NRL business plan for 21/22 prior to approval of business cases for development proposed in to. • NRL Board have commissioned independent advice to aid development of the 2022/23 business plan. • Shareholder panels for NRL and NCSL are established and have participated in the development of the business plans and will approve the final business plan for onward approval by cabinet.

	Target Risk				Current Residual Risk		
Date Raised	Impact	Likelihood	**Score**	**Risk Strategy**	Impact	Likelihood	**Score**
Jun 20	4	2	**8**	**Manage**	4	2	**8**

Risk Control Action

Action	Owner	Target Date	Update
Following Cabinet approval, new and revised structures will be put in place for the management of all non HRA properties.	Executive director of development and city services	Dec 21	New and revised structures – Recruitment of delivery director completed. Recruitment of rest of team ongoing and should be completed by December
Produce a new asset management strategy.	Executive director of development and city services	Feb 22	Production underway. Timetable has slipped due to be complete during the autumn.

Comments:

The council stopped its programme of commercial property acquisitions in March 2020 following changes to the Public Works Loan board lending terms. Emerging guidance in this area will continue to be monitored.

Risk: 3. Health & safety in the workplace			Owner: Executive director of development and city services				Category: Finance & Resources			Risk Direction: 
				Target Risk				Current Residual Risk		
Description/Triggers	**Impact**	**Mitigation**	**Date Raised**	Impact	Likelihood	**Score**	**Risk Strategy**	Impact	Likelihood	**Score**
• A health & safety breach occurs in respect of an employee, contractor or member of the public using a City Council owned asset.	• Serious injury or death to the person/people involved in the breach • Significant cost to the Council • HSE or other regulator investigation and potentially serious outcomes, e.g., corporate manslaughter • Reputational Damage •	• Corporate Health & Safety Policy and all Performance standards in place • H&S training for staff and managers mandatory with updates for managers every 3 years • Service Area Risk Assessments in place (accepting these need review – see actions) • Provision of PPE as required to all staff •	May 20	4	2	**8**	**Manage**	4	3	**12**

Risk Control Action			
Action	**Owner**	**Target Date**	**Update**
Peer review of CH&S functions to be undertaken - Head of planning and regulatory and EH&PP Manager to write scope and seek tenders - Review completed - Improvement plan to be drafted - Implementation of Improvement plan	Head of Planning and Regulatory services & EH&PPM	March 22 April 22 June 22 To be defined once above completed	
Review of CH&S Policy and Performance Standards	EH&PPM	April 22	
Completion of Internal Audit of CH&S (Employees related only)	Internal Audit	March 22	
Comments:			

Risk: 4. Further waves of Covid-19:	Owner: Chief Executive	Category: Customer	Risk Direction: 

			Target Risk				Current Residual Risk		
Description/Triggers	**Impact**	**Mitigation**	**Date Raised**	Impact	Likelihood	**Score**	**Risk Strategy**	Impact	Likelihood	**Score**
• Adverse impacts associated with further restrictions and pressures associated with Covid-19 that will have on the city, council and local services	• Lack of government funding to support local businesses resulting in local business failures • Economic uncertainty increase volatility on business rates and council tax • Insufficient government funding to local authorities to support the delivery of additional Covid -19 related activities • Financial pressure due to down turn in income leading to financial instability • Increase in unemployment • Increase in claims for benefits and consequential impact on staff workloads • Impact of staff absences on essential services including the council • Longer term health inequality increases for deprived neighbourhoods	• Delivery of business support grants and self isolation support payments • Ongoing work with the Norwich BID and Norfolk Chambers of Commerce to support local businesses • TCG has been stood back up as of Dec 21. Health Protection Board, attended by Chief Executive, providing oversight, with relevant NRF cells still operating • Local Coordinating Group continues to oversee partnership response and internal Covid Facilities Group re-established for internal matters, • C-19 Support Officer provided in the city to give and advice and support to businesses and the public • Central Covid team established to provide coordinated oversight of marshalling, testing, vaccinations, contact tracing and self -isolation. • Reinstatement of some covid business support officers (Dec 21) to ensure mask wearing in relevant shops and SIA contract established to review late night economy use of covid passports • Continued funding of Financial Inclusion Consortium and successful bids to Community Renewal Fund as mitigation to economic and deprivation risks. Continued work with	Jun 20	4	3	**12**	**Manage**	4	3	**12**

Risk Control Action

Action	Owner	Target Date	Update
Work with the Norwich BID, Norfolk Chambers of Commerce, police and Norfolk County Council to review and implement physical measures and signage in the city centre to support social distancing.	Executive director of development and city services	Completed	New posters, signage and toolkits sent to businesses based on new comms messaging and sector specific guidance changes. This has been updated with all taking part in Local Coordination Groups (LCGs) which meet fortnightly and review all possible actions needed and work together to take action. New posters based on the Dec 21 mask legislation changes are being distributed around the city.
Implementation of lessons from scenario planning via Public Health	Executive Director of Community Services	Ongoing	Covid team is now one single team with funding secured until at least Mar 22 with a funding request in with PH for extension until June 22 to mitigate for staff deciding to move on to other jobs.. Escalation route in place for events to LCG for any concerns and Public Health attendance at SAGs if needed. Coordination of additional resource requirements in the event of surge planned and ready for implementation.. LCG continue to monitor good practice regarding outbreak management. Debrief from tabletop scenario complete and learnings used in surge planning.
Working via Safety Advisory Group to ensure careful scrutiny of public realm events	Executive Director of Community Services	Ongoing	New guidance produced via NRF social distancing cell and escalation routes confirmed. Public Health have an open invitation to invite them to SAGs where needed and all events in scope are discussed at LCGs fortnightly. Nothing upcoming except Love Light Festival in Feb which is being kept under review.

		HIOG (health inequality oversight group) led by CCG ro review health equality issues. • Close management of COMF budgets and exploration of re-charging opportunities • Working with Local Outbreak Management plan colleagues to scenario plan and ensure response is fit for purpose. Reviewed as needed but current wave is being more directed by central NHS teams with limited need to implement Op Eagle planning. • Use its licensing powers to support businesses – particularly those in the hospitality sector – where appropriate to vary the use of outside space, whilst ensuring that people with disabilities can move around the city safely	Communications	Executive Director of Community Services	Ongoing	Communications NRF cell continues with targeted comms and outreach to vulnerable groups. Winter planning in train with Norwich BID and local businesses targeting the night time economy and how to continue to go out over the festive period but safely.
			Continue to deliver grants and wider support to businesses.	Executive director of corporate and commercial services	Ongoing	BAU – new business support grant announced for hospitality sector on 21 December. Awaiting details from government to take forward and open for applications.
			To work effectively with partners through effective networks to minimise spread of virus, provide clarity of local message and for us to provide an effective local track and trace service	Chief Executive	Ongoing	LCG convened fortnightly with key stakeholders including County Council Director of Public Health, East Anglia University. Action plan in place including deployment of Covid officers, more visible communications e.g. regular press conferences, continued review of data to identify hotspots and continued local contact tracing system. Dedicated covid team and management in place within budget and continued shifting of resource as needed depending on current circumstances. Utilising Household Support Fund (HSF) via the covid team to mitigate any financial issues caused by covid and ensure residents aren't leaving isolation to work where possible.
			Working with health colleagues in PH and CCG to review the longer term ambitions to reduce health inequality in deprived neighbourhoods	Executive Director of Community Services	Ongoing	Working with HIOG to ensure partnership working across the city which focused on those most impacted by the pandemic and previous deprivation. Funding secured from vaccine funds, CCG and Norwich Opportunity area to pilot new ways of working in this realm to be evaluated by UEA.
			Comments: While the response is now more embedded and tested with clear plans in place for future waves, the impact is no less than before as the risks themselves are shifting with the changing variants and understanding of the longer-term impacts.			

Risk: 5. Impact of Brexit			Owner: Chief Executive				Category: Customer			Risk Direction: 
				Target Risk				Current Residual Risk		
Description/Triggers	**Impact**	**Mitigation**	**Date Raised**	Impact	Likelihood	**Score**	**Risk Strategy**	Impact	Likelihood	**Score**
• Continued uncertainty over the nature of the UK's exit from European Union. • Risks associated with potential no deal scenario	• Public disorder events • Food availability (panic buying/ stockpiling) - Increased prices for food and fuel • Possible disruption to fuel supplies • Staffing issues (EU nationals) • Inclement weather may have increased impacts • Flood season September – April (impacts on Costal Districts – provision of mutual aid) • Staffing resilience managing concurrent events (e.g. Covid, Brexit, severe weather) • Potential political developments (elections/referendums) – these would place increased pressure on some district councils. • Increases in environmental crimes i.e. fly tipping etc., as advised by the Environment Agency • Significant impact in cost of labour and resources	• Membership & participation in Norfolk Resilience Forum (NRF) • NRF multi-agency plans to deal with significant events • NRF Brexit Strategy • Business Continuity Plans • Brexit Communications Plan • National guidance/ toolkits • Strategic Brexit Lead Officer	Apr 20	2	4	**8**	**Manage**	3	4	**12**

Risk Control Action			
Action	**Owner**	**Target Date**	**Update**
Monitor the situation, awaiting further government guidance	Emergency Planning Manager/ Environmental Health & Protection Manager	Ongoing	EPM engaged with NRF EU transition working group. Continuing to monitor any impacts
Information sharing through NRF structures	Emergency Planning Manager	Ongoing	NRF EU Transition strategy reviewed and updated to reflect our current position.
Participation in NRF Brexit planning meetings	Emergency Planning Manager	Ongoing	Risk assessment reviewed and updated in the strategy. Government Reasonable Worse Case Scenarios used to inform our activities. Update from 22/4 meeting: quiet in terms of immediate impact; supply chain issues seem to be calming down from a business perspective; deadlines ahead which may present challenges (30/6). Group agreed to stand down, can be reinstated quickly if there is a need to. Issues of concern can be escalated through MAFG. 5/7 – Meetings still on pause, no intel to cause concern at present. Not directly Brexit related, media article has highlighted concerns around food supply chain due to acute shortage of HGV drivers
Promotion of EU Settlement Scheme	Emergency Planning Manager	complete	Working with comms and service areas to proactively promote the EU Settlement Scheme. Leaflet included in

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

Risk: 6. Failure to respond to a critical, business continuity or emergency planning event			Owner: Chief Executive				Category: Processes & Systems			Risk Direction: 
				Target Risk				Current Residual Risk		
Description/Triggers	**Impact**	**Mitigation**	**Date Raised**	Impact	Likelihood	**Score**	**Risk Strategy**	Impact	Likelihood	**Score**
• Occurrence of a significant event: ○ Loss city hall ○ Denial of access to City Hall ○ ICT failure temporary ○ Cyber Attack ○ Contractor collapse ○ Supply chain failure ○ Severe weather events ○ Loss of power ○ Sea level rise ○ Fuel shortages ○ Communications failure ○ Pandemic • Insufficient staff representation across strategic, tactical and operational levels to ensure resilience, effective response and enable full engagement within NRF structures	• Council/services unable to function. • Increase in demand on Council services • Vulnerable service users unable to access services • Reputational damage	• Service Area Business Impact Analysis and Business continuity plans in place (albeit accepting update required) • ICT Disaster Recovery Plan in place (albeit accepting update required) • Incident Management Team response to business continuity incidents. • Regular training and exercising including of all Emergency Management plans and Service Area BIA/BCPs • Insurance policies • Asset register • Emergency planning strategy in place and maintained • Incident specific response plans • Rest centre and community centre plans • Full participation in Norfolk Resilience Forum meetings • Review of NRF risk assessments and Norfolk Community Risk Register • Norfolk Emergency Response Guidance NRF multi-agency plans for specific risks • Participation in training and exercises • Good contract governance • Services areas to raise at supplier engagement meetings potential risk of contractor for early warning. • Service areas to gain knowledge of alternative suppliers that could deliver key services. • Links in-place to other stakeholder BCPs – e.g. Biffa and NCSL • Service areas to flag with contract managers risk of supplier collapse due to Covid or issues with supply change due to Brexit. • Completion of outstanding actions	Apr 20	2	3	**6**	**Manage**	4	3	**12**

Risk Control Action			
Action	**Owner**	**Target Date**	**Update**
Reinstatement of Business Continuity steering group, agreement of TofR and attendees	Head of Planning and regulatory services	Mar 22	
SLT training on Corporate BCP Review all SA BIA.BCPs Review CBCP Complete all actions identified in mean Arrows Exercise Report including (but not exhaustive)t: - Use of Lakenham Office as WAR location - Develop Corporate induction training for new starters - Communications and IT emergency response strategy to be defined including OOH - Cyber Incident Response plan to be prepared - Recruit additional	Head of Planning and regulatory services	Timescales and lead officers to be agreed at first BCSG meeting (March 22)	

		from previous EP and BC exercises • Emergency planning duty officer rota and procedures in place • Emergency planning arrangements reviewed and updated • Business continuity plans reviewed • New emergency planning strategy • Gold/Silver rota in place to support EPDO.	loggists			
			Comments:			

Risk: 7. Cyber Security			Owner: Executive director of community services				Category: Processes & Systems			Risk Direction: 
				Target Risk				Current Residual Risk		
Description/Triggers	**Impact**	**Mitigation**	**Date Raised**	Impact	Likelihood	**Score**	**Risk Strategy**	Impact	Likelihood	**Score**
• lack of staff awareness and training in relation to cyber security. • An IT vulnerability allows a Cyber-attack on the corporate data network • Failure to address the IT recommendations of IT Health assessments in a timely fashion. • Non-compliance with the Data Integrity Principle (GDPR).	• The Cyber-attack on the local authority in NE England is estimated to have cost £10m. • Loss of IT systems (such as Web services, Email, Payments, Public Access, Corporate information etc) for several days, weeks or even months) • IT systems don't meet service transformational expectations. • Customer services disrupted • Financial impact of prolonged IT shutdown • Political & reputational risk • Non-compliance with Payment Card Industry standards which results in financial fines. • Non-compliance with Public Sector Network which results in possible loss of DWP information affecting the Benefits' Service.	• Corporate Information Group – monitor information assurance related issues. • Independent annual Cyber health assessments provides for a friendly warning of vulnerabilities • Firewalls & Security Products • Internal audit of cyber security • Refresh the Staff Awareness Programme • Attendance at CyberShare East • Member of Security Information Sharing Partnership (CiSP) • Member of NCSC Early Warning system (a service designed to inform the organisation of potential cyber attacks)	Jun 20	5	3	**15**	**Manage**	5	4	**20**

Risk Control Action			
Action	**Owner**	**Target Date**	**Update**
Review the need to insure against cybersecurity attacks.	Head of Customers, IT & Digital	Feb 22	Brokers have been identified that will provide insurance against cyber attacks. They have requested information about our existing security protection levels. Aim to have this returned to brokers by end of February 2022. A new action will follow this.
Address the vulnerabilities identified from the IT Health Assessment	Head of Customers, IT & Digital	Feb 22	The council has achieved PSN compliance status. The council has achieved PSN compliance status. Further information about planned actions can be obtained from the Head of IT, customers and digital[1].
Review of IT Process/Policy Documentation	Head of Customers, IT & Digital	Complete	review is complete.
Training session in November 21 to include cyber-attacks and their potential impact	Emergency Planning Manager	Complete	6/1/22: Exercise Mean Arrows delivered to SLT on 22/11/21. The table-top discussion exercise was to evaluate the council's response to a cyber-attack. Exercise report drafted with a number of recommendations, to be presented to

[1] Revised wording published 12 April 2022

						CLT
			Comments:			

Risk: 8 Data Protection Compliance			Owner: Executive director of community services				Category: Processes & Systems			Risk Direction: 
				Target Risk				Current Residual Risk		
Description/Triggers	**Impact**	**Mitigation**	**Date Raised**	Impact	Likelihood	**Score**	**Risk Strategy**	Impact	Likelihood	**Score**
• Technical or procedural non-compliance with UK Data Protection legislation • Unauthorised access to, loss or disclosure of personal data	• Regulatory / Financial penalties. The Information Commissioner's Office (ICO) can impose fines of up to £17.5 million or 4% of the total annual worldwide turnover in the preceding financial year, whichever is higher. • Legal action. Data subjects can bring compensation claims based on material or non-material damage including distress for non-compliance. • Political & reputational damage.	• Mandatory e-learning modules on Data Protection. • Corporate Information Group – monitor information assurance related issues.	Jun 20	4	2	**8**	**Manage**	4	3	**12**

Risk Control Action			
Action	**Owner**	**Target Date**	**Update**
Review all IT systems to ensure they meet technical data protection requirements	Head of Customers, IT & Digital	Complete	IT roadmap now in place to refresh and replace systems as appropriate. New systems are scrutinised as part of the DPIA process.
Deliver staff awareness. Links to Cyber Security Risk actions.	Head of Customers, IT & Digital	Complete	Member Development Training delivered on 06/12/2021 to highlight their roles and responsibilities. Mandatory training for all staff and contactors launched 4th October 2021.
Review Data Protection / Information Assurance Policies	Head of Customers, IT & Digital	Mar 2022	The 'Appropriate Policy Document' is published on Norwich.gov but further work required to identify areas where NCC processes criminal data as a 'Competent Authority'. The IT User Security Policy is being redrafted after feedback from JCNC. This is scheduled for reconsideration at the next meeting on 19 Jan 2022. The Records Management Policy has been approved by JNCN. The User Security and RM Policies will be launched together in Feb 2022.

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

Risk: 9. Failure to fulfil statutory or legislative responsibilities - safeguarding.			Owner: Executive director of community services				Category: Customer			Risk Direction: 
				Target Risk				Current Residual Risk		
Description/Triggers	**Impact**	**Mitigation**	**Date Raised**	Impact	Likelihood	**Score**	**Risk Strategy**	Impact	Likelihood	**Score**
• Lack of understanding the statutory and legislative responsibilities. • Lack of awareness of legislative changes and new legislation. • Failure to implement statutory duties and responsibilities. • Lack of required skills knowledge and experience of key officers tasked to fulfil statutory or legislative responsibilities. • Insufficient organisational capacity. • Ineffective procedures and processes. • Lack of clarity of roles and ownership of legislative responsibilities (H&S, safeguarding, equality etc.). • Delegation of responsibilities where services are with a contractor.	• Financial costs in compensation & fines • Intervention if complete failure • Acting illegally • Negative impact on the Council's reputation • Wrong decision being made • Harm, abuse, accident or death linked to failure of the Council to act within safeguarding arrangements • Being held to account by overseeing organisations (e.g. children safeguarding) maybe included in reputation	• Communication Strategy to ensure implementation • Corporate Governance Group in place to oversee compliance • Legal Services in place to provide support • Positive approach to checking compliance with legislation • Professional leads identify legal requirements • Quality assurance processes in place for contracted services • Suitably trained and qualified staff and mandatory reading of key documents for all officers	Apr 20	4	**3**	**12**	**Manage**	5	**3**	**15**

Risk Control Action			
Action	**Owner**	**Target Date**	**Update**
Review risks, impact, mitigations, ownership and actions	Housing Operations Director	Mar 22	Interim Head of Service appointed to undertake review.
Increase officer confidence in information sharing and understanding of when and how to do so appropriately	Early Intervention & Community Safety Manager	on-going	The Training audit is on-going as staff are recruited to key roles and inducted into the organisation. A targeted programme of safeguarding training is planned. To be updated following review
Safeguarding policy and risk embedded into contractors' and sub contractors' policy and practice	Early Intervention & Community Safety Manager	on-going	Safeguarding champions from NPS attend meetings to create the link into their organisation and the contractors that we work with. To be updated following review
Maintain safeguarding champion knowledge, understanding, confidence	Early Intervention & Community Safety Manager	on-going	Safeguarding champions meet every two months and assess their knowledge requirements. To be updated following review
Embed learning across council teams	Early Intervention & Community Safety Manager	Ongoing	There are regular learning sessions for Neighbourhoods staff. Learning from Complex Case Strategy Meetings and Safeguarding Adult Reviews is shared at bi-monthly champions meetings for

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

Risk 10 – Removed due to commercial confidentiality.

Risk: 11. Antisocial behaviour			Owner: Executive director of community services				Category:			Risk Direction: 
				Target Risk				Current Risk		
Description/Triggers	**Impact**	**Mitigation**	**Date Raised**	Impact	Likelihood	**Score**	**Risk Strategy**	Impact	Likelihood	**Score**
• Failure to adequately manage risk to residents affected by antisocial behaviour	• Death or serious injury to resident • Mental well-of resident being impacted • Escalation of issues leading to increased service demand and/or cost	• Ensure risk assessment process being followed throughout the antisocial behaviour process • New ASB team fully staffed	Oct 20	2	3	**6**	**Manage**	4	4	**16**

Risk Control Action

Action	Owner	Target Date	Update
Successful recruitment to new team so it is fully staffed	Early Intervention & Community Safety Manager	Mar 22	Temporary staff recruited. Recruitment for front-line staff underway
New ASB team trained on and conversant with ASB risk assessment procedures	Early Intervention & Community Safety Manager	Jun 22	Temporary trained on corporate and national service standards. Awaiting recruitment of new team
Residents know how to report ASB to the council	Early Intervention & Community Safety Manager	Complete	Complete. Online and telephone reporting in place.
Review of new ASB response arrangements to ensure effective	Early Intervention & Community Safety Manager	Complete	New process and standards agreed in addition to targets set to improve performance. Customer touch points increased 6 times in first six weeks. This includes a minimum of 1 in-person visit to the victim.

Comments:

CLT 24/2 agreed to add to corporate register

As part of new structure ASB has moved to housing and community Safety Service within community services directorate. Full review of ASB service underway.

Risk: 12. Contract Management – Governance	Owner: Executive director of corporate and commercial services	Category: Processes & Systems	Risk Direction:

Description/Triggers	Impact	Mitigation
• Contract management strategy out of date / not being adhered to • Resourcing of contract management and training inadequate • Clarity of service area accountability & roles and responsibilities poor • Contract managers not fully aware of the risks to service delivery in their contracts • Inadequate SLA/KPIs/MI identified in tender/contracts documents with • Lack of escalation of contract issues • Poor due diligence pre-award and during contract	• Third party relationships and contracts not managed appropriately causing: ○ contract value not realised / obligations not carried out ○ Poor performance ○ Financial loss / poor value for money ○ Legislative requirements not met / regulatory / legal fine or censure ○ Reputational impact ○ Lack of visibility of supplier performance	• Contracts and variations available to all contract managers; each contract has an identified lead • Procurement and Contract Management Strategy sets principles and actions for contract management • CLT have requested review of how contract management is being delivered within the organisation to identify potential improvements • 'Driving value through our supply chain' corporate group to monitor value for money delivery in contracts and share practice • IA coverage in audit plans

	Target Risk				Current Risk		
Date Raised	Impact	Likelihood	**Score**	**Risk Strategy**	Impact	Likelihood	**Score**
Aug 20	3	3	**9**	**Assess**	4	3	**12**

Risk Control Action

Action	Owner	Target Date	Update
Refresh contract management strategy to become contract management framework, including assessing standard documentation to support effective contract management and evaluating assurance mechanisms within the organisation	Head of Legal and Procurement	Mar 22	This has been identified as an area of focus within the procurement strategy implementation plan. This work will be completed in tandem with the annual contract performance reviews identified below
Delivery of contract management fundamentals training	Business Relationship & Procurement Manager	Feb 22	To enhance existing organisational knowledge in the short term, we intend to provide training for lead managers in contract management. Beyond this, we will need to deliver specific training on an ongoing basis to support managers in adhering to the contract management framework.
Develop and deliver contract management training based on the framework ○ NCLS officers ○ NCC officers	Business Relationship & Procurement Manager	Sept 22	
Undertake commercial contracting challenge diagnostic to understand procurement maturity and potential high risk areas for further action	Head of Legal and Procurement and Business Relationship and Procurement Manager	Mar 22	The diagnostic is an externally commissioned exercise to help the Council understand its relative strengths in commissioning and procurement to then identify further action. The outcomes of this will be reported to the Future Shape Norwich: Driving value through our supply chain group to identify priority areas.

Comments:
Recent limited assurance audit opinions on both NNBL and waste services contract management. Priority resources have been assigned to review these contracts and improve the performance and outcomes achieved.

Risk 13: The Council's approach to waste and recycling becomes financially, environmentally and contractually unsustainable			Owner: Executive Director Development & City Services				Category:			Risk Direction: 
				Target Risk				Current Residual Risk		
Description/Triggers	**Impact**	**Mitigation**	**Date Raised**	Impact	Likelihood	**Score**	**Risk Strategy**	Impact	Likelihood	**Score**
• The Council's Waste Management services operate in a highly regulated environment. This regime covers the type of collection services that must be provided to households and businesses, and how material can be processed. There are a number of policy and contractual challenges that the Council must address between now and 2024, including the review of the collection contract with Biffa, our recycling processing with NEWS, and our response to the proposals in the proposed Environment Bill	• Risk to service delivery as a result of appropriate contracts not being in place • Service becomes financially unsustainable • Services provided do not comply with new regulatory regime • Council cannot deliver the objectives of the Environment Strategy as they relate to waste minimisation and recycling • Significant reputational impact on the Council	• Comprehensive review of financial and contract strategies to identify and address potential barriers to new contracts being agreed with suppliers is about to commence with Biffa and Peopletoo • Peopletoo evaluation will scope review and redesign of services to ensure that they meet current and future regulatory requirements • Staff development programme focussing on procurement, waste strategy and contract management to be designed and delivered • New "variable gate fee" contract with NEWS agreed at November Cabinet to address financial sustainability concerns of previous contract • New Environment Act 2021 does not provide specific dates for implementation of Consistency and Extended Producer Responsibility requirements • Council already provides range of services specified within the Act, although it is unclear on whether Garden Waste should be provided free of charge	May 2021	2	2	**4**	**Manage**	4	3	**12**

Risk Control Action			
Action	**Owner**	**Target Date**	**Update**
Contract strategy for Biffa to be developed and agreed by CLT	Head of Environment Services	Mar 22	HoES attended CLT in July and resources agreed to allow resources to be released to enable actions identified below to be delivered.
Contract strategy for NEWS to be developed and agreed by CLT	Head of Environment Services	Complete	Anticipated that report will be taken to Cabinet in Nov to agree way forward Complete
Waste Strategy to be reviewed to address financial, regulatory and climate challenges	Head of Environment Services	Mar 22	
Comments:			

Risk 14: Health, Safety and Compliance in council homes and buildings			Owner: Executive Director of Community Services					Risk Direction:	
				Target Risk				Current Residual Risk	
Description/Triggers	**Impact**	**Mitigation**	**Date Raised**	Impact	Likelihood	**Score**	**Risk Strategy**	Impact	Likelihood	**Score**
• The council fails to meet its statutory, legislative, and regulatory requirements in relation to Health, Safety and Compliance • The council fails to return its homes and buildings to full compliance within an acceptable period and as expected by the Regulator of Social Housing	• Risk of serious detriment to tenants and leaseholders • Regulator of Social Housing takes enforcement action against the council • Planned programmes of work to council homes are delayed to ensure H & S and compliance work is prioritised • Cost increase in relation to contract works, insurance and management of homes • Emergence of further Health, Safety and Compliance matters as data is validated and through transfer of JV.	• Capacity, skills and expertise to be recruited within NCC • Insourcing of JV (NPSN) including health, safety and compliance function • Compliance data validation for transfer to NEC • Compliance Improvement Plan (CIP) to be developed to include a suite of supporting plans • Remedial works trackers across all areas • Housing Health Safety and Compliance Board • Monthly reporting to RSH • Quarterly reporting to Cabinet • Sufficient capital and revenue budget provision • Increased contractor capacity to deliver CIP	October 2021	4	2	**8**	**Manage**	5	4	**20**

Risk Control Action			
Action	**Owner**	**Target Date**	**Update**
CIP and suite of documents including: • Recovery Plan (what we are doing to support/achieve recovery to 100% compliance) • Dashboard (the data that shows progress) • Building Safety Bill Act requirements • Risk assessment plus impact and mitigations	Housing Operations Director	Dec 21	Completed – ongoing as 'live documents'
Recruitment to be completed	Exec director of community services	Dec 21	Completed. Additional resource requirement identified to support other council buildings.
Budget provision to be recommended for approval November Council	Exec director of community services	Nov 21	Approved and budget provision in place for 2022/23
Remedial Works Trackers	Housing Operations Director	Dec 21	Completed – ongoing as 'live documents'.
Contractor Capacity	Housing Operations Director	Ongoing to Dec 22	In progress – procurement of additional capacity underway – to be in place by 01/04/2022
Data validation in preparation for transfer to NEC	Housing Operations Director	March 22	In progress in line with target date.
Comments: The Regulator of Social Housing has found NCC in breach of the Home Standard. The RSH served NCC with a Regulatory Notice on the 27th of October 2021 setting out details of the breach.			

Risk 15: Failure to be able to draw down £15m of HIF money previously secured from Homes England and under contract to assist with the delivery of Anglia Square leading to failure for successful redevelopment of this key city centre site.	Owner: Executive Director Development & City Services				Risk Direction:	

				Target Risk				Current Residual Risk		
Description/Triggers	**Impact**	**Mitigation**	**Date Raised**	Impact	Likelihood	**Score**	**Risk Strategy**	Impact	Likelihood	**Score**
• Failure to be able to draw down £15m of funding previously secured from Homes England in order to assist delivery of Anglia Square redevelopment • HIF funding needs to be spent by March 2024 at latest. Current HE advice is this means not only being drawn down by the Council from HE but also being able to evidence delivery of eligible infrastructure before payments are drawn down • Following refusal of previous planning application for the site timetable is challenging insofar as a revised application is due to be submitted in March 2022. Earliest possible planning decision issued likely to be autumn 2022. Start on site prior to 2023 unlikely	• Threat to the redevelopment of Anglia Square – continued blight on northern City Centre • New housing and commercial development not delivered – needs remain unmet • Loss of future Council tax and business rates income to Council • Reputational risk to council through failure to draw down allocated funding	• Regular liaison with Weston Homes and Colombia Threadneedle to ensure that consultation and processing of application is handled promptly • Regular engagement with Historic England to minimise prospects of objections/request for call-in of application • Engagement with Homes England to understand parameters around HIF funding • Briefing of PAC and Cabinet on emerging proposals (programmed for January and March 2022) • Requested Homes England reconsider deadline for HIF spend (Director letter sent – awaiting response)	2/11/21	4	2	**8**		4	4	**16**

Risk Control Action

Action	Owner	Target Date	Update
Commission detailed advice on state aid rules post Brexit and definition of eligible infrastructure for HIF funding	Executive Director Development & City Services	Mar 22	Meeting scheduled with HIF staff to explore additional capacity funding. Meeting with legal advisors planned for 11/01/22 to commission advice. Capacity Funding secured from HE.
Commissioning independent viability assessment and programme review. Funded through Homes England capacity Fund (secured £40k)	HofP&RS	Mar 22	Brief for tender written and with procurement for issue through Bloom framework.
HofP&RS meeting Outpost artists to consider relocation options	HofP&RS	Feb 22	Meeting arranged for 03.02.22
Community Review Panel	HofP&RS		
Design review panel	HofP&RS		

Comments:
Response from Homes England on possible extension of time on HIF mvf deadline still awaited.

Risk 16: Elections			Owner: Executive director of corporate and commercial services				Category: Processes & Systems			Risk Direction:
				Target Risk				Current Residual Risk		
Description/Triggers	**Impact**	**Mitigation**	**Date Raised**	Impact	Likelihood	**Score**	**Risk Strategy**	Impact	Likelihood	**Score**
• Delivery of a successful and compliant election on a new election system and through the ongoing uncertainty of the covid-19 situation	• Issues in deployment of the election system could present challenges in managing the electoral register and elections effectively • The Covid-19 pandemic uncertainty could create additional burdens in the general management of the election and impact on voter behaviour (increases in postal and proxy voting)	• Delivery of the deployment programme for the election system with back-up plan in the event of unsuccessful implementation • Election activities continue to be risk assessed in light of the ongoing pandemic	Aug 20	3	2	**6**	**Manage**	3	3	**9**

Risk Control Action

Action	Owner	Target Date	Update
Delivery of election system deployment programme	Application support manager / Democratic and elections manager	Feb 22	A project team is in place with an agreed deployment plan with our chosen provider, Democracy Counts. The deployment plan includes user testing and training. To mitigate any risks of unsuccessful deployment, the IDOX system currently used has been extended to cover the election period if it needs to be called upon.
Monitor covid-19 restrictions and evaluate impact on conduct of the elections	Chief Executive / Democratic and elections manager	May 22	A regular programme of elections team meetings has been scheduled. This has been identified as a key risk to election delivery and will continue to be monitored. A full project plan for the election is in development.

Comments: This risk escalates to a corporate level for Q3 and Q4 of 2021-22. The risk will de-escalate at the end of Q1 and in Q2 to the directorate risk register.

Risk: 17 Failure to deliver acceptable levels of performance in regulatory services			Owner: Executive Director Development & City Services				Category:			Risk Direction: 
				Target Risk				Current Residual Risk		
Description/Triggers	**Impact**	**Mitigation**	**Date Raised**	Impact	Likelihood	**Score**	**Risk Strategy**	Impact	Likelihood	**Score**
• Large backlogs of applications needing to be addressed • Failure to avert avoidable harm to public • Increased challenge/complaint re decisions made • Failure to comply with Private Hire vehicle compliance standards	• Reputational harm, restricted ability to charge • Reputational harm, potential legal risks • Failure to maximise income	Peer Review completed and areas for priority attention identified, resulting in programme of service improvements alongside temporary resource to address backlogs	26/01/2022	4	2	**8**		4	4	**16**

Risk Control Action

Action	Owner	Target Date	Update
Regulatory services improvement plan to be drafted, to include full business case for digitalisation of services, process review, and policy amends	Sarah Ashurst	Aug 22	Full improvement plan to be costed and presented to CLT for budget sign off through Opening Briefs process and approval of timescales. Once agreed, PID and Improvement plan will form actions to be completed here.

Comments:

Peer review outcomes and restructure proposals taken through CLT and Portfolio holders briefed. Restructure consultation and temporary resources will be consulted on and implemented in the New year. Improvement plan for Peer review services and wider dept to be drawn together in New Year (see action 2 above).

Risk scoring matrix

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

Risk direction key



Appendix A. Community Services

A.1. Performance

A.1.1. Summary of performance

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

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

A.1.2. Successes and challenges

Successes:

- The customer contact team successfully recruited 3 apprentices.

- We received funding from the LGA as part of their Pathfinders programme, which funds Councils to pilot digital inclusion initiatives. There were 75 applications received and we were one of the lucky 9 projects funded. We have received £20,000 for the period October 2021 to March 2022 to look into a model for refurbishing technology from businesses to individuals and community projects.

- NEC project (new Academy system replacement for housing) – 200 processes streamlined, 500 new letter templates, nine million data records migrated, and all six core modules fully designed, built and tested preparing for a January phase 1 launch.

Challenges:

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

A.1.3. Case Study

Student placements within IT

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

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

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

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

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

A.2. Finance

A.2.1. Community Services revenue budget

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

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

A.2.2. Key variances

Figure 2.1: Community Services key variances

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

Further detail is shown in **Annex A1**

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

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

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

Figure 2.2 – movement since Q2

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

A.2.3. Savings tracker

The savings tracker summary for the directorate is shown below:

Figure 2.3

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

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

A.2.4. Housing Revenue Account revenue budget

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

Figure 2.4

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

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

Further detail is shown in **Annex A2**

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

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

Other	57	
Total movement	(191)	

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

Figure 2.6

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

A.2.5. General Fund Community Services capital budget

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

Figure 2.7:

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

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

A.2.6. HRA Community Services capital budget

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

Figure 2.8:

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

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

A.3. Risk

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

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

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

Community Services:

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

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

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

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

Annex A1: Community Services revenue budget

CC	CC Description	Budget (£000)	Actual to Q3 (£000)	Forecast out-turn (£000)	Forecast variance (£000)
Community Services					
310030	Head of Comms & Culture	0	37	29	29
314035	Community Services	324	411	414	90

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

Customers, IT & Digital

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

Housing & Community Safety

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

Strategy, Engagement & Culture

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

CC	CC Description	Budget (£000)	Actual to Q3 (£000)	Forecast out-turn (£000)	Forecast variance (£000)
312040	Riverside Swimming Centre	267	72	81	(186)
313010	Tourist Information	42	(32)	92	51
314030	Culture & Events	191	86	183	(8)
320100	Head of Transformation	113	152	108	(5)
321050	Policy & Performance	199	335	210	12
321070	Fit for the Future	145	111	148	3
420060	Commissioning	39	12	39	0
420070	Financial Inclusion	184	164	178	(6)
420140	Community Enabling	287	343	280	(6)
420141	Active Hours	0	0	0	0
420160	Early Interventn & Comm Safety	78	55	82	4
510035	Project Place	461	221	461	0
522080	Covid recovery team	301	(57)	301	0
630010	Environmental Strategy	93	163	109	16
		3,740	**2,668**	**3,607**	**(133)**
	Directorate Totals	**9,288**	**8,731**	**9,413**	**125**

Annex A2: HRA revenue budget

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

Annex A3: Community Services GF capital budget

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

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

Annex A4: Community Services HRA Capital Budget

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

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

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

Appendix B: Corporate and Commercial Services

B.1 Performance

B.1.1 Summary of performance

Corporate & Commercial Services has four KPIs, all of which report quarterly. For Q3, the directorate reported zero red, one amber and three green indicators. The indicator around processing new Housing Benefits claims built on the improvements seen last quarter and moved from red to green, cutting the processing time by an additional six days.

Full details available at the corporate performance dashboard.

B.1.2. Successes and challenges

Successes:

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

Challenges:

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

B.1.3 Case Study

HR and organisational development (OD)

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

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

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

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

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

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

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

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

B.2 Finance

B.2.1 Corporate & Commercial Services revenue budget

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

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

B.2.2 Key variances

Figure 3.1: Corporate & Commercial Services key variances

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

Further detail is shown in **Annex B1**

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

Figure 3.2 – movement since P8

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

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

Figure 3.3 – movement since Q2

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

B.2.3 Corporate Financing revenue budget

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

Figure 3.4: Corporate Financing key variances

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

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

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

Figure 3.5

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

B.2.4 Savings tracker

Figure 3.6

	Total Budget Savings	Element of Saving at Risk	Additional savings
Complete	(115,893)	-	(7,400)
Green	(1,258,000)	-	(490,000)
Amber	(91,000)	35,000	0
Red	0	-	0
	(1,464,893)	**35,000**	**(497,400)**

Key savings at risk:

£35,000 Finance capital recharges

B.2.5 Corporate & Commercial Services capital budget

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

Figure 3.7:

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

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

B.3 Risk

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

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

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

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

Corporate and Commercial Services:

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

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

Annex B1: Corporate and Commercial Services revenue budget

CC	CC Description	Budget (£000)	Actual to Q3 (£000)	Forecast out-turn (£000)	Forecast variance (£000)
Corporate & Commercial Services					
512020	Corporate & Commercial Services	440	353	436	(4)
		440	**353**	**436**	**(4)**
Finance, Audit & Risk					
510050	Professional Finance	529	876	564	36
511070	Business Grants Covid 19	0	(50)	0	0
514010	Internal Audit	71	96	68	(3)
514015	External Audit	81	(116)	61	(20)
515030	Operational Finance	121	189	119	(3)
		802	**994**	**813**	**10**
HR & Organisational Development					
530010	Personnel Corporate Costs	126	3,919	123	(3)
530020	Personnel Services	545	507	525	(19)
530050	Learning & Development	70	58	69	(0)
		740	**4,484**	**718**	**(22)**
Legal & Procurement					
315010	Civic Expenses	140	43	99	(41)
510040	BRM Team	0	0	0	(0)
512010	Insurance	261	922	250	(11)
512015	NCS Ltd Insurance	0	11	0	0
520010	Members Expenses	476	352	475	(1)
520015	Electoral Registration	93	12	110	17
520020	Committee Secretariat	266	221	292	26
520030	Council Elections	215	361	221	6
521010	Legal Services	0	354	63	63
540010	Procurement Team	170	378	168	(2)
550080	Corporate Business Services	149	210	160	11
		1,770	**2,863**	**1,839**	**69**
Revenues & Benefits					
515010	NNDR Admin	(147)	(485)	(411)	(264)
515020	Council Tax Admin	1,266	847	1,113	(152)
516010	HB Private Sector Rent Allwncs	(46)	345	522	568
516020	HB Public Sector Rent Rebates	901	555	414	(487)
516040	Benefits Admin (HB + CTB)	621	647	815	194
		2,594	**1,908**	**2,453**	**(141)**
	Corporate & Commercial Services	**6,346**	**10,603**	**6,258**	**(87)**

Annex B2: Corporate Financing General Fund revenue budget

CC	CC Description	Budget (£000)	Actual to Q3 (£000)	Forecast out-turn (£000)	Forecast variance (£000)
Corporate Financing					
510030	Corporate Management	(1,506)	99	(1,508)	(2)
511010	Debt Management Expenses	0	228	0	0
511020	Financial Arrangements	(1,139)	3,261	(1,348)	(209)
511030	MIRS (SMGFB) Reversing Items	48	0	(232)	(280)
511060	MIRS (SMGFB) Non-Reversing	(17,322)	0	(16,701)	621
511080	CT + NNDR Pool Income	154	(23,491)	154	(0)
511090	Corporate Financing	(2,257)	(1,907)	(2,603)	(346)
511100	General Fund Contingency	363	0	363	0
	Corporate Financing Total	**(21,659)**	**(21,810)**	**(21,875)**	**(216)**

Annex B3: Corporate and Commercial Services General Fund capital budget

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

Appendix C: Development and City Services

C.1. Performance

C.1.1. Summary of performance

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

Full details available at the corporate performance dashboard.

C.1.2. Successes and challenges

Successes:

- Performance of '% household waste sent for recycling' KPI
- Green flag awards
- Performance of 'income paid by tenants occupying the council's investment property portfolio' KPI
- Q3 Success List

Challenges:

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

C.1.3. Case Study

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

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

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

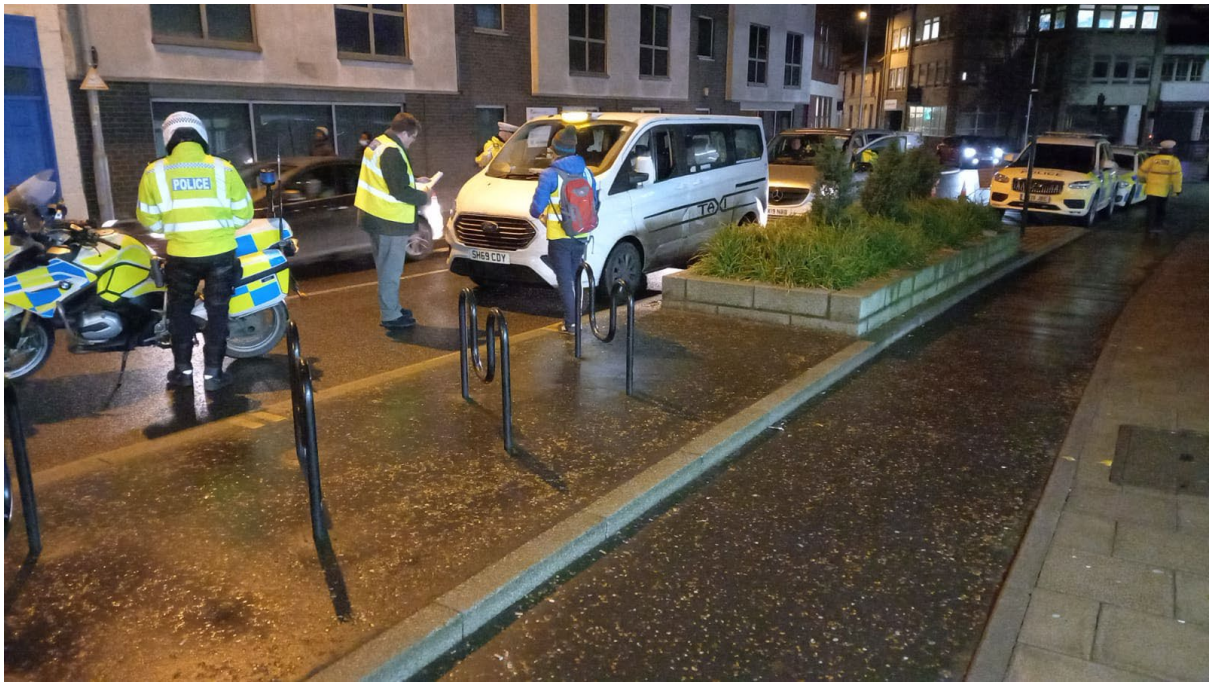
Safety in the late-night economy (drink spiking and vulnerability awareness training) was also reinforced with drivers during the stops.

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

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

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

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



C.2. Finance

C.2.1. Development and City Services revenue budget

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

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

C.2.2. Key variances

Figure 4.1: Development and City Services key variances

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

Further detail is shown in **Annex C1**

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

C.2.3. Savings tracker

Figure 4.2 – Development and City Services savings tracker:

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

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

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

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

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

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

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

Figure 4.3:

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

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

C.2.5. Development and City Services HRA capital budget

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

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

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

Figure 4.4:

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

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

C.3. Risk

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

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

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

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

Development and City Services:

- Risk to buildings from service water flooding

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

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

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

Annex C1: Development and City Services revenue budget

CC	CC Description	Budget (£000)	Actual to Q3 (£000)	Forecast out-turn (£000)	Forecast variance (£000)
Development & City Services					
600040	Director of Regen & Develpmnt	0	2	0	0
610015	Development & City Services	500	373	450	(50)
		500	**375**	**450**	**(50)**
Environment Services					
100000	Markets	(455)	(394)	(511)	(56)
130000	Cemeteries	(46)	(28)	(50)	(4)
150000	Allotments	8	(32)	9	2
160000	Open Spaces	2,334	1,736	2,260	(74)
420150	Neighbourhood Operations	12	9	12	0
421010	Arboricultural services	193	110	163	(30)
421020	Mousehold Heath Conservators	205	141	204	(1)
421030	Highways Ground & Tree Maint	84	29	76	(7)
421040	Fringe Project	25	47	23	(2)
431020	Street Cleansing	1,592	1,192	1,585	(7)
431050	Environmental Services	(52)	1,958	0	53
431071	Environmental Services Team	729	512	729	0
431080	Integrated Waste Management	2,712	1,646	2,722	10
630070	Highways/Landscp Imprv & Maint	(91)	(65)	(71)	19
643020	Off Street Car Parks	(681)	(559)	(580)	101
643040	Multi-Storey Car Parks	(1,373)	(1,342)	(1,786)	(413)
643050	Multi-Storey Car Parks Staff	202	159	233	31
644010	On & Off Street Enforcement	(978)	931	(982)	(4)
644015	Bus Lane Enforcement	0	(55)	0	0
644020	Notice Processing	(51)	71	(36)	15
644030	Dispensations	0	(53)	0	0
644050	On Street Operations	(20)	(419)	114	134
644080	Permit Parking	0	(617)	0	0
644100	Housing Contract	0	(10)	0	0
644120	Earlham Park	(4)	0	0	4
645030	Public Area Lighting	241	141	242	1
		4,585	**5,107**	**4,357**	**(228)**
Property & Economic Development					
110000	Livestock Markets - Group	3	(3)	3	0
120000	Conveniences	77	36	61	(16)
140000	Depots	5	4	7	2
180000	Buildings & Land	62	(85)	42	(21)
190000	Property Stewardship	245	149	267	22
210000	Economic Development	(50)	(51)	(50)	1

CC	CC Description	Budget (£000)	Actual to Q3 (£000)	Forecast out-turn (£000)	Forecast variance (£000)
220000	Investment Properties	(3,455)	(4,904)	(3,701)	(246)
230000	Land Held for Future use	(0)	(0)	(0)	0
250000	Assets Used by Others	(31)	(20)	(15)	16
260000	Airport Industrial Estate	(23)	(739)	(5)	18
270000	Externally Granted Rights	18	12	25	7
280000	River Assets	14	5	14	0
290000	City Hall	1,048	591	967	(81)
290001	Pool Cars - City Hall	0	6	0	0
290003	Swanton Road	0	31	0	0
410070	Strategy & Development	4	143	4	0
510020	Airport Appropriation a/c	(257)	(361)	(237)	20
600070	Head of City Development	191	114	189	(2)
610010	Economic Development Unit	336	110	336	(0)
620045	East Norwich Masterplan	0	88	0	0
620046	East Norwich Programme Mngmnt	0	11	0	0
620070	Towns Fund	93	(1,034)	67	(26)
620080	City Growth & Development	13	21	62	49
630060	Concessionary Bus Scheme	34	8	34	0
640210	NPS Joint Venture	23	1,475	92	69
640215	Maintenance Recharges NP&Rs	222	0	222	0
640220	Norwich NORSE Joint Venture	(40)	247	(40)	0
641150	Strategic Property	5	4	9	4
641160	Valuation & Property Mgmnt	0	(4)	(4)	(4)
		(1,463)	**(4,144)**	**(1,650)**	**(188)**
Planning & Regulatory Services					
410010	Private Sector Housing	(27)	(73)	(7)	20
520070	Licensing	(42)	(91)	(7)	35
522040	Food, Health & Safety	666	447	653	(14)
522050	Environmental Protection	536	397	547	11
522060	Public Safety & Emergency Plan	39	77	57	18
522070	Emergency Events	0	19	0	0
600030	Greater Norwich Growth Board	44	30	45	1
620010	Planning Management Account	68	25	69	1
620015	Norfolk Strategic Framework	(8)	(80)	0	8
620030	Building Regulations NonCharge	91	6	91	0
620040	Planning Policy	446	344	446	0
620050	Conservation Dsgn & Landscape	194	256	225	32
620060	Development Management	129	165	234	105
		2,136	**1,522**	**2,353**	**217**
	Directorate Totals	**5,758**	**2,860**	**5,510**	**(249)**

Annex C2: Development and City Services general fund capital budget

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

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

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

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

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

Annex C3: Development and City Services HRA capital budget

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

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